

AN INVESTIGATION OF THE PROBLEMS  
INVOLVED IN RELOCATING  
THE M.I.T. FRATERNITIES ON WEST CAMPUS

by

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Certified by .....  
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May 16, 1955

Professor L. F. Hamilton  
Secretary of the Faculty  
Massachusetts Institute of Technology  
Cambridge 39, Massachusetts

Dear Professor Hamilton:

In accordance with the requirements for graduation,  
we herewith submit a thesis entitled "An Investigation  
of The Problems Involved in Relocating **The M.I.T.**  
Fraternities on West Campus!"

Sincerely yours,

## Acknowledgements

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## Introduction

We became interested in this problem last spring when we were all officers in the Interfraternity Conference at the Massachusetts Institute of Technology. At that time the administration held several meetings with fraternity presidents for the exchange of ideas on the problem of fraternity housing at Tech. The fraternities were anxious to learn the Institute plans for fraternity housing, and the latter were attempting to determine present fraternity feelings on the matter. It was obvious that a great deal of work had gone on before these meetings for the administration had been working on the problem for some time. The fraternities, on the other hand, had not had the benefit of continuity of leadership; and consequently they were somewhat in the dark on many matters. What had been done by previous groups had not been carried over to the present houses. In addition to this lack of knowledge, there were also a great many areas of concern to the fraternities contemplating this move which were vague and unclear.

It is our purpose, therefore, in preparing this thesis to accomplish the following:

1. Provide continuity of information to M.I.T.'s fraternities concerning the problem of moving on campus.
2. Provide the administration with a definite set of attitudes and facts that are present

in fraternities at M.I.T.

3. Provide a classification of the problems confronting the fraternities considering such a move, and provide information to aid the individual M.I.T. fraternities in analyzing their plans and formulating their own decisions.

4. Make available to all interested at Tech a survey of other campuses which have been confronted with a similar situation, the ways in which they solved the problems, and the attendant advantages and/or disadvantages.

5. Provide other colleges confronted with this issue a full account of the problems and actions that have occurred at M.I.T. in planning a movement of fraternity housing.

6. Attempt to resolve a solution that will be conducive to the growth and expansion of M.I.T. and the M.I.T. fraternity system.



## Fraternities at M.I.T.

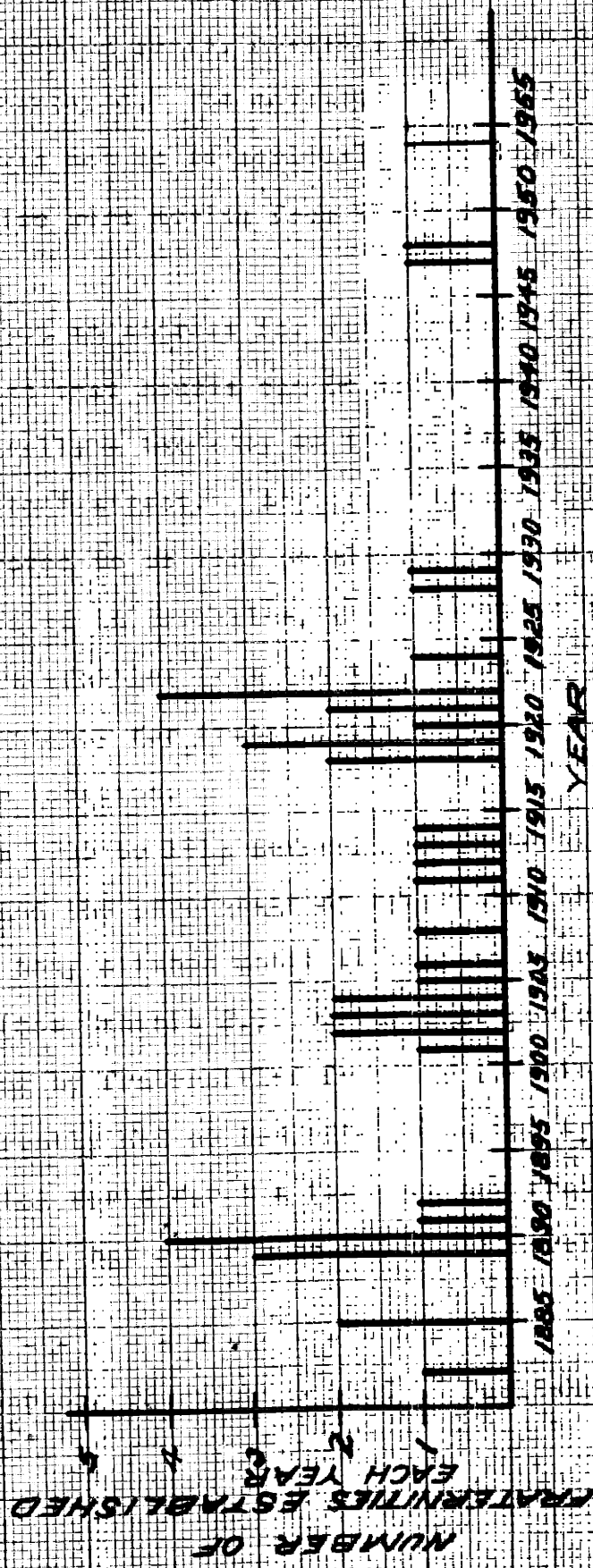
### A. History

In 1864, when M.I.T. was established on Boylston Street in Boston by William Barton Rogers, there were already a number of national fraternities in existence throughout the United States. It was not until 1882, however, that any fraternities were established at Tech. Sigma Chi holds the honor of having been the first at M.I.T., for it was chartered by the Sigma Chi National in 1882. A period of three years passed before any new chapters appeared, and then in 1885 Theta Xi and Alpha Tau Omega were established. Membership of these three houses in 1885 was 38 men, making these small chapters by our present standards.

The years 1885 through 1892 saw a tremendous expansion of the fraternity system at Tech, for nine new fraternities were established during this period. (See Exhibit 1.) By 1892, there were 119 fraternity men, a 213% gain over 1885. It is also interesting to note that the 1892 TECHNIQUE complimented fraternity men on their interest in school activities and forecast a good future for fraternities at M.I.T.

From 1892 to 1901, several of the younger fraternities became inactive due to lack of membership. The living quarters for most of the fraternities up to this time were suites of rooms in rooming houses, hotels, or the Y.M.C.A., and these living facilities did not foster a very strong

NUMBER OF FRATERNITIES ESTABLISHED AT M.C.T. DURING THE YEARS FROM 1882 TO THE PRESENT



SOURCE - M.I.T. YEARBOOK "TECHNIQUE" 1887-1950

fraternity.

The ensuing years, however, saw a number of new fraternities chartered. The movement had survived its initial test and was not to be seriously threatened again. The fraternities also were moving from their rented suites into rented houses.

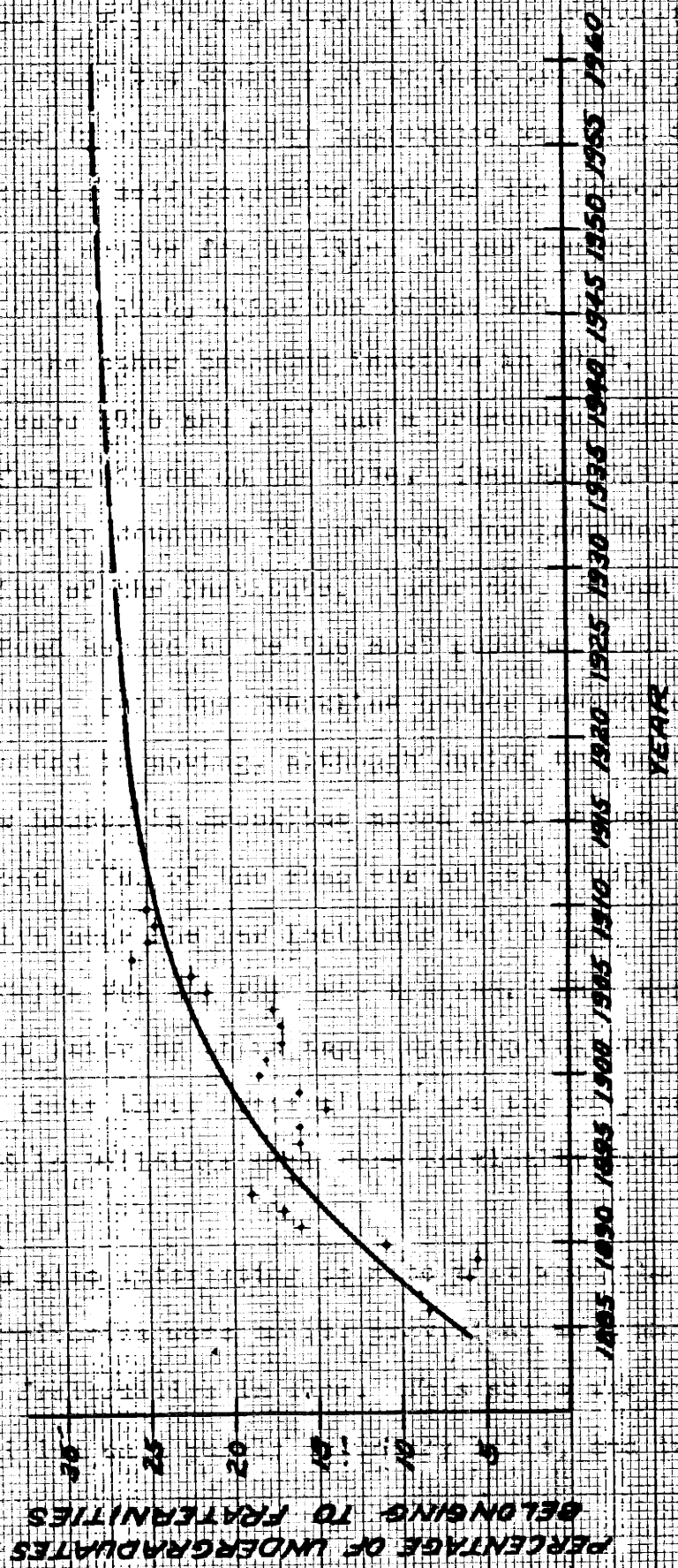
In 1905 an address for each fraternity was listed in TECHNIQUE<sup>1</sup> so that houses can be grouped by location. There was naturally a tendency to locate fairly close to "Tech on Boylston" street. Newbury, Marlborough, and Beacon Streets proved to be very popular. There were even several houses located in Brookline, which seems to have been attractive to fraternities from the very start. There was, however, no tendency for fraternities to group together in any particular location.

From 1900 to 1914 several new fraternities were established, and the percentage of fraternity men in the undergraduate body climbed until it reached nearly its present level. (See Exhibit 2.) During this period there was constant moving by fraternities from one location to another, but this apparently had no bad effects on the system at all.

During World War I a few more new fraternities joined the ranks, but other more important developments

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1. M.I.T. Yearbook TECHNIQUE - 1905      Published April 1905  
pp. 79-135.

PERCENTAGE OF UNDERGRADUATES BELONGING TO FRATERNITIES - 1886 TO 1910



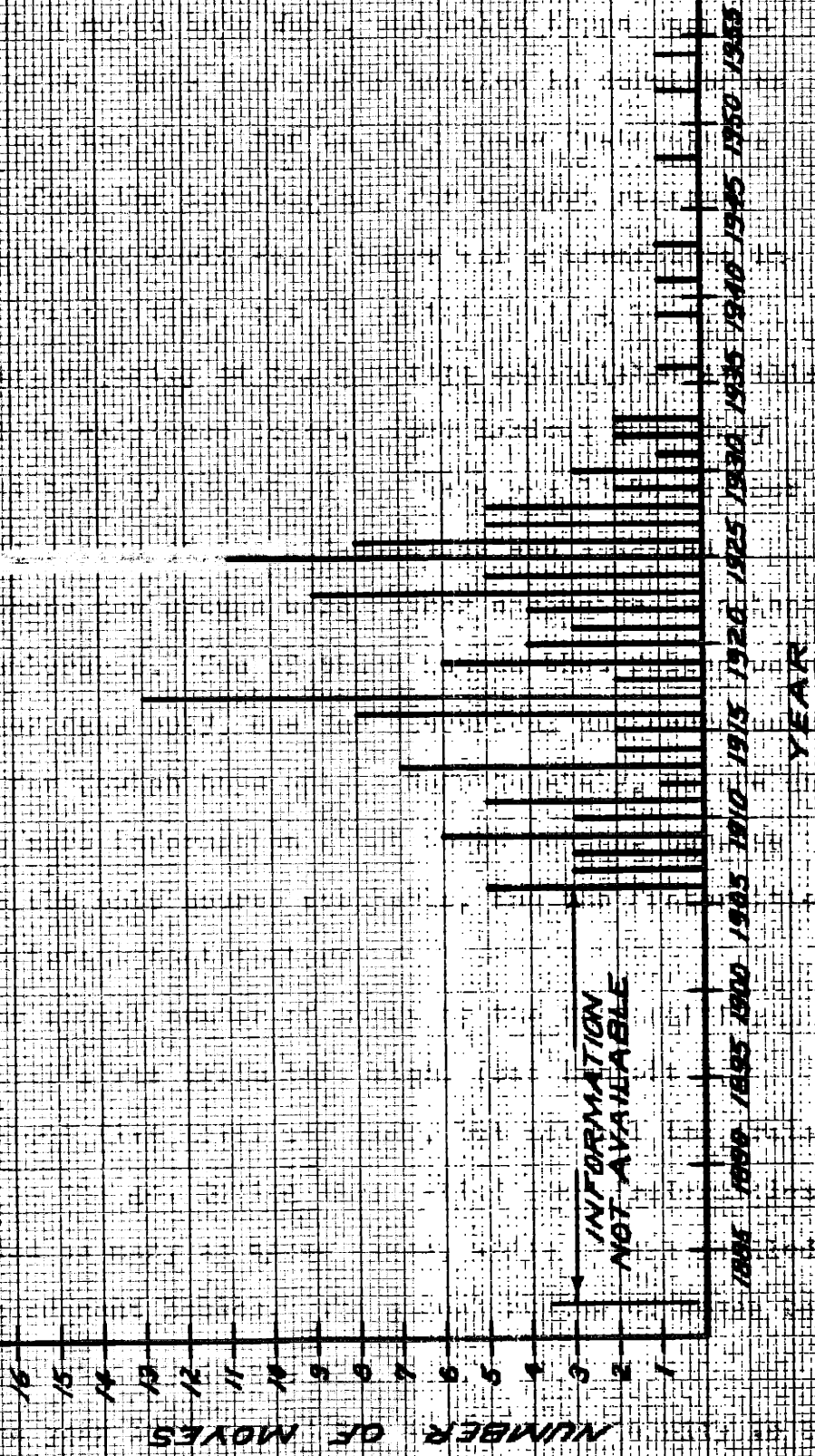
SOURCE: M.I.T. YEARBOOK "TECHNIQUE" 1887-1950

were taking place. M.I.T. was leaving its Boston location and was moving across the Charles River into Cambridge. In the year 1916 the Interfraternity Conference was also established to maintain a self-governing body of the fraternities. All but two of the active fraternities became members of this organization in 1916, while one of the two joined the following year, the other becoming inactive in 1918.

The years 1916 and 1917 saw a tremendous number of the active fraternities on the move. (See Exhibit 3.) The old locations in downtown Boston were now less desirable, due to the moving of the Institute. Cambridge, Beacon Street, and Bay State Road seemed to be the most popular spots for the new locations. Only the Brookline houses seemed relatively uninterested in moving, although during the next several years a few houses in Brookline moved onto Beacon Street or Bay State Road. Two of the chapters actually built houses on Memorial Drive near the new Institute buildings. These chapters were Delta Psi and Phi Beta Epsilon. They were joined ten years later by Delta Kappa Epsilon fraternity, and even today these three fraternities are the only chapters that are housed in buildings that were originally designed as fraternity houses.

It is also interesting to note that when the new East Campus dormitories were built, provisions were made for the housing of fraternities in them. This space was available to the fraternities on a purely voluntary basis, and two

NUMBER OF MOVES BY THE M.I.T. FRATERNITIES EACH YEAR SINCE 1906



SOURCE: M.I.T. YEARBOOK 'TECHNIQUE', 1906-1950

fraternities took advantage of this opportunity immediately. Delta Tau Delta moved into Ware, and Delta Kappa Epsilon went into Crafts. This fraternity housing in dormitories didn't work out too well, for in 1923 these fraternities were evicted from the dormitories, for unknown reasons.

Following World War I there was a tremendous influx of new fraternities, but it is interesting to note that the great majority of the chapters established at this time are not in existence today. (See Exhibit 4.) They were somewhat hastily conceived and were unable to weather the financial storms of the mid-twenties and thirties. Several of these new groups were rather exclusive in selecting their membership. Two of these houses that failed were for Latin Americans only, one for Electrical Engineers only, and several for Jewish boys only. Unfortunately, we are unable to give more information about these houses, because TECHNIQUE is the only source available, and the fraternities were not consistent contributors.

The annual number of moves by the fraternities during the 1920's was again very high. (See Exhibit 3.) There were about five moves per year, but not all the fraternities were on the go. During this period some fraternities may have moved as many as three times, while others settled into their permanent houses. The annual number of moves began to decline rapidly in the thirties.

The year 1929 marked the last new fraternity to be established on the M.I.T. campus until 1947. This period was

especially unfavorable to new fraternity development because of the decreased enrollment in the Institute and the financial difficulties of the period. (See Exhibit 4.) This era was mainly one of retrenchment for the well established and of failure for the weak.

During the thirties the Interfraternity Conference set up a definite procedure for a group to follow and a number of rules with which a group must comply before it would be recognized as a fraternity at M.I.T. This move by the I.F.C. tended to strengthen the campus as a whole and had the effect of discouraging the entrance of new fraternities until 1947 when Alpha Epsilon Pi and Sigma Phi Epsilon were established.

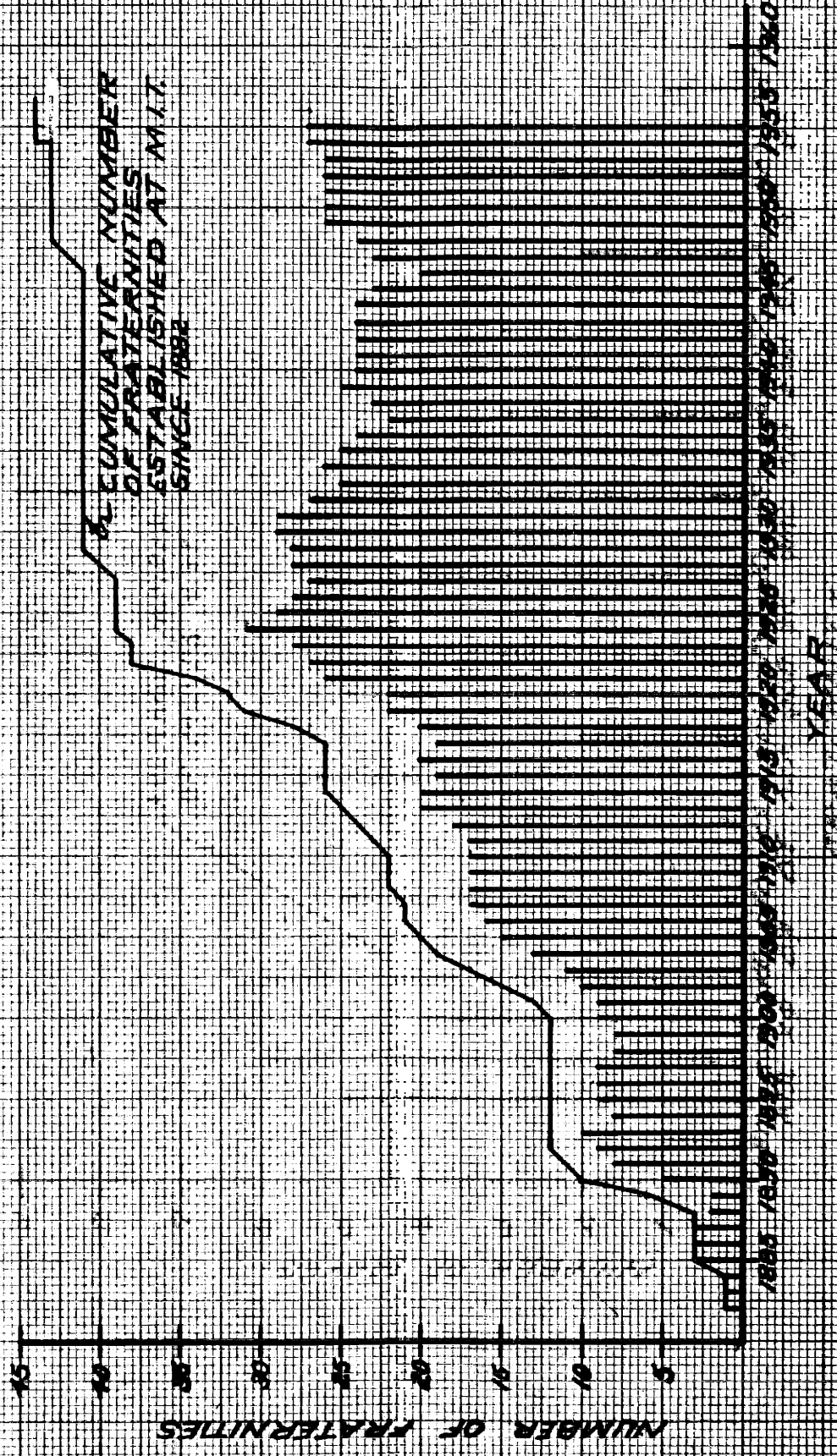
The increased economic activity preceding World War II revived several fraternities that were almost dormant. The number of active fraternities during the war was nearly constant at twenty-four, although several houses were leased out because of the lack of manpower. Incidentally, a photograph of the annual I.F.C. dance in 1945 shows so many men in uniform that it looks more like a U.S.O. function.<sup>2</sup>

In 1947 the return of the service men swelled the M.I.T. enrollment to new heights, as well as providing some of the most prosperous years ever recorded for the M.I.T. fraternities. Chapter enrollment generally doubled from that

2. M.I.T. Yearbook - 1945 TECHNIQUE pp.76

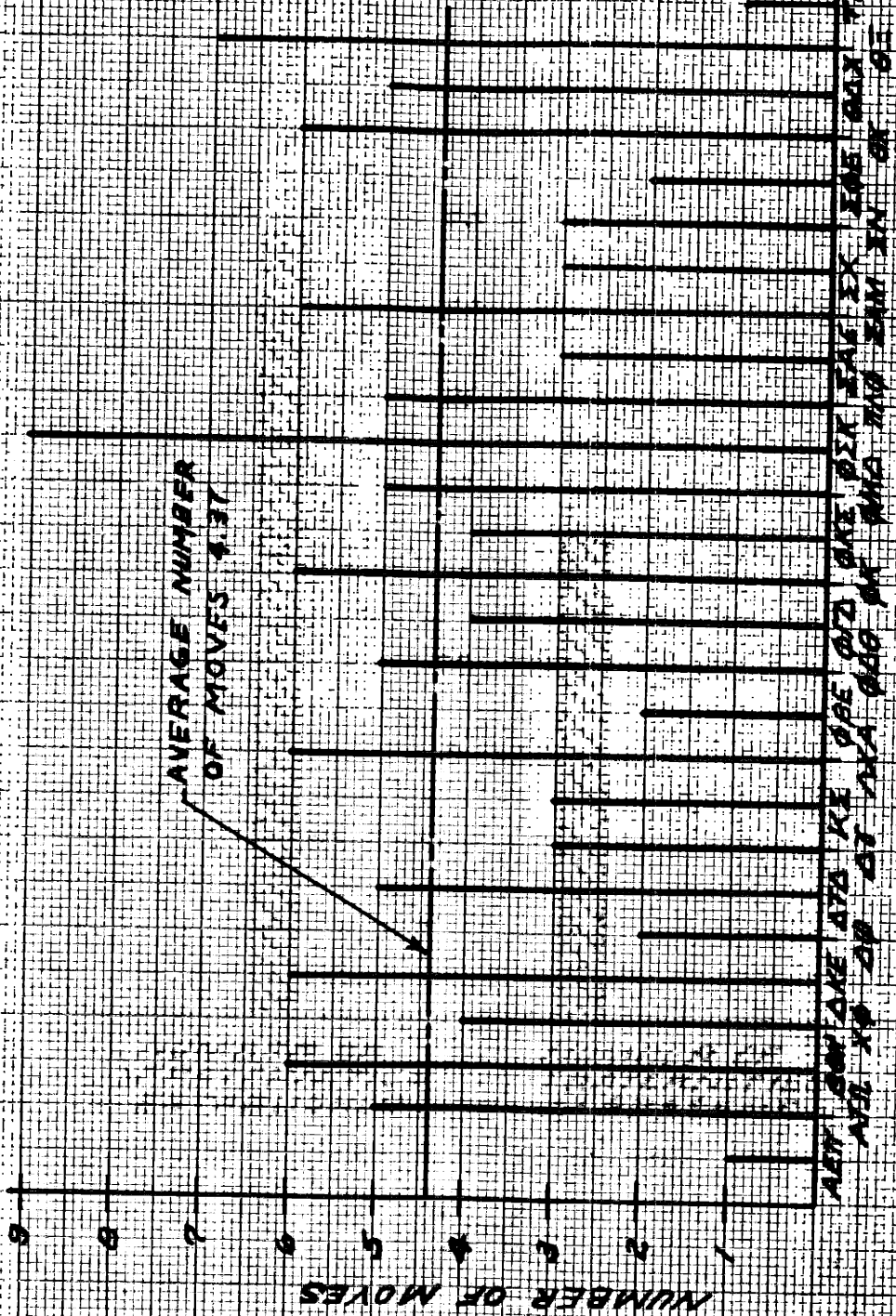


**NUMBER OF ACTIVE FRATERNITIES EACH YEAR AND THE CUMULATIVE NUMBER OF FRATERNITIES ESTABLISHED SINCE 1882**



SOURCE - M.I.T. YEARBOOK 'TECHNIQUES' 1957-1958

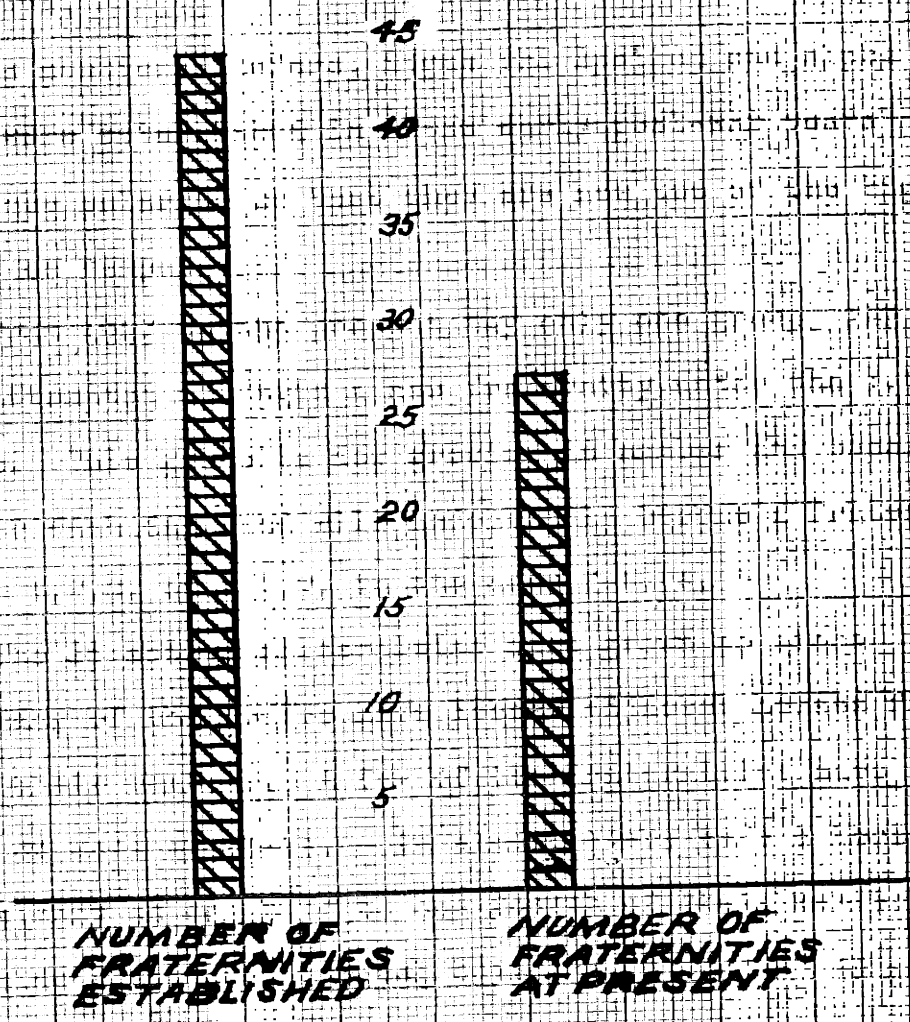
**NUMBER OF MOVES BY EACH FRATERNITY - INCLUDING THE MOVE INTO THEIR FIRST HOUSE - TO SETTLE INTO THEIR PRESENT HOME**



THESE DATA WERE OBTAINED FROM THE MIT YEARBOOK, TECHNIQUE, 1957-1958.

FRATERNITY TECHNIQUE - 1957-1958

**EXHIBIT 6**  
**COMPARISON OF THE NUMBER**  
**OF FRATERNITIES FOUNDED AT**  
**M.I.T. AND PRESENT NUMBER**



**SOURCE: M.I.T. TECHNIQUE - 1986-1989**

of the war years, and many houses were able to regain the financial ground lost during the war. The chapter houses were in exceedingly run-down condition, due to the postponement of maintenance and improvements during the war, consequently many houses were thoroughly gone over in the early post-war years.

As mentioned before, Sigma Phi Epsilon and Alpha Epsilon Pi were established in these early post-war years and have since enlarged so that they are now two of the biggest houses on campus.

From 1947 to the present day only one group, TEP Club, has attempted to begin a new fraternity under the I.F.C. regulations. This group is now growing in number and becoming stronger each day, and will undoubtedly become a fraternity in the I.F.C. of M.I.T. in the near future.

The 26 active fraternities have grown so since 1947 that many of the houses have leased adjacent houses for quartering their members. A few of the fraternities have as many as 50 or more brothers. In almost every case a house may have as many as one half to one fourth of their members living outside their own physical building, either in an annex, apartments, rooms, or the dormitories.

With the growth of fraternities and the need for newer and larger living quarters, fraternity leaders have been looking for new areas in which to build or move into since the spring of 1947. The problem becomes more acute each year, and

with the coming of the "War Babies" in a few years' time, fraternities will certainly have their hands full. In fact, while M.I.T. now has a freshman class of 1000, classes of 1200 are to be expected in the near future.

#### B. Present Physical Environment of Tech Fraternities

The undergraduate body at M.I.T. numbers around 3400 students, 90% of these undergraduates being of the male sex. One third of the male undergraduates live in fraternity houses which are located in the Back Bay area of Boston, in Brookline, and in Cambridge along Memorial Drive.

The houses in Back Bay were built for the most part between 1890 and 1900. They are termed by fraternity men "row houses", not because the fraternities are in a row as such, but simply because two adjacent structures often have a common wall between them. These brick and stone structures are about 25' wide, 60' deep, and from four to five stories high. The only ventilation one gets in a fraternity house of this type is that through the windows at either end of the building. Although they appear alike from the outside, the inside decorations are decidedly different. The floor layouts of the houses are similar, however, with each house having its dining room, pantry, and a living room on the first floor, and with the kitchen, pool room, and general recreation room in the cellar. On the second floor, one usually finds a large chapter room in front, with perhaps another lounge or study room in the back. The top two or three floors,

depending on the fraternity, are divided up into small rooms for studying and sleeping. Some fraternities have only desks and bureaus in these rooms, all the brothers sleeping in one large room on the top floor, while other fraternities have their men sleep in the same rooms in which they study. On the average these fraternities house around 28 members, and often feed as many as 56 men three meals a day.

The two fraternity houses in Brookline are old private residences built in the early 1900's and constructed of wood. They are located in a residential neighborhood, quite close to Coolidge Corner. These chapters have had excellent relations with the town of Brookline, and, although somewhat isolated from the other fraternities, have always enjoyed their position. The capacity of these houses is smaller than those in the Back Bay area, averaging 25; but their membership is around 36 each, with the extra men living in rooms and apartments in the general neighborhood.

In Cambridge there are four fraternities, all facing the Charles River and quite near the Institute's academy buildings. Three of the four houses were built as fraternity houses by the chapters now occupying them. These houses of brick and stone feature large living rooms, dining facilities, and kitchen. Small individual study rooms are on the top floors, with many large baths. These three houses have remained the same from the time of construction in 1918 except one, Delta Psi, which added a wing just after the war, to house 18 more men. The fourth fraternity is an old

private residence that houses only 18 men. The internal structure of the house is very similar to those in the Back Bay area, with windows at each end of the building and common walls separating them from the adjacent homes. Thirteen of their thirty-one brothers live in a suite of rooms in Burton House, an M.I.T. dormitory.

As you can see, the M.I.T. fraternities are spread over a rather wide area. Some fraternity men come as far as two miles to get to school, while others live only a few hundred yards from the main entrance at Building 7.

#### C. Present Operations in M.I.T. Fraternities.

Although the fraternity houses are old and disjointed geographically, there exists in each of them a strong sense of belonging. The spirit and morale in these fraternity houses is undeniably healthy, and the strength that arises from such a situation is hard to beat. It wasn't until the three of us went to the National Interfraternity Conference in Philadelphia in December of 1954 that we realized what a wonderful environment we had at M.I.T. It was rather sad to sit back and listen to the problems that are constantly arising at other colleges. Dirty rushing, financial failure of fraternities, increasing rules due to the inability of fraternities to manage their own affairs, hard feeling between fraternities, - these were but a very few of the problems that we heard mentioned over and over. Dean Fassett, in his meetings with the Deans at the same conference, was disturbed about the action certain colleges were taking in regard to

fraternities, with their usual unsuccessful results.

Why is the atmosphere in fraternities at M.I.T. so superior to other schools, and what is it that makes it so healthy?

1. House Officers. The men in fraternities are trusted and treated as men. They are allowed to run affairs as they see fit; consequently the students learn by experience. Each man in a fraternity is responsible for his own actions, but at the same time he is also responsible for the good welfare of the fraternity as a whole. Each fraternity is charged with maintaining itself from year to year, with the Institute applying absolutely no rules at all. M.I.T. has been a willing listener and a source of information and help when asked.

All the members in a fraternity have a part in the operations of the house, either as an officer or an assistant who is working up to be an officer. There are many positions to be held in a fraternity, some more time-consuming than others, but all important.

The president and vice-president are the leaders in a fraternity and are charged with the running of the weekly meetings, the operations of the executive committee, and are responsible for the general maintenance, order and discipline in the chapter house. It is the president to whom the chapter turns for leadership and guidance.

The treasurer, a bonded officer, budgets, collects and disburses the funds of the fraternity. He is responsible



for monthly operating statements and recommends financial action to the chapter. His annual budget amounts to approximately \$35,000, and he plays the role of controller and treasurer in a business.

The steward is charged with all the responsibilities involved in the preparing and serving of three meals a day. Preparation of menus, operation of a budget, handling the kitchen personnel are his most important functions. Most of the fraternities at M.I.T. have had their kitchen help for ten years or more, so that the steward's job is often very much alleviated, his prime job becoming one of personnel relations.

The house manager is responsible for the upkeep of the chapter house; and during a fraternity's annual "work week", he is the man in command. His daily duties may require him to do almost anything from cleaning a plugged basin to seeing that the telephone man comes and empties the coin-box which is so often full. He also handles the Saturday afternoon work sessions for the pledges; and he is in charge of the hired personnel who perform the daily housekeeping tasks other than cooking. Because his job is quite time-consuming, the position of house manager is a paid position, his gratuity ranging from one-tenth to one-half of the monthly house bill.

The secretary takes the minutes at the meetings and is responsible for the safekeeping of complete records of

all past actions. The national fraternity is continually sending questionnaires, forms, and general bits of information, all of which pass through the secretary's hands for announcement, filing, or reference to the proper authority.

The rushing chairman is responsible for all the policies and operations that go along with the selection of new members. This means seeing that personal letters are written to all incoming freshmen, preparing the fraternity rushing pamphlet, and being in charge during Rush Week.

Once the pledge class has been formed after Rush Week, it is the pledge trainer's responsibility to see that the new members are brought smoothly into the organization. Through pledge meetings, pledge rules, chapter policies, "Study help sessions", etc., this officer does his best to orientate the freshmen into the chapter. He is also responsible for the instruction of the pledges in the history, customs, and ideals of the fraternity and also their general indoctrination into M.I.T. college life.

Among the other officers are the following. The ritualist is custodian of the ritual equipment and organizes the initiations and other formal chapter meetings. The alumni contact officer publishes the alumni news letter and performs the other functions that go with maintaining contact with an average of 300 alumni. The social chairman organizes all the social functions, such as campus parties and private dances, and his annual budget may round anywhere from \$1000 to \$2000 per year.

Additional positions in a fraternity are I.F.C. representative, song leader, herald, marshal, study rules chairman, dinner guest chairman, and athletic chairman.

All of these officers work as a team to keep the fraternity operating as a profitable and spirited organization. Through the duties and responsibilities of each position, the individual learns problem solving, finance, and most important, how to handle people.

2. Interfraternity Conference. The Interfraternity Conference is the organization which binds together the twenty-six fraternities at M.I.T. Its purposes are three-fold:<sup>3</sup>

1. To promote the interests of M.I.T. and its fraternities.
2. To formulate policies designed to:
  - a. Raise the scholastic, social, and physical standards of the fraternities.
  - b. Further social contact and closer acquaintance among fraternity members.
  - c. Encourage cooperation and solidarity in the fraternity body as a whole.
3. To represent the fraternity body and

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 3. Interfraternity Conference Constitution, April 22, 1954

assume appropriate responsibility for it in its relations with the administration of the Institute and with all other groups.

The Interfraternity Conference meets monthly during the school year for a social and business meeting. The body is composed of all the fraternity house presidents, an elected representative from each fraternity, and an elected executive committee.

Maintaining favorable public relations, formulating rushing rules, planning the annual I.F.C. Ball, coordinating fraternity social affairs, setting up meetings of various house officers, and disseminating information are the most important items that come up in an average meeting. Occasionally the I.F.C. will have a prominent member from the faculty, administration, alumni association, or community to address the group on subjects pertinent to the fraternities.

Dean Fassett is the I.F.S.'s faculty advisor and is always present to give the fraternity presidents a kind word of advice on troublesome issues.

The I.F.C. has no rules over fraternities except those applying to rushing. When a fraternity is in trouble, the officers of that fraternity, the executive committee of the I.F.C. and Dean Fassett meet to discuss the situation in an attempt to come to a reasonable solution. It is only once

in a great while that such matters do come about, for the administration has found that fraternities in conjunction with the I.F.C., when left to decide things for themselves, have always handled themselves in a manner above reproach.

When a student (dormitory man, fraternity man, or commuter) is in any trouble other than scholastic difficulty, the body that reprimands the individual and imposes the penalties is the Judicial Committee. "This is a committee of undergraduates whose function is the handling of legal and disciplinary problems of students and activities whenever they conflict with the best interests of the student body, the Institute, or the community. Action may be initiated by this Committee on request of the Dean's Office, the Faculty Committee on Discipline, a student activity, or any other interested group."<sup>4</sup>

#### D. Objectives of the M.I.T. Fraternity System

In any organized group there are a set of governing objectives toward which the group strives. These goals, whether they be desirable or not, are well recognized in some cases, unconsciously sensed in others. It is the intent of this section to set down all the present objectives of the Tech fraternities. We shall analyze them, determine the ones which we think to be best for the individuals involved, best for the fraternity, and best for M.I.T. The results of this determination will be used in analyzing the proposed

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4. Social Beaver, Technology Christian Association, July 1954, Pg. 16.

solutions in order to build up a solution to the entire problem which will materially aid and strengthen the most desirable objectives of fraternities.

Now for the objectives. We shall list them and discuss each, indicating their relative merits.

1. To aid men to develop physically, socially, and intellectually so as to best fit into business and social life.

The fraternity furthers physical development by encouraging participation in the Institute's athletic program. The record of participation in M.I.T.'s twelve intramural sports by the fraternities is an outstanding one. A large majority of the chapters enter all sports, and the biggest houses enter two teams. A certain amount of pressure is brought to bear on the individual to go out for the house teams to promote the good name of the fraternity. This is not as intense a pressure as we have intimated, as the primary objective of M.I.T.'s intramural program is to provide a sport for every man in an informal organized manner, with the major emphasis on the fun of playing and not the collection of trophies. Records of the number of participants from each living group indicate that the commuters have an extremely low percentage of participation (approximately 10% of the commuters play in intramural contests during the year). The dormitories are next, with about 40% participation. The fraternities top the list with around 75%.

(NOTE: The figures quoted above are by no means official, but were determined by a past Intramural Vice President of the Athletic Association on the basis of an experienced estimate.)

That participation in sports is an objective of M.I.T. is demonstrated by the school's active financial contribution to the Department of Athletics. A further indication of the importance of sports is the concern expressed in some quarters over the low record of intramural participation by the dorms and commuters and the subsequent investigations.

We must now determine the position of the individual in this scheme. It would appear that M.I.T. has made available facilities for athletics, and the fraternity urges him to participate. This is not harmful because there are very few men who do not have an active interest in one sport or another. There is, however, a tremendous amount of inertia at Tech, leading the individual to ignore sports and concentrate on studies. The fraternities overcome this inertia, to the benefit of the individual.

Perhaps at this point the question should be raised as to whether participation in sports is good for the individual. To answer this we look at the records of educational institutions across the country which have encouraged sports for years. From the educators' point of view, athletic activity is a desirable complement to mental activity. A man should have a great many interests and be well rounded; this is the aim of a college education. In a technical institution

the aim is narrowed a little to provide a practical education. This, however, should not be exclusive; education should include physical as well as mental development.

The fraternity accomplishes social development in several ways. By the very nature of the rushing system, men are pledged before a great deal is known about their backgrounds and personality. Thus men of varied interests are thrown together in a close group. In getting to know each other and in informal bull sessions the men mature socially; they learn to live with others and appreciate different points of view.

Besides this informal process, the fraternity sponsors many house functions such as stag banquets, Saturday evening dances, open bid parties, picnics and beach parties. The freshman is strongly urged to go, and by the junior year a fraternity man is generally socially mature in regard to dating. Older fraternity brothers encourage dating by obtaining blind dates for newcomers and providing transportation.

A brief comparison with the dormitories will illustrate a little better the position of the fraternity. When a freshman moves into the dorms, he meets his neighbors and his advisor. These people take an interest in him, but to a less extent than in a fraternity because he was not chosen by them to be a member of their group. He is not encouraged as much to date as a fraternity pledge. The facilities made



available to a fraternity man are not as readily available to a dorm resident. He is less likely to have a congenial group of men with whom he can double date, and transportation could possibly be a problem. There can be little question of the fact that a man matures regardless of his environment, but he is probably less mature in so far as dating is concerned. It is felt that a fraternity accomplishes this sooner and to a much greater extent.

Intellectually, a fraternity helps men to develop in much the same manner as it does socially. By the very way in which rushing is carried out at M.I.T., the individuals in a fraternity are a heterogeneous rather than a homogeneous group. (M.I.T.'s pre-school freshman Rush Week is extremely hurried, compared to the leisurely deferred rushing program at other colleges, in which rushing is carried on all year and pledging occurs in the spring.) Through association with all the members of the group in informal discussions, a fraternity man develops new and broader cultural interests such as ballet, classical music, philosophy, literature of all kinds, etc. Generally the fraternity maintains a phonograph and a collection of classical records.

Consider with us a man's intellectual development in the dormitories. Here again the interest taken in an individual by his neighbors is less than that encouraged by the close association with his fraternity brothers. Bull sessions will develop of course, but conditions are less conducive to it. For the shy introverted man, the dormitories

do not tend to draw him out as much as a fraternity would. In regard to facilities, it is true that some of the school's finest high fidelity amplifiers are located in the rooms of M.I.T. dormitory residents. For the average individual, however, the cost of owning one of these is prohibitive, and the records provide an additional financial strain. The fraternity shares the cost of such facilities among its members, thus making the enjoyment of high fidelity available to all.

To sum up, the fraternity offers an atmosphere in which men take a great deal of interest in each other, as well as providing the mechanics by which they are brought together.

We think that intellectual development is desirable for the individual; there can be little doubt of the fact that the purpose of college education is to provide a great many areas for personal development. It is to the individual's benefit to take advantage of as many as he can. Appreciation of many things will provide the man with enjoyment for the rest of his life.

2. To teach living in cooperation with group discipline.

When men join a fraternity, they are expected to contribute to the welfare of the chapter. The first form that this contribution takes is learning to maintain harmonious relations with the other men. This does not come naturally to many, but over the years a man spends in a fra-

ternity, either of two things happens. The first possibility is that he reacts favorably and become a true member of the group and aids in guiding the new men. The second possibility is that he learns a little better to live with others but the integration process is far from complete. As a result cliques will develop, and chapters may thus become split. This is not to underrate the value of the integration process; the fact that a man has learned to get along with several other men is an accomplishment, and sooner or later, for the future of the chapter, the cliques will unite. This brings us to group discipline.

A chapter must formulate rules if it is to be maintained. This is a form of civilization, and the fact that a fraternity recognizes the need for regulations shows that it is accepting its responsibilities to a greater degree. In many fraternities the rules regarding kitchen privileges, study hours and open-house hours are quite strict. The men realize that while they may dislike these rules, they are for the common good. If a rule becomes oppressive, it may always be reconsidered in chapter meeting. It generally appears that the rules are stricter and achieve better adherence when imposed by the fraternity, rather than by an outside force. This is because of the fact that to treat a man like a man is to cause him to react as a responsible individual. The Tech fraternities operate on a framework of accepted principles of morals and decency and, with a minimum of guidance by the I.F.C. and the administration, govern

themselves.

3. To provide the opportunity for practical experience in business management and leadership.

The reader will recall that in a previous section the duties and responsibilities of the fraternity house officers were presented in some detail. We shall rely heavily in our discussion of this objective on those descriptions. In every Tech fraternity a man will at some time during his four years hold some house office. In the fraternities of less than 40 men a man will generally have held several offices by the time he graduates. It is conceded that a man will get out of a job as much as he puts into it. He is encouraged to apply himself to his office through his knowledge that the brothers have given him their confidence. moreover, should he fall down on the job, he will hear about it.

It is interesting to note the variety of subjects with which fraternity officers deal. They include personnel management, budgets and financial reports, maintenance projects, investment decisions, meal planning, and a great many more. The individual entrusted with a job involving any of these is in a position to gain a great deal of knowledge. He will be in a better position when it comes to business decisions, as well as personal ones, for having had this experience.

Note how closely the objectives of fraternities

tie in with the Institute's policies regarding student extra-curricular activities. The general philosophy is that students should be entrusted with the greatest possible amount of responsibility. Take the Athletic Association as an example; this is Tech 's largest activity. The student treasurer annually handles \$50,000 for which he is solely responsible. He prepares the budgets and disburses all funds. The equipment manager budgets and purchases \$20,000 worth of equipment annually. The intramural program, in which 2500 students participate each year, is entirely run by students. Varsity managers schedule contests, with the aid of the Director of Athletics, handle the finances of that sport, and make other arrangements which may be necessary for contests or trips. In other activities a similar situation prevails, illustrating the M.I.T. attitude toward student managers. The fraternities contribute directly to this program by providing more positions of this type. Thus we may say that M.I.T.'s objectives and the fraternities' are in complete harmony on this point, to the benefit of the students.

4. To provide adequate study conditions and an atmosphere conducive to scholastic achievement.

Fraternities go about accomplishing this objective by providing small study rooms, making available the assistance of upper-classmen, quiz reviews, files of "bibles" (homework and reports of courses) and enforcement of quiet

hours. They pay very close attention to the marks of pledges and make a genuine attempt to aid men in difficulty. That they have by and large failed to accomplish this objective may be seen by a comparison of the fraternity term average to the all-men term average; the fraternity average has been consistently lower for the past 15 years. This is not to say that some chapters have not maintained high standings, but the majority have failed.

Students are here to gain an education, and this cannot be done without study. In the past several years a new library has been built to add to present study facilities. The administration considers it desirable to maintain good scholastic standing, and in recent years concern has been expressed over the continuous low standing of the fraternities.

5. To provide ethical and spiritual leadership.

The principal mechanism through which a fraternity accomplishes this objective is the ritual. It is always based upon religious principles and generally includes a great many readings from and references to the Bible. Rituals differ in length and degree of devotedness, but in general it may be said that a strong ritual piously observed will provide a steadying influence upon the fraternity and the men.

M.I.T. has recognized this objective but has been unable to apply it to the dormitories. The Technology Christian Association sponsors religious seminars and

schedules conferences for students of different faiths. In addition, the various churches around Cambridge generally sponsor youth groups. There is, however, no such concentrated observance of religion in Tech dormitories as is found in the weekly ritual which opens a chapter meeting.

There can be no doubt that this ethical and spiritual leadership is of benefit to the individual. To speak in far-reaching terms, in these days of weapons of mass destruction and labor unrest it is essential that scientists, engineers, and businessmen have a set of guiding principles. One of the greatest causes of crime and juvenile delinquency today is the destruction of the strong influence of the church and the rigorous observance of its duties. It cannot be denied that a strong ethical code is as necessary for men today as it has ever been and that fraternities are attempting to provide for this need.

6. To foster loyalty to school and fraternity.

The fraternity accomplishes loyalty to M. I. T. by promoting M.I.T. social functions, interest in school and athletic events. At the same time the house promotes its own functions, duties, and sports. There seems to be a general sentiment among fraternities that the house is more important than the school in some respects. The fraternities do a great many more things as a group for the advancement of the fraternity name than they do for the college. As an example,

take the attendance of fraternity men at a fraternity intramural game, as compared to their non-existent attendance at a varsity contest in the same sport; or the attendance of fraternity men at the all-Tech Dance, as compared to that at the annual I.F.C. formal.

A synonym for loyalty is the word interest. If a man is not interested, he can make no contribution and thus gains nothing from the organization. This objective of the fraternity system is a desirable one for all concerned.

7. To promote interest and participation in M.I.T. extracurricular activities.

Every fraternity freshman is encouraged to affiliate himself with an activity of his liking. How successful this policy has been is best illustrated by the fact that the majority of men in most activities are fraternity men, although as a group they amount to only one third of the undergraduate body. During the last school election, 60% of the fraternity men voted, as compared to only 30% of the dormitory men. The election and participation figures indicate that the fraternity men are deeply and sincerely interested in M.I.T. and its activities; however, it is felt in some quarters that on the athletic field fraternity men place house above school. There is a rule that in some sports a man may not play intramurals if he is at present on the varsity team of that sport. As a result some fraternities may be guilty of strengthening their own intramural teams at



the expense of the school's teams. In so far as the individual's development is concerned, whether he gains from participation in a chapter's activities or in the college's, the results are the same.

### Housing Problem at M.I.T.

#### A. Housing Expansion

At the end of World War II, the enrollment at M.I.T., including graduate students, was only 1500. In September of 1946 this figure jumped to 5100 and in 1947 to 5700.<sup>5</sup> In ensuing years the enrollment has fluctuated and now stands at approximately 3400 undergraduates and 900 graduate students.

In the above period we have seen the Institute purchase Riverside Apartments (Burton House) and build a new dormitory in memory of Dean Baker. These two dormitories replaced Building 22 (an old barracks used as dorms during the early post-war years, located where Dorrance Laboratory now stands) and helped alleviate the burden the fraternities were carrying for several years after the war.

In these post-war years, before the Institute had its two additional dormitories, one would think by looking in TECHNIQUE that the fraternities at Tech were really dormitories in disguise. Sixty to seventy men per fraternity was not unusual in 1948. Undoubtedly most of the fraternity men

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5. Massachusetts Institute of Technology, President's Report, 1954.

lived in apartments in the Back Bay area, eating and fraternizing at the chapter house. There is little wonder that many meetings were held at that time between fraternity men and the administration, discussing the possibility of moving the fraternities onto West Campus to newer and bigger facilities.

The Institute at that time, however, decided to invest its money in dormitories, and that they did. When Baker House was completed in 1950, the administration was so afraid that they wouldn't be able to fill the dormitory that they suggested to the I.F.C. that rushing be postponed until the spring, so that they would be sure of filling Baker House. As it turned out, rushing was not postponed, and Baker was easily filled.

Since 1950 there has been no increase in dormitory facilities, and fraternities have remained in a rather crowded state. As was brought out before, almost every fraternity has some of its members living in facilities near the chapter house, and consequently there is still much talk among fraternity men about this problem of overcrowdedness.

In recent years other motives for moving the fraternities onto West Campus have appeared. First, the present houses are beginning to show wear since they were not constructed for housing thirty young men. Secondly, M.I.T.'s long-range policy is to make Tech a residential college. This policy can best be shown in the statement by President

Killian in the President's Report of October 1954.<sup>6</sup>

"Even though we do not enlarge the size of our student body in the years ahead, we will still need additional facilities to round out our program. During the past five years we have gone through a period of building - the greatest, in fact, since M.I.T. moved to Cambridge. In 1948 the value (at cost) of our educational plant totaled nineteen and one-half million dollars. At the end of this year, the value will stand at over thirty-four million dollars. This building program has largely provided for the new and modernized educational and living facilities we need, but an institution such as M.I.T. inevitably finds that the obsolescence of educational facilities in science and engineering is very great and that perhaps more than most institutions we have a problem of keeping up to date.

".... I look forward further to the development of our West Campus along the lines that have been so well conceived by our Planning Committee. We need an adequate Student Union, to be located on the West Campus, and an able committee of students has just recently presented an admirable report specifying what this student union should contain. It is interesting that they proposed that it be a combined Student Union and Alumni Center. The Executive Committee has just authorized studies looking toward permanent apartment houses for married students to replace the present temporary struc-

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6. Massachusetts Institute of Technology, President's Report, 1954 pp. 25, 26.

tures we know as Westgate and Westgate West. It is clear that we will continue to have a large number of married students. At the present time one-fifth of our student body is married. By building multi-storied housing for married students we can realise land now inefficiently used, and with the land so released it will be possible for us to invite fraternities to build houses on the campus, to move our playing fields westward and enlarge them and to provide urgently needed parking space nearer the central part of the Institute. All of these changes and improvements I hope we can get under way in the next five years. And with their accomplishment, our campus and over-all facilities for working and living will admirably fulfill our objectives of being a residential college planned to promote high standards in working, living, and playing.

"As we add to our plant and to our educational program we are mindful of the advantage of concentrating our resources on our well-established limited objectives as an institute of technology. What we really seek in our new programs and facilities is the adequate and logical implementation of our traditional objectives, not the addition of new objectives."

But if the Institute plans to enroll a freshman class of 1200 in the near future, there is little doubt that there will soon be another call for increased living facilities. We hope the Institute will keep fraternities in mind

as an organization which provides living facilities to students and that they will offer such a program that it will be feasible for fraternities to move onto West Campus and consequently fulfill the Institute's objectives as well as meeting some of her demands.

B. Past Action on the Fraternity Housing Problem

The close of the war found the Tech fraternities in an entirely different position from the one which existed from 1942 to 1945. Their problems of not being able to fill the house had turned to one of inadequate space for all their members. In looking around the brothers were also depressed by the condition of their chapter houses. The average fraternity house had gone for many years without major improvements. During the depression not much money was available, and the war years saw few men in fraternities who cared about fixing them, even if they could have obtained the necessary materials.

Accordingly, in the year 1947 the fraternities were faced with the question, "Should we invest in this house to rebuild and repair it, or should we start looking for newer bigger quarters, either buying an existing structure, or building a new one?"

The administration was interested in the fraternities' problem, and, as a result, the first of a series of meetings between fraternity men, alumni, and members of the administration was held to discuss the fraternity housing problem and the possibilities of moving onto West Campus. This meeting

was held in April, 1947.

At that time the administration stated that Westgate sites were likely to become available. As a result it was decided to survey the fraternities to determine the types of housing arrangements which would be most agreeable and their opinion as to the most desirable dining facilities.

In the letter requesting opinions, it was stated that since the land was so valuable to M.I.T. there appeared to be no possibility of its being sold to the individual chapters.<sup>7</sup> With this in mind the chapters were asked to comment on the following alternatives:

- "1. Separate housing units with their own dining facilities.
- "2. Separate houses - including dining rooms but with one central kitchen.
- "3. Separate houses - one large central dining hall and kitchen in which would be located individual fraternity dining rooms.
- "4. Separate houses - central dining in one large room and central kitchen.
- "5. A few large buildings horizontally separated between houses and individual or central dining with a central kitchen."<sup>8</sup>

It was noted in the request for opinions that the

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7. Letter from James L. Phillips, Asst. Dean of Students, to fraternity house presidents, October 31, 1947

8. Ibid.

first possibility does not seem feasible from an economic standpoint because:

1. A number of individual kitchens would duplicate equipment and personnel.
2. Central buying would not be possible, and hence possible reduction in food cost would not be effected.
3. A central kitchen would remove both of the above limitations and result in an over-all reduction in meal costs to the fraternities.

The replies to this request were overwhelmingly in favor of the first plan - that of separate houses, dining, and kitchen facilities. These replies prompted Dean Baker to remark in a memorandum to one of his assistants that:<sup>9</sup>

1. The land on which Westgate and Westgate West are located would be developed for future housing whether or not the fraternities wished to be included.
2. No fraternity was being forced, it was perfectly free to move anywhere it wished. School land might be offered if the fraternities wanted it.
3. There were a number of advantages associated with having the fraternities

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9. Memo to J.L. Phillips from Everett Moore Baker, Dec. 4, 1947

located close by, but again the Institute was not going to coerce such a move.

4. Individual fraternities not only cost more to build but also to maintain. Also if the house should revert to the school in event of the chapter's dissolution, the school would find it hard to reconvert to a dorm.
5. The construction of the new Senior House (now Baker House) would provide such excellent accommodations that the competition might prove to be too much for many of the fraternities, for their old houses were in a sorry run-down condition. If they did not take advantage of new quarters, they might prove to be very short-sighted.

From these comments it appears to us that probably

1. The Institute would build, maintain, and staff all structures.
2. Housing would be rented to the fraternities.
3. The Institute would operate the dining facilities.

Since the fraternities favored the plan which was least economically feasible to the Institute under the above plan, it was felt that perhaps M.I.T. land was not suited to



fraternity housing, or that the fraternities were really in need of some good private land. Accordingly, the Dean's Office, in conjunction with the Cambridge Planning Commission, looked over the areas available in Cambridge and came up with the five sites indicated on the accompanying map.<sup>10</sup>

At a meeting with the fraternities the five sites were discussed, but no official action is recorded, nor were any straw votes taken as favoring one location over the others.

There followed a discussion of financing the proposed new houses. The following four alternatives were suggested:<sup>11</sup>

1. Each house finance its own building.
2. M.I.T. finance all houses.
3. Outside financial backing with M.I.T. individually guaranteeing the loan.
4. The project could be built and operated by an outside organization.

The cost of house and land was estimated to be above \$150,000. Paying this amount off over 25 years at prevailing (1948) interest rates would mean approximately \$7000 per year. To this figure would have to be added \$3000 for taxes, insurance and house help. Dividing this figure by 40, the number of men per chapter, and by 8, the number of school months, gives a cost of \$30.00 per man per month, a cost well within the range of most fraternities.

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10. Notice of Meeting May 6, 1948

11. I.F.C. Fraternity Row Committee Reports, May 12, 1948

It was emphasized that Institute policy was directed toward devoting as much land as possible to recreation. Policy forbade the leasing of land to individual chapters, so that any construction would be of a multi-unit type in order to conserve space. The structure would be located on Westgate West.

In regard to outside financial assistance, a representative of one of Boston's life insurance firms explained his company's policy toward investments of this sort. He made the following points:<sup>12</sup>

- "1. The company would not consider negotiations with the individual fraternities but requires a more adequate financial backing.
- "2. The company would
  - a. Loan the money to M.I.T. to build and operate the houses or
  - b. Build and operate the houses itself."

A questionnaire was filled out by the fraternities present indicating that:<sup>13</sup>

1. A majority of the houses thought a fraternity row was a desirable step to take.

12. Ibid.

13. General Questionnaire concerning the Projected Fraternity Row, attached to the May 12, 1948 Minutes.

2. No house should be coerced into such a row.
3. A fraternity row near (1 mile) M.I.T. was the most desirable as opposed to one at a greater distance (specifically near Harvard Business School).
4. Individual houses and dining units were felt to be better than any sort of combined facilities.
5. A fraternity row was thought to be a definite step toward strengthening the fraternity system at M.I.T.

Before the close of this session a committee composed of the alumni advisors of ten chapters was appointed; and during the next two years the most active work that was done on this project was carried on by this group.

At a meeting on May 19, 1949, Dean Baker stated that Institute thinking had laid out the general idea of housing some 1000 to 1500 additional students on the west part of the campus.<sup>14</sup> It was suggested that the function of the alumni committee should include:

1. Determination of the number of fraternities interested in housing on Institute ground.

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14. M.I.T. Fraternity Alumni Committee, May 19, 1949

2. Determination of a design for Westgate West that would satisfy both the undergraduates and the administration.
3. Serve as a liaison between the fraternities and the administration in all planning.
4. Work out a financial arrangement, bearing in mind that the Institute did not have the necessary funds.

The conditions under which the fraternities would use M.I.T. land were clarified by Mr. J. Snyder as follows:<sup>15</sup>

- "1. Any lease would be a long-term lease without any question.
- "2. Construction could be started as soon as the architectural and financial problems had been cleared up.
- "3. Taxes on the new site would probably be considerably lower than now charged in Boston, Brookline and Cambridge."

As a further item of business, this alumni group decided to name itself the M.I.T. Fraternity Alumni Committee, and stated that its purpose was:<sup>16</sup>

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15. Ibid.

16. Ibid.

"to investigate, report and recommend a housing plan either on M.I.T. property or elsewhere, which in the judgment of the committee best represents the future interests of the M.I.T. fraternities."

During the summer of 1949, this group held several meetings at which the following points of interest turned up:

1. Any form of Institute subsidy might prove injurious to the fraternities.<sup>17</sup>

"Institute construction and management might seem like heaven to certain groups at present, it would defeat the spirit of fraternity independence, responsibility and management opportunities in the long run and injure the whole fraternity system."<sup>18</sup>

2. "Common kitchens do not necessarily mean identical cold meals from steam tables. This idea can be worked out for groups as low as 150, and it would be possible to have 5 kitchens, each serving 300, as well as one serving 1500 men."<sup>19</sup>
3. It was generally felt that multiple unit structures would be undesirable, and in

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17. Second Meeting re Dormitory with Alumni Council Group, August 16, 1949

18. Ibid.

19. Ibid.

comparison to this, a fraternity row would have complete acceptance.

The problems of individuality and responsibility were really those of freedom, and as such depend upon the Institute policy of regulation of social affairs, which has never been great, and even in the dorms shows a tendency to let the students handle matters themselves.

On October 18, 1949, another meeting of the M.I.T. Fraternity Alumni Committee was held at which the question of off-campus housing and the fundamental objectives of fraternities were considered. The former question was disposed of in this matter: the fraternities simply could not finance the project. The fraternities could not, it was felt, raise sufficient funds from their alumni for this plan. A fraternity national mortgage might be (1) impossible to obtain in sufficient quantity, (2) be of a very high interest rate, or (3) require an irrevocable lease or one much longer than the Institute could give.

The committee next turned its attention to fraternity objectives, which were considered because of their influence upon any housing plans. The group determined the fundamental objectives to be as follows:<sup>20</sup>

- "1. To aid men to develop physically, socially,

20. Minutes of meeting of M.I.T. Fraternity Alumni Meeting, October 18, 1949

intellectually and morally so as to best fit into business and social life.

- "2. To teach living in cooperation with group discipline.
- "3. To give the opportunity for practical experience in leadership and business management.
- "4. To provide the opportunity for receiving constructive advice and help from other men.
- "5. To provide adequate study conditions.
- "6. To provide ethical and spiritual leadership.
- "7. To encourage broad cultural development.
- "8. To develop proper health habits.
- "9. To provide a center of social life.
- "10. To foster loyalty to school and fraternity."

In regard to item 3 listed above, a questionnaire was circulated to the fraternities to determine the functions of the various house officers and to review them in comparison to the actual leadership and business management achieved. They found that the various chapter officers were responsible for a great many items such as organization, reports, accounting and financial statements, budgets, maintenance, procurement of food, planning of meals, and administration of personnel.

Also included with the minutes of this meeting is a copy of a letter from Dean Baker to Professor E. H. Schell

clarifying the administration views on three fundamental questions raised by Professor Schell. Briefly, these were as follows:<sup>21</sup>

1. "Is M.I.T. deeply convinced that fraternities over the long run will continue to be an asset of social life at Technology?"<sup>22</sup>

Dean Baker replied that he was convinced of this, although with improved dormitory housing this might become a factor of less importance due to improved social facilities within the dorms.

2. "Does the Institute favor the policy of individualism or conformity in its student life?"<sup>23</sup>

The Institute favors individualism on certain levels, but conformity to certain social and academic standards. Fraternities help to promote conformity in dress and manners. The Institute does stand definitely for:

- a. The enhancement of individualism.
- b. The development of individual initiative and responsibility.<sup>24</sup>

3. "Is M.I.T. ready to go definitely and extensively out of pocket in bringing the fraternities onto the campus?"<sup>25</sup>

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21. Memo to Prof. E. H. Schell from E. M. Baker, July 25, 1949  
 22. Ibid.  
 23. Ibid.  
 24. Ibid.  
 25. Ibid.



No, the Institute should not subsidize the fraternity system, - only student housing. The Institute should offer the opportunity to rent space in future housing on the same basis as to non-fraternity men in the dorms. In other words, the Institute is willing to subsidize student housing, but not fraternity housing, in so far as separate houses are concerned.

On December 15, 1949, Robert L. Johnson, a member of the M.I.T. Fraternity Alumni Committee, submitted a report stating that he was definitely opposed to the construction of an 8-12 story building on Westgate West to be used for fraternity housing, for it was not in the best interests of the fraternities.<sup>26</sup>

He made the following points in favor of such an arrangement.

1. The fraternities lack adequate housing.
2. There is advantage in living nearer to the Institute.
3. The fraternities should consider their competitive advantages in relation to enlarged dorm housing as is proposed in Baker House.
4. Superior school spirit would be achieved.

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26. Memorandum for the M.I.T. Alumni Interfraternity Housing Committee December 15, 1949

On the other hand there are the following arguments against such a situation.

1. The fraternity system in order to make an effective contribution to its members should be independent.
2. There is a great loss of fraternity individuality in such a set-up.
3. The project is much too costly. If the fraternities were to put one-tenth of the money necessary for such a project into their present houses, there would be no need to move at all.
4. There would be operating difficulties in regard to personnel who would be unionized.

These objections were embodied in a report of the M.I.T.F.A.C. Executive Committee in 1949. The following were thought to be the advantages of a fraternity location on M.I.T. land:<sup>27</sup>

1. Most of the fundamental objectives, except possibly business management opportunities, would not be seriously affected by such a move.
2. Much of the existing fraternity housing is in need of extensive repair.

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27. Report of the Executive Committee of M.I.T. Fraternity Alumni Committee, 1949

3. The proposed super-highway along the Charles River Esplanade would detract materially from the attractiveness of the Beacon-Street-Bay-State-Road houses.
4. M.I.T. will build a housing complex on West Campus whether or not the fraternities decide to enter the project. It is possible that the Institute may require freshmen to live in Institute dormitories which they would be reluctant to leave if they were brand-new and the fraternities remained in their present quarters.
5. If fraternities do need to find new housing, they will not be able to obtain it in Brookline because of the zoning laws; nor in Cambridge because of the lack of available empty property and the prohibitive cost of razing existing structures; nor in Boston because of the lack of land. Moving to new locations in Back Bay was not thought to be a basic improvement.

Coupled with these arguments in favor, the committee took R. L. Johnson's arguments against, and expanded them.

1. Business management objectives of the fraternity system would be seriously harmed.
2. After the administration had run the financial business of a fraternity for some time

it would eventually dominate the government of the entire system, as at Dartmouth.

3. Loss of individuality of housing facilities may be compared to the pride which an apartment dweller takes in his building as compared to that of a home owner.

At this point the committee stated that it felt that "The arguments for entering a building complex (if the facilities and methods of operation of the chapters within the complex were suitable) outweigh the disadvantages." <sup>28</sup>

On January 4, 1950, another meeting of this group was held, at which the question of subsidization by M.I.T. was again discussed.<sup>29</sup> An interesting point made was that the administration should guarantee to the fraternities the continuing right of selectivity. This was with the thought in mind that there might be some restriction of fraternities due to discriminative clauses. After some discussion, the group generally felt that such a guarantee was needed due to the influence of outside pressure groups. It was pointed out that the best guarantee would be the continuance of a fraternity-minded administration.

By May 1950, when the Fraternity Alumni Committee compiled its final report, which may be referred to in the Appendix, the administration had definitely decided that any

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28. Ibid.

29. Minutes of M.I.T. Fraternity Alumni Committee, January 4, 1950.

fraternity complex would be a multiple-story building of at least six and probably ten stories. This committee definitely recommended pursuance of this project as they felt the advantages more than outweighed the disadvantages. At this time Dean Baker further stated some of the Institute's policies in regard to fraternities.<sup>30</sup> He said that the administration did not believe that it was necessary to have all of the fraternities housed on Institute land. It would, however, promote a stronger community feeling if some of the houses were closer than they now are, as well as providing convenience to the fraternities.

Into the atmosphere of a multi-unit fraternity dwelling was injected a new variable in the spring of 1950: the purchase of Riverside Apartments, now called Burton House and Connor Hall.<sup>31</sup> This structure would be used to house 600 students and remove some of the demands for student housing in Westgate West. It was noted that this would probably postpone indefinitely consideration of the type of fraternity housing complex originally proposed. Instead it appeared that there was a possibility that land might become available on a long-term lease for private construction of about six fraternity houses, with the additional fact that over a longer period there would probably be room to accommodate all the

30. Report of the Executive Committee of the M.I.T. Fraternity Alumni Committee, May 1950, Page 9.

31. Ibid., Page 9.

houses desiring to move. The areas which would be available were:<sup>32</sup>

1. The parking area east of Santa Maria Hospital.
2. The area between Delta Kappa Epsilon and Riverside Apartments.
3. The area occupied by the Solar Energy house and project. Westgate and Westgate West might also be available in approximately six years.

In June 1950 the Corporation took up the subject of fraternity housing. As a result, President Killian appointed an ad-hoc committee on fraternity housing to explore the various aspects of fraternity on-campus housing, and in particular to arrive at answers to the following questions:<sup>33</sup>

1. Should Institute land be made available to the fraternities?
2. If yes, under what conditions should it be made available?
3. If no, what should be the Institute policy toward fraternities?

The committee came to the following conclusions, which were embodied in a report submitted to the corporation.

1. "Land west of Massachusetts Avenue should be

32. Circular letter to house presidents from I.F.C. Chairman.

33. Ad Hoc Committee on Fraternity Housing, Spring 1951

made available to the fraternities .....  
after the need for land for additional  
dormitories has been satisfied."<sup>34</sup>

2. "In the event that all fraternities desiring  
land cannot be accommodated (on the space  
available) M.I.T. should acquire additional  
land .... and lease it to the fraternities  
(at a rate that would provide a suitable re-  
turn for the Institute's funds)."<sup>35</sup>
3. "There should be no development of a con-  
solidated fraternity housing project unless  
it is desired by the fraternities themselves."<sup>36</sup>  
M.I.T. should establish certain standards as  
to the type and size of the house to be built,  
otherwise the fraternities should be free to  
choose their own design.
4. M.I.T. should hold title to the land and  
lease it to the fraternities on a long-term  
renewable basis, reserving the right to can-  
cel the lease if it becomes apparent that the  
fraternity ceases to function.
5. "M.I.T. should provide no financial assistance  
except to the extent that endowment funds may  
be soundly invested."<sup>37</sup>

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34. Ibid.  
35. Ibid.  
36. Ibid.  
37. Ibid.

6. M.I.T. supervision should be limited to:
  - a. Supervision of finances to protect any endowment funds that might be invested.
  - b. Architectural supervision to keep designs in conformity to Institute architectural policies.
  - c. Action to prevent
    - (1) Impairment of M.I.T. reputation.
    - (2) Damage to properties.
    - (3) Damage to scholastic program.

The report added that "domination of fraternities by M.I.T. should be avoided and contacts should be maintained to the maximum practical extent directly between the proper M.I.T. authorities and the individual students."<sup>38</sup>

The committee also went into the matter of determining the factors to be considered in regard to allotment of any particular plot of land, or of all the land, if the number of applications should exceed the amount available. The factors which were deemed to be of influence in deciding were:

1. The record of the contribution made by the fraternity to the objectives of M.I.T.
2. The financial stability and record of the house.
3. The individual need as determined by:

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38. Ibid.



- a. Present distance from campus.
- b. Number of students involved.
- c. Inadequacy of present house.

Following acceptance of this report, the whole matter of fraternity housing dropped from view for several years. The main reason for this lull was that Westgate West was occupied, and the administration could not afford to remove these buildings from use.

There was a natural break in the continuity of the leadership of the Interfraternity Conference every year, which tended to diminish the action from this source. There was also a break in the continuity of the office of the Dean of Students, for Everett Moore Baker was killed in an airplane crash in 1951.

In March 1952, several administration officers met in response to requests from individual fraternities for specific information. "It was the unanimous conclusion of this group that no arrangements should be made with any fraternity regarding moving to the campus until Dean Belluschi's Advisory Committee on the Development of Grounds and Buildings had acquired and digested all information relative to the development of West Campus and had drawn up for discussion and ultimate approval a long-range plan."<sup>39</sup> Accordingly Dean Belluschi's committee went to work, and the fraternities were

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39. Memorandum to Dr. J.R.Killian, Jr., Mr. J.I.Snyder, and Dr. J.A.Stratton from Dean E. F. Bowditch, March 24, 1952.

notified of the reasons for delaying specific action.

In the spring of 1954 the fraternities again met with the administration on this topic, and Dean Belluschi presented the results of his committee's work. These are quoted verbatim below to show the most concrete statements of policy that have thus far appeared.<sup>40</sup>

"Dean Belluschi:

- certain specifications and zoning rules have been drawn up and the fraternities must abide by them.
- 40-man houses were considered to be the most desirable and the above specifications were drawn up with this in mind.
- individual houses were to be given a fairly free hand in design of their houses with M.I.T. maintaining the right to approve or disapprove the design. (It is hoped to be able to achieve conformity without uniformity.)
- present plans call for parking spaces for 250 cars belonging to fraternity men, but this is subject to change.
- present plans call for 9 plots along the Drive (90' x 125') and 7 plots facing Briggs Field (70' x 140') to be allotted to fraternities.

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40. Summary Report of meeting held April 15, 1954 concerning moving of Fraternities to M.I.T.'s West Campus.

- B & P is ready to supply heat and steam at a saving to the fraternities.
- reasonable estimates on cost are about \$5000 per student, but it is conceivable that the cost may be somewhat under the \$200,000 implied.

"Mr. Snyder:

- character of commitments of West Campus as regards availability - land along the Drive, except for the two lots which are under leases that will expire in 7 or 8 years.
- Westgate and the married students' housing should be amortized in 7 or 8 years, thus land should be available for fraternities in about 8 years.
- Institute is willing to lease land on a long-term basis.
- financial assistance -

'M.I.T. should provide no financial assistance except to the extent that the endowment funds may be soundly invested.'

the present policy is to put not more than 10% of total investments into living facilities since the return is so small; therefore the fraternities should plan on doing their own financing.

- titles would probably be in Institute possession

because of the tax advantages and to improve the ability of the houses to raise funds since donations could be made to M.I.T. for a particular house and hence be tax deductible."

Subsequent developments have, however, combined to render many of these plans obsolete. Plans for the minimum additional recreational area needed to be combined with the present Briggs Field facilities have shown that a large part of Westgate is needed if the current level of sports participation is to be maintained over the next several years. Accordingly the plans for seven fraternities facing Briggs Field have been discarded, as well as the plans for some of the parking areas. Furthermore, Dean Belluschi informed us in a conference that the plans for the individual fraternity houses that had been drawn up by Anderson & Beckwith for his committee were also not going to be used. He informed us that there was a possibility of the fraternities being allowed to design their own houses with the Department of Architecture reviewing the plans to maintain conformity with the general appearance of West Campus.

This leaves us then with a very loose framework within which to discuss the problems confronting the fraternities and what we believe to be the optimum solutions from the point of view of the Institute, the fraternities and the undergraduates.

C. An Investigation of Off Campus Sites for Fraternity Housing.

In the description of past action on the problem of fraternity housing there was a brief reference to a study made by the Cambridge Planning Board. In the minutes of the meeting no further action was recorded, and accordingly we decided to look into the matter ourselves, because this investigation ought not to limit itself merely to on-campus locations if there are other sites off campus which are more desirable and available. Whether this is the case or not will be discussed in this section.

The results of the Cambridge study are summarized on the series of photostat copies of possible location sketches which accompany this subheading. (See Exhibit 12). They should be referred to while the following material is read.

Site 1. (See Exhibit 7) This Cambridge site is located up the Charles River from M.I.T. It is nearly opposite Westgate West but is inland, across the railroad tracks. This places it at a great distance from school because the only two places to cross the tracks are at Cottage Farm Bridge and Massachusetts Avenue, and neither of these is on a direct line from the Institute to this location. As will be seen from the sketch of the site, there are six blocks included in this location. Presently the northern and eastern two blocks are occupied by small trucking concerns,

# EXHIBIT 7

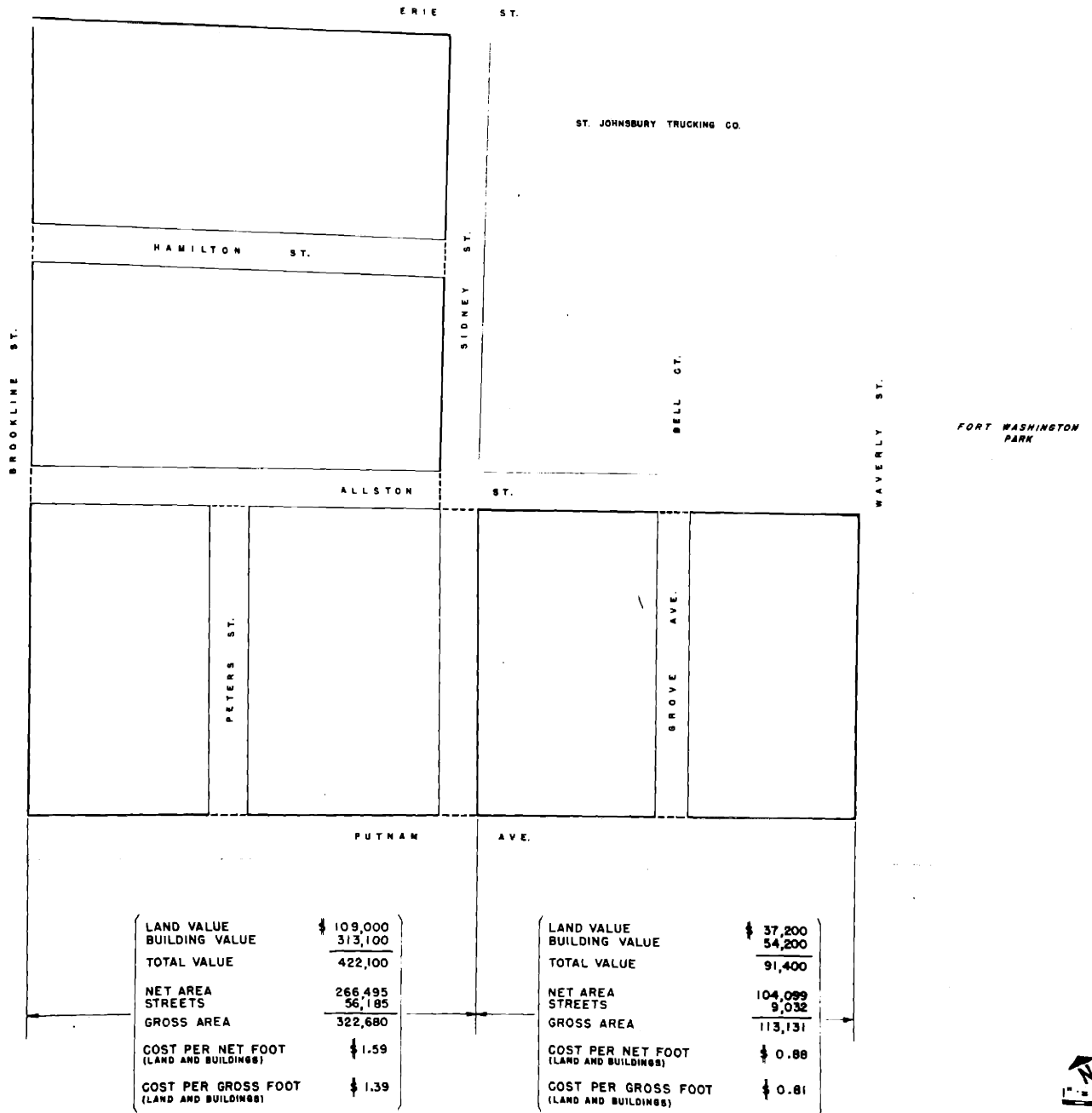
## TOTAL SITE I

LAND VALUE	\$ 146,200
BUILDING VALUE	367,300
TOTAL VALUE	<u>513,500</u>

NET AREA	370,594
STREETS	65,217
GROSS AREA	<u>435,811</u>

COST PER NET FOOT  
(LAND AND BUILDINGS)      \$ 1.36

COST PER GROSS FOOT  
(LAND AND BUILDINGS)      \$ 1.18



ST. JOHNSBURY TRUCKING CO.

FORT WASHINGTON PARK

LAND VALUE	\$ 109,000
BUILDING VALUE	313,100
TOTAL VALUE	<u>422,100</u>
NET AREA	266,495
STREETS	56,185
GROSS AREA	<u>322,680</u>
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 1.59
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 1.39

LAND VALUE	\$ 37,200
BUILDING VALUE	54,200
TOTAL VALUE	<u>91,400</u>
NET AREA	104,099
STREETS	9,032
GROSS AREA	<u>113,131</u>
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 0.88
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 0.81

## SITE 1

garages, warehouses, and lots filled with stored material. The southwestern two blocks are entirely three-decker houses.

Surrounding this location are more three-story houses on the south and west, the St. Johnsbury Trucking Company on the north, and a slaughter house on the east. Perhaps a prolonged discussion of the present neighbors is not relevant because over the next twenty-five years there will undoubtedly be a great many changes. The area appears to be in transition from housing to industry. When a house burns, it is not rebuilt but becomes a storage lot. The present housing is in a state of poor repair and will probably not last more than twenty-five years. On the basis of the above discussion we would predict that in twenty-five years this area and that surrounding it will be entirely taken over by industry, unless M.I.F. should buy all of the land in the neighborhood and force out the encroaching industry.

If the Institute should do this, it would prove to be a large task financially. The total assessed value for Site 1 is \$513,500, but the purchase value would be much more. In addition, if, as we are suggesting above, additional land is bought to protect the fraternities from being surrounded with industry, the cost would be measurably increased. M.I.T.'s need to realize a return on its investment (which is very necessary because of the increasing demand for funds) would place a heavy financial drain in the form of rent on the fraternities before they even started to build.

Assuming for the moment that the land could be purchased at its assessed value, that the Institute realized a 1% return on its investment, and that twenty fraternities took up residence on the area (which it could easily accommodate), the cost would be \$250 per chapter per year. Under these same conditions, if the area were to cost twice its assessed value, which is possible, each fraternity would have to pay \$500 per year. Under these same conditions, with the Institute earning 4 1/2% return (which is the average return on Institute investments), the cost would be \$2250 annually.

	<u>Assessed Value</u>	<u>Sale</u>	<u>Sale</u>
Cost	\$500,000	1,000,000	1,000,000
Return	1%	1%	4 1/2%
Fraternities' Annual Payment	\$250	\$500	\$2,250

At this time a brief discussion of real estate sales values in East Cambridge is in order. It is very difficult to tell exactly what lots are worth until they are actually sold. Because of the very slow turnover of the lots and lack of availability of sales information we cannot say exactly. One informed person, in a position to be a good judge of real estate values, told us that land in the vicinity of Kendall Square would sell for about \$10.00 per square foot.

To return to the subject at hand, an estimate that Site 1 would cost at least \$1,000,000 means a cost per net square foot of \$2.36, which is well below \$10.00 and will



depend upon the relative decrease in desirability as one moves farther from the centers, such as Central and Kendall square. The actual sales figure would very likely be higher than our estimate. To this figure would have to be added the cost of razing the existing structures.

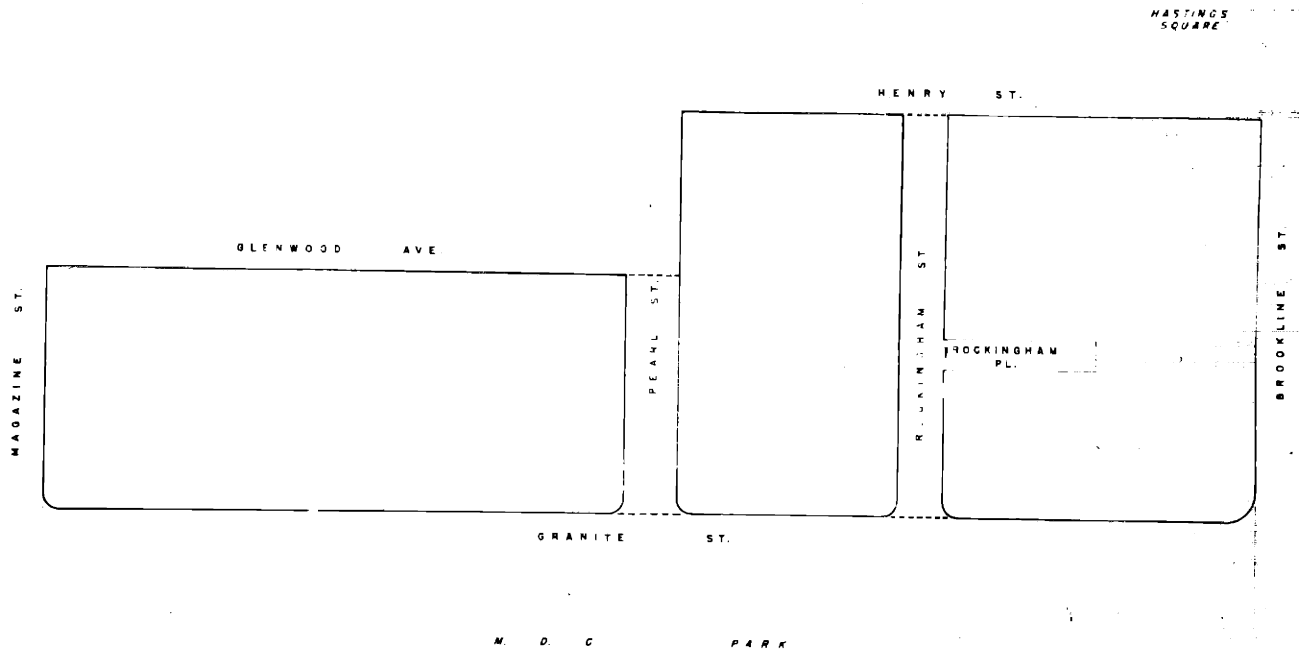
To sum up, we would say that this site appears financially unfeasible, provides no closer access to school than present locations. While its present neighbors are not likely to remain long, industry is moving in, and a great deal of added capital would be required to check its growth. For these reasons it appears to us that Site 1 should be given an over-all rating of undesirable.

Site 2. (See Exhibit 8) This site is located across from the Ultrasonic Corporation at the Cottage Farm Bridge. Presently it commands a view of the Charles River and is separated from Memorial Drive by a Metropolitan District Commission park and playground. It has been proposed that Cambridge build an elementary school on this park, a project that has an excellent probability of realization. Located on the three blocks comprising the site are one- and two-family residences. The surrounding areas behind these blocks are filled with similar housing. Beyond this are the same types of three-story housing as on Site 1. Over the next twenty-five years it appears to us that with the encroachment of industry in this general area, this site will be invaded, thus tending to reduce its attractiveness.

# EXHIBIT 8

## TOTAL SITE 2

LAND VALUE	\$ 107,600
BUILDING VALUE	208,500
TOTAL VALUE	316,100
NET AREA	248,854
STREETS	24,187
GROSS AREA	273,041
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 1.27
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 1.15



LAND VALUE	\$ 4,000
BUILDING VALUE	83,100
TOTAL VALUE	124,100
NET AREA	95,408
STREETS	8,000
GROSS AREA	103,408
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 1.30
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 1.20

LAND VALUE	\$ 66,600
BUILDING VALUE	125,400
TOTAL VALUE	192,000
NET AREA	153,446
STREETS	16,187
GROSS AREA	169,633
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 1.25
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 1.13



**SITE 2**

for fraternities.

In comparison to the present fraternity locations, this location is much farther away than the majority of houses are at present. There is also no direct transportation down Memorial Drive, so that the incentive to use cars to get to classes would be increased. This site could contain about sixteen houses, seven facing the river and nine facing inland. Again the big question is finances. The land is likely to be very expensive because of its commercial attractiveness as well as the fact that the present housing located on it is in good condition and in a desirable location. The assessed value of this site is \$316,000, but we believe that it would sell for much more, probably in the neighborhood of \$1,000,000. (At present there are 65 houses on the site, most of which are two- or three-family structures. At current market rates these should bring from \$8,000 to \$15,000 a year as income-producing properties. This alone would bring the cost up to \$600,000, and the desirability of the location is an additional factor.) Similar figures to those presented for Site 1 give:

Cost	\$316,000	1,000,000	1,000,000
Return	1%	1%	4 1/2%
Cost per Fraternity/year	\$200	\$625	\$2,800

As in the previous case, the existing buildings would have to be razed. There is in addition the time factor in that these houses could not be purchased immediately, and any organized campaign by the Institute would inevitably result

in inflating values. Over the course of the next fifty years these houses might be bought up, but our concern is with the present.

In summary, it may be said that this site is located in a favorable neighborhood, but its cost and inaccessibility to the main buildings combine to give it an unfavorable rating. Furthermore, should the new school be built, the juvenile problem would probably be acute.

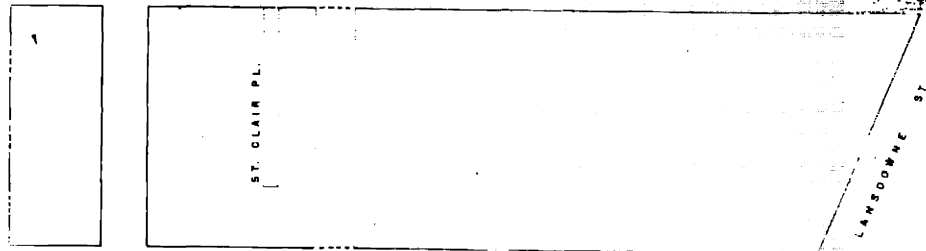
Site 3. (See Exhibit 9) This area has the favorable factor of close proximity to the school, for it is located a short distance from the school on Massachusetts Avenue. On the small block to the left of Sidney Street is Seymore Chevrolet's salesroom, and their used-car lot is on the immediately adjoining lot. Both of these have been recently constructed, and due to their commercial advantage it is doubtful if they would be interested in selling. The remainder of the Massachusetts Avenue frontage is devoted to automobile supply firms and bars. The lots away from the Avenue are occupied by a mixture of small industry and old private housing. To the west is the multi-story factory building of Simplex Wire & Cable Company, and on the east is a similar structure belonging to the New England Confectionery Company. This differentiates the site from the previous ones in that the other areas' probable neighbors over the next twenty-five or thirty years were in doubt and would be a controllable variable. The factory buildings surrounding

# EXHIBIT 9

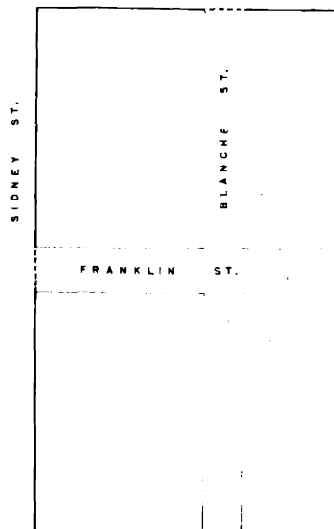
LAND VALUE	\$ 15,700
BUILDING VALUE	5,000
TOTAL VALUE	20,700
NET AREA	12,030
STREETS	0
GROSS AREA	12,030
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 1.72
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 1.72

LAND VALUE	\$ 141,900
BUILDING VALUE	179,800
TOTAL VALUE	321,700
NET AREA	113,992
STREETS	7,514
GROSS AREA	121,506
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 2.82
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 2.65

MASS. AVE



GREEN ST.



LAND VALUE	\$ 45,800
BUILDING VALUE	49,800
TOTAL VALUE	95,600
NET AREA	96,872
STREET	22,338
GROSS AREA	119,210
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 0.99
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 0.80

AUBURN ST.

## TOTAL SITE 3

LAND VALUE	\$ 203,400
BUILDING VALUE	234,600
TOTAL VALUE	438,000
NET AREA	222,894
STREETS	29,852
GROSS AREA	252,746
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 1.97
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 1.73

**SITE 3**

Site 3 are permanent and can be counted upon as neighbors. A brief characterization would be that this area is in the center of expanding industrial activity. Of course it is impossible to say that an arrangement whereby M.I.T. would purchase these factory buildings for research projects could not be worked out; but there is no certainty of such a project either. It is difficult to take a long-range picture of the situation; however, there seem to be many indications that the shopping-center area of Central Square will also compete for this area.

As to the financial picture, it suffices to say that the assessors' valuation is \$438,000, and with the estimate that the site could hold fourteen houses, the following table may be drawn up:

Cost	\$438,000	900,000	900,000
Return	1%	1%	4 1/2%
Cost per fraternity per year	\$315	\$900	\$4,050

In conclusion, it may be said that while the future neighborhoods of the previous two sites were unknown and controllable to some extent, this is not the case for Site 3. The surrounding factories appear as permanent fixtures for many years to come. The area has many good prospects from an industrial and commercial point of view, too many as far as reasonable acquisition cost is concerned. Briefly, while its proximity to Tech makes this location desirable, the factors of cost and location tend to place this area in an unfavorable light.

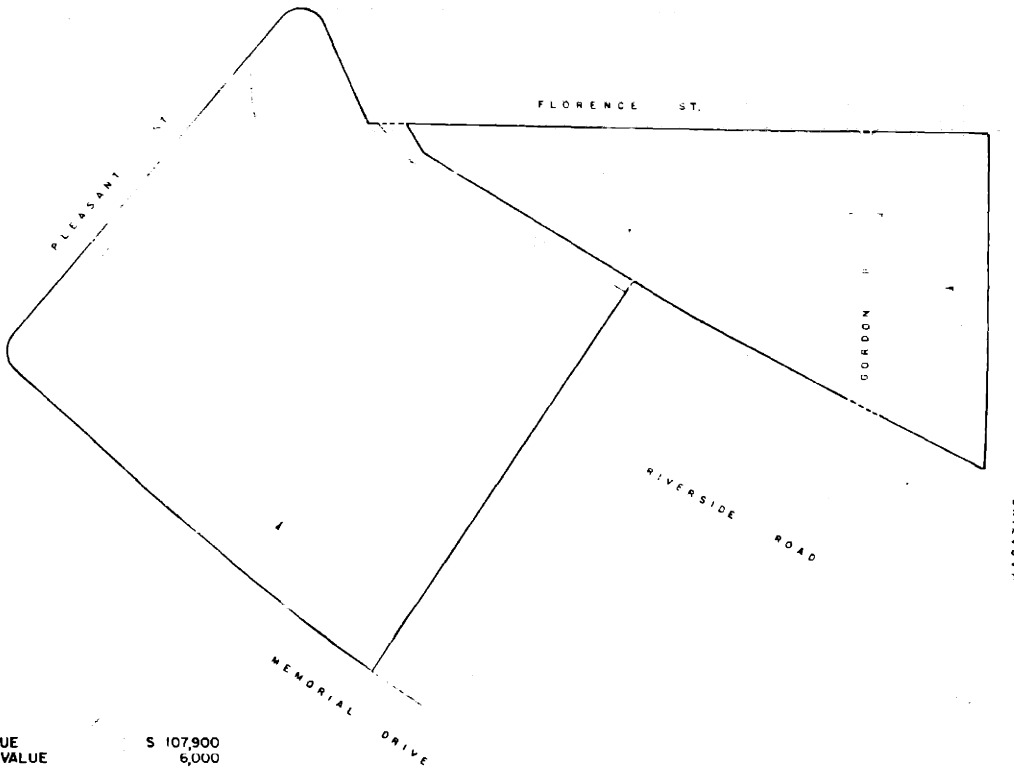
Site 4. (See Exhibit 10) This site also fronts on Memorial Drive and is best recalled by the fact that Richards Drive-In Restaurant and Robert Hall Company are presently located on the land. The inland section is occupied by the same type of housing as Site 2. To the west of the area is located the new BB Chemical Company plant, and to the east, the mammoth Stop & Shop Supermarket. The north is again occupied by the same type of two- and three-family dwellings that are behind Site 2. The distance from school is a little more than a mile, which would necessitate the use of cars to transport fraternity men to classes, there being no public transportation along the Drive.

Probably the major advantage of this site is its close proximity to the river. The major drawback is its unavailability as determined by the very recent construction of the drive-in and the salesroom. These are in a very strategic location commercially at present, and as the years pass it is doubtful if they will become any less so. The neighbors, represented by the chemical company and the inland private residences, are favorable factors, but the supermarket and its parking lot are not. Marketing authorities estimate that the Stop & Shop grosses over \$100,000 in sales per week. Indications are that the Drive will not cease to be a commuters' route for many years, thus ruling out the possibilities of a move, as well as elevating the price of real estate.

A few remarks about finances are in order. The

**TOTAL SITE 4**

LAND VALUE	\$ 134,900
BUILDING VALUE	45,300
TOTAL VALUE	<u>180,200</u>
NET AREA	219,491
STREETS	6,761
GROSS AREA	<u>226,252</u>
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 0.82
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 0.80



LAND VALUE	\$ 27,000
BUILDING VALUE	39,300
TOTAL VALUE	<u>66,300</u>
NET AREA	72,843
STREETS	4,080
GROSS AREA	<u>76,923</u>
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 0.92
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 0.86

LAND VALUE	\$ 107,900
BUILDING VALUE	6,000
TOTAL VALUE	<u>113,900</u>
NET AREA	146,648
STREETS	2,681
GROSS AREA	<u>149,329</u>
COST PER NET FOOT (LAND AND BUILDINGS)	\$ 0.78
COST PER GROSS FOOT (LAND AND BUILDINGS)	\$ 0.76

**SITE 4**



assessors' office places a valuation on this land of \$180,200, or \$0.82 per square foot. Our consideration of real estate values along Memorial Drive would indicate that this is much too low, a figure of from \$2.00 to \$3.00 per square foot being more realistic. This would make the total cost from \$400,000 to \$650,000.

Setting down the same table as before, the following figures are pertinent:

Cost	\$180,200	\$500,000	\$500,000
Return	1%	1%	4 1/2%
Cost per Fraternity per year	\$200	\$550	\$2,500

These figures are based on the assumption that nine fraternities would be accommodated on the area. This would allow for some parking lots and landscaping for each fraternity. By cutting down on these, it might be possible to squeeze as many as sixteen houses onto the site.

To sum up, this area has some good and some poor neighbors, is a long way from school, is likely to be very expensive because of its commercial value, and is likely to be unobtainable for a long time.

Site 5. This site was not suggested by the Cambridge Board, but the figures were obtained elsewhere. It is located on Soldiers Field Road near the Harvard Business School. At present this lot is owned by the Metropolitan District Commission who are using it as an area upon which to dump the fill from a water tunnel project. They purchased

it several years ago for \$350,000 from R. S. Robie who had bought it earlier for about \$200,000. This indicated that its sales value is in excess of \$350,000 and probably a great deal more, due to the increased traffic on the road since the construction of Storow Drive.

The major advantage of this site is the neighborhood. On the right is the Harvard Business School, and on the left the Coca Cola Bottling Plant. Behind the area is the Sears Roebuck warehouse, which serves to separate the area from other housing inland. The major disadvantage is the distance. Bus lines go by either end of the site on River Street and Western Avenue and terminate in Central











Square. There is, however, no direct transportation to school, and the intended improvement in a fraternity row's closeness to the Institute would be largely lost.

The financial picture is much brighter however. The recent purchase figure of \$350,000, together with the fact that the area at the present time has achieved a five-foot elevation, combine to indicate that the property would probably not sell for more than \$500,000. Of course some of the fill dumped on the site would have to be removed, which would increase the cost, but the area is large enough to accommodate all twenty-six houses, allowing the costs to be spread over a broader base. The corresponding financial figures yield the following results:

# EXHIBIT 11



## LEGEND

- RESIDENCE "A-1" 
- RESIDENCE "A-2" 
- RESIDENCE "B" 
- RESIDENCE "C-1" 
- RESIDENCE "C-2" 
- RESIDENCE "C-3" 
- BUSINESS "A" 
- BUSINESS "B" 
- INDUSTRY "A" 
- INDUSTRY "B" 

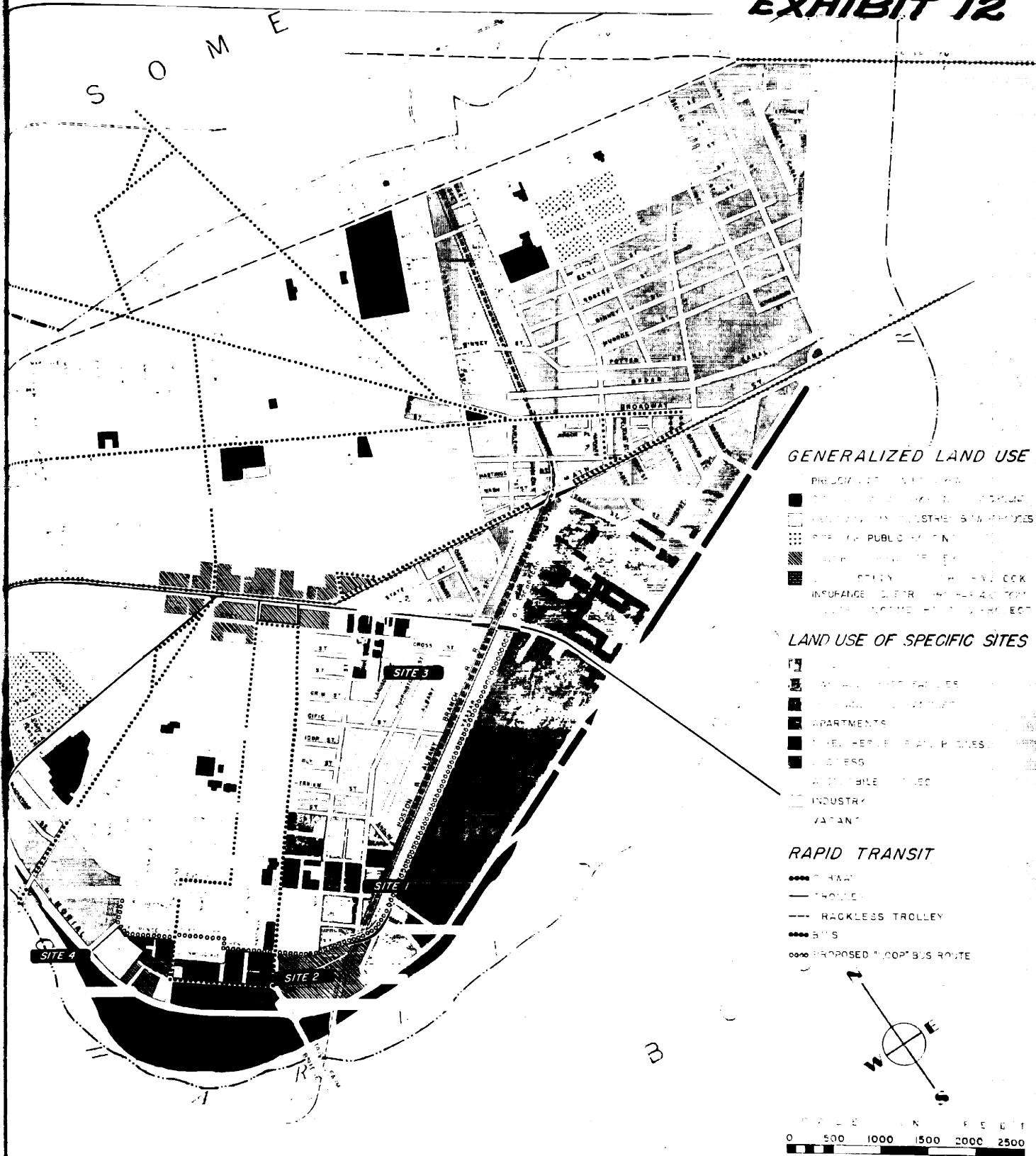
## ZONING

# EXHIBIT 12



## PLANNING FACTORS

# EXHIBIT 12



## PLANNING FACTORS

Cost	\$312,000	\$500,000	\$500,000
Return	1%	1%	4 1/2%
Cost per fraternity per year	\$130	\$210	\$940

In conclusion, the site has excellent prospects from the point of view of neighborhood and cost, but the distance is a detracting factor. This would necessitate the use of automobiles. The site is, we feel, somewhat more available than the other sites on which there are already existing structures.

General Remarks on Off-Campus Locations.

The most prominent factor about the off-campus locations discussed above is their lack of immediate availability. In our present situation this is not a drastic determinant, but it is nevertheless of importance. As noted above, some of the fraternities are in need of major overhauls, which may not be postponed much longer.

Viewed objectively, and projecting the picture into the next twenty-five to fifty years, several of these sites have very excellent possibilities. Specifically, Sites 2 and 5, which are potentially the lowest in cost, are the most attractive from a neighborhood point of view. The present surroundings are acceptable, and in the future M.I.T. might buy up some of the surrounding area to protect the investment. The other sites appear to have their future well mapped out. Site 3 is in the midst of an intensely industrialized area; these industries as they expand will eventu-

ally take over this section, if the shopping center of Central Square doesn't reach it first. Site 1 is in a period of transition from private housing to industry, which ought to continue. Site 4's future seems well determined by the commercial location it occupies.

From the accompanying map of East Cambridge (see Exhibit 12), it is interesting to note that John Hancock is considering financing a "John Harvard Town" middle income housing project. If something of this nature could be worked out on the land bordering the fraternity areas, M.I.T. would be relieved from the financial strain of purchasing this land for protection.

On the other side of the picture, what these off-campus sites fail to do is to get the fraternities closer to the Institute. This means that activity and sports participation might suffer accordingly. All of these proposed sites are farther from the Institute than many of the present houses, and the transportation problem is intensified. These are very real problems, and before these sites are considered such problems will have to be answered. For the present, however, we feel that the present pressing problem is that of on-campus housing, and we shall confine our further investigation to the West Campus situation. Bear in mind, though, that in the long run, should this investigation prove unfeasible, these off-campus sites have excellent potentialities.

D. Problems Involved in Relocating M.I.T. Fraternities  
On West Campus.

1. Problems arising because of attitudes.

Even if a feasible financial plan for moving a fraternity onto West Campus was determined, there are other problems and questions with which the fraternities are faced. (See Exhibit 13). Most of these problems arise because of a reluctance to change and a love for the environment as it presently exists. But these are real problems to the fraternity man and therefore have an important place in this paper. Some of the problems are short-range, for if the system were quickly changed, resentment would probably exist until the class who knew the old system had graduated. Some problems have long-range effects, however, such as rushing.

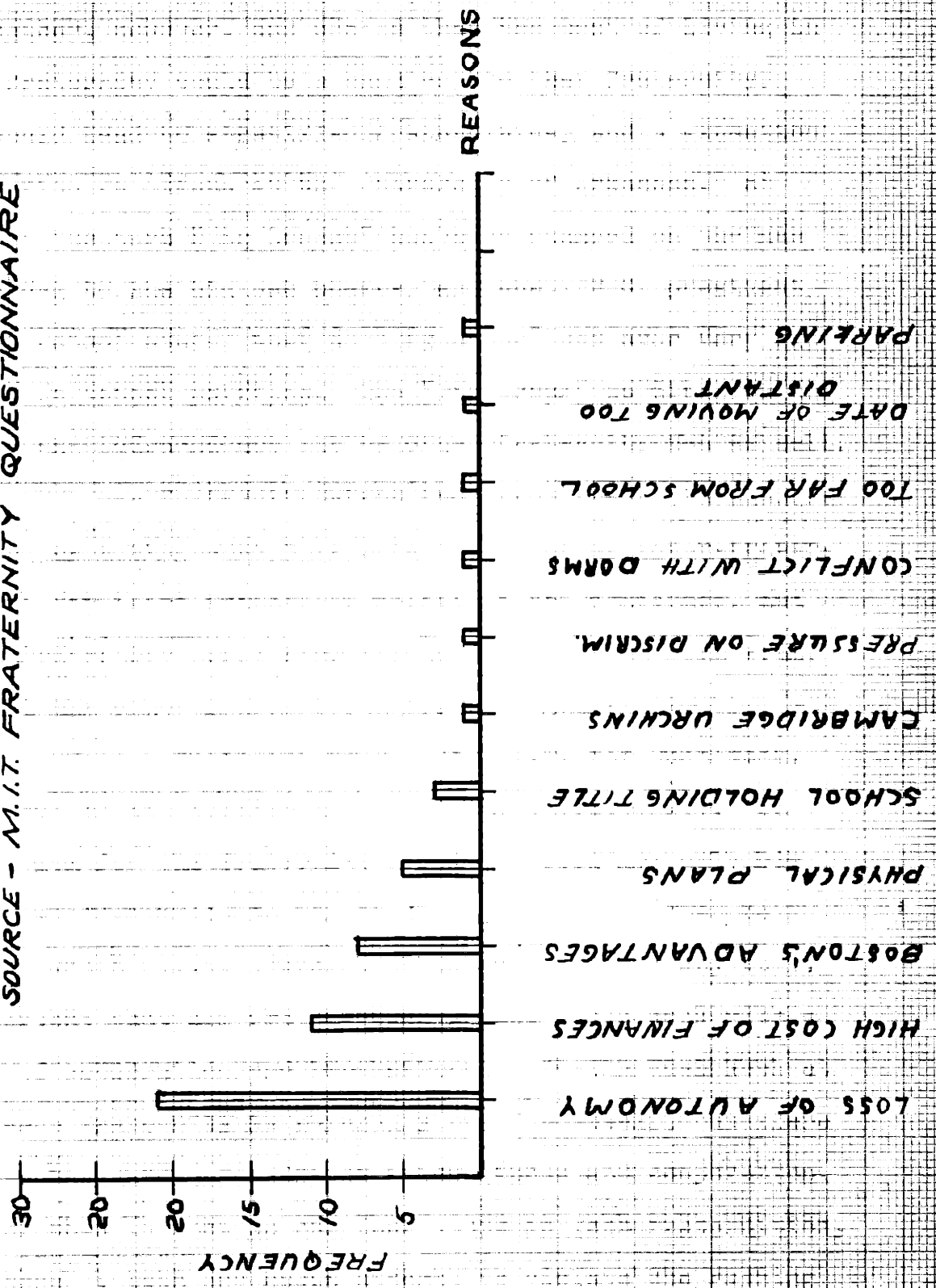
a. Rushing. Rushing is an important function to a fraternity, for it is during the rushing period that the chapter pledges the men who will someday become its leaders. As in any social organization, the physical facilities are important, but it is the members who determine its real moral, spiritual, and social strength. Consequently each fraternity is striving during Rush Week to get good men who will be an asset to their organization and keep it operating as a successful venture.

There is little doubt that a fraternity situated on West Campus would be in a better rushing position than one on Beacon Street, since the chapter house would be new and



**FREQUENCY OF REASONS  
AGAINST MOVING**

SOURCE - M.I.T. FRATERNITY QUESTIONNAIRE



conditions would not be crowded. There are other factors to consider, however, and one is that the cost of living in a new fraternity could be a handicap to that fraternity. This could lead to stratified fraternities, and a situation might arise as exists at the University of Arkansas. At Arkansas the term "Big Greeks" has been stamped on the men who belong to the big new houses, and the I.F.C. president at that school stated that no "Big Greek" was ever very successful in school politics. The "Big Greek" is disliked not only by the independents but by other fraternity men as well.

A new fraternity might thus find itself in a worse position by moving onto M.I.T. land, as far as inter-fraternity and dormitory-fraternity relations are concerned, and such a fraternity would find things rough during Rush Week, with all the other fraternities talking against it.

When a freshman arrives at M.I.T. for Rush Week, he is usually not decided about joining a fraternity. So the problem for the fraternity man is to sell not only his particular fraternity to the freshman, but more often to sell the whole M.I.T. fraternity system. This is why it is so important that all fraternities go into Rush Week with a spirit of cooperation and brotherhood. During Rush Week at Tech, each fraternity is naturally out for itself, but there still prevails this feeling of friendliness and cooperation. Proof of this is that in our four years in Tech fraternities, there hasn't been any known attempt to violate the rushing

rules set up by the I.F.C.

If some houses had a great deal more to offer than others (I.E. a new house), it is foreseeable that such a spirit could easily be destroyed, and that rushing tactics and attitudes would change.

As we mentioned before, a rushee must be sold on the system, as well as an individual fraternity. If he should pick up any of this animosity that could arise between old and new fraternities, he may decide not to join any fraternity. This type of situation is bad and could lead to a gradual weakening of the fraternity system, and eventually to its total collapse.

There is no immediate solution to this long-range problem, except that the Institute make it possible for all the fraternities to be on campus land and consequently on an equal footing. Presently, M.I.T. has plots for only nine fraternities. Statements have been made by the administration to the effect that if all the fraternities want to move, land would be made available. What is not apparent to the administration is that this will be a long-term proposition and that some houses may not be able to move until some ten to fifteen years after the first one has moved, because of the financial problems involved. If the Institute believes in the fraternity system, it should show its interest to all the fraternities by making land available so that all the fraternities may someday be together on campus land. This is a big order but is definitely worth keeping in mind.

b. Automobile Problem. Another long-range problem facing fraternities, M.I.T., and the nation, is the parking problem. The number of privately-owned passenger cars in the United States has grown from 28,100,188 in 1946 to 48,087,000 in 1954,<sup>41</sup> and because of the abundance of good used cars available at low prices, we have also seen a terrific increase in automobiles among the student body.

The parking problem for the fraternity man in Boston is especially acute. Parking on the streets at night is prohibited by fire laws, and during the day the parking meter is in operation. Fraternity men totally disregard both rules and usually park anywhere there is space. Most of the fraternities have a small lot behind the chapter house which will park about eight cars, but since the average fraternity has fifteen members with automobiles, some cars simply must be left on the streets.

The Kenmore Square area is becoming more of a business center for doctors and lawyers, and they have been complaining regularly about the parking conditions. It is also worth remembering that Myles Standish, a dormitory for 500 Boston University students, is in Kenmore Square, and it has been reported that as many as one-half of these students have automobiles parked in this area. Thus everyone is faced with a constant lot size and an increasing number of cars.

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41. Automobile Facts and Figures, 1954, Automobile Manufacturers Association, Detroit, Michigan, Page 24.

The Institute is also faced with a parking problem. It has had to issue priorities on parking in the various Institute lots, and after accommodating employees, faculty, etc., there are few spaces left available to students. The Institute, however, has never had any rules pertaining to students having automobiles, and this is a desirable condition. The use of an automobile is almost a necessity to a student, in that his college years offer the best time for meeting young women, and in most cases this function would be greatly hindered without an automobile for transportation. It is interesting to note that many students use their cars very little during the week; a group of students will get together and use one car to get to school, but on weekends, when each man goes in his own direction, every car that will run is pressed into service.

In designing the layout of West Campus the Institute could not be expected to allot a great amount of land for parking, for the land is simply too valuable to be used for this purpose. There is a definite problem here, however, and just what can or should be done is still an unanswered question.

The long-range picture would indicate that more and more students will be owning automobiles, and if the Institute's plans are to make M.I.T. a resident college in Cambridge, then the present problem will become even more intensified unless action were taken by the Institute regarding students having possession of automobiles.

We certainly hope that the Institute will keep this parking problem in mind when planning West Campus, and when the time comes for a decision to be made that some land will be appropriated for student parking. In a recent interview with a member of the faculty, it was brought out that each fraternity on West Campus would probably be allowed space for approximately ten cars. In view of the expense of land in Cambridge, this seems to be a very generous offer and should be quite acceptable to the fraternities.

c. Location. A problem in attitudes will always arise when a proposal is made to move to a new environment, and fraternity men are quite concerned over a number of things when confronted with the issue of moving the fraternities onto West Campus. Although rushing and parking could also be termed location problems, because they would come about only if such a move were made, this section is meant to deal specifically in the areas of available facilities, industry, Cambridge urchins, and dormitory-fraternity relations. Some of these problems would be of short duration; others are likely to be more permanent. Nevertheless they all affect a fraternity man's attitude toward moving.

1. Facilities. A major area of concern to a great many fraternity men is that the facilities afforded by a Boston location will not be present in Cambridge. By facilities they mean the following:

- (a) Proximity to girls' schools,

hardware and liquor stores, delicatessens, laundries, etc.

(b) Convenience of public transportation, movies, plays, and other forms of amusement.

These are, we feel, mainly problems of short duration. The facilities available on the Cambridge side of the Charles for the satisfaction of personal needs in the form of the Technology Store (familiarily called the "Coop"), the drugstore, cleaning establishment, and barber shop are more than adequate at present. In the near future a Student Union will be constructed with a great many facilities such as a laundry, drugstore, dry-cleaning, photo shop, bookstore and restaurant, for the use of all students.

The problem of transportation is answered by the tracklesstrolley line running down Massachusetts Avenue; through its use, movies, plays, and the Symphony are no further away than before. The question of proximity to girls' schools is much harder to answer, except that once accustomed to their new location, Tech fraternity men will experience no more trouble dating than they do at present.

All of these problems mentioned above are in a sense rather petty. It is, however, very natural for an individual confronted with a proposed change to cling to every favorable item of the present system. Fraternity men, when they mention these problems, are merely thinking in a

negative sense of the idea of moving; but we feel that none of these items present real problems that would prevent the houses from relocating. There are other much more important ones to which we will proceed.

2. Cambridge Industry. It is a fact that East Cambridge is heavily industrialized. This in turn gives rise to smoke and soot, as well as many peculiar odors. West Campus residents find particular objection to the slaughter house on Waverly Street and the all-night trucking operations on Vassar Street (somewhat curtailed due to the recent fire).

As previously mentioned under the discussion of Site 1 of off-campus locations, a long-range view tends to indicate an increase in East Cambridge industry. This will be manifested in an increasing manufacturing density all along the fringe areas between private homes and business. As a result we would expect the slaughter house to remain where it is presently situated for a number of years. The trucking concerns are, however, being bought up by M.I.T.; several were purchased this spring following a fire last winter.

The slaughter house does present a drawback, but the people on Westgate and Westgate West are enduring it, as well as the dormitories. The annoyance is only occasional and as such should not be a major factor for consideration.

3. Juveniles and Vandalism. Cambridge juveniles have long been a problem to the Institute, and fraternities contemplate the urchin situation with misgivings. The Tech dormitories and athletic facilities have never been off-



limits so far as these people are concerned, and it is felt that new fraternity houses would present an additional challenge to their ingenuity.

There is a brighter side to the picture, however. The zone of industry beyond Tech is on the increase, thus widening the buffer zone. Another factor of interest is the contemplated "John Harvard Town" middle-income housing project of the John Hancock Mutual Life Insurance Company. Should this plan become a reality, additional recreational area for children would be provided, as well as a raised level of parental care, both of which would result in decreasing the attractiveness of M.I.T. and its living facilities to small boys. For the present, an improved system of campus police would probably be all that is necessary. This is essentially a short-range problem and is not a major area for concern.

4. Dormitory-fraternity relations. The relations at Tech between the dormitories and fraternities have in the past been negligible, but there is some question as to how moving the fraternities onto West Campus would affect the situation.

We shall look at the present situation on this campus and the results of such a move on other campuses to answer the question. At present Theta Delta Chi occupies part of a wing in Burton House because their house on Memorial Drive is not big enough to accommodate all the actives and

pledges. Goodwill has resulted between the Theta Deltas and Burton House. A similar situation has been true at Southern Methodist University<sup>42</sup> where a number of chapters quarter their overflow in the dormitories. At Brown University and at Willamette,<sup>43</sup> where the fraternities and dormitories occupy the same buildings, relations between the two are generally considered to be excellent. We think that it would be very probable that the fraternities which move over would expand in size to help pay off the heavy financial obligation the house would be carrying and would have the extra men living in the dormitories.

An additional point of interest is that many men are required to work in groups on class projects. Now the groups quite naturally divide on a transportation basis so that the across-the-river fraternity man and the dormitory man seldom work together. We feel that with the fraternities on West Campus, this working together would be promoted, with its attendant benefits.

In summary, it is very likely that fraternity-dormitory relations would be increased for the good of all concerned.

5. Proximity to sports facilities. This is not a problem but a positive advantage to the West Campus

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42. See Appendix B, Section 1, Reports of Surveys of Other Colleges.

43. Ibid.

location. At present when men on Beacon Street want to play catch, they do so on the sidewalk, with the accompanying hazards to pedestrians. A location on West Campus would promote athletic participation, an objective of both the fraternities and the administration. This would be the natural result of a close proximity to the necessary facilities.

d. Autonomy. One of the areas of very real concern to fraternity men is that of autonomy. Perhaps at this point a definition of this somewhat vague term is in order. Autonomy in its largest sense means freedom from control, - in this case, administration control.

A brief comparison between the present situation at Tech and that at other colleges in regard to this item is in order. From this, an indication will be gained of the possible directions that decreased autonomy may take.

At Lafayette, Brown and Lehigh Universities<sup>44</sup> and at many colleges, a petition must be filled out a stated number of days in advance of each social function. On this petition is listed the name of the chaperon, who must be present with his wife throughout the entire affair and must be a faculty member or another mature responsible individual; the amount and kind of liquor to be served, if any; the hours of the function; and the name of an accountable chapter officer who will be at the fraternity house during the entire

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44. Ibid.

affair and who will be responsible for any and all events that may occur. There is usually a designated number of social functions a chapter may hold each semester. In addition there is generally a stipulation as to the number of parties which will be allowed on school nights, and often stag affairs are limited to two per term. If a fraternity's scholastic standing is low, it is quite probable that its request will be denied.

Contrast these restrictions with their complete absence from the M.I.T. campus. The only limiting factor to a chapter's social life at present is the matter of finances, for it may hold functions at any time it pleases.

Tech fraternity men are worried about possible trends in the directions outlined above, should they move. What has happened at other colleges which have gone through such a move is of interest, and we have outlined below the three directions such trends may take.

(1) Increased rules. This type of situation is found at Brown University and exemplifies the trend toward rules on campuses where the fraternities occupy college-owned quarters. On these campuses it appears that there are rather strict rules for dormitories so that when fraternities move into college-owned buildings there is a natural desire to extend dormitory rulings to them.

(2) Increased enforcement of existing rulings. This is the case at Lawrence College where the administration has the final say on all social functions. The fraternities surveyed stated that they had felt a definite increase in supervision after moving on campus; however, the fact is that social rules did not increase. They were merely easier to enforce now that the fraternities were so close at hand. The result was increased observance of existing rules.

(3) No change. This condition is found at Denison where there is a great deal of student autonomy in the managing of social affairs. When the fraternities moved on campus into new homes, there was no increased social regulation by the college due to the fact that tradition dictated that the students manage their own affairs.

Now let us apply these situations to the M.I.T. campus and attempt to do a little forecasting as to the probable turn of events.

We do not anticipate any further social regulations from the administration for the following reasons:

(1) Unlike Brown, there is not an established policy of regulation in the dormitories to be extended to cover fraternities in college-owned buildings.

(2) Like Denison there is a long tradition of student autonomy in the management of social affairs. We expect this tradition to continue, with the I.F.C. assuming an enlarged role, should the situation indicate further action.

(3) The M.I.T. administration is at present promoting student management of student affairs in the dormitories, so that there is a very positive trend away from Institute regulation, which we expect to continue.

Stepping next into the area of scholastic regulations, we find many instances of college administrations setting up rules. At the University of Arkansas,<sup>45</sup> for example, no social organization is allowed to pledge any student on scholastic probation nor to initiate any man whose grade point average is not above a certain level. If a fraternity fails to obtain a certain average for three consecutive semesters, it will be placed on social probation (no organized social functions). Should it remain below this average for four semesters the National organization will be warned, and if the situation continues for eight terms, the fraternity will be disbanded.

Contrast this situation with that here at Tech, where the Institute places no scholastic rules whatsoever

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45. Ibid.

upon fraternities. This has not been an easy decision for the administration to make, for during the past fifteen years the fraternity average has been consistently below the all-men's average. They did not, however, impose rules but turned to the I.F.C. and gave them the problem.

The questionnaires we received do not permit generalizations about increase or decrease in scholastic regulations following such a move on campus elsewhere. As a result we shall have to fall back on the past attitude of the M.I.T. administration and project this. We do not expect an increase in rules because of the respect for fraternity autonomy in the past and the school's policy of working with the I.F.C.

In the area of financial regulation, the situation at other colleges is that of required financial audits. There seems to be no tendency for this requirement to grow out of a move on campus. The most tangible change resulting from a move on campus is that of paying house bills to the bursar's office rather than to the fraternity treasurer. This is notably the case at Brown, Kenyon, and Willamette<sup>46</sup> where the fraternities are housed in college-owned dormitory-like structures. At these institutions the house bill covers rent for room and board (which are the same as for non-fraternity men) plus dues and social fees. The college remits the latter portions of the bill to the chapter.

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46. Ibid.

At colleges where the administration has advanced a considerable portion of the original cost, there generally seems to be little attention paid to the fraternity until it actually encounters difficulty in meeting the required mortgage payments. An indication of the stipulation written into a contract may be gained from the following quotation from page two of the contract between the fraternities and the University of Arkansas:<sup>47</sup>

"10. The Fraternity will be considered at all times to have an equity in the property based on its contribution made at the inception of the agreement and the amount of the debt retired through payments by the Fraternity in proportion to the total cost of the project. The University undertakes at all times to use every expedient means to protect this equity. If for any reason beyond its control the Fraternity is unable to continue payments under this agreement, the parties by agreement shall either: (1) make an attempt to salvage the interest of all parties concerned through an agreement altering the payments required under this contract, or interest some other group or persons in (a) occupying the property and paying rent to be applied to reduction of the outstanding obligations or (b) purchasing from the Fraternity

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47. Appendix B, Section 4 Part a.



its equity under this agreement; (2) or the University may purchase the equity at an evaluation based on an appraisal made by three appraisers, each party appointing one appraiser and the two so appointed shall select a third; (3) or the University may sell the property at the best possible price under the requirements of the statutes of the State of Arkansas and retire the remaining debt, in which case any part of the purchase price remaining after retirement of the debt and payment of all expenses and obligations against the property will be paid to the Fraternity."

The similar section in the Emory University contract reads as follows :<sup>48</sup>

"3. After said house shall have been completed the same shall be occupied, managed, and maintained exclusively by the said fraternity. Said fraternity shall make payments to Emory University of not less than (\$ .00) per month for eight months per year (beginning with October 1 and extending through May 1.) until it has paid an amount equal to the amount advanced by Emory University toward the costs of the house, with simple interest thereon at the rate of

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48. Appendix B, Section 4, Part b.

✓ (4%) percent per annum. In the event said fraternity shall at one time permit as many as three of said monthly payments to accrue and remain unpaid Emory University may, at its option, after giving said fraternity ninety (90) days' notice (written) of its intention:

"(a) Suspend the license hereby granted and remove said fraternity from the control and right of exclusive occupancy of said house unless and until all accrued and unpaid installments shall have been paid. During said default said Emory University shall collect from each of the occupants of said house the same fees as it is charging for similar accommodation in its dormitory and shall have the right to manage and control said house as one of its regular dormitories. If at any time the fees thus collected (in excess of the expense incurred by Emory University in operating and maintaining said house) shall equal the amount due to that date under this contract, then the control and right of exclusive occupancy shall be restored to said fraternity so long as it shall comply with its obligations under this contract, but subject to the same remedy for subsequent defaults if and when they shall reoccur.

"(b) Refund to said fraternity the amount invested by it in said house without interest, less a

fair depreciation. In the event Emory University and said fraternity cannot agree on the amount of said depreciation, each shall select an arbitrator and if the two arbitrators thus selected are unable to agree, they shall name a third, and the agreement of two out of these three shall constitute the amount of depreciation to be allowed. After said refund shall have been made any further interest of said fraternity in said house shall cease, and the same shall be thereafter owned and controlled by the University in as full manner as each and all of its other dormitories are owned and controlled.

"In the event Emory University should at any time exercise option "A", it may thereafter while the default continues, by an additional notice of thirty (30) days to said fraternity of its intention so to do, exercise option "B"."

In addition it is generally required that the fraternity carry a stipulated amount of fire insurance on its house. Otherwise, the financial requirements have been kept to a minimum.

We have then two types of situations:

1. The type whereby the fraternities are housed in dormitories and pay rent to the university and the bursar handles all collections.

2. The circumstance whereby the fraternity pays for its house and handles its own collections. The college enters the picture only in the event of default of payment.

It would appear to us that the second of these arrangements would be most suitable to the Tech situation. If there is no need for increased financial supervision, there seems to be every reason for keeping rules to a minimum, adopting the features of the plans above and letting the fraternities manage their own affairs.

We think that the Institute's present attitude towards the I.F.C. is of relevance at this point. As mentioned above, the administration turned to the fraternity leaders for a solution to the scholarship problem. A further illustration of the attitude can be seen in their helpful cooperation with the fraternities in running Rush Week, - Institute facilities have been made available in the form of a room for the I.F.C. Clearing House, and dormitory space to house the rushees in. We look for a continuance of an attitude on the part of the administration of respect for the fraternities' autonomy. To us then it does not appear that a move onto Institute land will in any respect tend to increase administration regulation of houses. An additional factor is (should the administration decide that increased rules were in order) they could impose them just as easily without the fraternities moving onto school property. The best insurance

against any change of this sort is for the chapters to maintain a responsible attitude and control their actions so that the Institute's faith in them will continue to be justified.

e. Priority on Land. The problem of just how much land would be made available and who would have first priority on the land if it were limited are questions that have been bothering the fraternity men. Although there has not been any real effort by any fraternity to seek out an answer to these questions, it is conceivable that conditions might quickly change, and a sizeable group of fraternities might suddenly decide to build on West Campus. If such a case does arise, it would require that some reasonable criteria or priority be established to judge the fraternity's application for land, if some lots are better than others, or if there are fewer lots than applications. After giving the matter much thought, the following factors were thought to merit consideration:

(1) Finances. Is the fraternity in a financial position to build a new fraternity house, taking into consideration the amount the house could hope to realize through the sale of its present facilities, the amount of its building reserve, the possibility of a loan from their national, and the probable amount that the fraternity could expect to raise from its alumni?

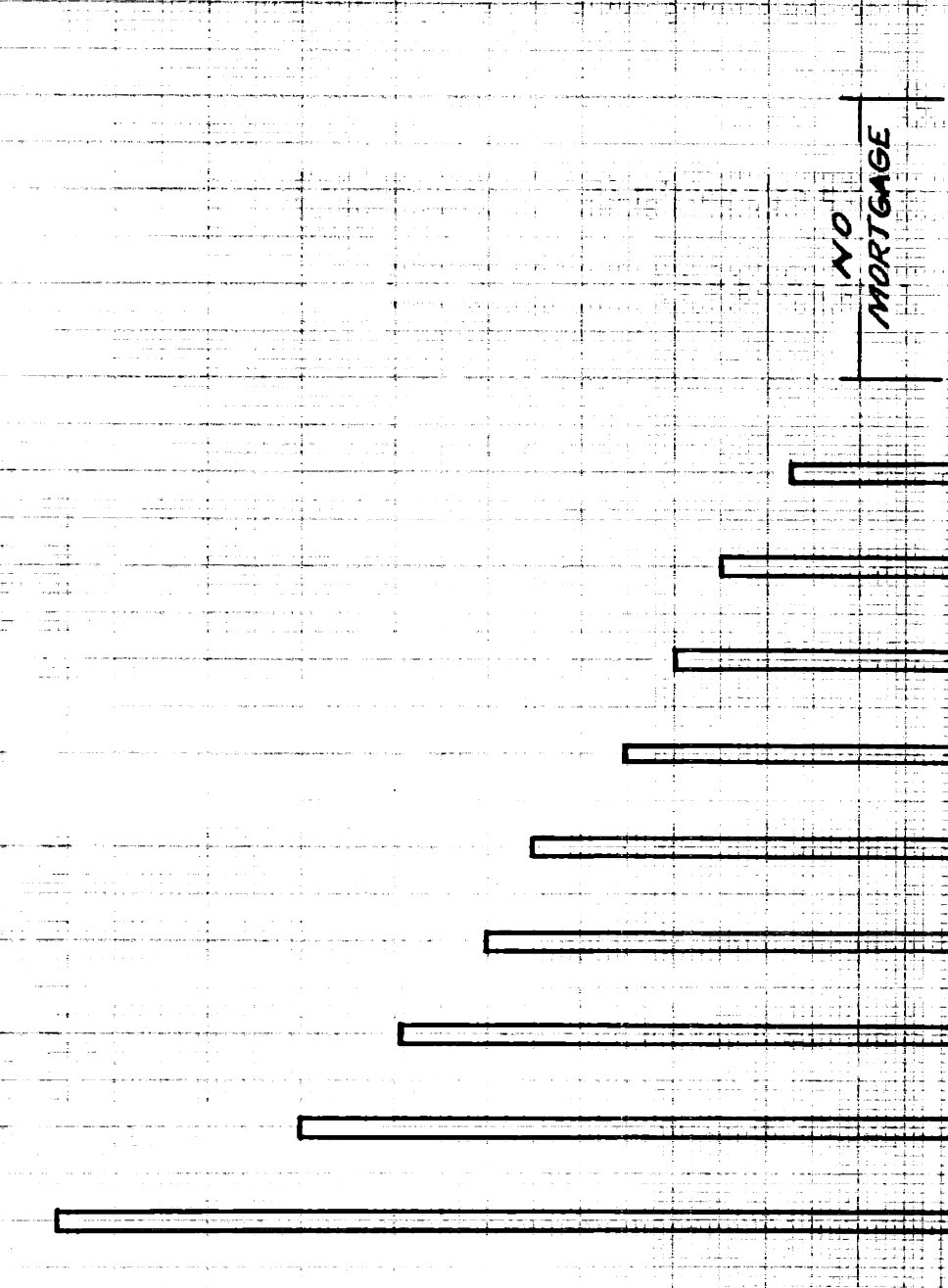
The records of the chapter should be inspected for the past several years to see if it had been operating within a reasonable budget. Another objective of the study would be to see if it could take on the additional burden of a mortgage or a loan. On this item the amount of mortgage remaining on the house and the size of the building reserve are of interest. (See Exhibits 14 and 15). There is some feeling, however, that the size of these funds is an index of the length of time the chapter has been active at M.I.T., rather than an index of the quality of financial management. As a result, present financial situation should not be the sole determinant of a fraternity's qualification for land.

(2) Need for New Quarters. This is a factor which takes into account the present condition of the fraternity house. A comparison of annual maintenance costs, work-week expenditures, and the house's over-all facilities should be made in an attempt to rank one above another. In our surveys of the Tech fraternities we found a wide variance in the methods of accounting for expenditures on these items. In view of this, the most tangible indication of the condition of a fraternity house is the number of years which the chapter has resided in that location, since the houses were all

# MORTGAGES REMAINING ON FRATERNITIES

AMOUNT OF MORTGAGE REMAINING

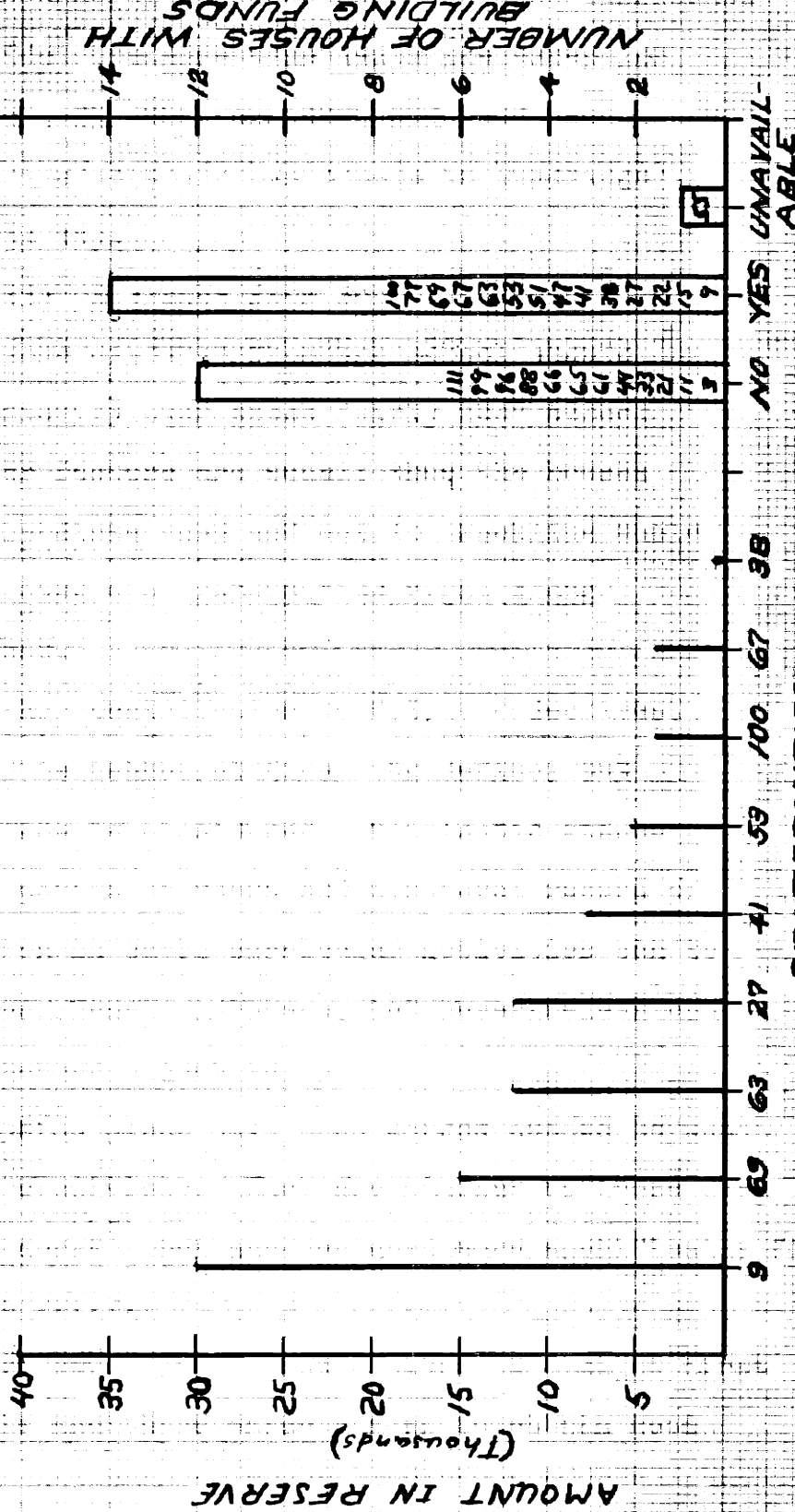
(Thousands)



NO MORTGAGE

SOURCE - MIT FRATERNITY QUESTIONNAIRE

# SIZE OF FRATERNITY BUILDING RESERVES



AMOUNT IN RESERVE (Thousands)

NUMBER OF HOUSES WITH BUILDING FUNDS

FRATERNITY QUESTIONNAIRE

SOURCE - M.I.T. FRATERNITY QUESTIONNAIRE



built at about the same time (with the exception of Delta Psi, Phi Beta Epsilon, and Delta Kappa Epsilon who built their own houses in Cambridge). (See Exhibit 16).

(3) Distance from School. Those houses at some distance from the school should be given priority over those fairly near school if all other factors are equal; thus the houses far down Bay State Road and out in Brookline would be favored over the fraternities right along Beacon Street.

(4) Contribution to M.I.T. Objectives. This factor is rather difficult to define, but should somehow be considered. Scholastic standing over a period of years and a general record of participation in extra-curricular activities can be used for measurement purposes, but nevertheless can hardly be termed objective.

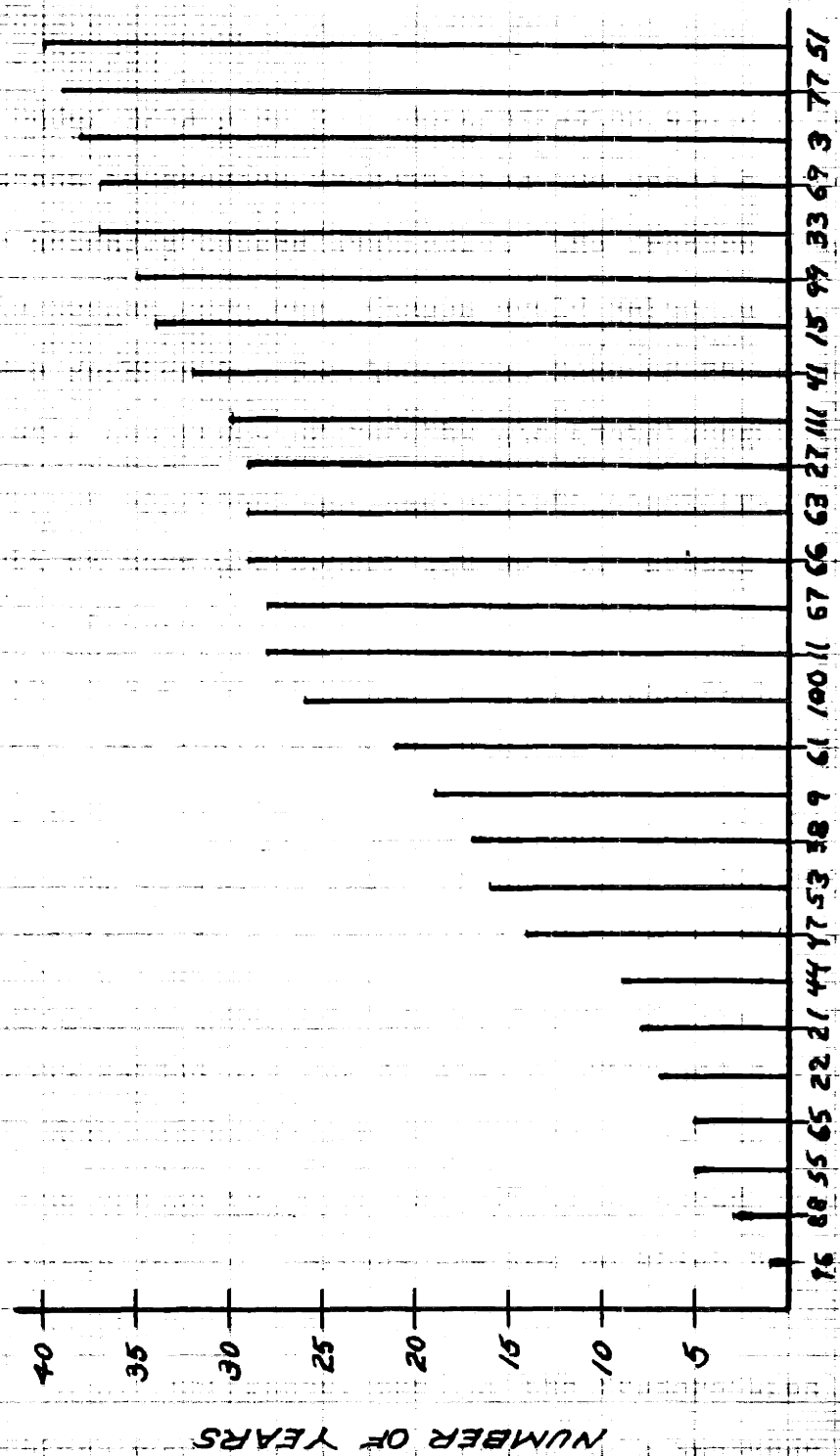
Two option plans have been worked out to be used under different conditions. They are similar to those used at Emory and Arkansas<sup>49</sup> but are designed more specifically for the situation at M.I.T.

Plan #1 could apply when limited land might first be made available and there ensue a rush to obtain good locations.

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49. Appendix B, Section 4, Parts a and b.

NUMBER OF YEARS IN PRESENT  
QUARTERS - M.I.T. FRATERNITIES



FRATERNITIES  
SOURCE - M.I.T. FRATERNITY QUESTIONNAIRE

Plan #2 could be used when the Institute had offered plots of land but few fraternities were interested.

Plan #1.

Under this plan the administration would offer options to those interested fraternities two years before the land would actually become available. The fraternities interested in moving onto West Campus would select a lot and make written application for it to the Dean of Students. The dean and a committee of faculty and administration would go over all the applications, taking into consideration all the criteria we have previously set up, and assign a lot to each applying fraternity.

If at the end of two years a fraternity that had been assigned land could not show the Institute that it had accumulated 20% of the cost of their proposed fraternity house (including appraised value of old house), its option would be forfeited; then some other fraternity who wanted that particular lot could make application for it, providing it had already raised the 20% of cost of proposed building and had not begun construction on another site. The fraternity which was unable to reach the 20% level would be assigned a less desirable lot, or perhaps the lot on which the other fraternity had previously had an option.

As mentioned above, most of the fraternities having obtained options would be engaged during this two-year period in raising enough money to meet their down-payment requirements.

Some houses, however, will have no difficulties in meeting this 20% figure but will be conducting a drive for additional funds.

The advantages of this plan are as follows:

(a) It would aid the chapters in collecting money from their alumni since a sketch of the proposed location and house could be used to arouse their interest and enthusiasm.

(b) It provides a tangible goal towards which the fraternity may strive. This goal of 20% is reasonable for we feel it is better to set the initial cash outlay high at the beginning, rather than have the fraternity struggling with too big a mortgage later on.

(c) This plan would place all of the houses on a more equal plane in the race for good locations and would not assure an already financially strong house of a good location.

The disadvantages of this method are that some houses may never be able to reach the figure required and would consequently be holding up the more financially able houses. There is some question as to whether finances ought not to be the sole governing factor, which brings us to the second plan.

#### Plan #2.

If the Institute after announcing that lots were available found that fewer houses were interested than there

were sites, then Plan #2 might be a feasible one.

Any house having the necessary down payment could approach the Institute and secure a permanent plot. Then this fraternity who would have to wait two years before it could begin construction (assuming that the land was offered two years before the sites were cleared off) could conduct a drive to raise additional funds from its alumni. This plan would favor the "First come, first served" approach, and would be aiding those fraternities that are supposedly the most interested. It also rewards the houses which over a long time have built up reserves and cultivated good alumni relations.

The possible disadvantages associated with this proposal are as follows:

(1) It tends to make the strong fraternities stronger and the weaker ones weaker by putting the stronger houses on West Campus and giving them a favored position in rushing.

(2) It could conceivably kill the incentive of the other fraternities to move on to West Campus if they saw the best lots going to the stronger houses.

#### Recommendation

We recommend the use of the option plan because of its fairness to all concerned as well as assuring the houses with the greatest need a plan so that they could also obtain

a good lot. Of course if only a few fraternities apply for lots, Plan #2 would naturally evolve.

f. Architecture. In regard to architecture, the fraternity men are very much concerned about the Institute's plans. The fraternities want freedom to choose the type and style of the proposed house, decorate it as the men in the chapter see it, and, in general, be allowed to use their own judgment and professional help in deciding all matters. Naturally, they would tend to conform with the surrounding environment.

It has been said that there is essentially no difference in the present chapter houses, that they all look alike inside and out. The late Dean Baker, having visited all the Tech fraternities several times during his career, once said that he couldn't tell the different fraternities apart. Our survey showed that the chapters do not see it that way, for to them there is a great deal of individualism. Consequently when the Institute came forward a few years ago with the proposal of similar multi-story structures, there was some definite discontent expressed among the fraternity men.

This is rather a difficult thing to understand for the houses on Beacon Street do look very much alike from the outside and are similarly laid out inside, yet when a proposal is made for essentially the same thing on West Campus, the students are very much displeased. It may be that fraternity

men look on West Campus as a place where they could build individual fraternity houses somewhat similar to those they have seen at mid-western colleges. Or, it could be that they aren't happy with their present living quarters and don't wish to repeat the mistake of moving into such similar structures. Regardless of the reasons, the fraternity men definitely want individual houses with their own kitchens, dining rooms, etc., and with, hopefully, some grass around the outside.

For an indication of what has happened at other colleges on the matter of design, we shall turn to the results of our survey. At Emory University and the University of Arkansas<sup>50</sup> the fraternities presented their own proposed designs to the colleges for approval. At the University of Maryland,<sup>51</sup> the college requires that all houses be of Georgian architecture but leaves the size and layout up to the fraternities. At Northwestern,<sup>52</sup> however, the college designed the chapter houses. Of course there are the situations at Brown and Willamette<sup>53</sup> where the fraternities just moved into the dormitory-like structures.

These plans appear to fall into two general classes:

- (1) Authoritarian class. In these cases the college has completely taken over all
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50. Ibid.

51. Appendix B, Section 1

52. Ibid.

53. Ibid.

planning functions and required the chapters to live in the housing which it provides. To be honest, it does not appear that this has hurt the fraternities at these places, since there was not an established principle of fraternity autonomy.

(2) Consultative class. On many campuses the college administration has merely set up a framework within which the fraternities may draw up their own plans; and the college checks the designs before construction to assure conformity with the over-all theme of the college buildings.

We think that M.I.T.'s long-established policy toward the fraternities encompasses the second of these plans very well. It is certain that this is the sort of treatment which the chapters have always been accorded, and a plan which would allow each house to draw up its own designs would undoubtedly be agreeable.

## 2. Financial Problems

Undoubtedly the biggest problem facing any fraternity desiring to move onto West Campus is finances. Figures in the vicinity of \$200,000 have been passed around as the cost of building a new forty-man fraternity house, and to any organized group this much money is an enormous investment and would bring many problems.

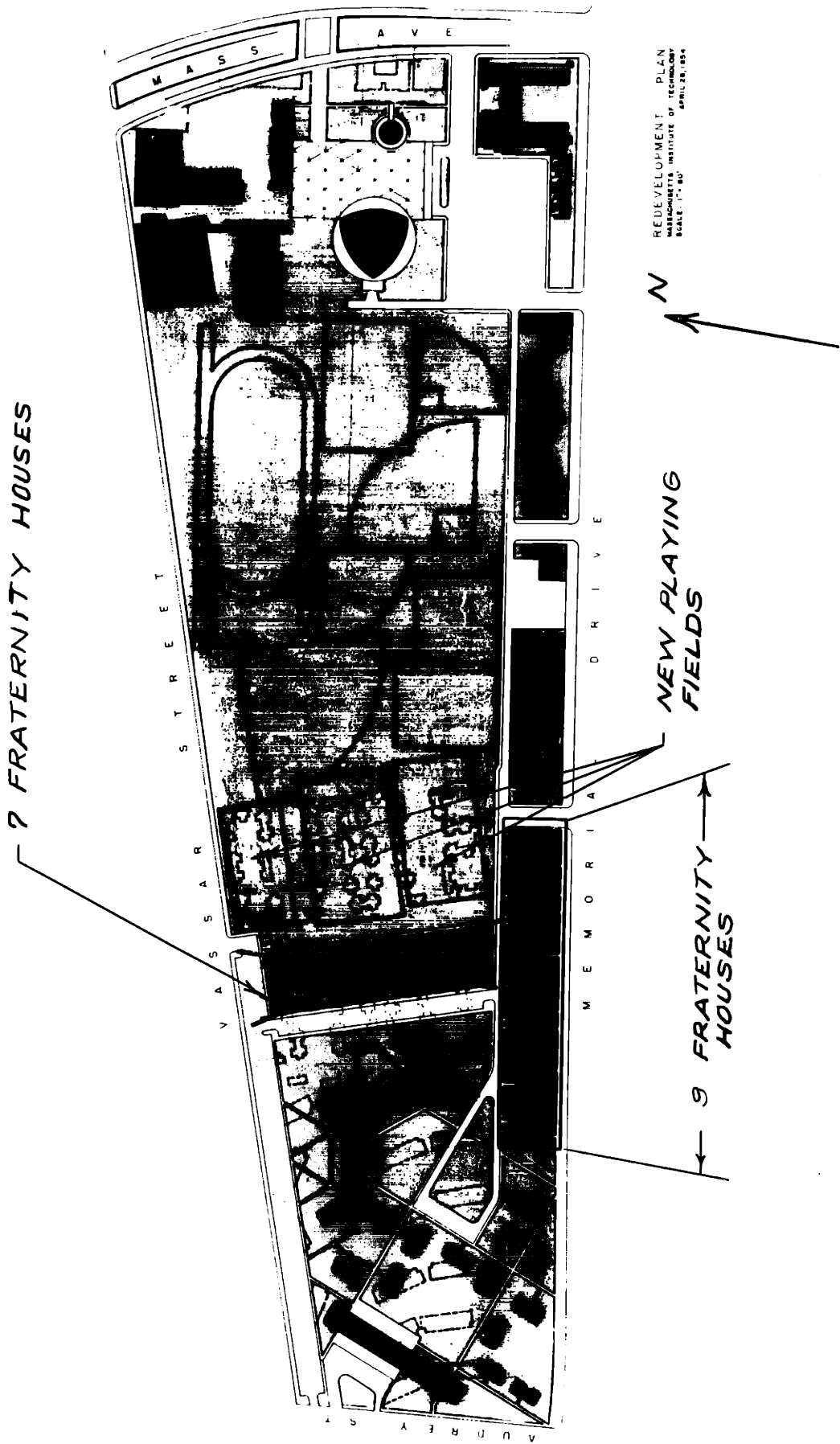


A fraternity is in a particularly difficult position for it cannot issue stock, it does not generate big cash surpluses, and it cannot sell bond issues. The money must come from the alumni, building reserve, sale of old house, and a mortgage. But when you think that alumni, building reserve, and the sale of the old house will bring in only about one-quarter of the total cost at the very most, things really begin to look dismal. "How can a fraternity raise \$150,000 after it has drained all its other resources?" is the question so often asked. The question is a very good one, and it looks as if it might take some manipulating to answer.

a. Outline. The way we shall tackle this problem is first to outline all we have learned in the past six months, while occasionally adding some pertinent suggestions. We shall also draw comparisons between the present financial set-up and what might be expected if a new fraternity house were constructed under different mortgages. There will frequently arise the case where financial action by the other schools will be pertinent, so this will also be mentioned.

b. Future Plans of M.I.T. The Institute's plans in the latter part of the spring term of 1954 were to have two rows of fraternity houses, seven extending northward facing Briggs Field on a perpendicular from nine that would face the Charles River. (See Exhibit 17). Also note on this photograph three new playing fields that were to be added in

# EXHIBIT 17



the location of our present-day Westgate huts (duplexes). The half-hexagon is a proposed new dormitory, and the dark area next to Audrey Street is a planned multi-story apartment building for married students. The little black rectangles scattered in front of the dormitory and apartment building were to be smaller quarters for married students.

Today the Institute's plans are decidedly different from those of a year ago, but they are far from being definite. The area on which the seven fraternity houses were to be built (crossed out with an X) is now planned to be used for additional playing fields, over and above the three areas shown on the photograph. The Institute also feels that the small quarters for married students would be using this land uneconomically, and consequently has dropped these quarters out of their future plans. The area along the Charles River for nine fraternities would remain open for fraternity housing, as well as the remaining river front area as far as Audrey Street.

The Institute's feelings have also changed in their ideas for the physical structure of fraternity houses. As could be guessed by looking at the photograph of the redevelopment plan of 1954, the fraternity houses were to be joined to one another by a common wall, and nine fraternities were to be built in the black area, 810' long and 125' deep. The administration presently feels, however, that each fraternity ought to be a separate unit, thus spreading these

nine houses over a larger area. If nine fraternities were built on that strip of land that runs from Delta Psi fraternity to Audrey Street, each fraternity would have a lot 140' by 125', consequently leaving some open ground between each house. The administration now feels that each fraternity should be allowed to design its own house, but with plans subject to approval by the Department of Architecture.

The Long-Range Planning Committee of M.I.T. presently believes that large dormitories are not the most desirable means of housing for students, but that smaller individual dormitories are more feasible. With this in mind, it is conceivable that the Institute might decide to build small dormitories rather than the big one that was previously planned. This would mean that more space would be necessary than was originally allocated, and land allotted for other purposes might be used instead.

c. Cost of Land on West Campus. Some of the land that will, we hope, be allotted to fraternities for future building would be the strip that runs from Delta Psi to Audrey Street, backed up by an imaginary line that runs parallel to Memorial Drive on the road which is behind Burton House. This is the land that is presently occupied by the Solar House, Smith House, Howard Johnson's, and the Sunoco Gas station. This land is owned by M.I.T. and is now carried on the Institute's books at \$420,000. This investment has been earning \$33,500 per year from the establishments located on the land. The Institute now owns Smith House, however, and has been

amortizing this building since it was purchased and will continue to do so until the lease runs out in 1960. Thus the net return on this land has been only \$18,500 per year, or 4.4%.

The Institute expects to receive this same amount on its investment until it can remove this \$420,000 from its investment funds. Consequently, if a fraternity built on this land, it would have to pay rent to the Institute until the school has the funds to withdraw this land from their investment listings. If nine fraternities built on this strip of land, the cost to each fraternity per year would be approximately \$2055.00.

In the event that the land is withdrawn from the investment accounts, the school will no longer charge this amount of rental each year. At this time the fraternity would be given a new lease at a nominal fee, such as exists at all the other colleges which have encouraged fraternities to move onto campus land.

d. Cost of a New Fraternity House. This is an area about which there has been a great deal of discussion, and at this time we cannot truthfully say what a new fraternity house might cost. Of course, there are a great many factors to take into consideration when attempting to arrive at any figure on such a project, and almost any figure is only an educated guess. The truth will never be known until the structure is completed and all the costs have been totaled.

Some authorities on the subject have stated, however, that \$200,000 would be a sound figure, while others have set the figure for the construction of a forty-man fraternity house at \$160,000 and below. Which figures are more accurate is not for us to say. About all we can do is list some instances of recent building at other colleges and what their costs have been.

In noting these figures, it must be remembered however, that because of geographic location, style, and general construction, the figures are relatively superficial.

<u>University</u>	<u>Fraternity</u>	<u>Date of Construction</u>	<u>No. Men Housed</u>	<u>Style</u>	<u>Cost*</u>
Denison	Lambda Chi Alpha	1951-52	30	Georgian	175
	Sigma Alpha Epsilon	1951-52	36	Georgian	160
Emory University	Alpha Epsilon Pi	1950	24	Colonial	60
Hanover College	Two, not named	1954-55	36	Georgian	110
Ohio Wesleyan	Sigma Alpha Epsilon	1954	43	Colonial	175
	Phi Gamma Delta	1954	40	Colonial	185
University of Arkansas	Kappa Alpha	1952	30	Modern	125
	Sigma Alpha Epsilon	1954	75	Modern	265
	Phi Kappa Alpha	1954	?	Modern	160
University of Kentucky	Phi Sigma Kappa	1954	35	Georgian	120
	Phi Kappa Alpha	1954	35	Georgian	112

\* Cost in thousands of dollars

<u>University Contd.</u>	<u>Fraternity (Continued)</u>	<u>Date of Construction</u>	<u>No. Men Housed</u>	<u>Style</u>	<u>Cost</u>
University of Maryland	Sigma Alpha Epsilon	1953	35	Georgian	130
	Phi Kappa Sigma	1953	37	Georgian	125

e. Titles. Of importance to any fraternity contemplating moving is the question of whether they or the college will hold title to the land and structure. We shall consider the land title holder first.

If a fraternity is located "on campus", title to its land is by definition held by the college. In a majority of the campuses which we polled the land was leased to the fraternities for a nominal fee for an extended period of time. At the Illinois Institute of Technology the lease is for 99 years. At Denison the same period is in effect at the price of \$1.00 per year.

Title to the actual building in which the fraternity resides is however another matter. We found no such universal treatment as with the land title, but we have separated the practices into three types.

(1) Chapters hold title. This is the type of situation generally found at colleges where the fraternities built individual houses on college land with college financial aid. Here the college assumes a mortgagor-mortgagee relationship with the chapters. A measure of college control over the future use of the

house should the fraternity default is achieved through the above relationship. This type of situation is that found at the University of Maryland and Southern Methodist University.<sup>54</sup>

(2) College holds title. This situation is similar to (1) above with the exception that the college retains the title to the house. At Lafayette College,<sup>55</sup> the chapters found this arrangement advantageous because donors could list their gifts to the college as tax deductions. At the University of Kentucky<sup>56</sup> this arrangement was chosen because of the reduction in taxes, heat, and power. At Ohio Wesleyan,<sup>67</sup> the college holds the title because of tax reductions. As one can see, this plan has advantages.

(3) College holds title. This agreement is illustrated by the plans at Brown, Willamette, Kenyon, and Duke,<sup>58</sup> where the fraternities are housed in dormitories, i.e. not separate structures. At these campuses the fraternities rent their quarters, and the college assumes the roll of a landlord.

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54. Appendix A, Section 1  
55. Ibid.  
56. Ibid.  
57. Ibid.  
58. Ibid.



As will be noted from these situations, the majority of the financial assistance came from the college. At Tech this avenue of approach is closed due to a general lack of funds. It thus becomes apparent that the chapters must do their own financing. They can turn to their alumni, national organization, or outside help. The latter probably will not negotiate with a fraternity unless it is backed by the college, and M.I.T. will not guarantee such a loan unless it holds title. This is reasonable since M.I.T. would control the house if the chapter should cease to exist.

Because of the fact that the most the majority of Tech fraternities could hope to raise is \$35,000, outside help becomes necessary. We therefore recommend that M.I.T. hold title to the fraternity houses for the following reasons:

- (1) Tax reductions on real estate.
- (2) Aid in raising tax-deductible gifts from alumni.
- (3) Advantage in securing outside financial help.

f. Taxes

(1) Land Taxes. The Institute now pays taxes of \$11,790 per year on the strip of land we have been discussing. This land tax may continue for some time after the existing buildings have been ripped down and other structures built, for the City

of Cambridge could not suddenly be cut off without this money, regardless of M.I.T.'s status as a tax-free body. Over a period of years, however, this tax figure would be reduced and eventually, after ten years, would be eliminated. So for the first few years a new fraternity would have to pay taxes of \$1310.00 per year to the City of Cambridge, assuming that nine fraternities would be located along Memorial Drive.

(2) Building Taxes. There would be no taxes on buildings located on West Campus, providing the title remained with the institute. An exception to this rule arises, however, when the Institute buys a building which was previously being taxed. Then the Institute continues to pay this tax to the City of Cambridge, but as in land taxes, this amount is gradually decreased until eliminated.

Although Howard Johnson, the Sunoco Gas station, and M.I.T. (because it owns Smith House) are paying taxes to Cambridge on the buildings as they now stand, there is little chance that Cambridge could continue to ask for building taxes after these structures have been torn down. The administration of the Institute negotiates each year with Cambridge, and they feel sure that no taxes would be imposed on new fraternity houses located on this land.

g. Utility Rates. We have listed below the rates in Boston and Cambridge for electricity, gas and water. These are provided so that houses may calculate expected costs on the proposed West Campus location. Note that these rates are from public utilities. At the present time the utility regulations and the present facilities will not allow the Institute to supply any of the utilities to fraternities. In addition we have used these figures ourselves in determining the present and proposed house bills in the financial breakdown in Appendix C.

Gas Rates;

Boston	\$2.58 / 100 cubic feet
Cambridge	1.75 / 100 cubic feet

Water Rates:

Boston	\$2.00 / 1000 cubic feet
Cambridge	\$1.30 / 1000 cubic feet

Electricity

Boston	1st 12 kw.	\$ .72 total
	Next 60 kw.	.05 / kwh
	Over 72 kw.	.03 / kwh
Cambridge	1st 100 kw.	.055 / kwh
	Next 900 kw.	.03 / kwh
	Next 4000 kw.	.0225 / kwh
	Over 5000 kw.	.02 / kwh

h. Mortgages. At this time only three of M.I.T.'s twenty-six fraternities can hope to raise an amount anywhere near that necessary to finance a new house. It is evident, therefore, that other fraternities moving onto West Campus

would be required to carry a substantial mortgage. Our surveys of other campuses experiencing fraternity building programs indicate that in all cases the money for these projects was contributed by the college. M.I.T., however, is not in a position to offer such financial aid; consequently a fraternity must turn elsewhere.

Outside sources that might find fraternity housing a suitable form of investment would be savings banks, insurance companies, and similar institutions. An investigation of these sources indicates that a chapter probably could not obtain financial help from such an institution without M.I.T. guaranteeing the loan. This is because of the risk involved in aiding an organization which has a rapid turnover of personnel, amateur management, and limited capital (no net worth).

Investigating one of the possible private lenders available to fraternities, we approached a prominent New England life insurance company. An executive of this firm felt that with an M.I.T. guarantee his company would grant a mortgage of up to 80% of the original cost of a chapter house. With prevailing interest rates in the money market and M.I.T. backing, he felt that the following rates would be appropriate:

Cost per month per \$1000 of Mortgage  
(Note: this is for a 12-month year)

Duration	25 years	30 years
Interest		
4 1/2 %	\$5.56	\$5.07
5 %	5.85	5.38

It is our opinion, however, that this life insurance company would find a twenty-five-year mortgage much more feasible than a thirty-year one for such a project.

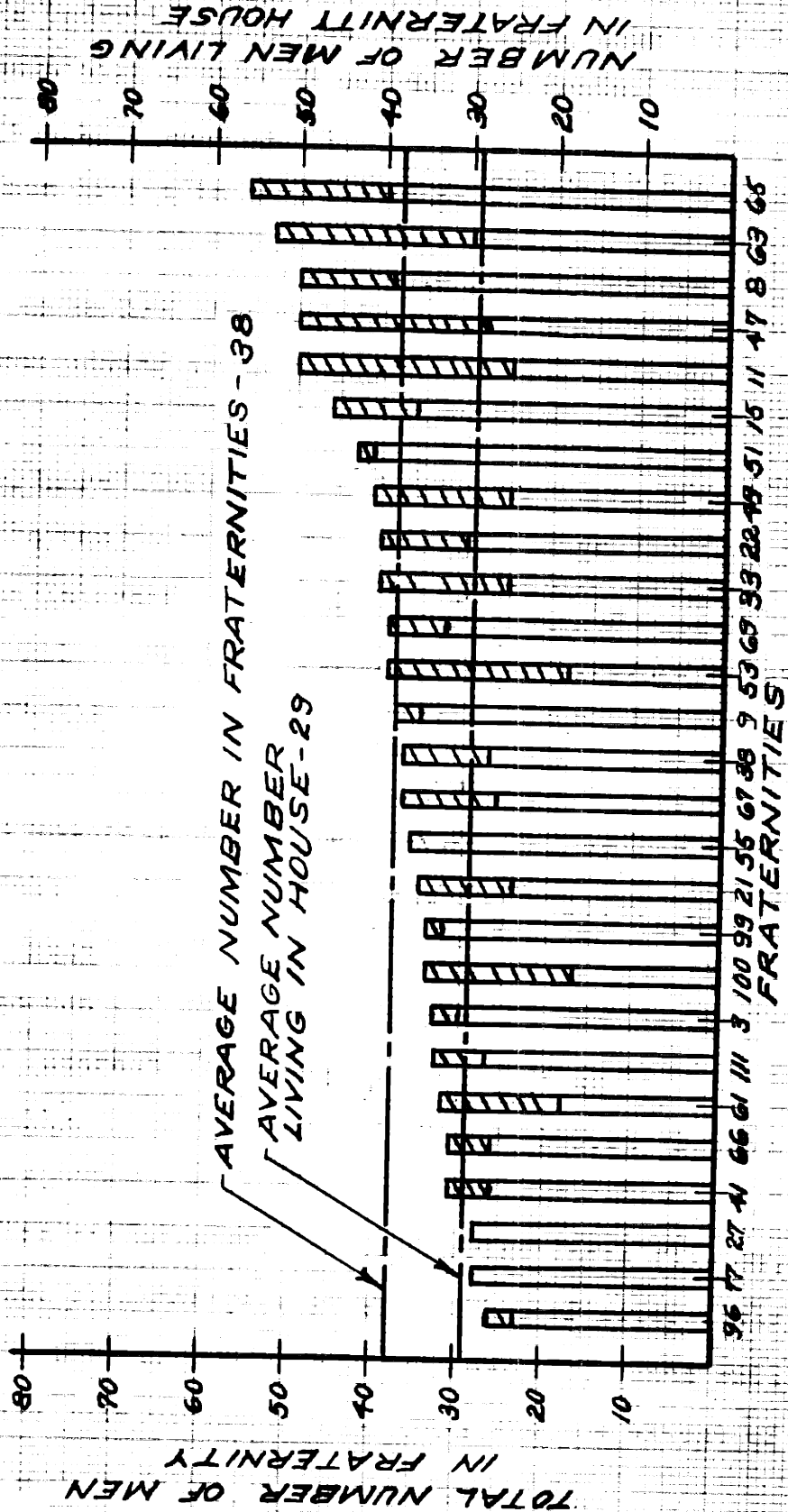
1. Financial Effect Upon a Fraternity Moving To West Campus - Some Comparisons With the Present.

In this section we have drawn together all of our previous points concerning land, building mortgages, taxes, and utilities; and taking an average fraternity chapter, we shall offer some comparisons of what might be expected by a fraternity moving on to Westgate under different mortgage arrangements.

The following assumptions have been made concerning the comparison of the following house bills.

- (1) Title would be held by M.I.T., to the house as well as to the land.
- (2) The Institute will guarantee a mortgage from outside source so that the rates mentioned are applicable.
- (3) Land taxes for each fraternity would be \$1310 per year (see discussion of land taxes above).
- (4) There would be no taxes on the building.
- (5) Each fraternity would bear a pro-rata share of the current land income to M.I.T., ie \$2055.00.

THE TOTAL NUMBER OF MEN PER FRATERNITY AND THE NUMBER OF MEN LIVING IN THE HOUSE



SOURCE - M.I.T. FRATERNITY QUESTIONNAIRE

House Bills Under Different Financial Conditions

Present house bill - \$100.00 per man per month.

Number of men in chapter - 38 )  
 Number of men living in house - 32 ) See Exhibit 18

Number of men in new chapter - 48

Number of men living in house - 40

\$125,000 Mortgage

Years to run	30	30	25	25
Percent Interest	4½	5	4½	5
House Bill	111.00	112.23	112.70	113.13

\$150,000 Mortgage

Years to run	30	30	25	25
Percent Interest	4½	5	4½	5
House Bill	115.09	116.58	117.50	118.96

\$175,000 Mortgage

Years to run	30	30	25	25
Percent Interest	4½	5	4½	5
House Bill	119.14	121.00	123.03	123.69

It is to be noted, in considering these figures, that the amount of a mortgage is a function of several variables, such as cost of the house, the amount of funds raised from alumni and sale of old house, etc., and the extent of

new interior decorations. All of these are, of course, indeterminate for any given or average house at the present time. These figures have been added merely as an aid to Tech fraternities in estimating probable member charges for a West Campus location.

1. Methods of Reducing Proposed Housebill To the Present Level.

As will be noted from these figures, the proposed housebill runs considerably in excess of the present bill of \$100.00 per man per month for our sample house. Since an increase of this sort would not be conducive to moving, we have looked into the possibility of reducing the bill. There are several different ways in which this may be accomplished; the first is that of reducing the amount of mortgage carried. This is accomplished by raising more money, which will not have to be repaid later, i.e. building fund, sale of old house, and gifts from alumni, so that the amount of money which will have to be borrowed is lower.

Specifically, the amount of mortgage which can be carried by our sample house without increasing the bill is \$60,000, assuming a  $4\frac{1}{2}\%$  thirty-year-term mortgage. This figure was obtained by taking the difference between the proposed bill and the present one and subtracting from our \$125,000 mortgage the amount which these funds covered. Briefly, the figures appear as follows:



Proposed Housebill	\$111.00 (4½%, 30 yr., \$125,000 principal)
Present Housebill	<u>100.00</u>

11.00 / man / month

\$11.00 / man / month x 40 men x 9 months = \$3960

$\frac{\$3960 \times 1000}{5.07 \times 12 \text{ mos.}} = \$65,000$

Mortgage - \$125,000  
65,000

60,000 - amount of mortgage that can be carried by this house with no increase in housebill.

(Note: The figures are calculated on the basis of 40 men because the men living outside the house contribute very little towards the payment of rent. The men living in the house therefore account for the variable differential in mortgage repayments.)

To obtain this situation, a fraternity would have to raise an additional \$65,000 from its alumni. In our calculations in Appendix C, it was assumed that the minimum cost of a new building to house forty men would be \$150,000. To this figure would have to be added \$10,000 for new interior decorations and architect's fees, thus bringing the total cost up to \$160,000. If the fraternity is to carry a mortgage of only \$60,000 then the house must raise \$100,000, a task which only two houses (69 and 51) could hope to accomplish at present. (See Exhibit 19). If the house were to

Exhibit 19

<u>House Number</u>	<u>Funds Realized From Sale</u>	<u>Mortgage Remaining</u>	<u>Building Fund</u>	<u>Alumni</u>	<u>Total</u>
27	10,000		12,000	10,000	32,000
100	20,000	4,000	4,000		20,000
9	36,000		30,000		66,000
44	*20,000	14,000		20,000	26,000
35	17,500	10,000		2,000	9,500
61	10,000	10,000			0,000
40	20,000				20,000
99	*15,000	11,850			3,150
69	15,000	3,500	15,000	70,000	96,500
11	20,000	9,000		5,000	16,500
15	60,000			5,000	65,000
96					0,000
63	25,000		20,000		45,000
77	60,000				60,000
41	24,000		8,000		32,000
65	40,000	18,600		400	59,000
55	60,000				60,000
67	17,000		4,000	50,000	71,000
47	50,000	5,000			45,000
66	100,000				100,000
53			5,000		5,000
51	10,000			180,000	190,000
22	40,000	*15,000		1,000	26,000
3	*60,000				60,000
38	*12,000	5,000	300	10,000	17,300
88	48,000	*25,000			23,000
111	30,000				30,000

\*Our estimate on information given in questionnaire

Source: M.I.T. fraternity questionnaire (See Appendix D for sample).

cost more, the whole burden of this additional load would fall upon the fraternity. This indicates that we must find additional cost reductions.

The next expendable item is that of domestic help. In the calculation of a housebill for the new location, another houseboy was added at \$70.00 a week to help take care of the larger house. Eliminating this new man would cut the housebill by approximately \$7.00 per man per month. Similar calculations to those above to reduce the bill \$4.00 more to \$100.00 show that a fraternity could then carry a mortgage of \$100,000 with no increase in charge to members. This would mean that a house would have to raise \$60,000 in order to move, which means that twelve chapters could afford to move. If, however, all houses are to be afforded the opportunity to change, additional reductions must be found. So we turn now to the items of land rent and taxes.

Suppose that M.I.T. should lease the land at a nominal rate and there were to be no land taxes. This would manifest itself in a reduction of \$9.00 on the monthly bill. This reduction, together with that realized on domestic help, would reduce the bill from \$111.00 to \$95.00. This \$5.00 differential could then be used to purchase an additional amount of mortgage (30,000) or to pay off the existing mortgage quicker. In all probability this would have to be applied to a larger mortgage since the figures from other colleges on Page 102 indicate that \$160,000 for a forty-man house is not likely to be realized. The cost will apparently

be around \$185,000.

Thus eliminating additional help, the charge for land, and the taxes on the land, it appears that the project becomes feasible for a majority of the houses.

## CONCLUSION

Having proceeded with an examination of fraternity objectives and problems, we now come to the point of drawing a few conclusions. It should, moreover, be made clear that the remarks in this section are largely subjective estimates, whereas in the preceding parts we have attempted to remain objective. The majority of the material presented earlier was intended to aid a fraternity in determining for itself the desirability and feasibility of moving. We will now take this material and draw a few observations of our own.

### A. Desirability.

The fraternity system at M.I.T. comprises a strong autonomous body which governs itself ably and has done so for years. We do not expect any weakening as a result of moving on campus, provided that the fraternities continue to exercise the same degree of responsibility in their new location as they do at present. If they prove unable to meet the challenge of an increased financial strain or to maintain good-neighbor relations, then they will be inviting destruction of their system. Let us, however, make ourselves clear; new rules and restrictions, if added, will not be because of a mere whim of the administration; it will be because the fraternities have proved themselves unable to handle their own affairs. The challenge to the chapter is great, but the

rewards are commensurate.

Only one or two of the objectives of fraternities will be materially affected by the move. The first is that of physical development; the proximity to athletic facilities afforded by the West Campus site is conducive to increased participation, which is very desirable. Scholarship might well take an upturn due to the closeness of the Institute facilities and increased prohibition of horseplay in the new house. Dormitory-fraternity relations would, we feel, be measurably bettered.

In summary, we can state that the West Campus location presents many advantages over the present sites and is a desirable place for fraternities.

#### B. Feasibility.

As noted in the last section, under Financial Problems, the housebill of our sample fraternity increased anywhere from eleven to twenty-four dollars following the move into new quarters. If a fraternity is to remain financially competitive with other chapters, it cannot afford this increase. Furthermore, the cost of dormitory facilities is considerably below this figure. We would therefore urge that bills be kept the same.

The fraternity can do its part to accomplish this by raising the maximum amount possible from its alumni, and by increasing the duties of the members to avoid hiring extra domestic help.

The Institute can aid in decreasing costs, as well as indicating its desire to have fraternities on campus, by eliminating the payment of rent on the land and by securing an abatement of taxes from the City of Cambridge.

We would strongly recommend that both these parties attempt to accomplish these objectives; for in our opinion moving the fraternities to West Campus would benefit all concerned.

Appendix A

Previous Reports on Fraternity Housing  
and Bibliography



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Detroit, Michigan, 1954

OFFICE OF DEAN OF STUDENTS

October 31, 1947

To the House President:

Last April 28 alumni and active representatives from our fraternities met with Dr. Everett Moore Baker, Dean of Students, in a preliminary discussion of the feasibility of a fraternity project on the land owned by M.I.T. west of Massachusetts Avenue (the present site of Westgate and Westgate West--temporary veterans housing developments). The excellent response to that meeting strengthened the existing belief that many fraternities desire and need new housing facilities. And to that end, the Institute hopes to aid its fraternities to obtain those facilities.

At the close of the meeting the group who attended requested the Dean's Office to submit a list of housing possibilities for fraternity consideration. With this list as a tentative guide, it was felt that opinions could then be collected which would crystallize your ideas on the subject. This letter is the reply to that request. We hope you will discuss its contents with your members and your alumni group and return a brief summary of your thinking on the matter to the Dean's Office. As we would like to plan another meeting on the subject before the Christmas holidays, the replies should be in this office before the end of November.

It should be emphasized that the results of this survey will not bind any group or be considered even as temporary commitments. As the planning will continue over the next few years, it is quite probable that ideas and opinions will change materially during that time. There are no plans on paper, as yet, for any of the possibilities described. Moreover, we realize that this letter omits many important aspects upon which a common ground of understanding must be reached before any plans may be completed.

At present, however, it is important for us to have your opinions of two basic phases of such a project, namely:

1. the type of houses to be erected.
2. the nature and location of dining facilities.

The Possibilities

Because the land west of Massachusetts Avenue is extremely valuable to the Institute, and because the Institute needs every available square foot of space for proposed housing and recreational facilities, there appears to be no possibility that individual plots of land will be allotted for sale to fraternities. Whatever the nature of any fraternity housing project, it will probably be constructed by the Institute to conform to an overall architectural design and individual units leased to the fraternities.

Now, assuming that the fraternity housing units would be erected by the Institute, the possibilities are:

1. separate housing units with their own dining facilities.
2. separate houses--including dining rooms but with one central kitchen.
3. separate houses--one large central dining hall (and kitchen) in which would be located individual "fraternity dining rooms."
4. separate houses--central dining in one large room with central kitchen.
5. a few large buildings--horizontal separation (by floors) between fraternities--individual or central dining with central kitchen.

The first possibility, though probably favored by many, does not seem to be the best possible plan from an economic standpoint because of one fundamental reason. That is, a number of individual kitchens would entail duplication of equipment and personnel with a resulting higher overhead cost to be charged to each kitchen. It is felt that if one kitchen serves a number of houses, large savings would result in cost of equipment, initial construction costs, cost of personnel, other overhead costs, and food costs (because of the possibility of central buying). These savings would result in good food at much cheaper prices to fraternity members and should serve to cut down house bills considerably.

In like manner, neither plans 4 or 5 appear to be particularly adaptable. With regard to plan 4, it is felt both by fraternity men and by members of the administration that though there are certain advantages to central dining which would promote a greater social contact between members of different fraternities, the advantages of fraternities eating as individual units appear to outweigh the argument for a central dining hall. We should like your opinions on this point in your reply. Plan number 5, while an architectural possibility, does not appear to be favorable as the type of construction for a fraternity project.

This would leave plans 2 and 3 as apparently the most feasible. As stated before, however, no official planning has begun as yet because any such project will be developed only if enough fraternities want it, and are satisfied with plans as they are developed. So, if your fraternity is interested in moving to a house erected on property owned by the Institute west of Massachusetts Avenue, please discuss this with your fraternity group and reply as soon as possible.

We are looking forward to another meeting with you and your alumni representatives in the near future.

Sincerely,

James L. Phillips  
Assistant to the Dean of Students

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge

Office of the Dean of Students

December 4, 1947

Memorandum to J. L. Phillips

It is quite apparent from the six written replies you have to our questionnaire about fraternity housing that those fraternities from which we have heard would not consider moving to houses provided by the Institute unless they could be assured individual dining rooms and their own private kitchens. For the moment I suppose it is fair to assume that these six represent the large majority of those fraternities now located on the Boston side of the river. For purposes of your discussions in the future I would make the following observations:

1) We will eventually have more housing facilities in the area now called Westgate West. If the fraternities do not care to be a part of that project because they feel that their freedom might be limited, they are, of course, perfectly free to stay where they are.

2) If in the building of more housing facilities we can include individual fraternity houses with private dining rooms and kitchens, there is no question about the fact that such buildings will cost more not only to build but to maintain. It is possible that the fraternities would be perfectly willing to pay this additional cost. If enough of them indicate a willingness to pay the difference then I see no reason why we should not plan accordingly. If ever a fraternity renting its property from the Institute should go out of business and the property revert to the general dormitory system, rather than be rented to another group I suppose it would not be too difficult to change the kitchen and dining room facilities to other uses.

3) I have been under the impression that some of the houses on the Boston side of the river feel the pressure for new quarters because of the high cost of maintenance of old buildings and because of the fire and sanitary code regulations. My only concern for including these houses in a possible project on Westgate West land is to benefit them. If any fraternity would prefer to build or purchase new property elsewhere that, in my opinion, is their privilege and there is nothing we can do about it. For the good of the total community, of course, I believe it would be better to have all fraternities near by, but I am not prepared to propose any plan which would make mandatory the inclusion of fraternities in any housing system.

4) I don't see any particular need for calling together alumni representatives of the fraternities in the near future. That, however, is probably our next move. The Institute has officially notified all the fraternities that some plan is being developed. They know of the opportunity they have to be included in it and they know there is considerable elasticity in the proposal. I don't want to be in the position of arguing that they should be included for any reason other than their own good.

December 4, 1947

5) To be perfectly realistic, I think we must recognize that if we should develop on this side of the river some housing as desirable as I believe the new senior house will be, competition with fraternities now located on the other side of the river will be pretty keen and any house that stays out of the plan because of fear of domination will, in my opinion, be very short sighted.

6) I understand the thinking prompting the objection to a common kitchen. If in the next two or three years we cannot demonstrate the possibility of good meals in the new senior house, then I think there is no sense in trying to argue for a common kitchen for our proposed fraternities. If, on the other hand, in the next three years the new senior house dining room proves to be what I intend that it shall, namely, a very desirable place to eat, then we will be in a better position to consider favorably a common kitchen for the proposed fraternity plan.

Everett Moore Baker  
Dean of Students

NOTICE OF MEETING WITH FRATERNITIES ON MAY 6, 1948

Preliminary Report on the Fraternity Row

A year and a half ago many of the Tech fraternities expressed the wish that there be an investigation of the possibilities of a fraternity row. Since that time there have been several instances when the fraternities have been sounded out in order to determine what the wish was as regarded this matter. These attempts have met with varying degrees of success in regard to the amount of information obtained: information which probably is no longer pertinent. It is the purpose of the meeting on May 6 to determine a full view of the current opinion of all the fraternities and to present several possible plans for a fraternity row and means of its financing.

There will be two representatives of each fraternity—one of the alumni and one house officer. Also present will be the following representatives of other groups:

Dean Everett Baker—Dean of Students, M.I.T.  
Dean James Killian—Vice-Pres., M.I.T.  
Prof. Lawrence Anderson—Head of the Architecture Dept., M.I.T.  
Mr. James Phillips—Ass't to the Dean of Students, M.I.T.  
Mr. William Peters—representing the John Hancock Insurance Co.

## INFORMATION CONCERNING THE PROPOSED SITES

The sites shown on the adjoining map were suggested by the Cambridge Planning Commission.

Site I is at present being used for industrial and residential purposes as is the immediately adjoining land. It is about three quarters of a mile from M.I.T.

Site II is at present being used for residential purposes. The immediately adjoining land is residential or public park. The site commands a view of the Charles River. It is about one mile from M.I.T.

Site III is at present being used for industrial and residential purposes as is the immediately adjoining land. It is about one quarter of a mile from M.I.T.

Site IV is at present being used for industrial and residential purposes as is the immediately adjoining land. This site commands a view of the Charles River. It is about a mile from M.I.T.

Site V is at present an open area belonging to the City of Cambridge. It is surrounded by industrial land. The site commands a view of the Charles River. It is about a mile from M.I.T.



SITE NO.	I	II	III	IV	V
*LAND VALUE	146,200	107,600	203,400	134,900	312,000
* BLDG. "	367,300	208,500	234,600	45,300	0
* TOTAL "	513,500	316,100	438,000	180,200	312,000
NET AREA (SQ.FT.)	370,594	248,854	222,894	219,491	104,000
STREETS	65,217	24,187	29,852	6,761	0
GROSS AREA	435,811	273,041	252,746	226,252	104,000
COST/NET FT.	\$1.36	\$1.27	\$1.97	\$ .82	\$3.00
COST/GROSS FT.	\$1.18	\$1.15	\$1.73	\$ .80	\$3.00

\* As assessed by the City of Cambridge

## IFC Fraternity Row Committee Reports

May 12, 1948

**PURPOSE**—The committee was formed in February 1948 to investigate future fraternity housing in the greater Boston area.

- ACTION TAKEN**—
1. Investigations were made concerning possible sites near MIT which culminated in the map sent to each house prior to the meeting showing the location of these sites.
  2. The John Hancock Life Insurance Company was consulted concerning the finances of such a project.
  3. A meeting was arranged and took place on May 6, 1948 to determine the viewpoint of the individual houses, MIT administration, the John Hancock Company and the MIT architecture department.

### **MINUTES OF MEETING—MAY 6**

Called to order at 8:15 p.m. with Delta Kappa Epsilon, Delta Psi and Phi Mu Delta absent. Of the twenty-one houses present, thirteen had chapter advisors present.

Chairman John Whitman told of the general purpose of the committee.

Jim Phillips, Assistant Dean of Students, gave a report of the history of the project.

#### **Points made were:**

1. Interest in this project developed with the return of the veterans.
2. At the meeting held last year it was decided that the Dean's Office should investigate this project.

From this investigation came the five sites included in the map sent to the houses.

Bill Osgood gave points in favor of the row plan.

1. Fraternities are faced with the necessity of moving in the future with desirable sites at a premium.
2. The row would provide a lasting site with newer, more pleasant surroundings designated specifically for fraternities.
3. The overall expenses to a fraternity in the row will be less than it is in the present arrangement.
4. A fraternity row will present prominent competition to the proposed new dormitories.

Dick Mankey presented the facts concerning the proposed sites. Consult maps and supplementary information for further details.

Bob Poynter gave the alternatives for financing such a project.

1. Each fraternity finance its own house.
2. MIT should build these houses.
3. The project should be financed by outside assistance with MIT or individual fraternity backing.
4. The project should be built and operated by an outside organization.

Estimated costs to the individual fraternity member:

Cost of house and land \$100,000 to be amortized over a twenty-five year period at prevailing interest rates. This will cost each house approximately \$7,000 per year. To this amount add \$3,000 for taxes, insurance, house help, etc. The \$10,000 total divided by the eight school months times 40 men in the house yields approximately \$30.00 rent per man per month. (These figures are by no means final but are intended merely as a guide for your own calculations.)

Dean Baker addressed the group and made the following points:

1. MIT approves of the fraternity system and wants it to continue.
2. MIT wants as many students as possible to be housed on Tech land.
3. MIT wants as much devoted to play and recreation area as possible.
4. MIT would back such a loan but must exert some financial control in order to protect its investment. (This control would be no more than is exercised by the individual fraternities at present.) Note, the lenient Institute rules towards student housing on M.I.T. property.
5. It was stated that the Architecture Department could solve any design difficulties to the mutual satisfaction of both the Institute and the fraternities. Multi-unit structures were suggested to allot more land area to recreation facilities, assuming that the row be constructed on MIT land.
6. MIT considers a fraternity row as a valuable contribution to community spirit, particularly if it is situated on MIT property.
7. MIT would probably not lease land to individual fraternities.
8. At this time MIT considers Westgate West as the most desirable Institute property as a location for the row and probably would be willing to allot this land for that purpose.
9. Should a fraternity once located in the row decide to move, MIT and the IFC would make every effort to find another fraternity to take its place.
10. He raised the question of the attitude of the incoming freshmen towards a fraternity row on MIT property vs. one at a distance.

Mr. Philip H. Peters, representing the John Hancock Life Insurance Co. explained the probable attitude of his organization towards such a financial venture.

1. This company could not consider negotiations with individual fraternities, but requires more adequate financial underwriting.
2. The company could: loan the money to MIT to build and operate these houses or build and operate these houses itself.

An organizing committee was proposed and accepted. This committee consisted of the IFC committee and the chapter advisors of the following houses: Theta Xi, Theta Chi, Delta Upsilon, Sigma Nu, Phi Delta Theta, Sigma Alpha Mu, Sigma Alpha Epsilon, Lambda Chi Alpha, Phi Kappa and Alpha Tau Omega. This committee will meet for the formulation of policy before the end of the 1947-48 academic year.

A questionnaire was filled out by the houses present the results of which are tabulated on the attached sheet.

GENERAL QUESTIONNAIRE CONCERNING THE PROJECTED FRATERNITY ROW

The purpose of this questionnaire is to obtain the prevailing opinion concerning the advisability of continuing the work of this committee.

\_\_\_\_\_  
Name of Fraternity \_\_\_\_\_

Give name and address of the member of your alumni group who should be contacted in matters concerning the fraternity row:  
\_\_\_\_\_  
\_\_\_\_\_

\*\*\*\*\*

Do you believe it worthwhile to continue the work of this committee? 0 No 18 Yes

If so: do you see a fraternity row as an advisable step to be taken in the near future (within 5 years)? 13 Yes 1 No 4 Perhaps

Do you believe it necessary to require every house to participate in a fraternity row? 18 No

If not: what is a workable minimum number of houses with which to consider starting a fraternity row? Less 10 No-2, 10-15 No-13, 16 Yes Up-1 No Opinion 2 No Opinion 1

Must the row of necessity be near (within one mile) of M.I.T.? Yes 13 No 4

Would a site near the Harvard Business School be acceptable? Yes 7 No 9 No opinion 2

Is it a necessary requirement that each house be a separate unit with its own kitchen and dining facilities? Yes 11 No 6 No Opinion 1

If not: should there be one large dining hall or several small ones? (check which) Large 0 Small 10 No Opinion 8

Do you believe that a fraternity row would tend to strengthen the fraternity system at M.I.T.? Yes 14 No 1 No Opinion 3

Do you believe that a fraternity row might eventually become an inappropriate means of housing the fraternities and hence turn into a liability? Yes 0 No 16 No Opinion 2

Further Remarks:

MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
Office of the Dean of Students

May 10, 1949

On Thursday evening, April 28, the Undergraduate Interfraternity Conference sponsored another meeting to inform members of the student fraternity body and fraternity alumni about the status of plans by the M.I.T. Administration for future building on the land west of Massachusetts Avenue, now designated Westgate West.

You may recall that at previous meetings any mention of the time of initial architectural planning by M.I.T. usually referred to some period of five or more years in the future. At this meeting, however, Dean of Students Everett Moore Baker, reviewing the Administration's thinking on this subject, stated that this time element may be drastically shortened. The M.I.T. Department of Architecture has been authorized by Dr. Killian to begin immediately to plan for the housing of from 1,000 to 1,500 students in the Westgate West area. By next fall it is probable that the Department will have completed the first sketches of the layout of a complex of buildings and that it will be prepared to suggest possible building design.

It was the sense of both the undergraduates and the alumni present that the Administration's planning has now reached the stage at which a group of responsible alumni, representing those fraternity corporations who are interested in the possibility of moving into this development, should be formed to coordinate the fraternity interests with those of the Administration. The student group particularly realizes the importance now of shifting the primary responsibility for this planning to an alumni group which has the authority and continuity to complete the investigation of the project and to make the necessary decisions with the M.I.T. Administration as the planning progresses.

At a short meeting of the alumni, held after the scheduled meeting on April 28, I was requested to serve as chairman of a temporary steering committee formed to bring together alumni representatives from all interested fraternities for the purpose of selecting the permanent alumni group referred to above.

As chapter adviser of your fraternity, will you contact your corporation immediately and plan to bring one of your top corporation members to a dinner meeting at the Campus Room of the Graduate House on Thursday, May 19, at 6 P.M. Price \$2.00, tax included. The business meeting will start promptly at 7:15 P.M.

Dean Baker and Mr. J. J. Snyder, Assistant Treasurer, will attend for M.I.T. and will review once again the plans for the Westgate West area.

Will you forward promptly the name of your corporation representative who will attend the meeting, indicating if you and he plan to attend the dinner also.

Sincerely,

James L. Phillips—For the Committee  
MIT KI 7-6900 Room 7-133 Ext. 861

INTERFRATERNITY ALUMNI MEETING

AGENDA

1. History of Interfraternity investigation concerning possibility of establishing a fraternity row project on M.I.T. land.

J. L. Phillips

2. (a) Present status of M.I.T. plans for development of land west of Massachusetts Avenue, now called Westgate and Westgate West.

Everett Moore Baker  
Dean of Students

Comments by J. J. Snyder

- (b) Discussion period.
3. Adoption of a statement of purpose which shall also define the authority and scope of an Interfraternity Alumni Housing Committee.
4. Formation of the permanent Alumni Housing Committee.

Campus RoomMay 19, 1949

The meeting was opened at 7:15 by Temporary Chairman James L. Phillips.

Those present introduced themselves.

Jim Phillips presented a brief history of Fraternity Row Committee of the Interfraternity Conference.

1. In 1947 a group of undergraduates alarmed by the depreciated state of most fraternity houses first discussed possible housing for fraternities on MIT land.
2. Five proposals were set down by the Dean's office in which the land remained in MIT ownership. This was turned down by the undergraduate fraternities.
3. The IFC started a committee known as the Fraternity Row Committee--consisting of alumni and undergraduates--however, due to the lack of continuity of undergraduate leadership, nothing further was accomplished.
4. Administration thinking has accelerated on student housing for 1000 to 1500 students on the area now known as Westgate West. This prompted action by the IFC of trying to form an alumni group for the purpose of working out a plan for fraternities at MIT mutually acceptable to the fraternities and to the administration.

Dean Baker presented the viewpoint of the Administration on the subject:

1. At present there are no plans, no commitments,--except the general idea that out on the west part of the campus, some 1000-1500 students will be housed in the immediate future.
2. The administration recognizes the need for a faculty-student community and hopes to provide quarters on the campus for as many students as desire to live there.
3. The number of men housed will depend on the number of fraternity men who want to move over--more housing if fraternity men move--less if they don't.
4. Possibilities of design--as envisioned by Dean Baker.
  - a. Fraternities rent cubage in whatever is designed by the Institute as dorms--to contain rooms necessary to a fraternity decorated to suit individual fraternities (with or without separate dining rooms and kitchens)--perhaps three floors on one corner of building.
  - b. Fraternities rent one whole floor of a building, with all rooms necessary to a fraternity on one floor, decorated to suit individual fraternities.



5. Suggested procedure for this Committee.
  - a. Conclusions as to the number of fraternities and the number of fraternity students interested in some type of housing on Institute ground.
  - b. Through cooperation with the Architecture department and the administration design a plan for Westgate West which would be acceptable to all three groups.
  - c. Serve as liaison between the undergraduate fraternities and the administration in the planning of this housing program.
  - d. Some financial arrangement will have to be worked out as the Institute doesn't have the necessary funds to build the student housing at present.

Jim Phillips presented a report on the physical condition of most of the present fraternity plants:

1. Most of the houses are old and depreciated—unable of competition with new dorms as far as facilities go.
2. With few exceptions, the houses are further from the campus than they should be for best school interest.
3. Major physical alterations necessitated by Fire Laws.
4. Construction of the new super-highway along the Esplanade will lower property values of the houses on Beacon Street and Bay State Road.

Comments by J. J. Snyder and Dean Baker on question asked.

1. Any lease from the Institute would without a doubt be a long term lease.
2. Quite likely construction could be started as soon as the physical and financial plans were acceptable. Westgate West present structures would be little problem.
3. There would be a very good possibility that the taxes in Tech property would be considerably lower than those now charged in Boston and Cambridge and Brookline.
4. Discussion from the floor about alternate sites of land around Institute and the financial difficulties which would be involved.
5. Question of the long term view of any fraternity program at MIT, was brought up and the answer was that it would depend almost entirely on the stability of internal fraternity program and action.

Professor Schell made some pertinent remarks:

1. First decide the general scope of the fraternity relationship with the Institute, taking into consideration the attitude of the Institute towards fraternities and the long-range viewpoints.
2. In deciding on the physical nature if it is decided to go on Tech land:
  - a. Consider the element of competitive identity and its importance in the rushing programs.
  - b. Consider the advisability of having a fraternity group that close to the dorms--investigate the time when fraternity groups were very close to the dorms.

Discussion was held on the organization of an alumni fraternity row committee and it was felt after some discussion that it would be better if there were an all-inclusive alumni group organized to assist the undergraduate IFC in any manner it could, and to organize a committee to investigate the problem of the Fraternity Row and to report periodically back to the larger committee. Therefore the following resolution was made, seconded, and regularly passed:

"All fraternities having been given due notice, we herein, the 15 alumni representatives, representing a majority of the fraternities at MIT, assembled at the MIT Graduate House on May 19, 1949, move to establish the MIT Fraternity Alumni Committee, which is open to representation from all recognized fraternities at MIT. One vote to be accorded each fraternity on all business."

MSP

"That a committee of 10 and the chairman of the IFC, acting as Secretary ex officio, shall operate as the Executive Committee of MIT Fraternity Alumni Committee."

MSP

That the following be adopted as the purpose of the Executive Committee.

"The immediate purpose of the executive committee of the MIT Fraternity Alumni Committee shall be to investigate, report, and recommend a housing plan, either on Tech property or elsewhere, which in the judgment of the committee, best represents the future interests of the MIT Fraternities."

In carrying out this purpose, the committee shall focus on these objectives:

1. To represent all MIT Fraternities as the official liaison between the MIT administration and the individual fraternity corporations in all matters pertaining to possible fraternity housing on the MIT land west of Massachusetts Avenue, now designated Westgate West.

2. To discuss with the MIT Administration all problems regarding building design, financial and legal arrangements, etc., which pertain to fraternity housing on MIT owned property, and then to make decisions on these problems which will establish the inter-fraternity policy towards them.
3. To make whatever studies are necessary to achieve its fundamental objective and purpose.
4. To make periodic reports to the MIT Fraternity Alumni Committee. When the committee has fulfilled these objectives, each fraternity shall make individual arrangements to solve their housing needs in accordance with the policies, recommendations and plans established by the committee.

MSP

"That the Executive Committee shall meet immediately afterwards and elect a chairman of the Executive Committee who shall be the first chairman of the MIT Fraternity Alumni Committee."

MSP

"That the Executive Committee shall meet to consider the necessity for and the writing of Constitution and By-Laws of the MIT Fraternity Alumni Committee."

The Meeting was adjourned.

Immediately following, the Executive Committee met and as its only item of business, elected Philip H. Peters as chairman.

July 25, 1949

Memorandum to Prof. E. H. Schell  
From Dean Everett Moore Baker  
Re: MIT Administration attitude concerning fraternities

Jim Phillips has handed to me your note of May 24 in which you repeat some of the comments you made so appropriately and effectively at the meeting of alumni representatives of our fraternities at the Graduate House.

I agree with you that you have posed four very tough questions and they are fundamental. For purposes of clarification of my own thinking and also to give you a tentative reply to your memorandum, I shall propose the following to our Academic Council in the very near future, with the hope and expectation that either what I say from here on, or some modification or complete reversal of these opinions, may become the accepted policy of the Institute.

Your first question is: "Is MIT deeply convinced that fraternities over the long run will continue to be an asset to the social life at Technology?"

My own opinion is that MIT should be convinced that fraternities over the long run can be an asset to the social life at Technology. There is no question about the fact that when in other colleges and universities like Harvard and Yale the housing facilities of students have been improved by the development of house plans, the need for the kind of social groupings that fraternities have provided has no longer existed in the degree that this need formerly made a real place for the fraternities. It is my opinion that in the foreseeable future, and by that I mean the next ten, fifteen, twenty or twenty-five years, fraternities, whether housed as they now are, or included in an extensive housing program on MIT land, can be an asset to us.

If fraternities are included in a new housing development and then because of the fact that the non-fraternity housing is so good that the fraternities have no advantage and therefore cease to be strong, independent and separate social groups, then we would admit that they are not fulfilling one of their functions and they probably would fade out of existence. It is because of this remote possibility that I have suggested all along that when we build our future housing cubage which might be assigned to fraternities, that cubage should be designed that it could revert to straight dormitory housing if necessary.

This question perhaps should give me more concern than it does. It seems to me, however, relatively unimportant because if fraternities cannot maintain their separateness and their very existence in competition with good dormitory living, then the stuff out of which fraternities should be made is obviously lacking. In other words, if the only value of the fraternities as they now exist is a little better living condition which, of course, is conducive to better social relations than exist in the dormitories, then in my opinion, as assets to an educational institution they are not completely fulfilling their purpose. Perhaps it would be fair to say that our fraternities should be put to the test of

surviving in competition which better living than now provided by our older dormitories. Those that are strong enough because of their inherent idealism, the values which accrue to the members and the equal or better physical living conditions, will and should survive. Those that cannot exist in competition with dormitory living perhaps have no right for being anyway.

Your second question is: "Does the Institute favor the policy of individualism or of conformity in its student life?"

In answer to this, I would say that the Institute does favor a policy of high degree of individualism at certain levels and should promote a higher degree than we now have of conformity to certain social and academic patterns that conceivably we might judge are desirable.

I would disagree with the implications of your comment on this question that our fraternities contribute to individualism. It seems to me that they are strongly influential toward a definite conformity, not only a conformity by the individual to the mores of this fraternity, but a conformity among fraternities within the system. As I go from one House to another on Beacon Street and Bay State Road, and as I look back upon my visits to many of them, it is extremely difficult for me to remember any differences. They all eat in about the same pattern; they all sing songs at the table after dinner; they all have about the same kind of parties; they all are furnished with about the same type of furniture; not very good, not very bad, a little shabby, but comfortable; they all live in about the same way with study and bed rooms somewhat differently arranged in one house than in another; but I fail to recognize any great degree of individualism which could not be maintained in the kind of fraternity housing we have discussed. I will admit there might be a very much higher degree of conformity to architectural design in the complex of housing that we have discussed than is now present. In other words, there is considerable difference between the Sigma Nu house on St. Paul Street and the S.A.E. house on Beacon Street. Between the S.A.E. house on Beacon Street and eight or nine other fraternities up and down Beacon Street and Bay State Road the basic differences are hard to recognize.

I would say the same thing if I were talking about fraternities in some other colleges. In other words, I know colleges where the Deke's occupy a handsome Colonial Georgian house with a touch of New England architectural influence and next door the Psi U's live in a house which is intended to look like a Southern plantation mansion. The two houses appear to be individual and quite different in their designs. Once inside the door, however, in contact with the students, I would challenge anyone to select the Deke from the Psi U. I know there are exceptions to this on some campuses but I am speaking generally and from observation which ranges over the years.

In answer to the implications of your question and having discussed this matter with our Academic Council, I can state definitely that MIT stands firmly for the enhancement of individualism, the development of individual initiative and responsibility and the strengthening of attitudes of respect for the individual in a society where the pressures are often toward conformity and its usual resulting mediocrity.

Your third question is: "Is the Institute in its future housing relations with the fraternities willing that they continue to maintain their present strategic advantage as economic units?"

I am not certain that the Institute can have a stated policy on this point, nor am I entirely certain that the fraternity from the point of view of the individual student has a strategic economic advantage. As I understand it, the report of the IFC last year pointed out that it costs about as much per man to live in a fraternity as it does in the dormitory.

I think that it is fair to point out that the only feasible plan under which we could include fraternity housing in the planning for future student living here is one in which the Institute would say to each fraternity, "We will provide you with your requirements for rooms for your members." One fraternity might need X number of rooms for sleeping, Y number of rooms for study and Z number of rooms for general social purposes. Another fraternity might be satisfied with A, B, and C number of rooms. The rents paid by these fraternities would vary in relation to their demand for cubage. One might be for 30 boys, another might be for 60 boys.

It is entirely possible, in my opinion, that given present building costs, it may not prove feasible for the fraternities to sell their present properties and rent space in proposed new housing. The present economic advantage of their relatively good housing may be the factor which would cause some if not all of the fraternities to turn down any plan for their inclusion in our new housing on the campus. I have no certain answer to this question and I think it will only come when we know how much it will cost to build the new housing and how much it would cost a fraternity of 30 or 40 boys to rent the required amount of space from the Institute. I can see no necessary reason why space in this proposed housing, which might be convertible to regular dormitory use in case any fraternity would eventually disband, would be ruled out.

Your last question: "Is MIT ready to go definitely and extensively out of pocket in bringing fraternities onto the campus?" must have a direct answer. The answer is no. I do not believe the Institute should subsidize the fraternity system. I do believe that we should subsidize student housing. I think the Institute should offer to our fraternities the opportunity to rent space in the future housing. I believe the Institute should make plans for housing that would include possible space for fraternities. If one or more of the fraternities now in Boston should prefer to rent this space rather than continue in their present locations, then I believe we should rent to them that space on the same basis of cost as we rent to non-fraternity men in our dorms.

To put this another way, I would say that I believe very strongly that if it should become financially possible, we ought to subsidize our student housing. I do not believe, however, that we should subsidize fraternity housing as such in any way that we do not subsidize our

-4-

dormitory housing. I believe that our dormitory students and fraternity students should pay the same base rate. If any group organized as a fraternity wishes to rent more space in order to have better social rooms than any other group, that would be their business. Up to some reasonable limit I think we should provide that space.

I agree heartily with your statement that there are certain matters of basic policy that must be settled and that our fraternities and their alumni corporations must have some assurance as to Institute policy.

It is also true that the Institute needs the assurance of continuity in fraternity organization and administration that the newly reorganized MIT Alumni IFC will provide. The undergraduate IFC has in the last two years become a very strong organization. The new alumni IFC will be very helpful in the development of plans for the future.

You know that I am greatly concerned with this problem and that we all who have responsibility for it need advice and counsel constantly. I greatly appreciate your interest and I value your opinion. I hope that from time to time you will continue to make all the suggestions that come to your mind.

Thanks for your help.

SECOND MEETING RE DORMITORY, WITH ALUMNI COUNCIL GROUP  
AUGUST 16, 1949

(Summary notes by Burnham Kelly)

Professor Schell's correspondence with Dean Baker was read to the group. Professor Schell argued for many reasons that the fraternities should not be made a part of the dormitory group. Among the reasons he listed were the following: Subsidy implies control and the destruction of initiative, and the fraternities are probably dying out anyway. Several seemed to feel with him that the fraternities should not be included, although none appeared to agree that they were dying out anyway.

There was a discussion of other examples of incorporation of fraternities and dormitories into one group, such as in Willamette College, Brown, Northwestern, Rollins, Duke, and the like, and there seemed reason to believe that the fraternities would not necessarily be injured under these conditions.

Particular attention was turned to Willamette College, where in Baxter Hall, an H-shaped building, four fraternities were located in the wings and a non-fraternity group in the connecting unit. All had identical bedrooms, but the fraternity groups had the right to furnish and finish their social rooms as desired. All five groups had housemothers, in accordance with western custom. Representatives of the national fraternities, coming ready to dislike the arrangement, were supposed to have left completely satisfied with it, and the administration was said to find it a good means of breaking the barriers between fraternity and non-fraternity groups.

One man expressed the desire that other locations for the fraternity group be carefully considered before deciding to combine them in the manner suggested by the architects. He mentioned the possibility of the use of the land along the river on the far side of Cottage Farm Bridge. Another man, following this thought, later suggested consideration of the use of the present undergraduate dormitories for fraternities. It was pointed out that originally Ware and Crafts Halls were designed for fraternities, and presumably the experiences in those days would be of value for the present study. Presumably these matters will be the subject of sub-committee reports.

Further attention was devoted to problems of elasticity. It was pointed out that there was no standard fraternity size, but that different sizes would have to be allowed for. Also, within a single fraternity there would be the problem of expansion and contraction from year to year. Further, there would be differences in tastes. Some prefer dormitory sleeping while others like bedrooms for two or three men each, even if these bedrooms have to be very small.

Some of those present clearly felt that any form of Institute subsidy might in the end prove injurious to the fraternities, although under certain conditions, one of these men felt it could be done. He cited the example of Tufts, where the college bought an old residence, rented it to a group which revived an old fraternity on the campus in the crowded years after the war, and left the rest of the operations up to the group to work out. It was the opinion of these men that, while Institute



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construction and basic management might seem like heaven to certain groups at present, it would defeat the spirit of independence and responsibility in the long run and injure the whole fraternity system. Dartmouth was cited as an example of a college where the reduction of fraternities to mere clubs had taken the life out of them as a serious force on the campus.

There was considerable discussion of kitchen problems, in which the nature of possible operation of a common kitchen was explained at length in order to allay fears that slow serving from congested steam tables of identical meals was implicit in the suggestion. It was pointed out that unionization of the fraternity kitchens was very likely in the future, and that their expenses would then mount rapidly unless advantage were taken of common kitchen operations to get full service from kitchen labor within the definite working hours which would then be possible. It was pointed out that the common kitchen idea could be worked for groups of as few as 150, and that it would be possible to have 5 kitchens serving 300 each as well as one serving 1500. Separate menus, individual china, decentralized final serving, and the like, would be possible in either case, just as in a hotel. It was pointed out that Brown plans to use a single central kitchen for a large dormitory dining room and 20 odd fraternity dining rooms. This whole subject was of obvious interest to all.

Clearly, all felt that individuality would be sacrificed to some degree in a high building of the sort sketched. Some felt there would be compensations and the losses would not be serious. Others were more concerned. All would undoubtedly have preferred a system which permitted them to have individual houses, and many preferred the sketches showing the breaking of the building into more elements separated more widely. All were interested in having studies made of the use of lower floors, divided up vertically, for fraternity groups, although some felt relatively sure that the advantages would prove to be the other way. A fraternity row would have instant acceptance, if one could be worked out. Lacking that, and with no experience available on the use of high buildings and horizontal separation of units, many felt they would like to have the architects work with them until they could see that the bulk of the objections could be met. The high building was perhaps as much of a doubtful point as the grouping of fraternities on the campus.

It was pointed out that many of the problems of individuality and responsibility were really problems of freedom, and depended as such upon Institute policy regarding the regulation of social affairs of the fraternity as upon the physical plan of the buildings. In the discussion of this matter of social freedom, it was brought out that drinking is now to be permitted in the dormitories, that the rules of dormitories and fraternities with regard to having girls on the premises were about the same, and that there is a tendency, sure to increase in the new schemes, for the formation of closely-knit social groups within the dormitories themselves, fully as likely to have parties and "blowouts" as the fraternities. It was brought out that these considerations were very much a matter of Institute policy, and that it would have to be assumed in connection with any sort of building plans that the policy of the Institute would permit a considerable degree of freedom on the part of the fraternities--with a complementary degree of responsibility.

It was agreed that another meeting should be held within the next month, and that the architects should be invited to be present. Sub-committee reports would be expected at that time.

## Proposed Agenda for Meeting - October 18, 1949

At its meetings this summer, the Executive Committee of the M.I.T. Fraternity Alumni Committee explored two general types of questions:

1. Questions concerning the future interests of M.I.T. fraternities.
2. Questions concerning architectural possibilities for a fraternity housing project.

The first area was explored to help the Committee determine (1) the future role of M.I.T. fraternities as visualized by the M.I.T. Administration and (2) the affect of an M.I.T. housing program on the fundamental objectives and freedoms of M.I.T. fraternities.

I. In a memorandum to Professor Schell on June 3, 1949, Dean Baker recorded the Administration's attitude concerning fraternities by answering four fundamental questions which were raised by Professor Schell in a previous letter. (The opinions expressed in Dean Baker's letter were to be proposed to the Academic Council with the hope that they might become the accepted policy of the Institute). This memorandum helps to clarify the Administration's basic interests in our fraternal system. Perhaps there are other questions, however, to which the Committee wishes to obtain an Administration viewpoint. The first item on our agenda, therefore, should be to reconsider this memorandum and to add to it other questions so that the Committee will have material for preparation of a statement on the "Future Role of Fraternities at M.I.T."

Closely allied with question of Administration attitude toward fraternities is the question of the effect of future M.I.T. building projects on the fundamental objectives and freedoms of our fraternities. While the Committee works with the Administration to develop an understanding of the future role of fraternities, it must simultaneously establish a clear description of the objectives, freedoms, and responsibilities that a healthy fraternity system should respect if fraternities are to make a worthwhile contribution to the life of M.I.T. undergraduates.

Now, bearing in mind the future role of fraternities as developed with the Administration, and the objectives, responsibilities, and freedoms noted above, the Committee should be in a better position to evaluate the fraternity relationship to a housing program.

II. Discussion of this subject should be the second item on our agenda.

III. The third item of the agenda should concern a discussion of the second general area of our investigations this summer i.e. architectural possibilities for fraternal housing. The Committee's purpose is "to investigate, report and recommend a housing plan, either on M.I.T. property or elsewhere, which in the judgment of the Committee best represents the future interests of M.I.T. fraternities." The first two items on our agenda should pretty well cover the definition of "future fraternity interests." This third item, then, should attempt to complete the purpose by outlining an order of procedure that will enable the Committee to work most effectively with the Administration to develop the architectural feasibility of including a fraternity housing project on M.I.T. property.

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For the present, it would seem advisable to avoid discussion of building on land other than that owned by M.I.T. It appears that twenty fraternities will not have the financial strength to build on land which they might procure independently. A subcommittee is exploring this possibility and if an encouraging approach to an independent program is ventured, then the Committee may pursue it to a logical conclusion.

The following outlines are procedure that might be used to develop the architectural plans for a fraternity project.

1. Assemble all of the architectural and financial requirements that are now established by the M.I.T. Administration. Define other limitations that must be agreed on before a fraternity can decide whether or not it should enter the project.

(I realize that our planning is still too premature for the Administration to make final commitments on some questions. However, the architectural and administrative thinking is beginning to jell on a number of points—height of buildings, leasing or rental limitations, etc. The committee should endeavor to pin down these limitations as they are decided.)

2. Simultaneous development by the Executive Committee of a list of desirable features for fraternity housing. (It is becoming apparent that fraternity thinking on most architectural questions regarding housing on M.I.T. land will not crystallize until the architectural planning has progressed to a much more detailed stage. Fraternity people are reluctant to pass judgment on a plan that they cannot visualize. Unfortunately, this attitude puts our Committee in a rather uncompromising position because the architects cannot design detailed plans which truly reflect fraternity wishes until we are able to give them recommendations which reflect unified fraternal thinking.)

After the above items have been developed completely, then the Committee should try to resolve the administrative limitations and the ideal fraternity housing features, with the M.I.T. Administration.

3. When the Committee's discussions have reached the stage where a general architectural plan begins to emerge, the committee should then evaluate with the architects a number of preliminary studies of site and building design following that method used in the development of the Eastgate site.

(In the development of this project, a team of architects worked with administrative representatives of both M.I.T. and the New England Mutual to follow a predetermined list of architectural objectives. A number of designs were presented with each scored as to its advantages and disadvantages. The plan that was finally accepted scored very high in meeting most of these objectives. Rather than for our Committee to try and specify one architectural

scheme, would it not be most appropriate to point its efforts toward defining architectural objectives. The M.I.T. Architectural Department could then present perhaps four or five different approaches to the same objectives. The Committee, I believe, is in a better position to judge an already existing plan based on established objectives than to present their own design.)

Date: November 4, 1949

To: All Members of the MIT Fraternity Alumni Committee

Subject: 1 - Minutes of meeting 18 Oct. 49  
2 - Condensation of reports from various chapters concerning present opportunities for leadership and management.  
3 - Copy of letter from Dean Baker to Professor Schell concerning present Institute attitude re fraternities.

1.

Since the bill pending in Congress to give Federal Aid to Education has been postponed until the first of next session, much of the pressure for immediate action has been relieved. However, the Institute definitely wants to have a general plan of construction (with preliminary architect's drawings) ready should the bill be passed during the early part of next Congressional session - which appears likely. Money for the construction of the dorms (and fraternity living quarters) would probably come from this source. Therefore all possible haste is urged upon this committee.

After discussion it was generally agreed that the MITFAC must cooperate with MIT in order to establish a fraternity housing project. Even if other nearby land suitable for fraternity housing were found and bought, the possibility of financing a separate housing project would be doubtful. The possibility that the Institute might buy other land than that which it now owns and finance the fraternity project was discussed.

The possibility of financing through the fraternities, themselves - either nationally or locally - was discussed and rejected as not feasible, due to the fact that the nationals would require irrevocable leases or at least a lease longer than the mortgage from the Institute. The local fraternities could not finance such a project on their own.

A method of procedure was outlined by Chairman Peters and adopted by the committee as follows:

- a - Determination of the fundamental objectives of fraternities.
- b - Evaluation of these objectives in light of possible influence of any possible housing plan.

The Fundamental objectives listed by the group are:

- 1 - To aid men to develop physically, socially, intellectually, and morally so as to best fit into the business and social life.

- 2 - To teach living in cooperation with group discipline.
- 3 - To give the opportunity for practical experience in leadership and business management.
- 4 - To provide the opportunity for receiving constructive advice and help from other men.
- 5 - To provide adequate study conditions.
- 6 - To provide ethical and spiritual leadership.
- 7 - To encourage a broad cultural development.
- 8 - To develop proper health habits.
- 9 - To provide a center of social life.
- 10 - To foster loyalty to school and fraternity.

It was suggested that the statement of present opportunities for leadership and business management training in fraternities as provided by the IFC (Subject 2) and the letter to Professor Schell (Subject 3) be considered prior to further discussion at the next meeting.

## 2.

Following is an abstract of reports returned from the various fraternities on the MIT campus:

- 1-The offices of President, Treasurer, House Manager, Steward and Executive Committee of the houses are generally elective for a one-year period - although some are for a one term basis - and are non-recompensory with minor exceptions (House Manager and/or Steward - \$10 to \$25 or room).
- 2-All of the chapters reporting to date have Alumni assistance - generally of an advisory nature only. Most of the houses are owned by some type of corporation with alumni directors receiving rent from the undergraduate chapter to be used for tax expense, major improvements, etc.
- 3-President - elective - Responsible for the proper functioning of the chapter organization and the fulfillment of all chapter obligations - appoints committees and serves as ex-officio member of all committees, and presides over the meetings.
- 4-Executive Committee - elective or appointive by president - Responsible for the development of general policy and the direction thereof after chapter approval - operates as a deliberative body, considering questions pertaining to the chapter before presenting to the group at large.
- 5-Treasurer - Elective - responsible for the maintenance of the books of account, the collection of house bills and the distribution to accounts payable. - Generally operates under budget drawn up at start of year. - Yearly audits appear to be standard practice. - Often the coordinating link with the Alumni Corporation. - Generally ultimate control of unusual expenses reside in undergraduate chapter, or in the Alumni Organization.

6-House Manager - elective or appointive - Responsibility for the maintenance of the fraternity house - whether done by actives, pledges, or by outside contract, - with the exception of major repairs and alterations, when he works in cooperation with Alumni Corporation. Generally operates on a budget basis with authority to use funds as he sees fit to keep house in shape. - Generally has responsibility of house-boys, maids, etc. Sometimes also combines the activities of the steward, then being recompensed.

7-Steward - elective or appointive - in a few cases a minor or non-existent office with the function of liaison between Chapter and chef. - Generally a major job with the responsibility for planning, procuring, preparing and presenting the meals. Operates under a budget both for raw food costs and also overhead.

8-Treasurer, House Manager, and Steward usually have assistants from underclassmen both for continuity of office and for assistance in the performance of the duties of the office.



December 15, 1949

MEMORANDUM FOR THE M.I.T. ALUMNI INTERFRATERNITY HOUSING COMMITTEE

1. The Committee is considering a proposal for the construction on Institute land in the area now occupied by Westgate-West of a student housing complex, in which, it is proposed, be included facilities for housing fraternities as well as dormitory students. Land area limitations suggest vertical housing of eight to twelve stories, presumably one fraternity to occupy one floor or portion thereof. Financing, presumably, is to be furnished by M.I.T. either directly or through effective guaranty of insurance company capital. Costs are not known; but, if the recently constructed senior house may be taken as a guide, the range would appear to be \$6,000-\$8,000 per student housed.
2. This member of the Committee believes that a project of this nature is not in the best interests of the M.I.T. fraternities.
3. Consideration should be given first to some of the arguments favoring the adoption of this program:
  - a. Some M.I.T. fraternities lack adequate housing. This argument is perhaps the least persuasive. It should be possible to obtain at costs far below those contemplated for new construction, suitable accommodations in the Back Bay area in existing buildings. Most of these buildings in the Back Bay area are "a drug on the market" and even allowing for very extensive alterations and improvements, the net over-all cost for the few fraternities who need housing should be far below what is contemplated in the new project. Financial assistance from the Institute in the form of loans would provide good employment for their funds as well as financing for fraternities at moderate cost.
  - b. There is advantage in living nearer the Institute. This is among the more difficult arguments to overcome. Although some houses are located immediately off Massachusetts Avenue, many are some distance from M.I.T., and even those immediately across the river would be further from athletic facilities than the new housing complex. On the other hand, the importance of this factor can be overestimated. The moderate inconvenience involved in going back across the river has never prevented the fraternities at M.I.T. from being the leaders in extracurricular activities, both athletic and otherwise, as compared with dormitories who are now right in the heart of Institute facilities.
  - c. A long-range solution to M.I.T. fraternity housing is desirable since present structures, even the best, will some day be inadequate and unsuitable. The answer to this consideration, I think, is found in the fact that present very high construction costs hardly afford the favorable opportunity under which to seek a solution to a problem which in its entirety is not pressing.

- d. The fraternities should consider their competitive situation under a greatly expanded and architecturally superior dormitory system. This is perhaps the most forceful argument which can be made for the fraternities participating in this program. Its forcefulness depends on the attitude of M.I.T. toward fraternities, for if M.I.T. does not desire a strong independent fraternity system, one of the best ways to end it would be through the offering at low rents of superior housing. Fraternities, like private business, cannot compete with a subsidized system. On the other hand, I think we can conclude that M.I.T.'s views do not contemplate this situation, and it would be most unfortunate if the fraternities through fear of such a development acquiesced in the proposed plan and gave up their independent status.
  
  - e. A superior "school spirit" would be cultivated by having all students live on Institute property and form a part of the M.I.T. social center. This reason has attractive implications. On the other hand, it is certainly true that a strong independent fraternity system located off M.I.T. property will likewise produce men with a strong tie to M.I.T. in interest in its affairs both during their undergraduate years and as alumni. Again, I cite the record for participation in undergraduate activities by the M.I.T. fraternities and the numerous outstanding alumni who actively support Institute activities.
4. In addition to an analysis of the arguments favoring the proposal, I think there are some very important considerations directing against the plan:
- a. The first, and to me the most important, is the belief that a fraternity system in order to be effective and to make an important contribution to the education and development of its members, must be independent. It should manage its own affairs. It should provide the home for the student, and it should be the principal center of his social activity. I do not think that these considerations would prevail in the setup proposed; M.I.T. would become the principal supplier of the students' needs, and the fraternity would be secondary. I think the fraternity system at Dartmouth should be characterized as weak and one of the reasons for it is that it is purely a social institution; the fraternities do not supply any of the factors which might be considered as those associated with a home. The experience of M.I.T. fraternities during the war years when most of their members were V 12 should also be remembered.
  
  - b. There is an obvious loss of individuality in living in a setup of this kind. While it may be argued that many of the fraternities, though in different physical structures, are essentially the same even at present, this situation hardly compares with that which would be present were architectural layout the same in each fraternity differentiated merely by being on a different floor and having a different number on its door. It may also be argued that an opportunity for individuality exists in interior furnishing and in the activities of the organization. All of these are, of course, true; but anyone who has ever lived in a housing development will agree that there is a loss of both interest and pride in ownership in such a plan.

- c. A third and most telling argument against this plan is that it is about the most expensive form of housing that could possibly be devised. This is true even if M.I.T. pays for it, and it is leased to the students at heavily subsidized rentals so that it is in effect not paid for by the students. It does not seem to me that we, as a Committee, should escape a responsibility for observing some principals of economics in making a recommendation. Ten per cent of the sum that would be involved in the proposed project, if apportioned among the present fraternities would enable each one to put his house in satisfactory condition to satisfy all the various fire laws, safety requirements, and make a large number of improvements calculated to add to the comfort and entertainment of the members. I arrive at this by taking 10 per cent of the \$6,000 cost mentioned at the outset of this memorandum or \$600 per student. The average fraternity runs in the neighborhood of 30 students, so that would be the sum of \$18,000. We need not reflect long on how we could spend \$18,000 in our chapter houses to put them in very satisfactory condition.
- d. There would be a number of obvious operating difficulties, with the fraternity complex proposed. For example, all of the help employed would have to be union help, paid at union scales as is the present Institute policy. This would greatly increase the service costs over and above those now incurred by most houses.

R. L. Johnson  
MIT '38

December 1949

Report of the Executive Committee of M.I.T. Fraternity  
Alumni Committee:

The purpose of the Committee is to investigate, report and recommend a housing plan, either on M.I.T. property or elsewhere, which in the judgment of the Committee best represents the future interests of M.I.T. fraternities. To carry out this purpose, your Committee held meetings to study and discuss various aspects of fraternity housing. The following summarizes the findings of the Committee:

Future Interests of Fraternities

The Committee defined what it felt to be the objectives and responsibilities of all M.I.T. fraternities as follows:

1. To aid men to develop physically, socially, intellectually, and morally so as to best fit into the business and social life.
2. To teach living in cooperation with group discipline.
3. To give the opportunity for practical experience in leadership and business management.
4. To provide the opportunity for receiving constructive advice and help from other men.
5. To provide adequate study conditions.
6. To provide ethical and spiritual leadership.
7. To encourage a broad cultural development.
8. To develop proper health habits.
9. To provide a center of social life.
10. To foster loyalty to school and fraternity.

The administration's viewpoint concerning the future interests of fraternities was tentatively expressed by Dean Baker in a letter of Professor Erwin Schell (see Exhibit A).

Advantages and Disadvantages of fraternity location on M.I.T. property

Bearing in mind the objectives and future interests of fraternities as noted above, your Committee next attempted to determine how the above objectives and interests would be affected by the inclusion of fraternity cubage in some building complex to be constructed on M.I.T. land now occupied by Westgate West.

(Early in its investigation the Committee examined the possibilities for fraternity building on other than M.I.T. land and discarded them as financially prohibitive at the present time.)

Arguments for Inclusion of Fraternity Housing on M.I.T. land

1. Most of the fundamental objectives of a fraternity system should not be materially affected by a change in the location of housing as long as the housing itself is properly designed for "large group" living. In fact, many of the objectives of fraternity living could be enhanced by a fraternity location closer to the athletic and educational facilities of M.I.T. The Committee recognizes that future ability of fraternities to maintain these objectives without losing their individual entities depends largely upon the interest of the M.I.T. administration to foster an atmosphere of student self-administration. It appears that over the years the administration has increased and extended its long-established policy of promoting student self-government and self-discipline. Of course at the same time its active participation in planning for the living and social environment of the undergraduate body has also increased. But this participation appears to be a positive one of providing more recreational and living facilities and encouraging students to administer these facilities rather than curtailing student administration. The government of the new student dormitory is a strong case in point. Its administration by student government has been of unusual satisfaction to both student residents and M.I.T. Administration.
2. Much of the present fraternity housing is in need of extensive repair to bring it to the point where it can maintain adequate health and comfort standards for a 10- or 15-year period. Boston and Brookline fraternities are coming under the increased scrutiny of the municipal Fire and Health Departments. Many have been ordered to make extensive alterations so that they will conform to local safety and health laws. There appears to be no question but that a new fraternity housing by development by M.I.T. would not only alleviate problems by municipal authorities and individual fraternities, but it would facilitate the acquisition of modern new housing that fraternities cannot hope to acquire with their own finances.
3. It is quite probable that the new highway development along the Charles River will detract rather than add to the attractiveness of many fraternities as a "home away from home" for undergraduate students.

4. M.I.T. will build a complex of housing on the Westgate West land whether or not fraternities plan to enter the project. Moreover, there is an indication that the M.I.T. Administration hopes to provide housing to enable all freshmen to live on the campus their first year at the Institute. If the large bulk of incoming students have the experience of a year in excellent housing close to M.I.T. facilities, and if they are able to continue that experience in more new Institute housing, it is possible that fraternities will be at a serious competitive disadvantage.
5. Assuming that fraternities will in the not-too-distant future need to find new housing, the next question is, "Where will fraternities go if they decide to build or buy elsewhere?" Certainly not to Brookline. Brookline wishes to get rid of the fraternity units they have. Boston is an unlikely location. There is no available land for large-scale fraternity building. Most fraternities have already purchased the most desirable homes they could find in the area. Certainly the change from one "brownstone" house on Beacon Street to another "brownstone" house on Fenway Park would not be a basic improvement in housing.

Cambridge is always a possibility, but even here there is no suitable housing to buy. Moreover, building costs in the center of a municipal locality will probably always be prohibitive for fraternities. Besides by the time fraternities are ready to build their own homes it is unlikely that even the suitable land now unoccupied in Cambridge will remain undeveloped. It is also unlikely that fraternities can afford to tear down existing housing and build anew. The Committee has not discovered a single case of fraternities located in a large metropolis who have built a new fraternity house in many years.

#### Arguments Against Fraternal Housing on M.I.T. Land

1. "Possible loss of independence to manage its own affairs" is perhaps the foremost argument advanced by some fraternities. This argument is usually divided into two distinct areas of concern.

The first is the concern for the immediate effect of a subsidized housing program on the "business management" objectives of a fraternity system. It is felt by many that any proposed complex of dormitory-fraternity units would take away from individual fraternity administrations one of the most valuable objectives of fraternity experience - that of actually running the business of the house - handling its finances,

buying its food, fuel, furniture and supplies and dealing directly with the municipal officials where it is located. It is felt that while the present system of self-administration might be superficially maintained in a housing complex, after a while the school would wind up running the business of the fraternities.

The second concern is a future concern that after the administration had run the business of the fraternity for some time, it would soon dominate the government of the fraternity system until the system would die out entirely or would degenerate into a series of loosely knit eating clubs.

These concerns can neither be validated or refuted because there are so many indeterminates at the present time. However, as the planning for any project progresses, the arguments will come to sharper focus. It is safe to say now, however, that a fraternity system as we know it today would be materially changed in a new environment. Whether or not it progresses to a better system would depend largely on the stimulation it receives from the M.I.T. Administration.

2. A loss of individuality of housing facilities.

This is a very real argument when one considers the interest of maintaining one's own home as opposed to renting an apartment in a housing development. It is agreed that individual housing (without subsidation which necessitates conformity to an overall plan) promotes esprit de corps in the group responsible for the house and its affairs. However, there appears to be little difference between ten fraternities owning ten practically identical "brownstone" houses on Beacon Street and these same ten fraternities leasing cubage in a building complex on M.I.T. land.

This memorandum has purposely avoided arguments for or against the architectural features of a proposed complex nor does it attempt to cover operating and administrative problems. These will be problems for each house to decide after more investigation by the group.

As architectural plans are developed, each house will want to decide whether or not it is sufficiently interested in the facilities offered to want to enter a housing complex. Each house will learn more the operating problems involved. Each will want to make its own decisions in the light of the operating problems it has to overcome and the compromises it must make.

In view of its investigations to date, however, your Committee feels that the arguments for entering a building complex (if the facilities and method of operation of fraternity units within the complex are suitable) outweigh the disadvantages. It recommends further action by fraternities to develop a plan for housing on the Westgate West area.



DATE: January 4, 1950

SUBJECT: Minutes of MIT Fraternity Alumni Committee

It was agreed that the primary purpose of the meeting should be to discuss the "majority" and "minority" reports submitted in the light of presenting a report to the committee as a whole for their consideration and discussion at some future date.

Following are summaries of some points brought up in discussion on the reports discussing the housing plan submitted by Jim Phillips and Bob Johnson.

1. The question of subsidation inherent in any housing plan provided by the institute was brought up, and there was considerable discussion of the effect such subsidation would have upon the fraternity system at MIT. Although no concrete conclusions were reached, perhaps the majority opinion was that the influence would not be prohibitive in a housing plan, per se. The thought was expressed that MIT students are subsidized as to their tuition by the school, and that at present the dormitory residents are subsidized.
2. The opinion was expressed that the Administration should make a guarantee to the fraternities of the continuing right of free assembly and of choosing friends. (directed towards possible restriction of fraternities due to discrimination clauses) There is a possibility that in the near future a law might be passed by the state legislature prohibiting campus organizations which have such clauses. After discussion it was generally agreed that the Administration could not make any such guarantee due to outside pressure for civil authorities, and also due to the fact that regulations concerning fraternities would be dependent upon the continuation of fraternity-minded administrators and upon proper conduct of and by the fraternities.

It was suggested that before the final report to the MIT Fraternity Alumni Committee was made, the Administration should be contacted about an expression of the future place of fraternities at MIT.

3. MIT will provide housing for about 1000 to 1500 students if the fraternities desire to participate; the figure will be lower if fraternities decline to join in the project. Thus the Administration is not attempting to force fraternities into an untenable position.

The committee voted to submit a report to the MIT Fraternity Alumni Committee presenting the advantages and disadvantages of adopting any possible type of housing plan—disregarding architectural problems. This report to include a recommendation of the Executive Committee as to whether such a combination of factors would be a possible solution to the housing problem.

16 Feb. 1950

Proposed

REPORT OF THE EXECUTIVE COMMITTEE OF THE MIT FRATERNITY  
ALUMNI COUNCIL

Charge

"...shall be to investigate, report, and recommend a housing plan, either on Tech property or elsewhere, which in the judgment of the committee, best represents the future interests of the MIT fraternities".

Progress to Date

Your committee held meetings to study and discuss the various aspects of the problem; one meeting was held in conjunction with the Architectural Department to discuss possible ideas of that department. Sub-committees were appointed to study various phases of the problem; their reports provide the basis for this report to the parent body.

Future Procedure

Bearing in mind the objectives and future interests, and factors (discussed below) a decision should be made by the individual fraternities as to whether or not any inherent disadvantages of fraternities being grouped on the campus in some manner, irrespective of the architectural methods of housing, would prevent their entering such a plan. Assume no insurmountable architectural problems of adapting multi-story housing, kitchen, dining facilities, etc. to fraternity purposes.

Those houses interested in some form of Tech fraternity housing would then charge the Executive Committee to investigate the architectural problems; after which a final decision by the individual houses would be based on the actual plans.

Recommendation

(To be filled in by Executive Committee)

General Objectives of Fraternity System

- 1-To aid men to develop physically, socially, intellectually, and morally so as to best fit into the business and social life.
- 2-To teach living in cooperation with group discipline.
- 3-To give the opportunity for practical experience in leadership and business management.

- 4-To Provide the opportunity for receiving constructive advice and help from other men.
- 5-To provide adequate study conditions.
- 6-To provide ethical and spiritual leadership.
- 7-To encourage a broad cultural development.
- 8-To develop proper health habits.
- 9-To provide a center of social life.
- 10-To foster loyalty to school and to fraternity.

The above objectives and responsibilities should provide the basis for the evaluation of the various advantages and disadvantages of the proposed fraternity housing group. Although pragmatic arguments must provide the basis for any change as this, the more idealistic aspects should not be overlooked.

#### Administrative Viewpoint

(This should include a bare description of the proposed plan as now pictured by the Administration, and a statement of the administration's viewpoint on fraternities - this failing, a summary of Dr. Baker's letter to Professor Schell and his original statement to the first meeting of the MITFAC)

#### Fraternity Row off Tech Land

Although there would be possible sites within a mile of MIT available for fraternity housing, there would be no possibility that MIT would consider financing such a program; likewise, there would be no possibility that any independent agency such as an insurance company would finance such a program; and it was found to be doubtful that individual fraternities would be able to raise either collectively or independently the necessary sums of money to build suitable fraternity quarters. Thus the idea of a fraternity housing unit off of Tech land was discarded as unworkable by the Executive Committee.

#### Evaluation of Factors

##### A. Physical Facilities

- 1-Adequacy of present housing - It might be possible to obtain suitable housing in the "Back Bay" area which could be made usable by minor alterations at a much less over-all cost, with the possibility of loans from the Institute. It might be questionable whether any move of this type would be progressive. At present many houses are in need of extensive

repairs due to Fire and Health Dept. rules. The proposed highway along the Charles River might prove undesirable to many of the present houses. Brookline is at present placing restrictions on fraternities within the city limits.

2-Problem of Elasticity - In any housing unit set up by the Institute, there would be the problem of the size of various fraternities and in the variation of individual fraternities from year to year. The problem might be solved by the same means as at present - namely the pledging of men to fill the house and no more - or in providing additional sleeping rooms out of the house proper. There would quite likely be a difference in preference for sleeping accommodations and in various rooms for the different fraternities.

3-Problem of Individualism - In any possible plan of housing as provided by the Institute, there would be the loss of individualism of the houses except for interior decoration; in other words, sort of a housing development.

4-Experience of Other Schools - There would be a definite change in the fraternity system if the Tech housing were adopted. It is a moot question whether or not it would be detrimental. Experience at other colleges adopting a similar plan (Williamette, Brown, Northwestern, etc.) shows that at first fraternities were ready to dislike the setup, but later endorsed it.

5-Proximity to Tech - There might be definite recreational advantages to the fraternities due to the proximity of playing fields and other athletic facilities. The housing unit (in Westgate West) would not be much closer to the main Tech building than many fraternities are at present. Thus it is questionable whether it would be more convenient for school activities, sports, etc. The adjacency of the dormitories might conceivably be conducive to better fraternity-dormitory relationships - or it might lead to more friction than at present.

#### B. Finances

1-Problem of basic subsidy - MIT would become the principal supplier of the students' needs, rather than the fraternity. It might be that for a fraternity system to be effective and to make an important contribution to the education and development of its members it must be free and independent. There would be no greater subsidation of fraternity men than of dormitory men at present.

2-Sales value of present housing - There would be a low sales value of present housing in comparison to building costs; this money might be used for specific decorating and/or interior construction.

3-Expenses of any housing plan - There would be approximately the same cost per man whether for fraternity or dormitory living in the complex, due to the fact that fraternity men can live together in a smaller relative space than dorm men. This would leave the additional cubage cost for use in various common rooms such as dining rooms, libraries, etc. There would be lower taxes to be paid in any Tech housing, which would leave more money from present fraternity rent structure for common rooms. There would have to be union help (with consequent higher wages) for porters and waiters, and cooks.

#### C. Competition

1-Problem of All Frosh Dorms - There is a very good chance that in the near future there will be dorms in which all freshmen will be required to live. What would be the aspects of competition with the dorms for Frosh?

2-Effect of future housing - Since any housing complex would have fraternity portions only slightly different from the dormitories, would the fraternities still be able to offer attractions to the Freshman? It can be claimed that men are not attracted on the basis of living facilities, but on less tangible fraternal benefits. Even so, are the fraternities in a better competitive position by offering living facilities away from school?

#### D. Inherent Fraternity Aspects

1-Self Government - There may well be some loss of business management of the fraternities by their own members. However, this loss could probably be kept to the Steward's department and some of the House-Manager's functions, by having all services go through the house officers to the Administration, including rental payments. A more insidious problem would be in the possible gradual domination of the fraternities by the administration and their deterioration into eating clubs.

2-Function in Different type of Housing - any housing would be a different and untried type of housing. However, would this necessarily be any less satisfactory for the basic purposes of fraternity operation, although different in nature?

E. Relation to Administration of Tech

- 1-Dependence upon MIT - After moving over to any complex, there would be almost complete dependence upon Tech for housing as all other leases would have been ended. Thus the fraternities would be much more susceptible to rules. However, it is questionable whether it would make any difference whether or not the fraternities were located on Tech property if the Institute were to crack down.
- 2-Loss of bargaining position - Since the fraternities are now providing living space for a considerable number of Tech men, it is to the advantage of the Institute to let them continue as it effectively provides free housing as far as Institute funds are concerned. Thus the fraternities would be at present in a bargaining position as far as any rules are concerned. This would be true no longer after the fraternities move into the complex.
- 3-Long-Term View - Although the present administration appears very favorably inclined towards fraternities, there could be no assurance made by the Administration that changes would not be made as there might be a change of personnel. Thus, the relation of the fraternities to the Administration becomes one dependent upon the stability of internal fraternity program and action, and would be independent of type of housing. At the present time (and in the foreseeable future) the policy of the Institute is very lenient towards the social freedom of the students. The question of discrimination and state laws would be quite the same whether on Tech property or not.

532 Beacon Street  
Boston 15, Mass.  
May 18, 1950

Members of the Executive Committee  
of the MIT Fraternity Alumni Committee:

Although there will not be a meeting of the Executive Committee before the general meeting, it was suggested that a formal vote be taken by the Executive Committee on the Recommendation as presented in the copy of the Report as sent out by Jim Phillips.

The Recommendation reads:

"Further study should be made of the architectural possibilities of a fraternity housing project on MIT land. A majority of your committee after evaluating the factors, pro and con, which affect the basic objectives, responsibilities and freedoms of fraternity living, believe that in general these factors are favorable to the development of a proposed MIT plan and that none of the negative factors are strong enough to warrant an unfavorable recommendation at this time.

"The above recommendation naturally does not necessarily represent the opinions of the fraternities with which the members of this Committee are affiliated; rather it represents what the Committee members as individuals sense to be in the best interests of the fraternity system."

Please return the enclosed post card showing your vote on the above recommendation as the present recommendation of the committee as soon as possible. Any suggestions or other content of the Report would be appreciated.

Sincerely,

Jack Jacoby

25 May 1950

To All House Presidents:

This letter is to distribute to all fraternities at M.I.T. the latest developments re: fraternity housing on Institute property in Cambridge. This information is being distributed to enable the houses to consider seriously the problem and to alert their alumni organizations to the possibilities that lie ahead. Under no circumstances is this to be considered official, for it is still in the "maybe" stage. Here is what you have to work with:

1. Institute property along Memorial Drive may be opened to fraternities, and the type of program would include individual houses. This possibility has opened up as the result of the purchase of the Riverside Apartments. Before becoming a reality, it must be approved by the Corporation, however.
2. The areas at present under consideration are:
  - a. The parking area adjacent east of the Hospital.
  - b. The area west of Delta Kappa Epsilon to Riverside Apartments.
  - c. The area at present utilized by the Solar Energy house and project.
3. In the future, approximately ten years from now, the areas of Westgate and Westgate West may also be opened for fraternity housing.
4. Financing of buildings is important. This is an alumni problem.
5. Leases would probably be signed were the program started, but again the Corporation would be the final judge.
6. In the event this program becomes a reality, all fraternities will be notified and given an equal opportunity to submit requests for building plots that are thrown open. Final choice, in the event there were more than one fraternity desirous of building on one plot, would be decided by lots or other manner that gives all interested parties an equal chance.

Undoubtedly there are many questions that will arise from this. Unfortunately, because this is still in a very indefinite stage, these questions will probably have to remain unanswered until a more definite proposal and program can be formulated. Any further information will be sent to all fraternities as soon as possible.

Please remember in talking about this that the program is not definite, but merely in a "maybe" stage.

Sincerely,

Bill Shenkle, President  
I. F. C.



532 Beacon Street  
Boston 15, Massachusetts  
25 May 1950

Members of Executive Committee of MITAC:

Since the last notice went out concerning the vote on the proposed recommendation of the report, a new development has taken place which might well change our whole problem.

You are probably all aware of the recent acquisition of the Riverside Apartment Building on Memorial Drive for use as dormitory space. This will house about 600 students. Naturally this relieves a great deal of pressure from the housing situation—and probably postpones indefinitely the consideration of the housing complex we were investigating.

This would apparently relieve some of the demands on the land owned by MIT which was allocated to this housing complex. Dean Baker has informed us that there is the possibility that land might be available on a long-term lease for the private construction of about six fraternity houses—with the further possibility that over an extended period of years all fraternities desiring to move might have this opportunity. May I again emphasize that at the present time this is only a dream, but one which could conceivably come to reality.

In talking to Phil Peters, we felt that this made any consideration of our report by the whole group at this time somewhat premature, and suggest that we consider this new phase as a continuing Committee as soon as more definite information is available.

Any suggestions or comments you might have would be appreciated.

Sincerely,

G. Jack Jacoby

# REPORT OF THE EXECUTIVE COMMITTEE OF THE M. I. T. FRATERNITY ALUMNI COUNCIL

May , 1950

## Charge

".....to investigate, report and recommend a housing plan, either on M. I. T. property or elsewhere, which in the judgment of the Committee, best represents the future interests of the M. I. T. fraternities."

## Progress to Date

In carrying out the above charge, your Committee decided on the following procedure:

1. First, to relate the future interests of M. I. T. fraternities to any collective move to new housing either on M. I. T. land or elsewhere. Your committee felt it should weigh the factors affecting the objectives and "future interests" of the fraternity system to determine whether the system would be enhanced or limited by any move into new housing--irrespective of the architectural design of this housing.
2. If the first phase of this investigation indicated that a move to new housing would be to the best interests of fraternities, the Committee would investigate and recommend an actual housing plan for those fraternities who, knowing the factors for and against such a move, were still interested in obtaining new housing through the collective medium.

To date, your Committee has been concerned primarily with the first phase of its approach to the problem. However, a few meetings were held in conjunction with members of the Architectural Department to gain the benefits of the current architectural thinking at M. I. T. Your Committee met regularly during last summer and winter to discuss various aspects of the problem. The reports of sub-committees which studied these aspects in detail provide the basis for the following report:

## Recommendation

Further study should be made of the architectural possibilities of a fraternity housing project on M. I. T. land. A majority of your Committee after evaluating the factors, pro and con, which affect the basic objectives, responsibilities and freedoms of fraternity living, believe that in general these factors are favorable to the development of a proposed M. I. T. plan and that none of the negative factors are strong enough to warrant an unfavorable recommendation at this time.

The above recommendation naturally does not necessarily represent the opinions of the fraternities with which the members of this Committee are affiliated; rather it represents what the Committee members as individuals sense to be in the best interests of the fraternity system.

## Future Procedure of Fraternities in View of this Recommendation

Your Committee feels that each fraternity should make an individual decision as to whether or not any basic disadvantages of fraternities being grouped on the campus, irrespective of the architectural methods of housing, would prevent their entering such a plan. Those fraternities still interested in entering an M. I. T.-owned housing complex will then charge the Executive Committee to investigate the architectural problems; after which a final decision by the individual houses can be based on the actual plans.

### REPORT

- I. Objectives of the M. I. T. fraternity system
  - A. To aid men to develop physically, socially, intellectually and morally so as to best fit into business and social life.
  - B. To teach living in cooperation with group discipline.
  - C. To give the opportunity for practical experience in leadership and business management.
  - D. To provide the opportunity for receiving constructive advice and help from other men.
  - E. To provide adequate study conditions.
  - F. To provide ethical and spiritual leadership.
  - G. To encourage a broad cultural development.
  - H. To develop proper health habits.
  - I. To provide a center of social life.
  - J. To foster loyalty to school and to fraternity.
- II. Evaluation of building sites in the light of these objectives.

#### Sites off M. I. T. land

Using as a basis of its study prior investigations of possible fraternity off-campus housing, a sub-committee of the Executive Committee did not feel that there had been any change in the validity of the arguments which were previously found to rule out the idea. Although there might be possible sites within a mile of M. I. T. suitable for fraternity housing, financing a project without M. I. T. backing is unlikely. Your Committee has been assured that M. I. T. would not consider financing or backing an independent off-campus program. Moreover, there appears to be no possibility that either a bank or an insurance company would finance it. It was found to be

doubtful if in the foreseeable future individual fraternities would be able to raise, either collectively or independently, the necessary sums of money to build suitable fraternity quarters. Thus the idea of new fraternity housing off M. I. T. land was discarded by the Executive Committee as unworkable.

### Housing on M. I. T. land

Factors to consider regarding a building complex on M. I. T. land,

#### Physical Facilities

##### A. Adequacy of present available housing--

While M. I. T.'s fraternities certainly are far above minimum health and comfort standards, many houses are in need of extensive repairs due to Fire and Health Dept. rules.

Would an M. I. T. development provide more attractive and comfortable facilities than could be obtained in present available "Back Bay" housing with sizeable expenditures for refurbishing and repair? Two other factors affect present housing facilities:

1. The proposed highway along the Charles River may prove undesirable to those located on Beacon St. and Bay State Road.
2. Brookline is at present placing restrictions on fraternities which will prevent future expansion to that area.

##### B. Problem of elasticity--

In any housing unit set up by the Institute, there would be the problem of allowing for the expansion and contraction of individual fraternity membership from year to year. It is likely that this situation would be solved by the same means as at present-- i. e. pledging just enough men each year to fill a house; or providing additional sleeping rooms out of the house proper to take care of an abnormally large membership.

##### C. Problems of individualism--

In any possible plan of housing as provided by the Institute, there is the loss of some individualism of the houses except for interior decoration.

##### D. Proximity of M. I. T.--

There should be definite recreational advantages for fraternities on M. I. T. land because of the proximity of playing fields and other athletic facilities. However, the present housing unit (Westgate West) is not much closer to the main M. I. T. building than are many fraternities at present. It is questionable, therefore, whether a housing complex located where Westgate West now stands would be more convenient for school activities other than sports. The adjacency of the dormitories might conceivably be conducive to better fraternity-dormitory relationships.

## Finances

### A. Problem of basic subsidy--

Any on-campus housing, be it fraternity or dormitory, probably will involve M. I. T. subsidy. Accordingly, M. I. T. would become at least a partial supplier of students' housing needs. Many fraternity men feel that a fraternity system must be completely independent to be effective.

### B. Sales value of present housing--

There would be a low sales value of present housing in comparison to building costs. But, money obtained through sale of present housing might be used for specific decorating and/or interior construction of an on-campus project.

### C. Expenses of any housing plan--

Your Committee estimates that the cost per man for fraternity or dormitory living in a complex would be approximately equal. Due to the fact that fraternity men can live together in a smaller relative space than dormitory men, any savings in the cost of sleeping and study quarters may be applied to additional cubage for use in various common rooms such as dining rooms, libraries, etc. There would have to be union help (with consequent higher wages) for porters and waiter and cooks, however.

## Competition

### A. Problem of "all-Freshmen" Dormitories--

There is a very good chance that in the near future M. I. T. will provide dormitories in which all freshmen will be required to live. The affects of these dormitories on the present fraternity rushing system will be a serious problem. If fraternities do not enter a complex, would new M. I. T. housing and required freshmen experience with on-campus living put fraternities at a serious competitive disadvantage? On the other hand, if fraternities do enter a housing complex, would they tend to lose their individualism and identity to the extent that they would be better off to remain in present housing? Can fraternities remain in the most favorable competitive position by offering living facilities away from school? Even if an "all freshmen" dormitory system is not realized, will new dormitories for upper-classmen present a competitive problem that will force many fraternities to become inactive?

## Inherent fraternity aspects

### A. Self-Government--

On campus fraternity living in M. I. T.-supplied quarters may well produce some loss of business management of the fraternities by their own members. However, this loss could probably

be kept to the Steward's Department and some of the House Manager's functions, by having all services go through the house officers to the Administration, including rental payments. A more insidious problem would be in the possible gradual demoralization of the fraternities by the administration and their deterioration into eating clubs.

- B. Function in different type of housing--Any housing would be a different and untried type of housing. However, would this necessarily be any less satisfactory for the basic purposes of fraternity operation, although different in nature?

Relation to administration of M. I. T.

- A. Dependence upon M. I. T.--After moving over to any complex, there would be almost complete dependence upon M. I. T. for housing as all other leases would have been ended. However, if the Institute were to look up its fraternity system with disfavor, it is questionable whether a location either off or on M. I. T. property would make any difference.
- B. Loss of bargaining position with the Institute--Since the fraternities are now providing living space for a considerable number of M. I. T. men, it is to the advantage of the Institute to let them continue as independent units removed from the campus. At present the fraternities enjoy a very favorable bargaining position with regard to any formal "rules." This position will probably cease to exist if the fraternities move into a complex. Of course, even if they don't move and the Institute builds extensive dormitories, they may lose this bargaining position.
- C. Long-term view--Although the present administration appears very favorably inclined towards fraternities, there can be no assurance by the Administration that this relationship will continue to remain as M. I. T. personnel changes. The relation of the fraternities to the Administration is dependent upon the stability of internal fraternity program, fraternity conduct of its own affairs, the degree to which fraternities achieve their objectives and their contribution to the student body rather than on the location or type of housing. In the foreseeable future the policy of the Institute should be one of leniency towards the social freedom of the students. The question of discrimination and state laws would be approximately the same whether or not housing was located on M. I. T. Property.

Experience at other schools

At other schools where dormitory fraternity complexes have been erected (Willamette, Brown, Northwestern, etc.) experience indicates at first fraternities rebelled against the idea of a complex arrangement but later endorsed it. Of course, a perfect comparison of these other plans with the M. I. T. plan is impossible because of a wide variance in architectural design and location. We are informed by M. I. T. that any complex

here will be a multiple-story erection of at least 6 and probably 10 stories. However, it is apparently the idea of moving onto "college-owned" property and the fear of "administrative control" that repels fraternities more than the actual architectural design of the buildings. It is interesting to note that fraternities at the other schools which were studied by your Committee have not as yet suffered by such a move.

III. Statement by M. I. T. administration

April 4, 1950

Memorandum to the M. I. T. Fraternity Alumni Committee:

I am glad to have an opportunity to present to you answers to the several questions in your memorandum dated April 3. It is difficult to be completely definite, but I have tried to be as specific as possible in the answers to all these questions. Although this memorandum expresses my personal opinion, it has been reviewed by the Academic Council.

- 1. What is the Administration policy concerning the future of fraternities as independent social, fraternal, living groups at M. I. T.?

The Administrative Officers of the Institute believe that fraternities can be independent social, fraternal living groups and be assets to the educational program of the Institute. In expressing this opinion we recognize the same qualifications that we are sure are recognized by the M. I. T. Interfraternity Conference and the M. I. T. Fraternity Alumni Committee, namely, that at any time in the future it is possible that fraternities at M. I. T. might develop patterns of isolation from the central educational program of the Institute which could be considered detrimental. We must be sufficiently realistic to recognize that this has happened in other colleges and universities and could happen here. However, the M. I. T. record of responsibility for the general welfare of the Institute held by the I.F.C. is such that we have full confidence that fraternities can be beneficial to the total M. I. T. community. In this hope and expectation we are prepared to plan for the continuation of fraternities as contributing factors to the future life of the Institute.

- 2. What is the Administration policy concerning the desirability of having fraternities housed in Institute buildings?

The Administrative Officers of the Institute do not believe that it is in any way essential to have all of the fraternities housed on Institute land. We do believe it would be desirable to have a larger number of fraternities in more immediate proximity to the Institute than we now have. We believe that if a larger number were housed in buildings that may in the future be built by the Institute, we would have the possibility of a stronger community feeling. The present geographical isolation of some of our fraternities tends to detract from this desirable attitude. The Administrative Officers, however, recognize the desirability of the spirit of independence in our fraternities which prompts stronger attitudes of self-reliance and

responsibility; therefore, the Administrative Officers would express no opinion nor take any action which could be interpreted as pressure on any fraternity to move into quarters provided by the Institute.

The suggestion that some fraternities may wish to move into an M. I. T. housing complex is prompted by two factors:

- a) A belief that if about half of our fraternities are in closer proximity to the Institute we will have a stronger community.
- b) A belief that some of our fraternities because of inconvenience of distance and building problems might want to move to new quarters.

3. What, in general, is the Institute student housing program as it now stands and as it could logically be forecast?

a) We have recently purchased the Riverside Apartments in which we plan to house approximately 600 undergraduates. Prior to the purchase of this property our building plans called for housing accommodations for 1200-1500 students. With the new Riverside property our plans would now call for housing for 600-900 additional students. In this new complex there could be included as many fraternity units as there are fraternities which would desire to be included. At no time has our planning included the possibility of housing all fraternities that are now located in Boston. In round figures we had discussed the possibility of no more than ten of these twenty fraternities. These figures are obviously subject to change.

b) There is no limit to the number of fraternities participating in any housing plans.

c) Next September, 1950, we plan to house all freshmen who are not pledged to fraternities or who live at home or for financial reasons must live where they earn their board. We have discussed the possibility of housing all freshmen except those who live at home in Institute dormitories, at some future date. For the establishment of such a policy we must have, of course, the full cooperation of our fraternities. There are good arguments for and against. These must be carefully discussed and studied.

d) We have no definite timetable on new housing. It is impossible to build new housing without subsidy at sufficiently low cost to make rents within the means of our students. We, therefore, are awaiting financial contributions resulting from our Development Committee program to subsidize housing. When the Development Committee is successful, plans for new housing will be undertaken as soon as possible.

Everett M. Baker (S)  
Dean of Students



#### IV. Summary

Construction of fraternity housing complex by M. I. T. is encouraged because:

1. Much fraternity housing is in need of extensive repair at the present time. Money for repairs might be better spent in furnishing a new housing development which could provide materially greater health and comfort standards than is now available in many fraternities.
2. The proposed development appears to be the only medium through which fraternities may in the foreseeable future - obtain new housing. No feasible sites for building on other than M. I. T. land has been uncovered by your Committee. Fraternity financing of an independent project appears to be too great a burden for fraternities to bear even assuming that a building site was found.
3. M. I. T. will provide adequate student housing whether or not fraternities enter the proposed building complex.

Moreover, M. I. T. has tentatively indicated that it would like to house all freshmen on campus. These proposals present serious competitive problems to fraternities.

4. The proximity to the expanding recreational facilities of M.I.T. is an important reason why fraternity living could be enhanced by entering the proposed project. For all but the 6 or 7 fraternities now located on Memorial Drive on Beacon Street near Massachusetts Avenue, the distance to the academic buildings would be very much less.
5. It appears that the new highway development along the Charles River will have a negative effect on the desirability of Beacon St. as a location for fraternity housing.
6. A move into new building on the desirable site of land where M. I. T. is proposing to provide new housing should enhance, or should have no material adverse effect on the fundamental objectives\* of a fraternity system.

Of the 10 fundamental objectives outlined, your Committee feels that only one—"to provide the opportunity for practical experience in business management"—might be affected by the change. Even this objective need not be affected materially if the present strong relationship between the fraternity system and M.I.T. is maintained.

\* Referred to on page 3 of the report.

V. Construction of a fraternity housing complex by M. I. T. is opposed because:

1. Loss of independence: The M. I. T. fraternity system is highly successful because it is independent. The proposal subjects fraternities to possible dictation of membership policies, to

direct control of social activities, and deprives fraternities of their strong bargaining position—supplying student accommodations.

2. Loss of responsibility: Valuable training in self-management and in dealing directly with the public and alumni will be curtailed. Fraternities no longer would supply a student's home and principal center of social activity, thereby impairing the contribution they make to his education and development.
3. Loss of competitive position: The house desiring independent existence would be at a distinct competitive disadvantage in physical accommodations compared with houses in a subsidized complex.
4. Lack of financial justification: Construction costs are enormously high. M. I. T. could better restrict funds to moderate, not extravagant expansion of student housing. Union help would raise operating costs sharply.

W. Carleton Bartow—Phi Sigma Kappa  
Sidney H. Baylor—Theta Chi  
Edward F. Bowditch—Theta Xi  
C. Jack Jacoby—Sigma Chi  
Robert L. Johnson—Phi Gamma Delta  
Robert L. Kellner—Sigma Alpha Mu  
Samuel J. Mason—Lambda Chi Alpha  
James L. Phillips—Theta Chi  
Sam Rabinowitz—Pi Lambda Phi  
William W. Towner—Alpha Tau Omega  
Philip H. Peters—Sigma Nu, Chairman

MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
Office of the Dean of Students

March 24, 1952

Memorandum to Dr. J. R. Killian, Jr.  
Mr. J. J. Snyder  
Dr. J. A. Stratton

As a result of several specific requests for information from individual fraternities regarding moving to the campus, Mr. Snyder suggested an informal meeting be held to review the report on this subject of the Corporation Committee in 1951 and to make recommendations as to future procedure in implementing the policies laid down in this report.

On Wednesday, March 19, Messrs. Belluschi, Fassett, Kimball, and Kispert met with me in the Silver Room. Mr. Snyder was unable to attend but reviewed the situation with me the evening before.

There was a full discussion of all the implications involved in developing the West Campus and coordinating this development with changes on the East Campus and plans for possible acquisition of additional real estate by the Institute. It was the unanimous conclusion of the group that no arrangements should be made with any fraternity regarding moving to the campus until Dean Belluschi's Advisory Committee on the Development of Grounds and Buildings had acquired and digested all

information relative to the development of the West Campus and had drawn up for discussion and ultimate approval a long-range plan. I have asked Dean Belluschi to attach to this memorandum a list of the information his committee needs to proceed with a long-range plan.

Meanwhile, it was agreed I would report to the fraternities the reasons for delaying specific action, ask their continued cooperation in studying trends in fraternity thinking, and assure them they would be consulted in the final determination of the long-range plan.

E. Francis Bowditch  
Dean of Students

Spring, 1951

"AD HOC COMMITTEE ON FRATERNITY HOUSING"

Your committee was requested to examine and make recommendations on the following subjects:

1. Should Institute land be made available to fraternities?
2. If the answer to the first question is "yes," "then what are the more important conditions which should apply"?
3. If the answer is "no," "then what should the Institute's attitude be towards fraternities"?

In arriving at the conclusions outlined below, the committee has been influenced by the following assumptions:

1. There will be no basic change in M.I.T. policy towards fraternities.
2. It is considered generally desirable that students live in close proximity to the Institute.
3. The present policy of restricting the property west of Massachusetts Avenue to student and faculty housing will be continued.

CONCLUSIONS:

A. Your committee feels that Institute land should be made available to fraternities in accordance with the following conditions:

1. Land west of Massachusetts Avenue should be made available to the fraternities from time to time after the needs for the dormitories have been taken care of in accordance with the Institute's long-range plan.
2. In the event that all fraternities which desire land cannot be accommodated, the committee recommends that M.I.T. acquire additional land to be made available to fraternities as long as such purchase by M.I.T. and lease to fraternities represents sound investment for Institute funds.
3. Certain basic requirements pertaining to utilization of land and type and size of the house should be established by M.I.T., otherwise the desires of the fraternity shall govern the design. There should be no development of a consolidated fraternity housing unit unless it is desired by the fraternities themselves.
4. Title to the land should be retained by M.I.T., the land to be leased to the fraternity on a long-term basis, with some reasonable provision for renewal, for subletting and with provision for cancellation of the lease by M.I.T. in the event the fraternity materially reduces its normal fraternity functions. In this latter event, there should be provision for a fair payment to the fraternity for the house and improvements.

5. M.I.T. should provide no financial assistance except to the extent that endowment funds may be soundly invested.
6. Supervision by the Institute of fraternities should be limited to:
  - A. Financial supervision necessary to protect the investment of M.I.T. endowment funds.
  - B. Architectural supervision necessary to maintain design consistent with Institute policy.
  - C. Actions which may be required to prevent:
    1. Impairment of the good name and reputation of M.I.T.
    2. Damage to M.I.T. properties.
    3. Serious impairment of M.I.T. scholastic programs.

Domination of fraternities by M.I.T. should be avoided, and contacts should be maintained to the maximum practical extent directly between the proper M.I.T. authorities and the individual students.

B. If the number of applications from fraternities for land should exceed the amount of land available, the selection of the fraternities to participate should be influenced by the following considerations:

1. The record of general contribution by the fraternity to the objectives of M.I.T.
2. Soundness of the investment of Institute funds involved in each transaction.
3. Need of each fraternity for a property on the Institute campus as indicated by:
  - a. Inaccessibility of present property from the campus.
  - b. Number of students involved.
  - c. Inadequacy of present quarters.

C. Having completed the survey, the committee recommends that it be discharged.

Respectfully submitted,

F. J. Chesterman  
E. S. Farrow  
J. W. Powell  
H. E. Worcester  
D. F. Carpenter, Chairman

SUMMARY REPORT OF A MEETING HELD AT THE FACULTY CLUB ON  
APRIL 15, 1954 CONCERNING THE MOVING OF FRATERNITIES TO  
M.I.T.'S WEST CAMPUS

Among those present at the meeting were:

Chairman Dean Bowditch  
Dean Fassett  
Dean Belluschi  
Mr. J. Snyder, Treas. of the Institute

I The Carpenter Report to the Corporation (spring 1951)  
concerning fraternity housing and suggesting Institute policy  
was handed out

II Tentative plans set up by the Administration

1. Dean Belluschi

- certain specifications and zoning rules have been drawn up and the fraternities must abide by them.
- \* 40 men houses were considered to be the most desirable and the above specifications were drawn up with this in mind.
- individual houses were to be given a fairly free hand in design of their houses with MIT maintaining the right to approve or disapprove the design. ( It is hoped to be able to achieve conformity without uniformity )
- present plans call for parking spaces for 250 cars belonging to fraternity men, but this is subject to change.
- present plans call for 9 plots along the Drive ( 90' x 125' ) and 7 plots facing Briggs Field ( 70' x 140' ) to be allowed to fraternities.
- E & P is ready to supply heat and steam at a saving to the fraternities.
- reasonable estimates on cost are about \$5000 per student, but it is conceivable that the cost may be somewhat under the \$200,000 implied.

## 2. Mr Snyder

- character of commitments of West Campus  
s regards availability --- land along  
the Drive, except for the two lots which  
are under leases that will expire in 7 or  
8 years.
- Westgate and the married students housing  
should be amortized in 7 or 8 years, thus  
land should be available for fraternities  
in about 8 years.
- Institute is willing to lease land on a  
long term basis
- financial assistance  
" MIT should provide no financial assistance  
except- except to the extent that the endowments  
funds may be soundly invested. " - the  
present policy is to put not more than 10% of  
total investments into living facilities since  
the return is so small; therefore the fraternities  
should plan on doing their own financing.
- titles would probably be in Institute possession  
because of the tax advantages and to improve  
the ability of the houses to raise funds since  
donations could be made to MIT for a particular  
house and hence be tax deductible.

## 3. Dean Bowditch

- the above policies concerning titles etc.  
are only an attempt to make the possibility of  
moving more feasible and the administration  
has no desire to see the fraternities lose  
their present autonomy.
- The following are questions put forth by Dean  
Bowditch concerning the fraternities moving  
onto West Campus:
  1. Does the physical closeness, regardless  
of Institute policy reduce the autonomy  
and traditions etc. of the individual  
houses?
  2. With the many fraternities members  
living so close together, would it not  
be conceivable that conditions may arise  
in which it would be necessary for  
the Institute to intervene ?



3. Is the freedom of individual choice, where a man may accept or reject a bid without being ostracized, going to be eliminated.

Dean Fassett

- feels that any conditions that may arise in the moving of the fraternities may be settled through the means of the IFG.

DISCUSSION The following include some of the topics that were brought up and which were felt to have some bearing on the advisability of moving to West Campus.

1. Theta Delta Chi, due to a lack of space, leases a wing in Burton house and they feel that their contacts in the dormitory have been good for all concerned.
2. If the fraternities and dormitories are to be side by side, will they get along with each other or will there be some friction?
3. Why put fraternities across the river at all? (B. W. Ditch) answered the question as follows:
4.
  - Increased participation in MIT activities.
  - Closer communication with school & consequently the fraternities could
  - contribute more to the Institute.
  - Educational obligation of MIT to get all the students together.

It is the purpose of this report to outline the advance policy of the Institute in regards to the colonization of the West Campus by fraternities, and to show some of the difficulties, which must be taken into consideration.

Respectfully submitted,

Glenn D. Jackson  
Roger D. MacKay  
Barton Roessler

Appendix B

Surveys of other Colleges

Section 1: Reports of Surveys of other Colleges

Section 2: Sample questionnaires Sent to  
other Schools

Section 3: Sample Correspondence Sent to  
National Interfraternity Conference  
and National Fraternity Headquarters

Section 4: Copies of Housing Contracts  
a. University of Arkansas  
b. Emory University

Section 1

Reports of Surveys of Other Colleges

## SURVEY OF OTHER COLLEGES

An area of particular interest in attacking the problem of moving fraternity houses from private land to college property was what had happened at other colleges where such a movement had taken place.

We first wrote letters to three past National Inter-Fraternity Conference chairmen, followed by letters to presidents of M. I. T.'s twenty-five National Fraternities. All twenty-eight letters asked for the names of colleges where fraternities had moved from private to college land, and where fraternity housing projects had been constructed in the last fifteen years.

After receiving a reply from all the letters sent out, we compiled a list of forty-four colleges where there had supposedly been some active fraternity housing projects since 1940.

We decided to send a questionnaire to the Dean, the I. F. C. President, and each chapter house president at all forty-four colleges. The results were that we sent out forty-four Dean's questionnaires, forty-four I. F. C. President's questionnaires, and 772 chapter house President's questionnaires, each accompanied with a personal letter, a history of the fraternity system at M. I. T., and a return envelope.

For two months the questionnaires flooded into

our hands, and when they stopped coming in, we were amazed to find that fifty-eight per cent of those sent out had been filled out and returned. Most of them were accompanied with personal letters expressing interest in our work, and explaining in greater detail the conditions at particular colleges. The amount of thought many people put into the questionnaires was surprising and indeed quite helpful.

After separating the questionnaires under each college, and reading through the lot, it became quite obvious that many colleges had not had any fraternity construction for twenty-five years or more, and that many situations would be of no pertinence to our study. Consequently, we took 21 colleges which seemed to have valuable information and have written up synopsises of them on the following pages.

The colleges whose questionnaires were discarded because of irrelevance are listed on page 4.

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COLLEGES OMITTED

Alabama, University of  
British Columbia, University of  
Colby  
Connecticut, University of  
Florida Southern  
Florida State University  
Georgia, University of  
Hamilton  
Lehigh University  
Louisiana State University  
Maine, University of  
Mercer University  
Miami, University  
North Dakota, University of  
Pennsylvania State University  
Rhode Island, University of  
Ripon College  
Texas Western  
University of the South  
Washburn University  
Washington & Lee University  
Washington University (St. Louis)  
William & Mary, College of

University of Arkansas  
Fayetteville, Arkansas

3600 Undergraduates  
2600 Male Undergraduates  
900 Men in Fraternities  
16 Fraternities

Many fraternities at Arkansas had for a long time desired new houses, as the old ones were becoming irreparable. In 1951, the University devised a plan whereby the college would provide up to 75% of the required funds through a mortgage of 3.3% for 30 years, and would provide the land for the house at a 99 year lease at 1.00 per year. In all cases, the college would hold title to the house as well.

The five fraternities that were interested hired their own architects and were free to design them as they wished. There were no restrictions, and they had a plentiful amount of land, so the five houses range from large brick colonial structures, to low two story modern buildings. The new houses hold from 60 to 80 people in living quarters, and range in value from 160 to 260,000. All of them are in a row, side by side, and each of them is surrounded by a spacious lawn. The dormitories, while in the same general area, are not next to or side by side to the fraternity houses.

Insurance, maintenance, repair, etc. are included in the cost of \$15 per month per student which is the average figure paid to the college to pay off the mortgage



and "provide a safe reserve." After mortgage is completely paid up, the fraternity is given a new 99 year lease on the land and then continues paying the college for ordinary maintenances repairs, etc. When mortgages are paid up on the house, the title reverts to the chapter.

Dormitory-fraternity relations are excellent at Arkansas, for some fraternity men must live in the dorms. This includes the athletes and boys with low scholastic standing. The fraternities, however, far outstrip the dorms in social activity, with more participation in intra-murals, community activities etc.

Social rules are the same for fraternities and dormitories, although obviously more rigidly enforced in dorms. There have not been any new rules imposed after moving, and the fraternities seem content.

The Fraternity system at Arkansas is a very strong one, although the fraternities which can not afford to build new houses are looking into the future with pessimism especially in social affairs and rushing.

Note: Appendix contains a financial plan of Arkansas for fraternity and sorority housing.

Bowling Green State University  
Bowling Green, Ohio

Seven of the 14 fraternities at Bowling Green are located on campus, and are arranged in a horse shoe. The remaining seven are on private land and are scattered over parts of the city not more than three quarters of a mile from the school.

The college built this horse shoe arrangement in 1947 with finances coming from the state. The new fraternities are much larger than the old houses and consequently, social and study conditions are greatly improved. The fraternities in the horse shoe pay \$6,000 per year to the university for rent regardless of whether the house is full or not. This figure plus food, furniture and other incidentals have made the cost for the new fraternities decidedly greater than those off campus. This factor has brought about the serious problem of these new fraternities not being able to fill their houses each year. These newer fraternities have also found more pressure being applied to them in areas of social rules, house hours, etc., and several of the fraternities in the new horse shoe wish they were off campus again.

Brown University  
Providence, Rhode Island

2140 Male Undergraduates  
710 Men in Fraternities  
17 Fraternities

In 1951, the administration of Brown University decided to standardize living conditions for all undergraduates. The old fraternity houses, spread over College Hill in Providence, Rhode Island, were bought up by the University, and the fraternities were told that if they wished to continue they must move into the new facilities of the university. Fifteen of the 17 fraternities at that time were in bad financial condition with the college holding large mortgages on the houses; so although they saw the loss of their autonomy, most of them were glad to ease their financial problems.

The new university units, of which there are 9, are built around three quadrangles. In each unit 2 fraternities are located, one at each end of the building, and a dormitory in between. Movable partitions between the fraternities and the dorm make it possible to increase the number of rooms in the fraternity by decreasing the number in the dorm. Each fraternity has, aside from its regular single and two man rooms on the second and third floors, a library and a large living room on the first floor. The chapter room and additional study rooms are on the fourth floor. In the basement are a small kitchen, a recreation room for parties, and a pool room. New furniture for living room, chapter rooms recreation room

etc., was financed by each fraternity, in most cases through gifts and loans from fraternity alumni.

Each quadrangle has its main dining room where dormitory and fraternity men eat together. The same menu is served to all the students on campus.

Each student pays his own room rent and board to the university, this being the same for fraternity or non-fraternity men. The fraternity man also pays \$90 per year extra to the fraternity for social, rushing and other expenses. The fraternity also pays \$950 per year "Lounge tax" to the university, which covers maintenance, trash collection, and other incidentals. The fraternities have no house mother. The university maintains a very strict regulation of social functions, and many fraternities feel that the social rules have increased since they moved on campus. Although they are now all very much alike, and have lost most of their freedom, responsibility and autonomy, most members feel the system provides a very healthful and intellectual environment.

Davidson College  
North Carolina

800 Male Undergraduates  
85 per cent in Fraternities  
11 Fraternities

Fraternities at Davidson have only social houses. All students live in dorms. The fraternities eat in groups in boarding houses in town whereby the fraternity arranges with some lady in town for eating accommodations.

The eleven social houses are all owned by the college and are rented to each fraternity for \$39.50 per month. They were all built in the middle twenties, and all have equal floor space. Houses consist of front room, chapter room, small kitchenette, powder room and rest room.

Denison  
Granville, Ohio

1290 (50% male) Undergraduates  
85% in Fraternities  
9 Fraternities

Of the nine fraternities at Denison, seven of them are grouped in a circle just behind the academy buildings. The other two have downtown locations adjacent to the campus, on private land. All of the fraternity houses are big individual buildings, each valued at around \$150,000.

Two of the houses in the circle have been built in the last five years. The college helped finance these houses to a considerable degree, and yet the title remains in the hands of a Board of Trustees which is composed of fraternity alumni. The land the fraternity houses are on is leased to the chapter for 99 years at a dollar per year.

Rules at Denison, although under student jurisdiction, are plentiful and powerful, and are the same for fraternities, dormitories, and sororities. Social rules did not change with the move on campus due to their I. F. C. origin. The fraternity system is quite strong and has continued to grow and prosper in the last fifteen years.

Duke University  
Durham, North Carolina

4000 Undergraduates  
19 Fraternities

The fraternity housing at Duke consists of dormitories, the same as the University uses for everyone, but they are in their own quadrangle, away from the dorms. No fraternity has an individual house, but each has a section of a quad which it has the responsibility of keeping full. The fraternity sections are owned by the school, and each individual fraternity member pays for his own room, just as a dorm man would do. The average fraternity consists of from 25 to 45 members. Two extra rooms are provided, a card room for T. V., etc. and a larger living room for general relaxation. All students eat in several commons scattered throughout the campus.

The I. F. C., and the fraternity system as a whole, are quite weak. All regulations, finances, rushing rules, are controlled by the college administration, and few responsibilities are left to the fraternity group.

Comments of students answering questionnaire were:  
"feeble system, no individuality," "no responsibilities",  
"inconsistency in enforcement of rules."

It doesn't seem that the students are too happy with their new set-up.

Emory University  
Georgia

1300 Undergraduates  
900 male undergraduates  
675 men belong to fraternities  
14 fraternities

The procedure for building a fraternity house on the Emory campus on "Fraternity Row" is explained in full in the document received from that college which can be found in the appendix.

The administration of Emory University has, since 1929, been making its land available to fraternities and has been encouraging them with 60% aid in the form of a mortgage. Terms of the mortgage are from 3.5% to 4.0% for twenty years.

The fraternity houses are all located on a fraternity row. Each fraternity drew up their own plans with a private architect, but the university reserves the right to pass on the design before construction can begin. All the houses are of the old colonial style. The college has also included in the contract, with the fraternity who builds on college land, several rather binding agreements, many referring to house rules and inspection on rooms, as well as what will happen in case of default in payments and other financial agreements.

Social rules are strict and always have been, so that fraternities moving onto campus land had no fears of losing their autonomy. The fraternities at Emory live in a happy world with few responsibilities, and very little self-government.



Hanover College  
Hanover, Indiana

600 (50% coed) undergraduates  
200 Men in Fraternities  
5 Fraternities

Hanover college is presently making land available for fraternity housing and is also in the process of building three houses for fraternities. The college has the complete responsibility for the design and the financing of these fraternity houses, and consequently the college will own the houses, renting them to the fraternity at reasonable rates. The individual fraternity houses that are being built are costing \$110,000 and will house 36 men.

The fraternity men questioned were not happy with these arrangements, but because of the condition of their old houses and costs of building a new house saw no other immediate alternative. Two of the fraternities, however, were in a stronger position and purchased housing and land in 1954 adjacent to college land.

Illinois Institute of Technology  
Chicago, Illinois

4000 male undergraduates  
400 men in fraternities  
10% belonging to fraternities  
11 fraternities

Illinois Institute of Technology is what might be termed a "streetcar college" in that most of their students commute to the school daily, from Chicago and outlying suburbs. There is, however, a strong and spirited fraternity group on campus. Five of the fraternities are in an old mansion, each occupying a floor. This building and the land on which it stands were given to the school by an alumnus in 1940, and each fraternity now pays \$1300 rent per year to the school, excluding heat, power, etc. Four of the five remaining fraternities are "row houses" very similar to those M. I. T. fraternities on Beacon Street. These fraternities are on private land and are completely autonomous. The remaining fraternity group occupies four adjacent apartments in a new college apartment building. In all of the fraternity living accommodations, conditions are quite crowded.

Plans are now being made for construction of new fraternity housing at Tech. The school will own the land, giving a 99-year lease with an option on another 99 years. Each of the fraternities will have to provide at least 20% of the cost of the house, and the rest will be financed through the school at reasonable interest rates. Architecturally, the proposed fraternity housing would be on a "fraternity quad" basis, thus making the maximum use

of the land available. Progress is slow, however, for the smaller fraternities cannot afford the plan.

Kent State University  
Kent, Ohio

3250 Male undergraduates  
542 belong to fraternities  
15 fraternities

Sixty percent of the student body at Kent State commute to school each day; consequently, although some 540 men belong to fraternities, actually one half this number live in the 15 fraternity houses.

The fraternities at Kent have all been started in the last 15 years, and presently they all reside in old private homes valued at from \$8000 to \$45000. They are scattered all over town, but on the average the houses are only two blocks from the school buildings. The property in each case is controlled by an alumni corporation group.

The University is at present formulating plans for a fraternity row, but the financing is being left up to the individual chapter houses. The college is making its land available for lease of 99 years, and they have offered to pay for all improvements such as roads and utilities up to lot lines. Lot sizes will average from three quarters of an acre to a full acre. Limited capital means most houses will be of modern design, and each will maximize available social space for use of town men, commuters, etc. The fraternity row will be immediately adjacent to the dormitories. At this time there is nothing definite as to when it will all become a reality, and plans are not so set that the issue of interconnected houses versus individual houses has been settled.

University of Kentucky  
Lexington, Kentucky

6400 undergraduates

Although the response from Kentucky was unusually poor, several details were brought out which seemed to be quite important.

Phi Sigma Kappa and Pi Kappa Alpha are two fraternities which have just recently completed the building of new houses on campus land and who answered our questionnaires in some detail. These houses were designed and financed by the college. The houses each have 35 men living in them, and they are valued around 120,000 a piece. Such a house pays their alumni 565 a month who in turn pay the university. In 30 years enough money will have been paid out so that the fraternity can get a 99 year extension lease at a nominal rental fee (little more than cost of actual upkeep), but the house remains in University's ownership so that taxes, electricity rates, heat, etc. are reduced.

Of course it is really too early to draw any conclusions, but presently these two houses are very satisfied with their new quarters and have only one complaint and that is increased finances for the chapter's individuals.

The chapters that are still on private land are also extremely happy, and none of them have any desire to move into university sponsored fraternity houses.

Kenyon College  
Gambier, Ohio

431 male undergraduates  
350 belong to fraternities  
9 fraternities

At Kenyon all fraternities have an assigned section of the college dormitories. There are three dormitories with three fraternities to a dorm. The members of each fraternity, as individuals, pay the college for a room, but the fraternities each furnish their own "division." All freshmen spend their first year in separate dorms apart from the upper classmen. Each fraternity is allowed to set up their own rooming assignments within their "division," and if they should grow too large in number for their assigned space, rooms are found somewhere on campus for the overflow. All the students at Kenyon eat together in a central dining hall, and all social rules are the same for dormitory and fraternity men. A few of the fraternities also own a small lodge built on campus property where they hold their meetings and social functions.

Lafayette College  
Easton, Pennsylvania

1450 undergraduates (all male)  
848 undergraduates belong to a fraternity  
19 fraternities.

The nineteen national fraternities at Lafayette are scattered all over the campus, and different conditions exist for each house. Some houses are rented to the fraternity by the school, others are under the control of alumni organizations, and still others have turned over the title of the house to the school, with the school in turn providing financial assistance for renovations. The latter fraternities found that if the fraternity house is owned by the college, the donors could list their donations to the college as a tax deduction.

All of the fraternity houses were built before World War I and are now in a run-down condition; consequently the administration of the school has offered the above-mentioned plan and has also offered land on a 99-year lease for additional building. Nothing has happened yet as the finances are too big a hurdle to jump.

The Dean has in many ways tried to help the fraternities but presently he and the university look upon the fraternity system with a sort of tolerance, without recognizing what a great potential they hold for true education. The general result has been either persecution or a thinly veiled tolerance, but in most

instances without any assistance.



Lawrence College  
Appleton, Wisconsin

800 undergraduates (50% male)  
350 belong to fraternities  
5 fraternities

Just before World War II, Lawrence College built five new fraternity houses on campus for their five fraternities. They are individual houses valued around \$100,000 and are all grouped in a quadrangle very near the academy buildings. The college collects all fees for the fraternities but retains only the room rent, returning the rest to the fraternities for their own handling. The college owns both the land and the buildings.

Each fraternity sold its old house and threw its resources into the quadrangle plan. The college financed the rest with the help of gifts and loans from alumni, national fraternities, and local industries. The college is paying off the indebtedness through the room rent.

Although there was some apprehension at first with regard to the plan, after things got under way that vanished, and all around relations were much stronger than ever.

Several of the fraternities stated, however, that they have felt a definite increase in college supervision in fraternity affairs over the past five years; and the administration has the final say on all social functions.

From the replies of the fraternities on this point, it is evident that the increase in social restrictions came about through an increased inforcement of present rules rather than the passage of new ones.

The major changes, after moving on campus, have been improved relations between fraternities and an easement of the financial problem.

University of Maryland  
College Park, Maryland

12,520 undergraduates  
24 fraternities

The twenty-four fraternities at Maryland are scattered all over College Park, mingled in with private homes and sororities. In the last ten years, however, the college has made land available to fraternities and sororities on "Fraternity Row," a horseshoe just across from the college campus facing U. S. Route #1. Five fraternities moved onto this horseshoe, and are accompanied by five sorority houses. The fraternity and sorority houses are all brick and are of Georgian architecture. The horseshoe is on a slight plateau which has no trees, and a very small amount of grass.

The college helped these fraternities to move by offering them a mortgage up to 50% of the cost of the house. The land is leased to the fraternity on a long term basis, and the mortgage on the house is at 4% interest, to be paid up in twenty years.

Since moving on to campus land, the five fraternities have felt a definite increase in administration rule, both in social affairs and financial matters. Two fraternities on the horseshoe stated that they would never recommend a move from private to University property because of the natural trend for the University to take over certain responsibilities.

Northwestern University  
Evanston, Illinois

17210 undergraduates  
27 fraternities

Around the middle twenties, the administration of Northwestern began a vigorous building program which included the construction of new fraternity houses and dormitories.

The new fraternity houses have been built in quadrangles with each house very similiar in outward appearance. The exteriors were designed by the university but the interiors were subject only to the desires of the fraternity and the amount of money they wished to spend. Fraternities are at one end of the campus and sororities at the other end. The men's dormitories are located in the same quadrangles with the fraternities, and they also look very similiar to the fraternity houses. Twenty-one of the 27 fraternities have moved into the new houses, most of them in the twenties, a few in the thirties, and none since World War II. The six houses off campus at some distance from the college, are waiting until 1956 when the University is planning to continue its building program.

The university financed these fraternity houses by requiring a fourth down payment and then extending the chapter a mortgage for the rest to be paid off in 30 to 50 years. The title has remained in the hands of the university. When the chapter has paid off the mortgage

in full, the university will then hold \$1.00 of the mortgage so that they have the jurisdiction over whatever additions are made, etc.

The University presently maintains the grounds, furnishes central heating, water, electricity, maid service, and pays all taxes on the property.

Ohio Wesleyan University  
Delaware, Ohio

1824 undergraduates  
907 male undergraduates  
811 men belong to fraternities  
15 national fraternities

Thirteen of the 15 fraternities at Ohio Wesleyan are scattered over one end of the small town of Delaware Ohio, and are at distances of up to one half a mile from the college. These houses are quite old and are worth from \$12,000 to \$65,000.

A university project is now under way to group the fraternities on college land in a large circle. The two remaining fraternities, Sigma Alpha Epsilon and Phi Gamma Delta, just moved into their new colonial houses, and are presently the only houses that have been constructed in the planned circle. Six more are making plans for moving in the future, as soon as their reserves build up. These new houses were designed by the college architect in conjunction with the chapters and their alumni advisors. The college is leasing the land to the fraternities on a 49 year term renewable for another 49 years. The titles and the houses are being held by the college for tax purposes. Finances for these houses were proportioned as follows: 55% loan from college, 30% gift from alumni and 13% from sale of old houses. The terms of the loan with the college are 4% interest with 40 years to pay it off. The new houses are each valued around 175,000 and the contracting was handled by the university

The college administration plans rules on finances and social affairs; however, since the fraternities have just moved on campus, it is too early to say whether these will change or not.

University of Richmond  
Richmond, Virginia

2791 undergraduates  
1680 male undergraduates

About sixty per cent of the undergraduates at Richmond are town residents and do not live on campus. The remainder live in dormitories, and a few live in three fraternity houses, and lodges.

At Richmond there is a very unusual situation. There are twelve fraternities; three have houses, four have lodges, and five merely have rooms in the basement of the dormitories.

It seems that most of the fraternities lost their houses during the war, and then following the war, the administration of the school said "lodges or nothing" to those nine houses which had financial trouble. Four of these chapters have built their lodges in the last three years, and the remaining five have hopes of building theirs in the next few years.

A lodge is merely a social center, with two men living in it, the president and the house manager. The cost of constructing these lodges was approximately \$25,000. The university owns the land and leases it to the chapter for \$1.00 per year. The chapter owns the lodge, with the alumni extending a partial mortgage to the chapter. The majority of the \$25,000 in each case came from the sale of the old fraternity house.



University of South Carolina  
Columbia, South Carolina

3200 undergraduates (73% male)  
400 men belong to fraternities  
13 fraternities

The thirteen fraternities at S. C. have been striving since 1930 to acquire fraternity houses off campus. Because of a rather bad experience along this line in that year, the administration has been opposed to such a move, and its present policy is to have all fraternities on campus. This year, however, the president announced that any fraternity wishing to do so, could lease a house off campus for a period not to exceed one year. Previous to this year, all the fraternities were housed in dormitories on the campus. Each fraternity had a section plus two chapter rooms (which were the same size as the bedrooms) on the top two floors. The fraternities were very much dissatisfied with these arrangements, not only because of the rules but also because of the dilapidated conditions of the dorm-fraternity sections. So when the administration slackened the policy, three fraternities took a year lease on private homes near school. If at any time the university orders these fraternities back, their leases are cancelled within thirty days.

At present, South Carolina is engrossed in a very vigorous building program which includes new dormitory-style fraternity houses which are to be arranged on a

quadrangle on land just acquired. The first of these units is scheduled for completion by September 1955, and the second by February 1956. These two units will accommodate 12 and possibly 13 of the fraternities. Because of the university's policy of uniformity and continuity, the three houses off campus will be the first to be moving into these new quarters. The future set-up will be very much like that at Brown.

Southern Methodist University  
Dallas, Texas

2641 undergraduates  
1542 male undergraduates  
54% belonging to fraternities  
828 belonging to fraternities  
10 fraternities

Almost a majority of the students at S. M. U. live at home in and around Dallas, and only 220 students live in the 10 big Georgian fraternity houses, which were constructed in the middle thirties. These fraternity houses are both on college-owned land and off-campus on privately-owned land, but social rushing, and scholastic rules imposed by the college are the same for the two groups. The social rules are also the same for the dormitories.

At the present time, the college is offering land on a 99-year lease to any social organization with no charges whatsoever. They are willing to finance 60% (50%?) of the costs of the chapter house and are allowing the title to remain with the chapter or chapter alumni corporation. There are agreements, however, that if the fraternity should collapse or move, the lot and house go to the college.

Presently the college also supplies gas, power, and heat to the fraternities on college-owned land, and bills each fraternity monthly for this service.

The college requires their out-of-town freshmen to live in university dormitories. The result is that every Greek-letter organization has members on the pledge level

in men's dorms, and there are usually some actives who do not choose to live in a fraternity house, and stay in a dormitory. Consequently they have no particular problem between the two modes of housing, for they supplement each other.

Willamette University  
Salem, Oregon

1000 (50% coed) undergraduates  
280 male undergraduates in fraternities  
7 fraternities

At Willamette University, in Baxter Hall (an H-shaped building) four fraternities are located in the wings and a non-fraternity group in the connecting unit. All have fifteen two-men bedrooms and one one-man room, plus a large dining room, living room, den, and basement, all of which they have the right to furnish as they desire. The buildings are owned by the university and all members pay room and board to the school as though it were a dorm. There is a central kitchen in Baxter Hall from which food is distributed to the four fraternities and the non-fraternity group.

The administration of Willamette found this to be an excellent means of breaking the barriers between fraternities and dormitories, but the question can be raised as to the value of a fraternity as it exists at Willamette.

Section 2

Sample Questionnaires Sent to  
other Colleges

Section 2

Sample Questionnaires Sent to  
Other Colleges

Letter to I.F.C. President

We are three seniors, officers in the Interfraternity Conference at the Massachusetts Institute of Technology, who are doing a thesis on the problems involved in moving the M. I. T. fraternities from an "off campus" location to a new area on the college campus. One of the first phases of our thesis concerns an investigation of campuses where an individual or group movement has taken place in the past, and it is for this reason that we have written you.

Enclosed are a short resume of the fraternity system at Tech so that you may better understand our situation, and also a questionnaire that we should like to ask you to complete. We have also sent a different questionnaire to certain individual chapter houses on your campus inquiring into other aspects of the fraternity system at your college.

Presently we are completely revising our Rushing Pamphlet and are consequently looking in other I. F. C. pamphlets for new ideas. We would greatly appreciate it; if, when you return this questionnaire, you would also enclose a copy of your rushing pamphlet for which we would be glad to pay. Enclosed in this envelope you will find a label and some stamps which you may use on this envelope to return all material.

Thank you for your consideration of this matter.

Sincerely yours,

Glenn D. Jackson  
for the committee



Letter to Fraternity President

We are three seniors, officers in the Interfraternity Conference at the Massachusetts Institute of Technology, who are doing a thesis on the problems involved in moving the M. I. T. fraternities from an "off campus" position to a new location on the college campus. One of the first phases of our thesis concerns an investigation of campuses where an individual or group movement has taken place in the past, and it is for this reason that we have written you.

Enclosed are a short resume of the fraternity system at Tech so that you may better understand our situation, and also a questionnaire that we should like to ask you to complete. We have also sent the same questionnaire to other chapter houses on your campus which have brother chapters at M. I. T. The information you give us will be of considerable value not only in answering our problem, but also in helping your brother chapter here on the Tech campus in organizing their plans for the future.

Thank you for your consideration of this matter.

Sincerely yours,



Glenn D. Jackson, III  
for the committee

## History of the Present Situation at M.I.T.

There has been considerable discussion among fraternity leaders and the administration of the Massachusetts Institute of Technology of a proposal to move our fraternities onto the campus in Cambridge.

The fraternity system at Tech at present is somewhat unique in that only four of our twenty-six houses are located in the immediate area of the M.I.T. campus. The remaining twenty-two are located across the Charles River in Boston or Brookline, at distances up to two miles from the college. Under this system each house enjoys considerable autonomy, deciding for itself its house, social, rushing and scholastic rules. In addition each house is privately financed, mortgages generally being held by a local alumni association. Under such a system you can see that the plans of the Institute to make fraternity housing space available are viewed with considerable interest by a majority of the fraternities.

At the present time it appears that land will be available for this project in seven or eight years, and it will be leased to the fraternities on a long-term basis. The Institute Department of Architecture has already made a preliminary survey of the problem and has drawn up tentative plans for individual chapter houses of 40 men at an estimated cost of \$200,000. The fraternity would have the task of raising this money since the Institute does not have any money available for this project at this time.

Because of the new environment that fraternities would encounter, you can see that there is a great deal of concern among fraternity men regarding this move. Many questions have been asked us concerning other college fraternity systems. It is for this reason that we have taken the liberty of sending you this questionnaire with the hope that you can help us answer some of the questions.

QUESTIONNAIRE TO DEAN OF STUDENTS

A. Undergraduate Divisions

1. Number of undergraduates \_\_\_\_\_.
2. Number of male undergraduates \_\_\_\_\_.
3. Number of male undergraduates belonging to fraternities \_\_\_\_\_ . Of this number;  
What per cent live at the fraternity house \_\_\_\_\_ .  
What per cent live at home (commuters) \_\_\_\_\_ .  
What per cent live in the dormitories \_\_\_\_\_ .
4. What would you estimate to be the percentage of undergraduates from the state in which your college is located? \_\_\_\_\_ %.

B. Fraternity Finances

1. Does an undergraduate pay any fees to the college as a result of being in a fraternity (board, room, etc.)? Yes \_\_\_\_\_. No \_\_\_\_\_.

If Yes, please check the following items for which funds are collected:

- \_\_\_\_\_ Room
- \_\_\_\_\_ Board
- \_\_\_\_\_ Social fees
- \_\_\_\_\_ Dues
- \_\_\_\_\_ Other

2. Is your college at present making its own land available to the fraternities to build upon? Yes \_\_\_\_\_. No \_\_\_\_\_. If yes, please check the terms by which the fraternity uses the land;

- \_\_\_\_\_ Direct sale
- \_\_\_\_\_ Lease, Duration in years \_\_\_\_\_.
- \_\_\_\_\_ Other, please specify \_\_\_\_\_.

3. Has the college in any way assisted in financing the acquisition of fraternity chapter houses? Yes \_\_\_\_\_. No \_\_\_\_\_.

4. If yes, what average per cent of the cost of the house was financed by the college? \_\_\_\_\_ %

C. College Regulations Concerning Fraternities

1. Does your college place any rules upon fraternities?  
Yes \_\_\_\_\_. No \_\_\_\_\_.
2. If yes, in what areas do these rules lie? Please check.

Social \_\_\_\_\_  
Rushing \_\_\_\_\_  
Scholastic \_\_\_\_\_

(If it is possible, we would greatly appreciate a copy of the rules.)

3. Is there a difference in the rules for those houses on college owned property and those on privately owned property? Yes \_\_\_\_\_. No \_\_\_\_\_.

If yes, what are the differences?

4. Is there any difference in the rules between fraternities and dormitories? Yes \_\_\_\_\_. No \_\_\_\_\_.

If yes, what are the differences?

5. In your opinion, which rules have been the most controversial? (of the rules applying to fraternities)

6. How are the dormitory-fraternity relations at the present time?

QUESTIONNAIRE TO I. F. C. PRESIDENT

Name of College \_\_\_\_\_.

Present Fraternity System

1. Number of fraternities; National \_\_\_\_\_, Local \_\_\_\_\_.
2. Distinctions between fraternities on the following basis:

	Fraternities on <u>College owned land</u>	<u>Privately owned la</u>
a. Number of fraternities on;	_____	_____
b. Average distance from college;	_____	_____
c. Who holds title to these chapter houses?	_____	_____

Grouping of Living Facilities

1. In general, how are the fraternities grouped physically on the college owned land?
2. How are they grouped on privately owned land?
3. Where are the men's dormitories located in relation to the fraternities?

I. F. C. Regulations Concerning Fraternities

1. Does your I. F. C. have any regulations concerning fraternities?  
Yes \_\_\_\_\_. No \_\_\_\_\_.

If yes, in what area do the rules lie? Please check.

- \_\_\_\_\_ Rushing
- \_\_\_\_\_ Social
- \_\_\_\_\_ Scholastic
- \_\_\_\_\_ Other, Please specify \_\_\_\_\_.

If possible please enclose a brief outline of the rules, or a copy of them.

2. Are social rules of your college (referring to hours, liquor, etc.) different in the dormitories than in the fraternities?  
Yes \_\_\_\_\_. No \_\_\_\_\_. If yes, what are the differences?

3. What are the dormitory-fraternity relations at present?

History

1. Has there been an increase or decrease in the number of fraternities over the past fifteen years? \_\_\_\_\_. How many \_\_\_\_\_.

2. Has there been any movement of fraternities to college owned land from private land in the past fifteen years? Yes \_\_\_\_\_. No \_\_\_\_\_.

If yes, how many have moved? \_\_\_\_\_. What were the reasons for moving?

3. How have conditions (social, autonomy, etc.) changed with those houses that have made such a move to college land?

4. To what extent did the college finance the building of new houses on its own land?

5. What influences were present in the design of these new houses? (College, other houses, small land allotment, etc.)

QUESTIONNAIRE TO FRATERNITY HOUSE PRESIDENT

Name of College \_\_\_\_\_.

General Information

1. Fraternity name. \_\_\_\_\_
2. Size of fraternity. \_\_\_\_\_ Actives, \_\_\_\_\_ Pledges
3. Number of commuters in total of actives and pledges. \_\_\_\_\_.
4. Number of men living in house. \_\_\_\_\_.
5. Number of men living in the dormitories. \_\_\_\_\_.
6. Do pledges live in the house? Yes \_\_\_\_\_. No \_\_\_\_\_.
7. When do pledges move in? Please check.

- \_\_\_\_\_ Fall term, freshman year
- \_\_\_\_\_ Spring term, freshman year
- \_\_\_\_\_ Fall term, sophomore year
- \_\_\_\_\_ Spring term, sophomore year
- \_\_\_\_\_ Whenever they pledge
- \_\_\_\_\_ Other, please specify \_\_\_\_\_

Financial Information

1. Is your house on college owned land? Yes \_\_\_\_\_, No \_\_\_\_\_.
2. Who holds title to the house? Please check.

- \_\_\_\_\_ Alumni
- \_\_\_\_\_ College
- \_\_\_\_\_ Chapter itself
- \_\_\_\_\_ Other, please specify \_\_\_\_\_.

3. What year was your house built? \_\_\_\_\_. What year was it purchased? \_\_\_\_\_.
4. What is its present assessed value? \_\_\_\_\_.
5. How was the money to finance this house raised?

- \_\_\_\_\_ % Loan
  - \_\_\_\_\_ % Gift
  - \_\_\_\_\_ % Alumni mortgage
  - \_\_\_\_\_ % College mortgage
  - \_\_\_\_\_ % National mortgage
  - \_\_\_\_\_ % Other, please specify \_\_\_\_\_.
- 100 % Total



6. If you have a mortgage, what are its terms?  
\_\_\_\_\_ % interest, \_\_\_\_\_ years duration.
7. What are the terms of your loan, if any?  
\_\_\_\_\_ % interest, \_\_\_\_\_ years duration.
8. Do you lease your property from the college? Yes \_\_\_\_\_, No \_\_\_\_\_.  
If yes, please state the terms.

Architecture

1. What are the approximate dimensions of your lot?  
\_\_\_\_\_ feet X \_\_\_\_\_ feet.
2. What are the overall dimensions of your house?  
\_\_\_\_\_ feet X \_\_\_\_\_ feet.
3. Who decided upon the design of your house, if you built it?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ Your house  
\_\_\_\_\_ College  
\_\_\_\_\_ Other, please specify \_\_\_\_\_.

Reasons

1. If you have moved onto college owned land within the past fifteen years, please state what in your mind were the most important reasons for so doing. (Question is not applicable. \_\_\_\_\_)

How have conditions (social rules, autonomy, finances, etc.) changed within your fraternity as a result of this move?

2. If you still live on privately owned land, and college land is available, please state your reasons for not moving. (Question is not applicable. \_\_\_\_\_)

Section 3

Sample Correspondence Sent to  
National Interfraternity Conference  
and National Fraternity Headquarters

C  
o  
p  
y

October 24, 1954

Mr. Lloyd S. Cochran, Chairman  
National Interfraternity Conference  
5 Davidson Road  
Lockport, New York

Dear Mr. Cochran:

There has been considerable talk among fraternity leaders and the administration of the Massachusetts Institute of Technology of moving our fraternities onto the campus in Cambridge. The fraternity system at Tech is somewhat unique in that only four of our twenty-six fraternities are located in the immediate area of the M.I.T. campus. The remaining twenty-two are across the Charles River in Boston or Brookline, at distances of up to two miles from the college.

We are three seniors, officers in the I.F.C., who are doing a thesis on the possibility of such a movement. The first phase of our treatment concerns an investigation of campuses where such a move has taken place. We should like to hear from you concerning the names of colleges where fraternities have either voluntarily or involuntarily moved on campus, or where such a move is anticipated.

Thank you for your consideration of this matter, and we appreciate any leads that you may be able to give us.

Sincerely yours

Glenn D. Jackson III  
President of the I.F.C.

W. Chandler Stevens  
Treasurer of the I.F.C.

Ashton C. Stocker  
Executive Committee

Reply to: Glenn D. Jackson  
259 St. Paul Street  
Brookline, Mass.

-COPY-

October 22, 1954

Mr.  
President  
National  
Address

Dear Mr.:

There has been considerable talk among fraternity leaders and the administration of the Massachusetts Institute of Technology of moving our fraternities onto the campus in Cambridge. The fraternity system at Tech is somewhat unique in that only four of our twenty-six houses are located in the immediate area of the M.I.T. campus. The remaining twenty-two are across the Charles River in Boston or Brookline, at distances of up to two miles from the college.

We are three seniors, officers in the I.F.C., who are doing a thesis on the possibility of such a movement. The first phase of our treatment concerns an investigation of campuses where such a move has taken place. We should like to hear from you concerning the names of colleges where your chapters have either voluntarily or involuntarily moved on campus, or where such a move is anticipated.

Thank you for your consideration of this matter, and we would certainly appreciate any leads that you might be able to give us.

Sincerely yours,

Glenn D. Jackson, III  
for the committee

Section 4

Copies of Housing Contracts

a. University of Arkansas

b. Emory University

## UNIVERSITY OF ARKANSAS

Fayetteville, Arkansas

- -

Financial Plan for Fraternity  
and Sorority Housing

With the close of World War II the University of Arkansas found it necessary to accept a greater share of responsibility in the matter of student housing. Prior to that time, student housing at the University had not been a major problem, due to the relatively small student enrollment and existence of an adequate number of privately owned houses near the campus which could -- and did -- house those students who did not live on the campus.

The student enrollment at the University of Arkansas more than doubled the institution's previous peak enrollment within a few months after the end of the war. Further complicating the housing problem for the University, the population of the city of Fayetteville greatly increased during the war years without a corresponding increase in private housing facilities. As a result, private housing facilities for students were virtually non-existent at the time the institution was experiencing the great increase in enrollment.

It was necessary, therefore, for the University to secure a very large number of temporary housing units with the greatest possible speed and, at the same time, launch

a construction program of permanent student dormitories. Many of the temporary housing units have fulfilled their purpose and have now been discarded, but with completion of the new dormitories and with the retention of the more suitable temporary housing units the matter of housing students who are not members of fraternities or sororities is well in hand.

The problem of providing desirable housing conditions for fraternities, and sororities, remained acute. A number of the organized groups had built or purchased their own houses prior to the war, when costs were low. These groups were able to continue to utilize their own houses after the war, even though several groups found their houses too small for post-war needs.

A number of the fraternities had occupied rented houses prior to the war but gave them up during the war years. Because of the housing shortage, these groups found it very difficult -- if not impossible -- to find suitable houses for rent upon their return to the campus. Meanwhile, construction costs had increased so greatly the fraternities were not able to finance a building program.

Several new fraternities were organized on the campus shortly after the war, and they met the same difficult problems in obtaining desirable housing.

It was in response to these needs that the University of Arkansas, after careful study and full discussion of

the problem with representatives of the fraternities, adopted a financial plan for construction of fraternity and sorority dormitories. The plan was given formal approval by the Board of Trustees of the University on August 14, 1948.

The plan is essentially as follows:

To become eligible for University assistance in a housing project, the organized house must be in good standing under the rules and regulations governing organized groups on the University of Arkansas campus, and it must have demonstrated a stability of character and the ability to accept and discharge the financial responsibilities connected with the management of fraternal affairs.

Upon being approved for University assistance, the fraternity desiring to build contributes at least 25 per cent of the total cost of the structure desired, the contribution to consist of cash on hand, negotiable securities, or real estate, or a combination of these three types of assets. In event land constitutes all or a portion of the contribution its value is determined by an appraisal procedure approved by both the fraternity and the University.

The University then issues serial revenue bonds in an amount sufficient to cover the remaining portion (up to 75 per cent) of the building cost. Such bonds are issued under provisions of a legislative act authorizing



the University to issue revenue bonds to finance part of the cost of dormitory construction. Such issues are callable bonds, issued for a period of 30 years and are retired out of revenue produced from rental of dormitory rooms to students.

The fraternity dormitory may be constructed upon land donated by the organization, provided the site meets the approval of the University, or the house may be constructed upon a portion of the campus set aside by the University for that purpose.

The University reserves the right to approve or disapprove plans for dormitories so constructed, both from the standpoint of need of the group concerned and the standpoint of architectural design and materials specified.

Actual construction of projects of this nature is handled in exactly the same manner as other construction on the University campus. The University advertises for bids from contractors, awards the construction contracts, and supervises or arranges supervision of construction.

Legal title to fraternity dormitories so constructed is vested in the University of Arkansas, but the fraternity or sorority for which the house is built is granted a lease of 30 years -- the period covering the normal life of the bonds. Rental during this period is set at a figure sufficient to retire the bonds as they become due and also to provide a safe margin of reserve.

The rental figure now being used in these projects is about \$15.00 per month per student.

Upon expiration of the 30-year period -- or at an earlier date in event the bonds are retired in advance of the normal life of the bond issue -- the fraternity or sorority occupying the house is given a new 99-year lease.

The organized group occupying a house constructed under this financial arrangement manages the house as it would a fraternity-owned house, within the rules and regulations governing all fraternity housing at the University. The fraternity involved pays the utility bills and finances and manages its own food service.

Following is a copy of a contract, with names and figures omitted, which was entered into between the University and one fraternity:

AGREEMENT

This agreement made this \_\_\_\_\_ day of \_\_\_\_\_,  
 between The \_\_\_\_\_ of the \_\_\_\_\_  
 Fraternity, party of the first part, hereinafter called  
 the Fraternity, and the University of Arkansas, party  
 of the second part, hereinafter called the University,  
 in order to provide for the construction of a chapter  
 house for the Fraternity. It is understood and agreed  
 by both parties that there is no intention that the  
 University shall benefit financially from this agreement.

1. The University agrees to raise the sum of  
 \$\_\_\_\_\_ by issuing at the most advantageous terms, not  
 to exceed \_\_\_\_\_ per cent ( ) interest, \_\_\_\_\_ year bonds  
 which shall be an obligation of the University. The  
 Fraternity agrees to pay to the University over a \_\_\_\_\_  
 year period, annual amounts sufficient to meet the debt  
 service and bond retirement without cost to the University.  
 The funds thus raised shall be used solely to provide  
 \$\_\_\_\_\_ (approximately) for construction of the chapter  
 house and to provide a reserve fund for debt retirement.

2. At the time the bonds are issued the Fraternity  
 will convey to the University the property it now owns in  
 Fayetteville, Washington County, Arkansas, described as  
 follows:

For purposes of this agreement this property is valued  
 at \$\_\_\_\_\_. At the time the bonds are issued the  
 Fraternity will deposit with the Treasurer of the University

of Arkansas the sum of \$\_\_\_\_\_ in cash, to be used for construction of the chapter house.

Architectural plans and specifications for the construction will be provided by the Fraternity and for purposes of this agreement shall be valued at \$\_\_\_\_\_. The plans and specifications must have the approval of the University and the cost thereof will be included as part of the cost of construction.

3. Construction will be by the University under bids and in accordance with the established policies for constructing University buildings and every effort will be made to keep the cost of construction at a minimum. Terms of the construction contracts must be approved by both the Fraternity and the University.

4. The University will grant to the Fraternity a \_\_\_\_\_ year lease of the property under an ordinary lease agreement beginning at a date to be determined by the parties, but in no event to be later than the date the building is occupied by the Fraternity. The time and amount of the payments by the Fraternity under this lease will be fixed from time to time by agreement of the parties and will be sufficient to meet the debt service and actual cost of ordinary maintenance and essential repair. In this contract "ordinary maintenance and essential repair" means those items normally covered in an annual operating budget which shall be prepared by the Fraternity and

approved by the University. It is further agreed that the Fraternity may at its option pay all or part of the indebtedness prior to the due date and in accordance with the terms of the bond covenant.

5. When the payments by the Fraternity have discharged all obligations under paragraph 4 above, the University will grant to the Fraternity a ninety-nine year lease of the property under an ordinary lease agreement. Payments by the Fraternity to the University under this lease agreement will be determined from time to time by agreement of the parties, such payments to be only the amounts necessary for ordinary maintenance and essential repair of the property, including insurance

6. It is further agreed that the Fraternity retains the right to make expenditures for other repairs, additions and maintenance during all periods of any lease agreement which, in its judgement, may be desirable or necessary, providing only that the financing of such repairs, etc. will not interfere with the Fraternity's ability to meet its financial obligations to the University or lessen the structural soundness or value of the building.

7. The Fraternity, in addition to the payments aforementioned, shall pay all utility bills and for the expense of removal of refuse. The University shall be reimbursed by the Fraternity for any such services provided by the University.

8. Furniture and other equipment, except heating, plumbing and ordinary lighting fixtures will be provided by the Fraternity.

9. The University will insure the building against loss by fire and extended coverage in a good and responsible fire insurance company to an amount not less than   % of the insurable value of said building. All policies shall be payable to the University and any funds received by the University under any of the said insurance policies shall be used to restore the premises to their condition before the loss occurred, or shall be expended by agreement of the parties. Premiums are to be an item of maintenance.

10. The fraternity will be considered at all times to have an equity in the property based on its contribution made at the inception of the agreement and the amount of the debt retired through payments by the Fraternity in proportion to the total cost of the project. The University undertakes at all times to use every expedient means to protect this equity. If for any reason beyond its control the Fraternity is unable to continue payments under this agreement, the parties by agreement shall either:

- (1) make an attempt to salvage the interest of all parties concerned through an agreement altering the payments required under this contract, or interest some other group or persons in (a) occupying the property and paying rent to be applied to reduction of the outstanding

obligations or (b) purchasing from the Fraternity its equity under this agreement:

- (2) or the University may purchase the equity at an evaluation based on an appraisal made by three appraisers, each party appointing one appraiser and the two so appointed shall select a third;
- (3) or the University may sell the property at the best possible price under the requirements of the statutes of the State of Arkansas and retire the remaining debt, in which case any part of the purchase price remaining after retirement of the debt and payment of all expenses and obligations against the property will be paid to the Fraternity.

11. It is understood and agreed that the occupants of the building shall observe and conform to the general rules of conduct which the University has or may hereafter promulgate to govern the conduct of its students, and that the University will not interfere with any rules or regulations which the Fraternity may impose upon such occupants, so long as the same do not interfere or conflict with the general rules of conduct imposed by the University upon its student body. The intent and purpose of this clause is to give to the occupants of said building the same freedom of personal conduct and behavior in and about the building that would be given to them as men students residing in buildings not owned or controlled by the University.

SAMPLE: April 19, 1949

PROCEDURE TO BE FOLLOWED IN BUILDING A  
FRATERNITY HOUSE ON THE EMORY CAMPUS

I

Raise money equal to at least 40% of cost of proposed house.

II

Consult the Dean of Students concerning the form for the contract with the University. This form will anticipate:

- A. Depositing at least 40% of the cost of the house with the University Treasurer.
- B. Submitting approved plans and specifications and bids on these from an approved contractor.
- C. Then the University will contract to build the house.
- D. Specific plans for repaying the University the principal of its loan and 4% simple interest will be included in the contract. The interest rate may be adjusted depending upon the money market.

III

Select a lot and make written application for it to the Dean of Students. Upon approval of the University Building Committee, the lot will be assigned to the applying fraternity. If construction is not begun in less than six months after the date of assignment, a



new application for the lot must be submitted. In general, a fraternity which is ready to build a house may have its choice of any vacant lot on Fraternity Row.

#### IV

Have your architect consult with Mr. E. D. Ivey of the firm of Ivey and Crook on style and architecture and placement of house on lot.

#### V

Have your architect prepare plans and specifications, including plot plan, showing placement of house in relation to other houses on the row. Submit these with a list of contractors to the Dean of Students for the Building Committee's approval.

#### VI

Submit plans and specifications to contractors for bids.

#### VII

In the light of the contractor's bid, architect's fee, and other costs, work out final form of contract with the University, deciding the following:

- A. Amount to be borrowed from the University.
- B. Amount of monthly payments to the University.
- C. When and how payments are to be applied to interest and principal.

#### VIII

Take the following to the Building Committee and

execute the contract with the University.

- A. Final form of the contract.
- B. Statement of funds on hand.
- C. Bid from contractor.
- D. Architect's contract and any other obligation outstanding.

#### IX

Deposit (a) contract with the University and (b) such funds as are called for in this contract with University Treasurer.

The University will execute the building contract with the builder and proceed with the construction of the house.

SAMPLE: April 19, 1949

WHEREAS, Emory University is desirous of having additional buildings erected on its campus for the housing of its students, and

WHEREAS, the \_\_\_\_\_ fraternity is willing to provide funds for the erection and maintenance of a building in keeping with the architectural plan of said University, and satisfactory to it, provided it shall always be occupied exclusively by students of said Emory University, who are members or pledges of said fraternity, said students to be selected and the house to be managed entirely by the house committee or other authorities of said Fraternity,

NOW, THEREFORE, it is hereby agreed:

1. That said \_\_\_\_\_ fraternity shall have prepared plans and specifications for a house to cost not less than Fifteen Thousand (\$15,000.00) Dollars, or more than Thirty (\$30,000.00) Dollars, which plans and specifications are to be submitted to the Building Committee of Emory University for approval.

2. When the plans have been approved and a bid obtained from a contractor satisfactory to the Building Committee of Emory University, agreeing to erect said house for a price within the cost limits above provided, the amount of which bid is approved by the fraternity and when said fraternity shall have satisfied the Building Committee of Emory University that it has funds immediately

available toward paying for the erection of said house amounting to not less than 40% of the total contract price and shall deposit same with the Treasurer of Emory University will enter into a contract with said contractor for the erection of said house on the campus of said Emory University, at a point to be agreed upon between said fraternity and said Building Committee of the University. When the money deposited by the fraternity has been paid to said contractor on architect's certificates, according to the terms of the contract, Emory University will, from its funds, thereafter, on proper certificates from the architect, pay to said contractor the remainder of the contract price up to 60% of the total contract price. No extras are to be ordered without the approval of the Building Committee of Emory University, in writing, and no such approval shall be given until said Fraternity has made satisfactory arrangement for the payment of the cost of said extras.

3. After said house shall have been completed the same shall be occupied, managed, and maintained exclusively by the said fraternity. Said fraternity shall make payments to Emory University of not less than (\$ .00) per month for eight months per year (beginning with October 1 and extending through May 1). until it has paid an amount equal to the amount advanced by Emory University toward the costs of the house, with simple interest thereon at the rate of (4%) percent per annum. In the

event said fraternity shall at one time permit as many as three of said monthly payments to accrue and remain unpaid Emory University may, at its option, after giving said fraternity ninety (90) days' notice (written) of its intention:

(a) Suspend the license hereby granted and remove said fraternity from the control and right of exclusive occupancy of said house unless and until all accrued and unpaid installments shall have been paid. During said default said Emory University shall collect from each of the occupants of said house the same fees as it is charging for similar accommodation in its dormitory and shall have the right to manage and control said house as one of its regular dormitories. If at any time the fees thus collected (in excess of the expense incurred by Emory University in operating and maintaining said house) shall equal the amount due to that date under this contract, then the control and right of exclusive occupancy shall be restored to said fraternity so long as it shall comply with its obligations under this contract, but subject to the same remedy for subsequent defaults if and when they shall reoccur.

(b) Refund to said fraternity the amount invested by it in said house without interest, less a fair depreciation. In the event Emory University and said fraternity cannot agree on the amount of said depreciation, each shall select an arbitrator and if the

two arbitrators thus selected are unable to agree, they shall name a third, and the agreement of two out of these three shall constitute the amount of depreciation to be allowed. After said refund shall have been made any further interest of said fraternity in said house shall cease, and the same shall be thereafter owned and controlled by the University in as full manner as each and all of its other dormitories are owned and controlled.

In the event Emory University should at any time exercise option "A", it may thereafter while the default continues, by an additional notice of thirty (30) days to said fraternity of its intention so to do, exercise option "B".

4. Until Emory University has been paid the entire amount invested by it in said house, fire insurance shall be carried thereon at the expense of said fraternity payable to Emory University. In the event of any damages to the house the amount of insurance collected shall be used to restore and repair the house; but if the destruction of the house is complete, said fraternity may elect not to rebuild the house and may, at its option, receive the amount of insurance in excess of sufficient amount to repay Emory University for the amounts that it may have invested in said property, with four percent (4%) simple interest.

5. Emory University does not obligate itself to extend its water, gas, steam heat mains, or its electric

light lines to said fraternity building, but if and when it does extend them, or either of them, along the street in front of said house, said fraternity may connect with said mains or lines, but shall pay for the service at the same rate that the same costs the University; or at a fixed monthly amount to be estimated and agreed upon in advance, in lieu of meters.

6. No conduct shall be permitted in said house contrary to any of the laws of Georgia; nor shall any person intoxicated in any degree be permitted to remain in said house or to be harbored therein; nor shall any disorderly conduct be permitted; nor any conduct which would amount to the creation or maintenance of a nuisance, nor any conduct which is a violation of any of the general rules of said Emory University for the discipline of its student body; and said University shall have the right at any and all times, through any member of its faculty designated by it, to enter upon and inspect said house and each and every room thereof to see that said house is being managed and conducted in accordance with this agreement.

7. Said fraternity shall have a right, at any time that it continues to have any interest in said house under this contract, to transfer and assign its right to name, occupy and control said house to any other fraternity maintaining a regular license charter at Emory University, or to any other organization of the students or faculty

of the University recognized by the University, provided said transferee shall agree to thereafter comply with the fraternity's obligations under this contract, including the payment of arrearages if any. Said transferee shall thereafter be substituted in lieu of said fraternity as a party to this contract.

8. So long as the said fraternity shall comply with the terms of this contract, subject to the conditions and limitations above set out, said fraternity shall have perpetual right to the exclusive control and occupancy of the premises in the way and manner above indicated.

IN WITNESS WHEREOF, the said Emory University and the Fraternity, have executed this contract in duplicate. This the \_\_\_\_\_ day of 19 .

Emory University,

By

\_\_\_\_\_  
By



Appendix C

Financial Comparison

## FINANCIAL COMPARISON

As an average fraternity, we have taken a chapter that now has thirty-eight actives and pledges. Of this number thirty-two live in the house. The other six live in apartments within a half-mile of the fraternity and eat their meals at the house. The fraternity is located in the Back Bay area of Boston.

In moving the chapter to Cambridge, we have increased its total membership to forty-eight, all of which shall eat at the fraternity house. There will be only forty men living in the house, however. This will be about a 25% increase in membership which we feel will be in keeping with the Institute's probable twenty per cent increase in the freshmen class, and the increased number of men that are joining fraternities.

Our presentation of the problem will consist of first showing the monthly housebill each member receives in Boston and what he will receive in Cambridge. Then we will break-down the items of the present housebill to show what costs they cover, and how these costs will vary if the house should decide to move to Cambridge.

<u>HOUSEBILL</u>	BOSTON	CAMBRIDGE
Dues	\$10	\$10
Room rent	32	41
Kitchen	16	20
Food	40	40
Building fund	2	--
TOTAL	<u>\$100</u>	<u>\$111</u>

DUES

The first charge that appears on the monthly housebill is dues, which is charged for a nine month year and is collected from all the active members. This money is used for the various activities of the chapter other than the actual costs of running the house. A yearly breakdown of the dues is as follows for both Boston & Cambridge.

INCOME FROM DUES (9 months)	BOSTON	CAMBRIDGE
	\$3420	\$4320
EXPENSES		
Publications	175	178
Athletic program	95	130
Corresp. secretary	75	75
Pledge training	70	87
Social program	1500	1738
Scholarship program	20	20
Campus obligations	180	180
Miscellaneous	150	190
Common room rent	<u>1155</u>	<u>1722</u>
TOTAL	\$3420	\$4320

The income is derived by multiplying the number of men in the fraternity times \$10 per month times nine months.

Publications covers the publication of five alumni newsletters a year, and various house programs used by the social chairman. The three dollar increase is to cover the additional social programs needed because of the greater number of men in the fraternity.

The athletic program now consists of teams in football, basketball, volleyball, tennis, hockey, softball, and sailing. Two of these sports, football and volleyball, aroused so much interest in the house in the past few years, that with a bigger house of forty-eight men, we would have to enter an additional team in each of these sports. In that referee's fees are ten dollars for each of these sports, we would have to increase our budget by twenty dollars. The remaining fifteen dollar increase would arise because of the greater number of men and the consequent need for additional athletic facilities and equipment.

The amount spent by the corresponding secretary is left at its present figure because the budget covers Christmas cards, invitations, etc. sent to alumni, and this would not increase by moving to Cambridge.

The pledge training budget covers the pledge manual, material used during the pledge period, and costs arising because of initiation. The seventeen dollar increase is just a 25% increase over Boston due to the larger pledge class.

The social program covers three house party weekends, tickets to the I.F.C. dance, the annual house dance, a pledge party, a party for underprivileged children, and a faculty open house. A move increase the budget by \$238. One-hundred and fifty dollars of this amount comes from the fact that the three weekends costing \$200 apiece are now larger by 25%. Another increase comes in the number of I.F.C. tickets the house buys. One-fourth increase in the house calls for about eight more tickets for this weekend at a total cost of \$48.

The last increase of forty dollars is for the pledge party. Again the reason is the twenty-five per cent increase in the number of men in the house.

The scholarship program now consists of keeping the house trophies properly engraved and cleaned, and it is also used to keep the "bibles" in proper order. There is no foreseen increase in this expense.

Campus obligations covers the I.F.C. dues, the pages in Technique, subscription to The Tech, and the costs of receiving the campus radio station; all of which are fixed costs and would not change.

Miscellaneous is to catch all such items as flowers for various occasions, wedding presents, birthday gags, etc. This is also increased by 25%.

The two figures next to common room rent are essentially the amounts left over after all the other items have been budgeted, but are termed rent because it is felt that everyone should pay a little towards the upkeep and rent of the chapter room, recreation room, and the living room. If the dues didn't cover this amount, the men living out of the house would not be contributing anything to the common rooms cost, although they do use these rooms as often as those members living in the chapter house. This money, therefore, is added to the room rent in the next section and is spread over the house's wages, rent, and miscellaneous.

ROOM RENT

The next charge on the housebill is room rent. This

figure is charged only to those men living in the house and it covers the cost of maintaining the house and providing the services that those living in the house receive. This charge is for a nine month period, and its breakdown is as follows:

<u>INCOME</u> (9 months)	BOSTON	CAMBRIDGE
Room rent	\$8,640	\$14,760
Common room rent	<u>1,155</u>	<u>1,722</u>
TOTAL	\$9,795	\$16,482

EXPENSES

Rent to trustees	\$4,000	\$9,957
Wages	1,950	2,925
Operational expenses	3,825	3,600
Misc.	<u>20</u>	<u>-</u>
TOTAL	\$9,795	\$16,482

The above income is derived as follows:

For Boston -

$$(32 \text{ men})(\$30/\text{man}/\text{month})(9 \text{ months}) = \$8640/\text{school year}$$

For Cambridge -

$$(40 \text{ men})(\$41/\text{man}/\text{month})(9 \text{ months}) = \$14760/\text{school year}$$

The common rooms rent was carried over from the previous section and is added to room rent to give the total.

As to a breakdown of the above expenses both in Boston and Cambridge, we shall start with the trustees. A detailed summary of the trustees expenses will follow, but at this time it is sufficient to say that they pay the mortgage, taxes, insurance, etc. Naturally, due to the great big mortgage in Cambridge this figure is going to increase.

Wages in Boston presently cover those of a houseboy. This man is paid \$70 per week for 39 weeks, but only \$50 of his wages are charged to room rent. The remaining \$20 is charged to the kitchen because of his jobs as waiter and dishwasher. If the fraternity were to move to Cambridge, they would probably need an additional houseboy, as the present man is already working too hard. The new man's wages would also be \$70 per week, but it would be proportioned differently than the other houseboy's. This new man's salary will be budgeted \$25 per week to room rent, and \$45 per week to the kitchen.

The operational expenses cover utilities, repairs, phone rent, expendibles, fuel oil, workman's compensation, laundry, and the "pledge work-week" which comes during the week prior to the formal initiation. Moving to Cambridge would save about twenty-five dollars a month from the Boston figure of \$425 per month.

OPERATIONAL EXPENSES	(monthly)	
	BOSTON	CAMBRIDGE
Water bill	\$15	\$13
Light bill	100	100
Repairs	60	40
Phone bill	25	31
Expendibles	25	32
Fuel oil	150	125
Compensation	10	15
Laundry	25	31
Pledge work-week	<u>15</u>	<u>13</u>
TOTAL	\$425	\$400

The explanation for the operational expenses is as follows:

Presently the house's water bill is \$15 per month. This would be reduced to \$13 per month because of the cheaper water rates in Cambridge, even though there would probably be a 25% increase in the amount of water used.

The light bill will remain about \$100 per month. The rates in Cambridge are 25% less than in Boston, but this is the fractional increase in personnel we are planning for our house.

We have judged a savings of twenty dollars per month on repairs from the present sixty. This is only a guess, for the house will be new and we have never lived in a new fraternity.

The phone bill, the laundry bill for the house's sheets, and the expendibles each run around \$25 per month in Boston. Each of these expenses is multiplied by 1.25, thus accounting for the bigger house in Cambridge.

The workman's compensation will be \$5 more per month, because of the new houseboy that we added.

In talking with a local fuel oil company about the heating of a new house, we were informed that with a monthly oil bill of around \$150, we could probably save \$25 per month because of better insulation, even if the house were much bigger.

The amount set aside for "Pledge Work-Week" would also probably be less because of the newness of the house.

Thus, by saving \$25 per month, the operational expenses are cut down to \$3600 from \$3825 over a period of nine months.



8.

KITCHEN

"Kitchen", the third item on the housebill, is actually kitchen overhead and is a figure which covers other things than food. This is used primarily to eliminate Massachusetts Old Age tax on meals costing more than a dollar. By splitting up the food, labor, and overhead, it is possible for a house not to charge more than a dollar for a meal, and consequently the fraternity doesn't have to pay this tax. Presently, if a person is eating all his meals at this fraternity house in Boston (82 per month), his kitchen fee is about \$16 per month. This will increase to approximately \$20 in Cambridge, for reasons that will soon be seen.

KITCHEN INCOME (9 months)	BOSTON	CAMBRIDGE
	\$5390	\$8658
EXPENSES (9 months)		
Rent to trustees	\$800	\$2043
Wages	3510	5265
Miscellaneous	<u>1080</u>	<u>1350</u>
TOTAL	\$5390	\$8658

The kitchen income is derived by multiplying the monthly overhead figure as mentioned above by the number of men in the fraternity times nine.

Here again we find figures for rent. The kitchen presently pays part of the rent since it occupies part of the house and is used by those living in the house and those living out in apartments. In Boston the kitchen accounted for one-sixth

of the total rent, and in Cambridge this would also be approximately true.

The wages in the kitchen in Boston are charged as \$90 per week for 39 weeks. \$70 of this figure is the cook's pay and the remaining \$20 is what is proportioned to the kitchen of the houseboy's total wage of \$70 per week.

Wages in Cambridge cover three people and are \$135 per week for 39 weeks. This figure covers the \$65 per week of the two houseboy's wages that was not accounted for under room rent, and the cook's \$70 per week wage. For 39 weeks the total wages in Cambridge for the kitchen would come to \$5265.

The variances in the miscellaneous costs come from four sources, table linen, gas, dishes etc, and social security.

BREAKDOWN OF MISCELLANOUS UNDER KITCHEN (monthly)

	BOSTON	CAMBRIDGE
Table linen	\$36	\$45
Gas bill	\$15	\$13
Dishes etc.	\$43	\$53
Social Security	<u>\$26</u>	<u>\$39</u>
TOTAL	\$120	\$150

Presently, table linen is 36 dollars per month and the 1.25 multiplier would bring this up to \$45 per month. The gas bill runs about \$15 per month now, but the rates in Cambridge are 32% less than in Boston, so that even by increasing the house by 25%, we would still save two dollars a month. Dishes etc. includes soap, utensils, paper napkins, etc. and should also be multiplied by 1.25. Social Security

is just one-half again as much as it was in Boston because we have added an additional employee. Thus, the miscellaneous costs in the kitchen would be thirty dollars more a month in Cambridge, or \$270 per year more than the original \$1080 per year in Boston.

FOOD (Forth item on the housebill)

This cost of forty dollars per man per month for an eighty-two meal month is approximately what the house operates at to-day, and there is little reason to think that this figure should change. The discount rates for food hardly change for lots twenty-five per cent bigger than what is presently being bought.

BUILDING FUND

The last figure of two dollars on the housebill would no longer be charged in a new fraternity. Presently, this money is going into the building fund for a new house.

\* \* \* \*

TRUSTEES

A breakdown of the trustees income and expenses is as follows:

INCOME	BOSTON	CAMBRIDGE
Kitchen rent	\$ 800	\$2043
Room rent	<u>4000</u>	<u>9957</u>
TOTAL	<u>\$4800</u>	<u>\$12000</u>

The expenses are on the following page.

<u>TRUSTEES EXPENSES</u>	BOSTON	CAMBRIDGE
Mortgage	\$ 175	\$7605
Fire system	50	50
Taxes	1605	1309
Work-Week reserve	500	200
Major repairs	1500	281
Fire insurance	300	500
Rent to M.I.T.	---	2055
Carried to bldg. fund	<u>670</u>	<u>---</u>
TOTAL	\$4800	\$12000

Under the present system the trustees are paid \$4800 per year. This covers a fire system which will also be included in the new house. The cost should not change, however.

Taxes in Boston run at the rate of \$69.80 per \$1000 of assessed value per year. The taxes in Cambridge are those on the land; there being no taxes on the house. This area is discussed in detail in the main body of this paper to which the reader is referred for further information.

Work-week in Cambridge is less than in Boston due to the newer facilities. There will still be wear and tear on the house each year so that this figure cannot be expected to be eliminated.

The item for major repairs in Boston is based on a ten year average, and it covers repairs to such items as the heating system, furniture, lighting, and plumbing. In new

quarters this figure naturally would be quite smaller, but a reserve should be started for replacement of furniture etc.

Fire insurance may be expected to increase in Cambridge due to the fact that the building is worth more than the one in Boston and is also under a rather large mortgage.

Rent to the school is a new item which appears only under the proposed budget. This item is the share that the new fraternity will pay to the school each year to provide a return on the Institute's investment in the land. This topic is discussed more fully under the section Cost of Land in the body of this thesis.

Now for the mortgage payments. At present the house in Boston is carrying a very nominal mortgage and is paying it off at the rate of \$175 per year. On its new site the fraternity will be faced with a larger debt. Taking the most optimum figures for the purpose of this illustration, we have calculated the mortgage in the following manner.

#### CONDITIONS

1. The mortgage will run for 30 years at 4.50% interest.
2. The house will cost \$150,000. Interior decorations will cost not more than \$10,000.
3. The fraternity will be able to raise \$35,000 from sale of old house, alumni, bldg.fund, etc.
4. All of the above will leave the fraternity with a mortgage of \$125,000.

Referring to the chart under Mortgages in the main body of the thesis, you will find that the applicable burden factor for the above mentioned mortgage is \$5.07 per thousand dollars of mortgage per month. Multiplying \$5.07 by 125 (\$125,000 mortgage) and then by 12 (12 months in the year) we arrived at a yearly mortgage repayment of \$7605. Keep in mind, however, that these are the most optimum conditions for a mortgage, and as the principal and interest go up, and the time period for repayment goes down, this figure rises quite rapidly.

The method by which we calculated the different housebills under various mortgages in the section under Mortgages on page 111 is as follows:

TOTAL INCOME PER YEAR FOR PROPOSED FRATERNITY

From forty men living in the house

$$(40)(\$111/\text{month})(9 \text{ months/year}) = \$39,960$$

From eight men living out

$$(8)(\$70/\text{month})(9 \text{ months/year}) = \$5,040$$

TOTAL	\$45,000
-------	----------

TOTAL EXPENSES will be found on the following page.

TOTAL EXPENSES PER YEAR FOR PROPOSED FRATERNITY

Operations of house

Wages	\$ 8,190	
Dues	2,600	
Food	17,260	
Oper. exp. (room rent)	3,600	
Misc. (kitchen)	<u>1,350</u>	
		\$33,000

Rent to trustees

Mortgage	\$7,605	
Taxes	1,309	
Rent to M.I.T.	2,055	
Others (fire system etc.)	<u>1,031</u>	
		\$12,000
TOTAL EXPENSES		<u>\$45,000</u>

The item dues under operations of house in the above income statement is \$1720 less than that shown in the main section of this appendix under DUES. This is because the \$1720 Common Room Rent figure under DUES is carried into ROOM RENT and distributed under wages, rent to trustees, and operations in this section; and must be subtracted from the total DUES figure in that the latter three items are accounted for in wages, operation expenses, and rent to trustees in the above expense statement.

The only variable for a bigger or smaller mortgage is the figure \$7605 in the income statement. To calculate

another housebill with a different mortgage, simply put in the different mortgage payment per year, add up the new total expenses, subtract \$5,040 (amount paid in by the men living out), and divide this figure, first by nine ( 9 months per year for income), and then by forty (40 men living in the fraternity). The resulting figure will be the new housebill.

An inconsistency comes about in this analysis, however, for the increased rent due to higher mortgage payments is not absorbed at all by the men living outside the fraternity house. Because the man living out pays so little towards the actual rent of the building in the first place\*, and because the different mortgages only give a small percentage increase, and thirdly because as mentioned before, the man living out is not expected to pay too many of the overhead costs, we have neglected this inconsistency.

\* \$50 of the \$70 housebill for the man living out is fixed because of food and dues. The kitchen to which he pays the remaining \$20 per month is the only item that would be affected by a change in mortgage. The kitchen, however, pays only 1/6 of the total rent to the trustees, and an increase in the mortgage would really have little affect on this \$20 figure, let alone the total housebill of seventy dollars.



Questionnaire to MIT Fraternities

FRATERNITY QUESTIONNAIRE

1. No. of men in fraternity? (total of actives and pledges) \_\_\_\_\_
2. No. men living in the house \_\_\_\_\_
3. No. of men served at table. \_\_\_\_\_
4. No. men living in dorms. \_\_\_\_\_
5. No. men living in apartments. \_\_\_\_\_ Annexes \_\_\_\_\_
6. No. men commuting. \_\_\_\_\_
7. Approximate date of construction of house.
  1. Before 1900 \_\_\_\_\_
  2. 1900 to 1925. \_\_\_\_\_
  3. Since 1925. \_\_\_\_\_
8. Date purchased. \_\_\_\_\_
9. Amount \_\_\_\_\_
10. How purchased? \_\_\_\_\_ By percents  
\_\_\_\_\_ Alumni mort  
\_\_\_\_\_ loan  
\_\_\_\_\_ Gift
- 10a. Mortgage amount and duration, please include terms, amount paid monthly and years to run, \_\_\_\_\_
11. Present sale price of house \_\_\_\_\_ (approximate)
12. Who holds title to your house. \_\_\_\_\_
13. Who holds title to your land. \_\_\_\_\_
14. Loan terms, if any.
  1. Amount \_\_\_\_\_
  2. Interest \_\_\_\_\_
  3. Time period to run \_\_\_\_\_
  4. Total time of loan \_\_\_\_\_
  5. Amount of montly payment \_\_\_\_\_
15. Do you rent your main house \_\_\_\_\_, if so how much monthly \_\_\_\_\_
16. Annual real estate taxes. \_\_\_\_\_
17. How much do you spend on maintenance, outside of decorations, during the year \_\_\_\_\_

18. How much do you spend on work look \_\_\_\_\_
19. What do you feel to be the general condition of your house \_\_\_\_\_
20. At the present time, do you own or rent any other property, such as  
apartments, \_\_\_\_\_  
o If so, how many rent live there \_\_\_\_\_  
What is the rent per month \_\_\_\_\_

The following questions pertain to the proposed move of the fraternities onto college owned land, specifically Westgate and Westgate West. If you feel that your knowledge on any particular question is not sufficient to answer, please so state. It is to your advantage to be as specific as possible in answering all the following questions. Remember, that this is just the first questionnaire to find out your background information. We will be back to discuss the matters further when we have an idea of the lay of the land at the present time. It is hoped that at that time we will be able to answer all your questions.

21. What is the general consensus of opinion among the chapter regarding this proposed move on campus.

Are they in favor, Yes or No.

Please explain, list reasons of members explicitly for and against.

22. What areas do you feel are vague at present and should be clarified:

23. What do you feel that the optimum set up would be for such a move in regard to.

Location

Architecture

Finances

Rules and regulations

24. Do you have a building reserve, or sinking fund, \_\_\_\_\_  
If so how much \_\_\_\_\_
25. What is maximum amount you feel that the men in your house  
could afford to pay for room rent per month. \_\_\_\_\_
26. What financial aid do you think that you could get from your national  
if you should move \_\_\_\_\_
27. Approximately, how much do you think you could raise from your  
alumni \_\_\_\_\_

House Number 3

This house was built as a fraternity house in 1916-1917. At the present time they have 33 members, 30 of whom live and eat in the house, one is living in an apartment and the other two are commuting. When they built, the cost of construction was \$50,000. This money came from gifts and a bank mortgage. Presently they are keeping a \$1000 5% token mortgage which has no due date. Real estate taxes are \$2000 per year, which come out of the \$500 per month the chapter pays the trustees. They could give no estimate of maintenance or work-week expenses because of yearly variance. In spite of its age, the house is in good condition, and this coupled with the fact that they are presently adjacent to school land caused them to decide not to move. Because of their desire not to move, they did not answer the questions pertaining to what amounts could be raised from their alumni or the amount of their building fund.

House Number 21

Presently the chapter numbers 35 with 24 men living and eating in the house. Six of the remainder of the chapter are living in apartments and the other five commute from home. Their house, purchased in 1947, was built before 1900. At the time of purchase, the price of \$18,500 was raised as follows: 85% alumni mortgage, 10% loan and 5% gift. The

mortgage is paid off by quarterly payments of \$500 and runs for 12 years. The sale price now stands at \$17,500. With a yearly tax of \$1400 they pay the trustees \$480 per month. Maintenance runs an additional \$300 a year plus \$150 for Work Week. The general conditions of the house seem to be fair, and the members are in favor of moving. They could raise \$10,000 from their national, \$2000 from their alumni and have no building fund. The maximum room rent they can presently afford is 30 per man per month.

#### House Number 38

Bought in 1937 for \$8000, the house now has a membership of 37 men. Twenty-seven live in the house, the other ten staying in rooming houses or apartments. All the men eat at the house. At the present they have a \$5000 mortgage with M.I.T. which is due in June of 1956. They gave no estimate of the house's present worth, but stated that they spend about \$1200 per year on maintenance and \$600 on work week. The trustees are paid \$600 per month to cover the taxes and maintenance. They believe that the interior of the house is in good shape, but that the house is of poor construction. However, at the present time they are not in favor of a move. If they should change their minds, they have a \$300 building fund and could possibly get \$10,000 from their alumni, but their national could not loan them anything. They state that the maximum housebill per man should not go over \$90 per month.

House Number 77

Located in Cambridge, the chapter roster numbers twenty-eight men, all living and eating in the house. Constructed between 1900 and 1925, the house was a gift from the alumni. At present, they feel that it is worth \$60,000. Their alumni own the house and land and charge the house \$600 a month for rent. Out of this rent comes their taxes, amounting to about \$2500 per year. They figure that they spend \$1000 per year on maintenance and have no work week. The condition of the property is rated as good-to-excellent. As a result of this and their location, they are against moving to another house. However, they do have a sinking fund, but did not disclose the amount. They are not sure of the amount that could be raised from their national or alumni and don't state what they feel the maximum monthly rent per man should be.

House Number 41

This house has 31 men, with 26 living in the house. Three men commute, and two others live in an annex which costs \$60 per month. The house was built before 1900 and was purchased in 1923 for \$41,000, the money coming from Mass. Hospital Life Insurance Co. on a \$28,000 mortgage and the rest from non-interest-bearing notes of the alumni. The mortgage was retired in 1954. They now feel that the sale price of the house is \$24,000. The only loan that is outstanding is the non-interest-

bearing notes of the alumni. The rent is \$500 per month and goes toward paying the \$1600 a year real estate taxes. Their maintenance is about \$1120 per year with \$400 more being spent on work week. They feel that the house is in good shape and are against moving across the river. They do have a sinking fund of \$8000 and don't believe they could get any aid from their national and no more than the \$18,000 in notes that they have from the alumni. The maximum room rent would be \$20 per man.

#### House Number 100

This group has 34 men but only 17 live in the house. However, all of the men eat at the house. The rest of the men are divided as follows: apartments 1, annex 10, and commuting 6. Their house was built between 1900 and 1925 and was bought for \$15,000 in 1929. The money came from a bank mortgage and alumni stock. At the present time they have a mortgage of \$4000 at 4% with \$350 of the principal being paid off each year. The present worth of the house is estimated at 20,000. The alumni rent is \$300 per month which also covers the yearly taxes of \$660. The maintenance amounts to \$200 per year with an additional \$200 being spent on work week. Their annex costs them \$367 per month and houses ten men. Their house being in fair shape, they are in favor of moving to Cambridge. They have a building fund of about \$4000 but feel that no help is forthcoming from either their national

or alumni. If they moved, they would not want to pay more than \$35 per man for room rent.

#### House number 65

This house presently has 56 men, with 40 living in the house. All but two of the men eat at the house. Fourteen of the men living out live in an annex and the other two in an apartment. Their house was built before 1900 and would bought in 1950 for \$36,000. Eighty-six per cent of the money came from a mortgage and 14% from a loan. They now owe \$18,600 on the mortgage and pay \$75 per month toward its reduction. It is due this year, but is to be refinanced. The present sale price of the house is believed to be \$40,000. Currently they have an outstanding loan of \$1075 with an interest rate of 5% which is to be paid off this year. Their taxes are \$2100 per year, and maintenance runs another \$1200. Their average work week expenses are \$250. Their annex costs them \$420 per month. The house is felt to be in good shape and at present they are unanimously against any move to campus. They have no sinking fund and feel they could get no help from their national and only about \$400 from their 50 alumni. Thirty dollars per man per month is the most they could afford for room rent.

#### House Number 15

This house is composed of 46 men with 36 living and



eating at the house. The other 10 live in apartments in and around Boston. Their present house was built about 1900 and was purchased by them in 1921. At that time they spent \$75,000 for it. This money came from the following sources: alumni bonds 80%, loan 15% and gifts 5%. They believe they could get \$60,000 for the house if it were to be sold today. As is the case with all the houses, the land and title are in the hands of an alumni corporation. They pay the alumni \$5600 a year rent. Their maintenance and utilities run about \$7900 a year, with an additional \$350 for work week. They feel that their house is in excellent shape and do not desire to move. However, if they should move, they can afford \$35 per man for room rent. They have a building reserve, but are unsure of its total. Their national couldn't afford too much help, but they believe that their alumni would give them \$5000 and loan them an additional \$40,000.

#### House Number 63

Fraternity sixty-three has 53 actives and pledges. Of this number, 30 live in the house and the kitchen serves 48. They have 22 men living in apartments and one man is commuting. The house was built before 1900 and was bought in 1926 for \$4500 which was raised with the aid of an alumni mortgage. They believe the present sale price is \$2500. A trust holds title to the property and receives \$600 a month from the actives and pledges to go toward paying the taxes, \$1800 per year, and the building fund for a new house. They believe

their maintenance runs about \$850 per year. This excludes the general utility and fuel cost and represents only that spent on repairs. In addition they spend about \$250 each work week. Believing the house to be in fair-to-good shape, they are not in favor of moving. Their building fund now stands at \$20,000. Their national will loan them about \$50,000, but they are not sure of the alumni contributions. As with a number of houses, they are striving for a \$35 monthly charge for room rent.

House number 66

This house has 31 members with 26 living in the house. They serve 30 men at the table. None of the men live in the dorms, but four are living in apartments and one man is commuting. They built their house in 1926 as a fraternity house at a cost of about \$100,000. This money was raised by 30% alumni mortgage and 70% gifts. They now have a 6000 mortgage which the Institute holds. They are not sure of the present worth of their house, but insure it for \$100,000. Their alumni charge them \$400 per month for rent. Maintenance and work week combined run about \$1500 per year. They are not in favor of moving as they are now adjacent to the campus. If they should move, they figure that \$40 per man per month is the most they could afford. Their funds would have to come from their alumni as they have no sinking fund and don't believe that the national could give them much aid.

## House number 69

With a total membership of 39 men, 32 live in the house. One man is commuting and the other six live in apartments. The table serves about 39. The house was built in 1880 and the fraternity has occupied it since 1918. However, they did not buy it until 1924, at which time they paid \$20,000. This money came half from the sale of the old house and half from an alumni mortgage. They have a token mortgage of \$3500 at 5% interest and keep this only for tax purposes. They feel that they could get \$15,000 if the house were to be sold today. Their trustees collect \$600 a month for rent and taxes, which are about \$1600 per year. Maintenance is about \$1000, and work week runs an additional \$1500 per year. Believing the house is in average shape, at present they are split evenly about moving. They do have a building fund which is mounting at the rate of \$60 per month and is now over \$14,000. The highest rent they could afford is \$30 per man per month. However, they feel that they could raise over \$150,000 from their alumni and the remains of the amount needed from their national.

## House number 47

House number 47 is one of the largest houses, totaling 50 members. Of this number only 28 live in the house and the rest live in apartments. They feed all 50 at meal times. Their house was built in 1894 and was purchased by them in 1941 at a cost of \$35,000 all of which came from a loan. With a

mortgage of \$5000 they have been paying \$1000 per year and now have only one year to go. Their trustees collect \$980 a month rent for taxes and upkeep. Maintaining the house costs about \$1000 a year with an additional \$400 being spent on work week. Feeling that the house is in good shape, they do not desire to move. However, they do have a building fund, but don't feel that they could raise much either from their national or the alumni. As is the case with a great number of houses, the top room rent is \$40 per man.

#### House number 22

This house numbers 40; 34 are served at the table and 30 live in the house. Three men live in the dorms, four in apartments and three commute. Their house was built before 1900, but was bought in 1948 from funds which came equally from an alumni mortgage and a loan. They don't state what they paid for the house, but believe its sale price is \$40,000. This house is unique in that because of the loan, a bank holds title to the house and the alumni own the land. Their trustees are paid \$3500 per term to cover the loan and taxes. The operating costs are \$4000 per year, including utilities. Work week expenses vary between \$300 and \$400 a year. They rate the house as being in very good shape and have no desire to move. However, they are starting a sinking fund and feel that they could not get much help from their national.

House number 11

This house has lately expanded to 50 men, but the house only holds 25. Consequently, they have four men living in apartments, two commuting and 19 in an annex which cost \$515 a month. Forty-five of the men eat at the house. Their house was built in 1865 and was bought by them in 1927 at a cost of \$35000 all of which came from mortgages. The unpaid principal of the mortgage is presently \$9000 and runs until December 31, 1957. The interest rate is 5%, and they pay 250 per month toward retiring the principal. The present sale prices are set between 20 and \$25000. The trustees hold title to the house and land and charge the chapter \$469 a month for rent and taxes, the latter being \$1400 per year. As for maintenance, they spend about \$35 a week or a total of \$1050 per year. Work week expenses vary from \$300 to \$1000 per year. The general condition is rated as good, but they feel that the house is wearing out rapidly. At the present time, they are split about moving with 17 in favor and 18 against. They have started a sinking fund, but it is being used to retire the principal on the mortgage. The charge is \$2 per man per month. If they should move, they feel that they could get \$30000 from a loan at five per cent and another \$3000 loan for chattels. Their alumni not being too strong, they could hope for only about \$1000 from them.

House Number 51

This house is really two houses connected together. That chapter's strength is 43 men, 41 of whom live in the house. The other two men live in an apartment, but all 43 eat at the house. The houses were built before 1900 and bought in 1915. At that time one percent of the money was a gift, and the rest was in the form of an alumni mortgage. They feel that selling the houses today would bring \$10,000. Taxes are \$1200 a year, but the figure for maintenance and work week varies so much that they could give us no average. After 40 years they feel that the house is getting old, but they are 95% against moving across to school land. If they should change their minds, they think that they could raise the total needed for a new house from their building fund, alumni and national.

House number 27.

Although this house has 28 men living in it, the fraternity rolls show 26 members. The excess of roomers over members is due to the fact that 4 alumni are still living at the house, while one of the members is living in the dorms and one other is commuting. The house was built somewhere between 1900 and 1925. It was purchased in 1926 at a cost of about \$50,000. Sale price today is set at \$10,000. Monthly rental of \$620 covers the taxes of \$1444.40, a sinking fund, and maintenance. The actual maintenance and utilities cost is \$5000 per year, with work week costing an

additional \$350. Feeling that the house is in fair shape, they are in favor of moving by a vote of 13-8. They have a sinking fund of \$12,000 and feel that although they could get little help from their national, they might raise \$10,000 from their alumni. At present, room rent is \$36 per man per month a figure they would like to retain.

#### House number 55

Having also moved recently, this house now has 37 members, all of whom live and eat in the house. The house was built before 1900 and was bought in 1950 for \$65,000, all of which came from the sale of the old house. They would release no information on their taxes or maintenance figures, but would only state that the house was in good shape and that they were not in favor of moving. Nor did they say how they could get financing for a new house if they should change their minds about moving.

#### House number 99

This house, located at the end of a four-house row, has 35 members. Thirty-two live in the house and 3 eat their meals there. There is one man living in the dorms and two in apartments. The house was built before 1900 and was bought in 1920. Their mortgage now stands at \$11,850 and is being paid off at the rate of \$800 per year. Their taxes are about

\$1800 per year, and again they aren't sure of the maintenance figure because of the yearly variance. With regard to work week, the figure varies from \$50 up, depending on the extent of the project. They feel that the house is in good shape and are slightly in favor of moving, by a vote of 16 to 14. They have no sinking fund and could afford \$35 per man per month for rent. Their national is not able to support them to any great extent, and they are not sure of the part the alumni could pay.

House number 33

The fraternity has a total of forty men, with 25 living in the house. They feed between 36 and 40 depending on the meal. The rest of the men are living in either apartments (11), or commuting (4). Constructed before 1900, the house was bought in 1918 for \$23000. The present mortgage stands at \$7,100, on which they are paying 5% and amortizing the rest on the basis of \$1200 yearly. They figure that the house is worth between \$20,000 and \$25,000. Their alumni collect \$400 per month for eight months as rent. Taxes are \$1272 per year and maintenance averages about \$1300 with an additional \$500 for work week. The condition of the house is judged as fair. At the present time they are 23 to 11 in favor of moving across the river. However, they have no sinking fund, nor do they believe they can get any aid from their national, and but a limited amount from their alumni. When



it comes to room rent, they would like to charge \$30 per man and keep at that figure.

House number 111

The chapter rolls show 33 actives and pledges with 27 living in the house and 28 eating there. One man is living in an apartment and five are commuting. The house was built before 1900 and bought between 1925 and 1926. They feel that the present sale price of the house is somewhere around \$30,000. Their monthly rent to the alumni is \$400 which includes taxes of about \$1273 per year. The maintenance is \$1200 with \$1000 more being spent on work week. Since the house is in good shape, they are not in favor of moving. If they were to move, they would have no sinking fund, but could get up to \$50,000 from their national. They have no idea of what contributions would come from alumni. As is the case with most houses, they can afford about \$30 per man per month for rent.

House number 96.

This group is one of the newest on campus and now has 26 men with 23 living in the house and eating there. The other three are living in the dorms. The house was built before 1900 and they are now renting it for \$275 a month. They are renovating the house so they have no idea of what the

yearly maintenance will be. Being a new house it is in good shape, and they are not in favor of moving at the present time. They have no sinking fund; they don't belong to a national, nor do they have any alumni from whom they could raise funds. They are now paying about \$40 per man per month for rent, which is as much as they can afford.

House number 61.

This fraternity is at present located on the Cambridge side of the river. They have 32 men with 18 living in the house and 13 in the dorms. One man is married and is now a commuter. They serve 31 men at the table. The house was built between 1900 and 1925 and was purchased in 1934 for \$10,000, all of which was a bank mortgage. The mortgage was to run for 40 years and has 19 more to go. The terms are 4.5% for the interest. They pay their trustees 400 per month for rent and taxes, which are about \$400 per year. Maintenance costs are \$1500 per year, plus \$500 more for work week. They feel that the house is in very good shape, but are in favor of moving to the new sites because they want the members to be together and to be with the rest of the fraternities. They have no building fund at present and are doubtful if anything could be obtained from their national or alumni. As is the usual case, they believe that \$35 per man per month is all that they can afford for room rent.

House number 44

With a house that holds 25, and 16 more living in apartments, this chapter currently numbers 41. Of these 41, 40 eat at the house. They aren't sure when the house was built, but believe it was between 1900 and 1925. It was obtained in a trade in 1946 with the additional money needed coming 50 per cent from an alumni mortgage, and 25 per cent as a gift. The mortgage has \$14,000 left, and a total of \$1000 per year goes toward paying off the principal with an interest rate of five per cent. Their alumni charge \$450 a month for rent on an eight-month year. The taxes are \$1200 per year. They spend \$825 on maintenance with an added \$300 for work week. They rate the house as being in good shape, but because of its size believe that they would like to move on campus. As to financing a new house, they have no sinking fund and can afford a rent of \$40 per man per month. Their national offers limited financial aid, but their alumni would probably contribute \$20,000.

House number 67.

This house, located in Brookline, has 37 men. Of this number, 26 live in the house and the other 11 are in apartments. They serve 30 at the table. The house was built before 1900 and was bought in 1927. The present sale price is set at \$17,000, and the property is clear of mortgages or loans. Being in a residential

district, their taxes are only \$600 per year. Maintenance costs are \$1000 per year with work week costing an additional \$800. They feel that the house is in poor shape, but at the present there are only two in favor of moving and 21 against. If they should move, they have a sinking fund of \$4000 and could get \$10000 from their national with an additional \$50000 from their alumni. Their top rent figure is \$35 per man.

House number 53

The other Brookline house has 39 men in the chapter. Eighteen of them live in the house and 23 eat their meals there. One man is living in the dorms, 18 in apartments and two commute. The house was built before 1900 and is rented from a landlord for \$2200 a year. The landlord takes care of the taxes, but the chapter has to maintain the house at an expense of \$1200 per year. On top of this, they spend between 50 and \$75 on work week. They believe that the house is in good shape, and as a result, the members are against moving across the river. If they should ever move, they would have a sinking fund that now stands at \$5000 and mounting \$500 per year. They believe that their alumni would give them very little support, but their national would be willing to grant a loan. Again, they feel that they can't afford more than \$40 per man per month for rent.

House number 9

The strength of this chapter is 37, 35 of whom live

in the house and the other two in apartments. All the men eat at the house. The building was built around 1920 and was bought in 1936 for \$12500, all of which came from an alumni mortgage which is now paid off. Sale price is estimated at \$36000. They pay the alumni \$450 a month to take care of taxes which are \$1300 and other expenses. Their maintenance is \$1500 per year with an additional \$100 being spent on work week. The condition of the house is believed to be good, but the members are overwhelmingly in favor of moving to the new sites in Cambridge. They have a sinking fund of about \$30,000 to which each member contributes \$25 per year. Their national would loan them about twenty percent of the cost of a new house, but they aren't sure of what the alumni contributions would be. They have the lowest monthly rent of any house, \$20 per man, and would like to continue that amount.

House number 88

This group recently moved from Brookline to Boston and now has 50 members, 39 of whom live in the house and the other 11 in apartments. They serve 56 men at table which includes several of their graduate students. The house, built between 1900 and 1925, was bought in 1952 for \$48,000 with the aid of a national loan. They have seventeen years left on the loan and are paying the alumni \$750 per month to take care of the payments and taxes. They aren't sure of the

maintenance per year, but spend between four and six hundred dollars per year on work week. Because of the newness of the house, they feel that it is in good shape and are not in favor of moving. They have no sinking fund and are paying \$30.50 per man for room rent. They could get a loan from their national but not much support from their alumni because of a recent drive to reduce the present mortgage.