CHANGES IN HOUSING ADMINISTRATION IN SELECTED MID-WESTERN COLLEGES AND UNIVERSITIES

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CHAPTER I

INTRODUCTION AND HISTORY

Introduction

Purpose

In May 1945 Dr. S. Earl Thompson completed a study of administration of student housing in eleven state supported middle-western colleges and universities. In 1949 he conducted another survey to discover the changes in administrative organizations which had occurred since 1945. This study is a comparison of organizational structures for residence hall administration, with the duties of housing personnel, in the same selected eleven mid-western colleges and universities from 1949 to 1955.

Enrollment and Married Housing

With the increased enrollment of American Colleges expected to double in the next fifteen years, most institutions of higher learning are faced with the problem of expanding student housing facilities. Students are having increasing difficulty in securing acceptable private housing at reasonable rentals. The rapid growth of different housing programs has resulted in many changes in the organizational arrangements for the administration of housing programs.

Besides large enrollments of single students, housing

administrators face the problem of suitable housing for married students and faculty members. This has become such a large operation that many universities have a separate department in their organization to handle married housing. This situation was originally caused by the large number of married World War II veterans returning to college. The present situation seems to be caused by the large number of students getting married at a younger age.

Scope and Method

To find the changes that had occurred in the eleven mid-western colleges and universities during the past six years this writer sent copies of the organizational charts and duties by positions, as they were in 1942, to the different universities, for corrections, additions and changes necessary to bring them up to date. These currently corrected charts and statements of duties were then compared to the 1942 charts and duties to see what trends housing administration is following if any.

Other information concerning housing administration was obtained from articles in periodicals pertaining to housing organization, enrollments and history of residence halls.

A History of University Residence Halls

To acquire a better knowledge of today's residence halls, one must go back to the Middle Ages and study the history and origin of housing systems in institutions of higher learning. Residence halls developed mainly from historical incidents that were accidental although some developments were consciously thought of.

Major Philosophies

There were two major philosophies concerning responsibility for housing students which influenced the present day American system. The British philosophy had the residence halls the center of the student's formal and informal education. Residence halls served primarily as educational agencies, housing the students in comfort and serving vitally in the social development of the students.[1] The principle of the Germans after the Reformation was to provide no housing and let the students find their own accommodations. German educators preferred to put their emphasis upon spreading the frontiers of knowledge.[2] The American system is a compromise between the British and the German. The chief differences between the American system

[1] Cowley, Dr. W.H. "The History of Student Residential Housing," School and Society, Dec. 1, 1934, Vol. 40 No. 1040 p. 764

[2] Ibid p. 734

and the others amounted to this: in England the residential colleges developed into highly significant education agencies, the Germans divorced housing entirely from their universities. The American residence halls although provided in increasing number are still little more than body shelter for students.[3]

Development During Medieval Times

The population of most medieval cities seldom was more than five thousand. With the addition of the thousands of wandering students that swarmed to the universities at Bologna, Paris, and Oxford there was created an enormous housing problem. The majority of the students were in their early teens and they needed much control and discipline. However, according to Hastings Rashdall, it was not necessary or even customary for the students to live under the nominal supervision of a master; he might seek out his own lodging in the town or join a party of students in hiring a hall.[4] Only the sons of the rich could afford private houses of their own, or suites of rooms. Some provisions had to be made for the poorer students. From the confusion of students living in all different types of housing units

[3]Cowley, Op. Cit. p. 764

[4]Rashdall, Hastings, "The Universities of Europe in the Middle Ages," Oxford at the Clarendon Press, Vol. II, Part II, 1895, pp. 606-610.

some students organized into groups called socii.[5] In Bologna groups of students hired houses and set up establishments known as hostels. In Paris they were called Paedagogies and at Oxford they were halls or colleges. Harry E. Barnes stated that originally it was either a unit in the academic organization designed to provide board and lodging for the poorer students who could not meet their own expenses, or it was created primarily to assure custodial supervision of younger students who needed to have older men live with them and watch over them.[6]

One member of the group, called a regent or principal, was elected to manage the affairs of the house. He exercised a certain authority over the rest. If the existing tenant retired or left school the owner could transfer the hall to a new principal.[7] There was nothing to compel a student to remain in the hall. The student could move freely from one house to another. The government of these houses at one time was a democracy, the power of the Principal being limited to the enforcement of statutes freely accepted by the community of other students.

Pious founders endowed and organized special hostels for the poorer students. The founder's object was merely to

[5] Cowley, Op. Cit. p. 705

[6] Barnes, Harry Elmer, "The History of Western Civilization," Vol. I, Harcount, Brace & Company, New York, 1935, p. 741-749

[7] Rashdall, Op. Cit. p. 607

obtain room and board for the poorer students who could not pay for it themselves. The universities gradually asserted authority over these endowed hostels. First they began by approving the principals that were elected by the students, then they nominated the principals who could be elected. With this setup fairly well established, they appointed older students for the position. It was not until the fifteenth century that the universities began to restrict the Principalship to masters or faculty members. By this time the university authorities had pretty well taken over the complete responsibilities of the operation of the halls.[8]

The students couldn't move from one hospicuim to another as easily now. In Paris there was a rule that no house could accept a student who was released from another house because of corrective measures. A short time later all students had to live in such houses. According to Rashdall, the medieval undergraduate was fairly imprisoned in his hall.[9] The early university statutes hardly attempted to interfere with the private life of students, except with the breach of peace, and perhaps enforcing clericality of dress.

In the course of two centuries, the houses, which students had established on their own initiative, had passed from the student's control into the control of the

[8]Cowley, Op. Cit. p. 706
[9]Rashdall, Op. Cit. p. 609

officers and administrators of the colleges and universities.

Colleges Begin to Fade Out

The endowed halls in time came to be known as "colleges." During the middle of the thirteenth century, the collegiate system of residence halls had been adopted by the great universities of England.

In Germany the halls became known as "Bursen," preceding the Reformation.[10] After the Reformation the organizational structure of the German universities changed. The Bursen disappeared, and the boarding house system came into vogue, much the same as it was before the second World War. After the Revolution in France in 1808, the universities reorganized, and the residential hall foundations vanished.[11]

The Bursen of Germany were of a different character than the French and English halls. They were more like the military barracks that we know today. They had large sleeping rooms with several hundred students. These were often under the command of provincial rulers. The Germans really didn't care much about housing the students. When the Germans had extra money available they used it for scholarships, research, instructions, and salaries.

[10] Cowley, Op. Cit. p. 707
[11] Ibid, p. 707

The English system of colleges was carried to America by the colonists. They knew no other system but the British. The many Cambridge graduates that settled in New England during the early history of the U.S. naturally brought with them the system known to them in England.[12] This British background had more to do with the establishment of the American residence hall system than any other single factor. Some of the other factors that contributed to the establishment of residence halls in the New England Universities were: The students were in their early teens, cities were small, travel was difficult, and it was expected that the universities would house and feed these young students.[13] Also many of the colleges were founded by religious leaders who conceived of the universities as religious institutions.

The English heritage didn't completely dominate early American universities. Because of the poverty and the small population of the cities, the American collegiate system didn't develop. The British principle of residence halls was implanted in the American, but like all good leaders, they adapted the system to fit the colonial needs and situations. Dr. W.H. Cowley states in his article, that the chief point of difference between the British and American philosophies of student residential housing has amounted to

[12]Ibid, p. 708
[13]Ibid, p. 708

this: at Oxford and Cambridge the residential colleges developed into highly significant educational agencies; the American dormitories during the nineteenth century offered little more than body shelter.[14]

The British housing units were used for formal conferences between the students and instructors and also for social get togethers. The American residence halls might have developed the same way had it not been for the pioneer situation and the problem of discipline. In England the deans and proctors were charged with keeping peace, but in America the faculty members in the dormitory became enemies of the students.[15] They were given the responsibility of keeping the students in hand and most of the faculty were over zealous at the job. This caused many student riots and upheavels, until the beginning of athletic events and out side activities. Residence halls did not develop into meeting places of great minds, because of the large importance of the disciplinary problems. The opportunity to make residence halls the center of the educational program became lost in the disciplinary chaos. The halls became nothing but places to eat, sleep, and perhaps study.

[14]Ibid, p. 708
[15]Ibid, p. 709

Decline of Residence Halls

Residence Halls were under attack in the early eighteen hundreds, because of the numerous disciplinary problems. Many college administrators were against any type of residence hall. Henry S. Frieze wrote about Tapman, who was president of the University of Michigan in 1852. He expressed the philosophy of why he changed a residence hall into classrooms as follows:

> "The dormitory system is objectionable in itself. By withdrawing young men from the influences of domestic circles, and separating them from the community, they are often led to contract evil habits and are prone to fall into disorderly conduct. It is a mere remnant of the monkish cloisters of middle ages, still retained in England, but banished from universities of Germany."16

Tapman thought the Prussian system of Germany was the most perfect. He had traveled in Germany and was influenced by their system.

In Germany the students had to find their own social life and housing and feeding facilities. The universities paid no attention to the students outside of the classrooms. The many hundreds of professors in American Universities who had taken graduate work in Germany were influenced by the German system of no dormitories. They reflected this

16 Frieze, Henry S., A Memorial Discourse on the Life and Services of William Henry Tapman, Ann Arbor: University of Michigan Press, 1898, p. 85.

German influence in American education based upon freedom of learning and teaching, together with a great appreciation of scholarship.[17] In Germany the American faculty members engaged in independent research and thought. They were inspired to create and it aroused in them a sense of knowledge to appreciate the educational tools of the universities more than the social activities. This German point of view grew in the United States and the popularity of residence halls diminished. Sometimes existing residence halls were abolished and were seldom built at state universities. The state universities were pressed for money. Available funds went into classrooms, faculty salaries, and laboratories. Residence halls were expensive to build, and the majority of the students attending state schools were from the lower class and couldn't afford to live in residence halls. They were willing to live in inexpensive rooms in order to receive an education.

As the enrollment of universities increased, the possibility of building new residence halls to care for the students became less and less remote. Finally after the Civil War, the increase in the number of students wanting to attend college was so great few colleges could keep up with the increased enrollments because of the shortage of housing. This brought about fraternities and sororities

[17] Thwing, Charles F., A History of Higher Education in America. D. Appleton and Company, New York 1906

taking on housing functions.[18]

Rise of Residence Halls

The students moved from the primitive conditions they were living in at rooming houses into fraternity houses and dormitories which private individuals had built for profit. However the attacks upon dormitories by the different universities administrators and state universities continued until the turn of the twentieth century.

The turning point for the rejuvenation of residence halls came about when William Harper organized and became president of the University of Chicago in 1893. He brought with him to the Middle West a great enthusiasm for residence halls. In his first group of buildings four residence halls were constructed and by 1900 he had the total up to seven.[19] This Chicago leadership had its influence upon other Mid-Western universities and aroused an interest in housing.

During the development of the Princeton graduate school, major emphasis was placed upon the environment of the graduates. The institution wanted residence halls so that the graduate students could mingle freely in common daily associations with each other. When A.L. Lowell became president of Harvard he urged in his inaugural address that

[18] Cowley, Op. Cit. p. 712
[19] Ibid, p. 759

residence halls be built, and that undergraduates be developed into people as well as students.

Three other influences in favor of dormitories were accumulating at this time, according to Dr. W.J. Cowley. They were: The effect upon all institutions of the several woman's colleges, emphasis placed upon dormitories, especially in the mid-west by deans of women, and third, the clamor of students and alumni in defense of "college life" and the residence hall as a means thereto.[20] Many women's colleges were founded in the middle 1800's. The educators of that time didn't like the idea of the young women trying to find their own housing. To house these women the colleges built residence halls. Many of the graduates from these women's colleges liked the idea of the residence halls, and when they became faculty members of other colleges, they brought with them the philosophy of residence halls. Later as these women became deans of women they gave devoted and continuous attention to the housing situation. These women were probably the greatest influence upon the universities to build more and better residence halls. The deans of women formed a permanent organization at the beginning of the twentieth century. This group has been a powerful influence on the administrators of universities, especially bringing attention to the housing problem. They have succeeded in improving the rooming houses in which a

[20]Ibid, p. 761

large percentage of the students were forced to live. According to the U.S. Department of Interior Office of Education Bulletin 1930 No. 9,[21] in the year 1927-28, in 44 land grant institutions, 15 percent of the students were housed in university owned and operated residences. The dormitories not only put marginal rooming houses out of business, but they have also set new standards for those that were still in business.

[21] United States Department of Interior Office of Education Bulletin 1930, No. 9, Survey of Land Grant Colleges and Universities, Vol. I, Washington, D.C., U.S. Government Printing Office.

CHAPTER II

FUNCTIONS IN THE ADMINISTRATION OF HOUSING PROGRAMS

From the author's investigations it appears that university and college housing administrators usually perform four major types of functions, plus some incidental related duties. These functions are usually the responsibility of one or more administrative officials. In some colleges and universities the same official may be responsible for all the functions or he may be in charge of only one or two. The following is the list of functions usually performed by housing administrators and the officials who are usually responsible for each of them.

Functions

Physical

This includes the operation of university owned buildings, including maintance, repairing, renovating, and cleaning. It also covers directing the planning of new buildings and the supervision of construction.

The officials in charge of administering the physical function are usually the vice president of business affairs, treasurer, comptroller, the business manager or the director of housing or residence halls.

Financial

The financial function includes the fiscal operation of the university housing units. These operations include budgets for all halls, provisions for replacement and repairs to the building and furnishings, and financial forecasts. It includes reviewing all budgets and financial reports of student organizations. These might include fraternities, sororities, and cooperative houses.

The financial functions are usually carried out by the following college officials: Vice President, Treasurer, controller, the business manager, or the director of housing or residence halls.

Social

Residence halls provide an excellent place for students to learn and practice social graces. The halls encourage socialbility among individual students and among groups of students. A student living in a residence hall learns how to get along better with his fellow students. The residence halls also provide opportunities for students to participate in university recreational and intramural sports programs.

Social programs are usually administered by such college officials as deans of students, directors of residence halls or deans of men for the men students, and deans of women for the women students.

Educational

The residence halls provide opportunity for students to participate in hall government and campus student government affairs. The cultural facilities at a college are many. Students have the chance to go to lectures, concerts, and world travel films provided by the universities. Many residence halls also have their own fireside chats or guest speakers and other student activities which contribute to the educational experience of the residents.

Deans of students, directors of residence halls, and deans of men or women are usually the university officials who administer the educational functions.

Other

Some other functions the housing administrators perform are the handling of food service for the halls and inspection of off campus housing.

The responsibility of the food service is usually that of the director of residence halls, in some cases through an administrative dietitian.

The director of residence halls may be responsible for the inspection of off campus housing. Some colleges have their director of health service do the inspecting.

An analysis of the functions performed by college

administrators reveals that usually the same official has the responsibilities for the physical and financial functions, while a different person is in charge of the social and educational aspects. Some colleges have one official, usually the director of residence halls, who is in complete charge of all functions.

Administration

An examination of plans for the administration of college residence hall programs discloses great variation in practice. In some schools practically all housing functions are coordinated in the dean of student's office. Some set up a housing office independent of student personnel, but working closely with it. Others have allowed aggressive business managers to dominate the situation and control the matters related to student housing.[1] In many cases it is a combination of the deans of students handling the social and educational aspects and the director of residence halls handling the business management.

In some colleges the dean of student's office still has the majority of the responsibility for operating the housing administration. This evolved from the early

[1]Albright, Preston B., "The Place of Residence Hall Organization in the Student Personnel Program," Educational and Psychological Measurement, 11:4, Winter 1951, p. 702.

residence halls systems. The early residence halls were operated in a complicated manner. The home economics department operated the food service. The education department did the counseling. The comptroller or business manager was responsible for the business operation of the residence hall and the dean of students had charge of the overall management responsibilities because of the relationship of students to campus life.[2] As the colleges grew larger they tried to eliminate all the complications of the past. The dean of students was the most logical choice to have the full responsibility of the operation of the residence halls. That is why today many college and university housing programs are still under the dean of students.

Some colleges became concerned with the development of more accurate financial records for their residence halls. The deans of students were mainly interested in the welfare of the students and were not too interested in the financial aspects of the halls. Because of the lack of interest in the business aspect and because most residence halls are self supporting and on a self liquidating basis, colleges and universities began to bring in trained business people to operate the halls. These people were given the title of

[2]Stewart, E.E., "Residence Hall Administration," College and University Business, 10:4, April 1951, p. 30.

director of residence halls or some similar name.

From these two patterns of thought has come the combination of dean of students and director of residence halls. The director of residence halls may be in complete charge of the operation of the halls working in close cooperation with the dean of student's office. The dean's office may handle all the social and educational services for the students.

CHAPTER III

ANTICIPATED COLLEGE ENROLLMENT IN THE NEXT FIFTEEN YEARS

The Rush is On

The large portion of newly arrived young Americans that were born in 1947 are rushing through our elementary schools now. They are approaching the secondary schools and in a short time they will be at the threshold of college. These young students will continue to enter our elementary schools for at least another ten years, since the number of births in the United States is now at an all time high of about four million.

Due to this rapid birth rate, schools are faced with an educational problem of enrollment. School enrollment will more than double in the next decade and by 1970 the colleges will receive the full impact of the large birth rate. In the lower grades and high schools this problem will be handled at the local level.[1] That condition does not prevail at the university level. Each college and university must make their own decision concerning the amount of expansion. The two main factors that will determine the amount of expansion for enrollment are the birth rate and the percentage of college-age population

[1] Thompson, Donald B. "College-Age Population Trends 1940-1970," College and University, XXIX, January 1954, pp. 215-24

entering the schools of higher learning.

Past and Present College Enrollments

During the forty year period of 1870-1910 the population of the United States increased 130 percent. At the same time the percentage of college-age population going to school had increased 260 percent.[2] There was a definite two to one relationship between population growth and the number of students enrolled in college. The portion of the college age group, that group 18-22 years of age, attending schools at that time was only four percent. This percentage amounted to approximately 238,000 students at the turn of the century. The percentage of college-age youth attending institutions of higher education has increased an average of approximately one percent a year for the last twenty years, until it is more than 30 percent at the present time.[3]

At the present time there are eight million youths of college age. Of this number, 2,500,000 are enrolled in colleges and universities as students. If the birth rate continues at four million per year and 30 percent of the youths of the college age group go to college, this will

[2] Bowles, Frank H., "Some Basic Considerations in Predicting College Enrollment," The Educational Record, Vol. 36, No. 3, July 1955, pp. 211-18.

[3] American Association of Collegiate Registrars and Admission Officers, "The Impending Tidal Wave of Students," Oct. 1954 p. 20.

put the enrollment in 1970 at 4,800,000 or nearly double what it is now.

Future Enrollment Estimates

Providing there isn't another full scale world war or major depression within the next fifteen years American colleges and universities can look for enrollments to be doubled. The number of students that will be applying for enrollment has been estimated at a very conservative figure of four and a half million to a maximum figure of about six and a half million. The maximum figure is based on an increase in the percentage of students wanting to go to college. The bulge of students will start to hit the college campuses in 1960.

Most colleges are finding difficulty in financing their operations, many institutions do not yet have buildings and equipment adequate for the larger student bodies that were acquired since World War II, and when they have trouble in recruiting and retaining sufficient numbers of well trained faculty members to meet present needs, think of the problems that will face them when their enrollments double.[4] Now is the time for the administrative officers to rethink basic

[4] Horn, Francis H., "Predictions on Our Expanding College Enrollments," National Educational Association Journal, Vol. 43, April 1954, p. 217.

policies and make plans for the future enrollment increases.

There are now two and half million students enrolled in college. This represents 30 percent of the total college age population, at the present time 90 percent of all youth, ages 6-12, and 80 percent of youths 13-17, are enrolled in school.[5] Undoubtedly the colleges will never reach the 80 percent mark, but they may reach 40 or 50 percent of the age group. The rate of births has been increasing at over 100,000 per year. Even if the percentage of college-age population attending school stays at the present 30 percent, there would still be an increase in enrollments due to the raising birth rate. This increase would amount to about four million students by 1970. The big factor that might well jump this figure up to 6½ million is that, due to many circumstances, the percentage of the college age group will increase.

Francis Horn[6] states one factor is that no other nation in the world attaches as much importance to education as does the United States. Also the colleges have diversified programs to attract high school students, there is the growing problem of equalizing educational opportunities for everyone and as a result of the G.I. Bill, the veterans will

[5] Millett, John D. "The Impending Crisis in Higher Education," School and Society, Vol. 81, No. 2082, June 25, 1955.

[6] Horn, Francis H. Op. Cit. p. 217.

want to send their children to college. Arthur S. Adams relates that the public recognizes that for social, economic, as well as cultural reasons, a man or woman is far better equipped to face life today if he does have an opportunity to go to college than if he does not.[7] With these factors contributing to an increased percentage in the number of students wanting to attend college and if the percentage went up to 40 percent of the college-age group, in 1970 the colleges would be enrolling approximately 5,112,000 students.[8] If the percentage were to increase up to 50 percent, in 1970 the total enrollment would be 6,390,147.[9]

All colleges and universities will not increase the amount percentage wise. This is because some students migrate from one state to another to seek better education, the population level of the whole United States is shifting to the west, and some states provide more educational facilities for the students.

College residence hall administrators will have to start now, by careful planning so that the needs of service a vastly expanded college population will be provided for.

[7] American Council on Education 1951, "A Call for Action to Meet the Impending Increase in College and University Enrollment," Adams, Arthur S., "Some Qualitative Considerations in Planning for Greater Enrollment."

[8] American Association of College Registrars and Admission Officers. Op. Cit. p. 24.

[9] Ibid, p. 21.

Some of the problems to be solved by the educators will be; should the colleges limit their future enrollments or provide education for all young people? What additional sources of revenue might be investigated to pay for the cost of facilities? How shall the large enrollment be distributed among the various public and private institutions? Shall existing facilities be expanded or shall new colleges and universities be established? What improvements can be made in construction to provide more adequately for increasing enrollments?[10] It may be difficult at this time for the administrators to prepare for a time when they shall be confronted with an enrollment of twice the present student body. The big fact remains, the youth who will attend colleges through 1970 are already born! We can count them now![11] The task before the educators is not easy and it is a colossal one. It will take all the intelligence, judgement, and energy of them to solve the many problems. The administrators will have to use every effort to arouse the public to the seriousness of the threat to higher education of the tide of college-age youth that is approaching the institutions of higher learning.

This means that the housing programs of institutions of higher learning are going to have to provide some type of

[10] Thompson, Ronald E. "College-Age Population Trends 1940-1970," Op. Cit.

[11] American Association of Collegiate Registrars and Admission Officers," Op. Cit. p. 19.

housing accommodations for this doubled enrollment. In the cities where colleges are located, the majority of rooming houses and private homes are already saturated with students. There is no room or finances in these cities to build large homes that might house a few students. Therefore, the housing of the increased enrollment will rest squarely on the shoulders of the college and university administrators.

CHAPTER IV

ANALYSIS OF CHANGES

The following chapter is an analysis of organizations and duties of housing personnel as they were reported in 1949,[1] as compared with existing organizations and duties of such personnel in eleven mid-western state supported colleges and universities. To obtain the necessary information this writer sent copies of the organization charts and duties by position, as they were in 1949, to the different colleges, for corrections, additions, and necessary changes to bring them up to date. The corrected returns were then compared to the past charts and duties to see what changes the different colleges were making.

The following pages have the individual universities listed. For each university the duties of personnel by position are listed. The column on the left shows the duties as they were in 1949, while the column to the right lists the duties as they appear in 1956. Following the list of duties are the organization charts, first for 1949, then for 1956. After this material is an analysis of the changes that were made by the college or university.

[1] Thompson, S. Earl, 1949, Unpublished data, Housing Administration in Eleven Middle-Western State Supported Colleges and Universities.

INDIANA UNIVERSITY
Bloomington, Indiana

HOUSING ADMINISTRATION-Duties by Position

1949	1958
1. Executive Director, Halls of Residence-No such position in 1949.	1. Executive Director, Halls of Residence-Responsible directly to the Vice President-Treasurer of Indiana University for all matters of policy and planning relating to Halls of Residence. Has charge of the building program for Halls of Residence and acts as advisor to halls programs for other state industrial institutions. Is responsible for financial program and over all administration of Indiana University Halls of Residence.
2. Director of Halls of Residence-Responsible directly to the Director of Service Enterprises for the physical and financial operation of all residence halls for both men and women. She makes all student	2. Director, Halls of Residence-Responsible directly to Executive Director for physical and financial operation of the halls. Is responsible for the functions and administration of the activities of

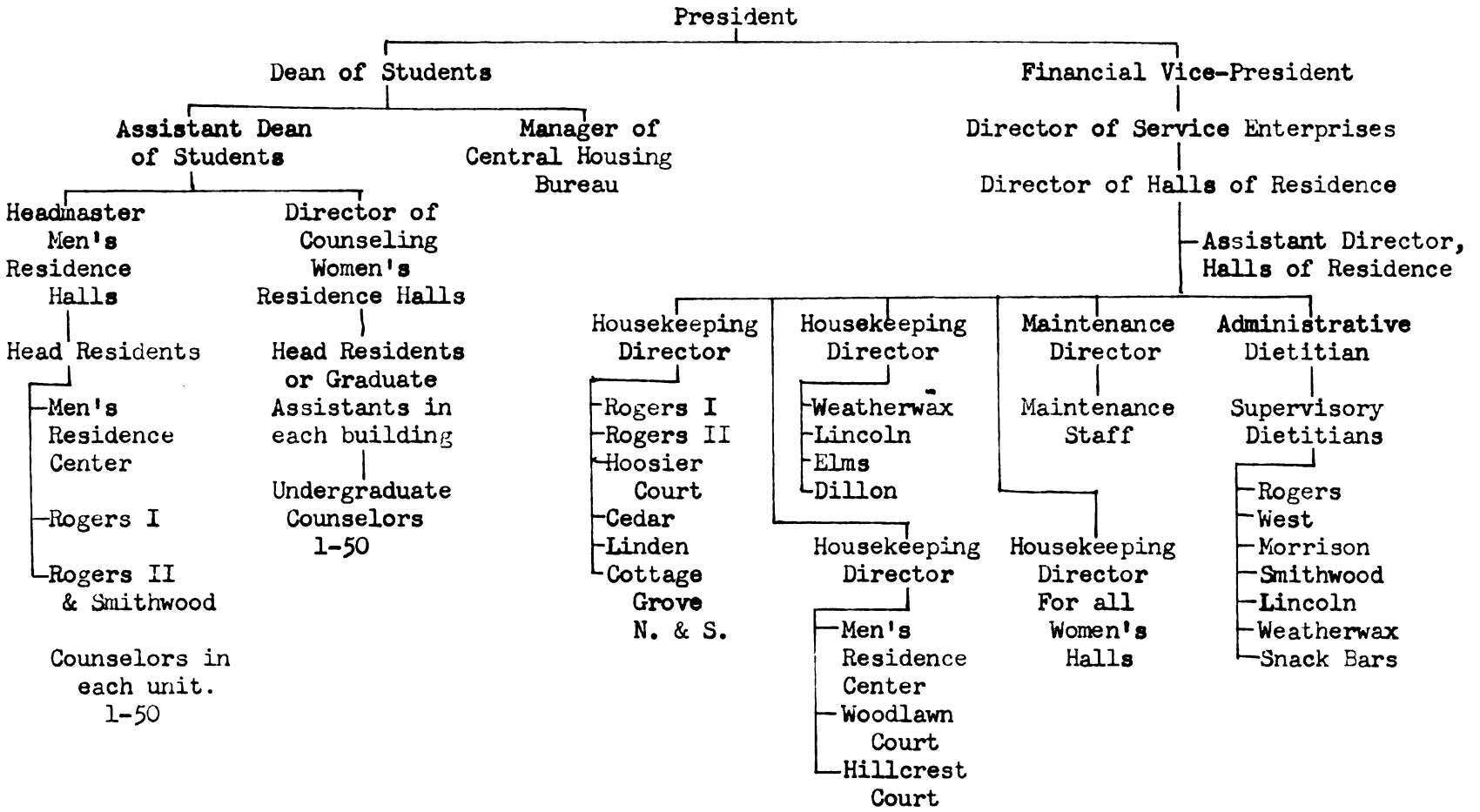
assignments in university operated housing units.	Administration Dietitian, Administrative Housing Manager, Office Manager, Manager of Maintenance and Equipment and Personnel Training Manager.
3. <u>Assistant Director of Halls of Residence</u>-Assist the Director in coordinating the physical and financial function of all residence halls.	3. <u>Assistant Director of Halls of Residence</u>-Position has been eliminated.
4. <u>Administrative Dietitian</u>-Responsible for food service in all university units where food is served, including snack bars. A supervisory dietitian is in charge of each food service unit.	4. <u>Administrative Dietitian</u>-Duties same as in 1949.
5. <u>Housekeeping Directors</u>-Supervises directly the work of the maids and janitors in all types of university residences. Cooperates with the Maintenance Director on all maintenance problems.	5. <u>Housekeeping Directors</u>-Combined with the duties of the Administrative Housing Manager.

6. Administrative Housing Manager-No such position in 1949.	6. Administrative Housing Manager-Supervises the managers of all housing units. Is responsible for housing the personnel attending conferences; cooperates with the Manager of Maintenance and Equipment on all maintenance problems.
7. Maintenance Director-Responsible to the Director of Halls of Residence for the maintenance of all university housing units.	7. Manager of Maintenance and Equipment-Duties same as in 1949, but official title is changed.
8. Office Manager-No such position in 1949.	8. Office Manager-Responsible to Director for correspondence, office routine, accounting functions, room assignments and payroll procedures.
9. Personnel Training Manager-No such position in 1949.	9. Personnel Training Manager-Responsible to Administrative Director but works in close cooperation with the Administrative Dietitian and Housing Manager. Prepares personnel training programs

	for Halls of Residence employees. Prepares Food Equipment Operations Manuals; assists Administrative Dietitian in administrative and operational matters.
10. Dean of Students-Responsible to the President for counseling, social activities and general student welfare functions in housing units. This includes counseling in both men's and women's residence halls. Maintains housing information for both university facilities and private accommodations. Assist students in obtaining housing. Inspects facilities and enforces minimum housing standards.	10. Dean of Students-Not an integral part of Halls of Residence organization, however the office of the Dean works very closely along prescribed administrative lines with Halls of Residence. Other duties the same as in 1949.

INDIANA UNIVERSITY
Bloomington, Indiana

HOUSING ADMINISTRATION 1949



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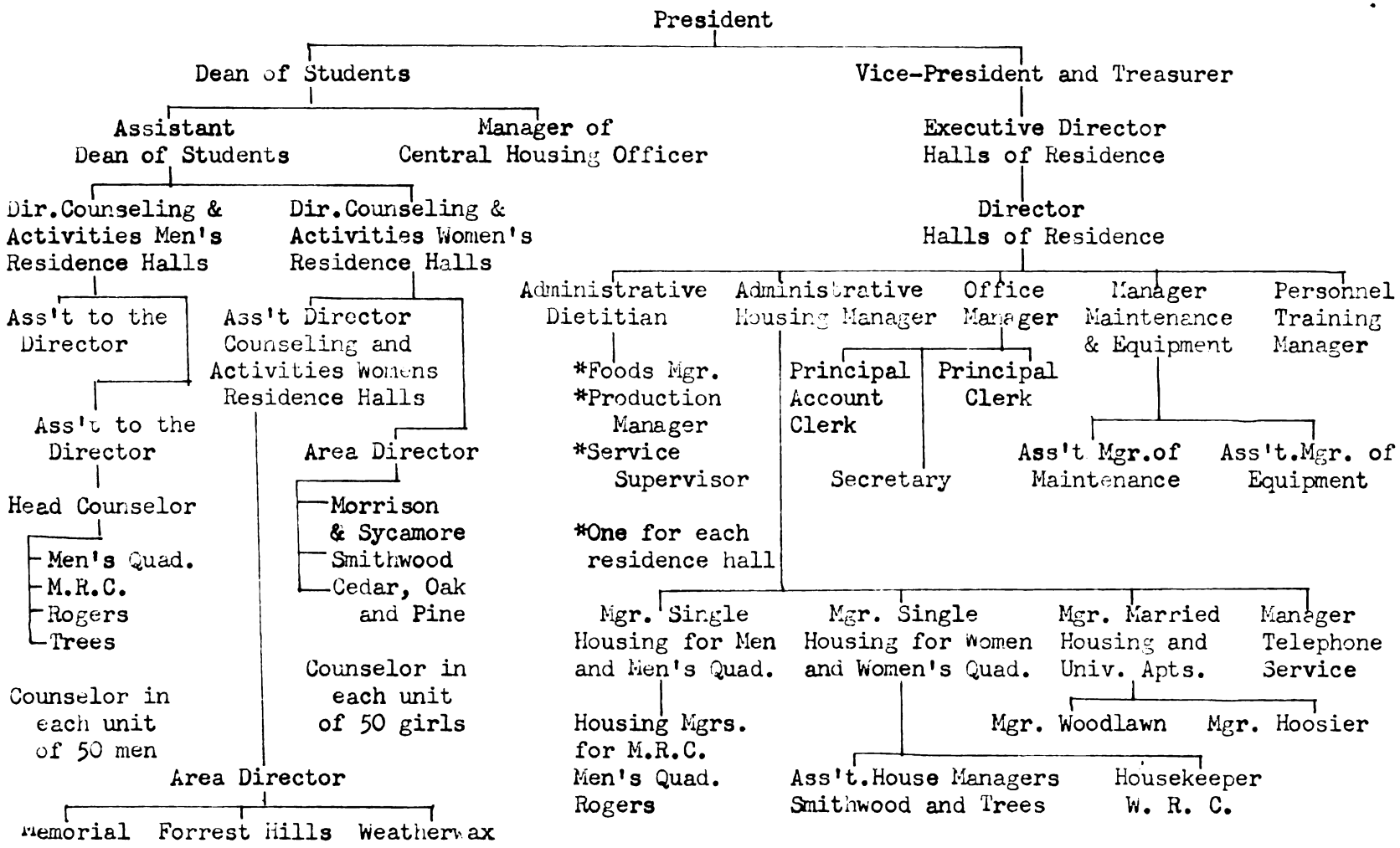
Bloomington, Indiana

HOUSING ADMINISTRATION 1956



Analysis of Indiana University Changes

Indiana University has made several major changes since 1949. Two are: the elimination of the Director of Service Enterprises from a functional position in the organization and the creation of the new position of Personnel Training Manager.

The elimination of the Director of Service Enterprises seems to be very unusual as most colleges and universities are organized with a Business Manager or a Service Enterprise Director to be responsible for all business matters pertaining to the operation of self supporting or self liquidating buildings. Indiana University promoted their former Director of Halls of Residence to the newly created position of Executive Director, Halls of Residence. This position probably covers some of the duties the Director of Service Enterprises performed in relation to the residence halls.

The Personnel Training Manager seems to this writer to be a staff position to assist the Administrative Dietitian and Administrative Housing Manager in the preparation of personnel training programs, and operating manuals. With the expense of labor turnover, and the problems of personnel, a position of this type seems to be a step in the direction of eliminating personnel difficulties.

Other changes made at Indiana have been the elimination of the Assistant Director of Halls of Residence and creation of the new position of Administrative Housing Manager. This

housing manager supervises the management of all housing units. There is no longer a position of Housekeeping Directors. The duties have been transferred to each individual housing unit. A position of Office Manager has been created in the Housing organization to perform routine office duties that include accounting functions and payroll procedures. On the new organizational chart there are new positions of Manager of Single Housing for Men; Manager of Single Housing for Women; Manager of Married Housing and a Telephone Manager.

The Dean of Students section of the housing program has not changed. The Headmaster's title has changed to Director of Counseling and Activities, Men's Residence Halls, but the duties of counseling, social activities, and general student welfare are the same.

IOWA STATE COLLEGE
Ames, Iowa

HOUSING ADMINISTRATION-Duties by Position

1949	1956
1. Director of Residence- Responsible for all types of student housing. He administers the physical, financial, and educational programs in college-owned residence halls. He also has charge of inspection and approval of private homes housing students, fraternities, sororities, and cooperative houses.	1. Director of Residence- Duties same as in 1949.
2. Assistant Director of Residence-(Women's Housing)- Responsible to the Director of Residence. She supervises the duties of hall directors in the women's dormitories and supervises the employment of housemothers in fraternities and sororities. She supervises room assignments in women's dormitories and directs the housekeeping program.	2. Associate Director of Residence (Women's Housing)- Duties same as in 1949.

3. Assistant Director (Men's Housing)-Responsible to the Director of Residence. He supervises the duties of the hall directors in the men's halls and supervises the student advisors in all of the men's halls. Supervises room assignments in all men's halls.

3. Assistant Director (Men's Housing)-Duties the same as in 1949 except title of hall directors has been changed to resident advisors and student advisor's title has been changed to head residents.

4. Service Manager-Responsible to the Director of Residence. He supervises the work of janitors and maids, sanitation procedures, and takes care of minor maintenance in all men's halls.

4. General Service Manager-Duties the same as in 1949, title changed.

5. Secretary-Bookkeeper-Responsible to the Director of Residence. Keeps records or receipts, expenditures, and refunds for all dining halls and serves as office supervisor for the Director of Residence.

5. Accountant-Responsible to the Director of Residence. Keeps records of receipts, expenditures, and refunds, makes monthly financial reports.

6. Assistant Director-(Pannel Court)-Responsible to the Director of Residence. Makes assignments and takes care of rentals and leases.

7. Off-Campus Manager-Responsible to the Director of Residence. He supervises inspection of approved rooms and keeps lists of rooms for rent to private individuals.

8. Manager of Food Service (Men's Halls)-Responsible to the Director. Plans menus and directs the staff for food service in men's halls.

6. Supervisor of Married Student Housing(Pannel Court)-Responsible to the Director of Residence. Makes assignments and supervises the signing of leases, paying of rentals, and maintenance.

7. Supervisor Off-Campus Housing-Responsible to the Director of Residence. Supervises inspection of off campus rooms and keeps lists of rooms and apartments available for rent. Makes a quarterly report showing the number of students housed in the various units such as residence halls, fraternities, sororities, off-campus, and commuters.

8. Manager of Food Service (Men's Halls)-Position eliminated.

9. Manager of Food Service (Women's Halls)-Responsible to the Director of Residence. Plans menus, employs and directs staff for food service in women's halls.

9. Manager of Food Service (Women's Halls)-Position eliminated.

10. Administrative Dietitian-No such position in 1949.

10. Administrative Dietitian-Responsible to the Director of Residence. Plans menus, employs and directs food service employees in all residence halls.

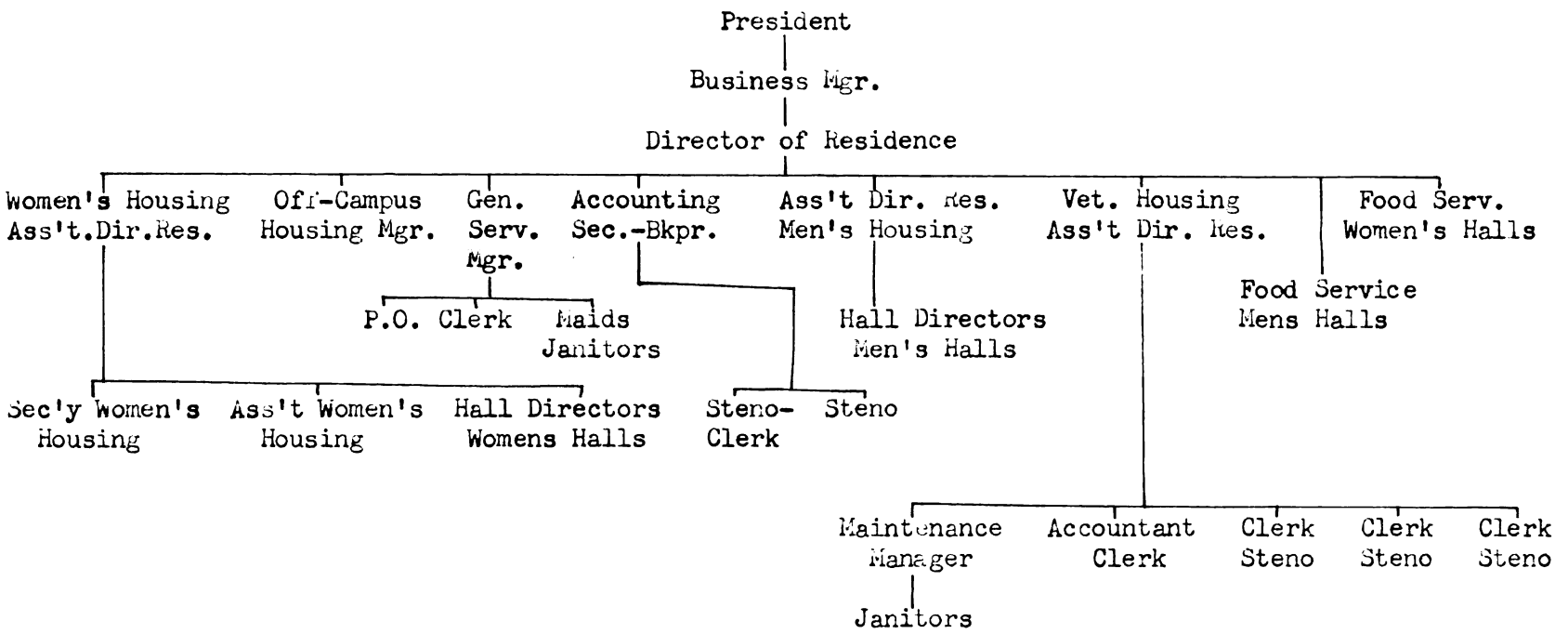
11. Assistant Purchasing Dept. (Food Purchasing)-No such position in 1949.

11. Assistant Purchasing Dept. (Food Purchasing)-Responsible to the Director of Residence for the management of Food Stores. Issues all requisitions for purchase of food. Cooperates with the administrative dietitian in determining quality and amount of food items purchased. Responsible one fourth time to Purchasing Dept. for seeing that all

requisitions, purchase orders and other regulations are in agreement with college policies.

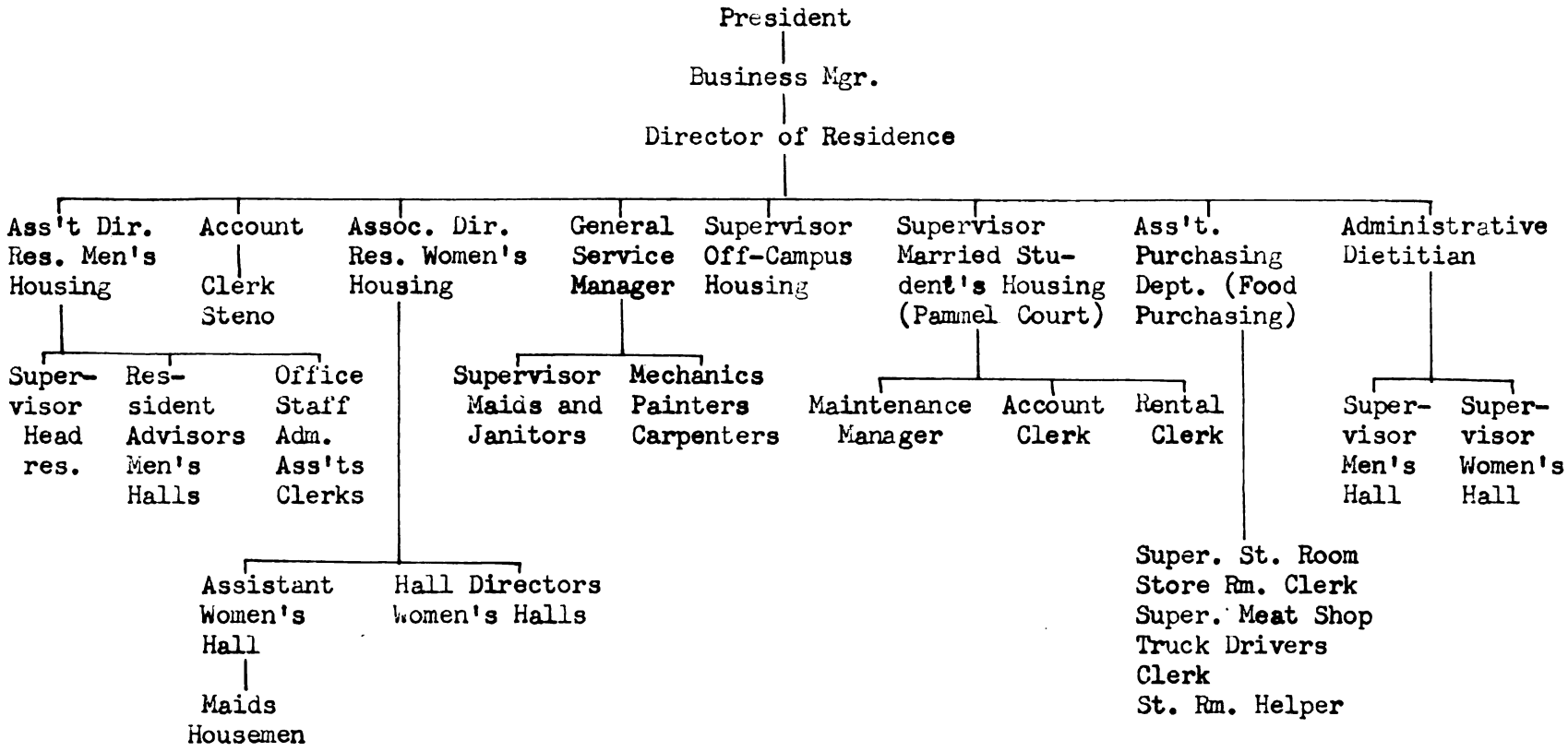
IOWA STATE COLLEGE
Ames, Iowa

HOUSING ADMINISTRATION 1949



IOWA STATE COLLEGE
Ames, Iowa

HOUSING ADMINISTRATION 1956



Analysis of Iowa State College Changes

Since 1949 Iowa State has made two major changes in its housing organization. These changes have been to put the responsibility of all food service under one Administrative Dietitian and the creation of an Assistant Purchasing Department for food buying.

In 1949 the food service at Iowa State was handled by separate people for the men's and women's residence halls. The change to one responsible person was probably made to provide for better control and coordination in the food service.

The Assistant Purchasing Department is a new position which is a reflection of what appears to be a trend in most larger colleges and universities. That trend is to have a central store for all food operations.

Other than title changes the duties of the other administrative officials have remained relatively the same.

MIAMI UNIVERSITY
Oxford, Ohio

HOUSING ADMINISTRATION-Duties by Position

1949	1956
1. Vice President of the University-Directly responsible to the President for the physical and financial operation of the residence halls.	1. Vice President and Treasurer of the University-Duties same as in 1949.
2. Business Manager-No such position.	2. Business Manager-Responsible to Vice President and Treasurer for the detail of all offices. Directly responsible to the Vice President.
3. Director of Residence Halls-Responsible to the Vice President for food service and housekeeping. Maintenance is provided by the University Physical Plant. The University Business Office collects rentals and makes refunds. The purchasing agent for the university does all the purchasing except food.	3. Director of Residence Halls-Duties same as in 1949.
4. Director of Student Affairs-Responsible to a second Vice	4. Director of Student Affairs-No such position.

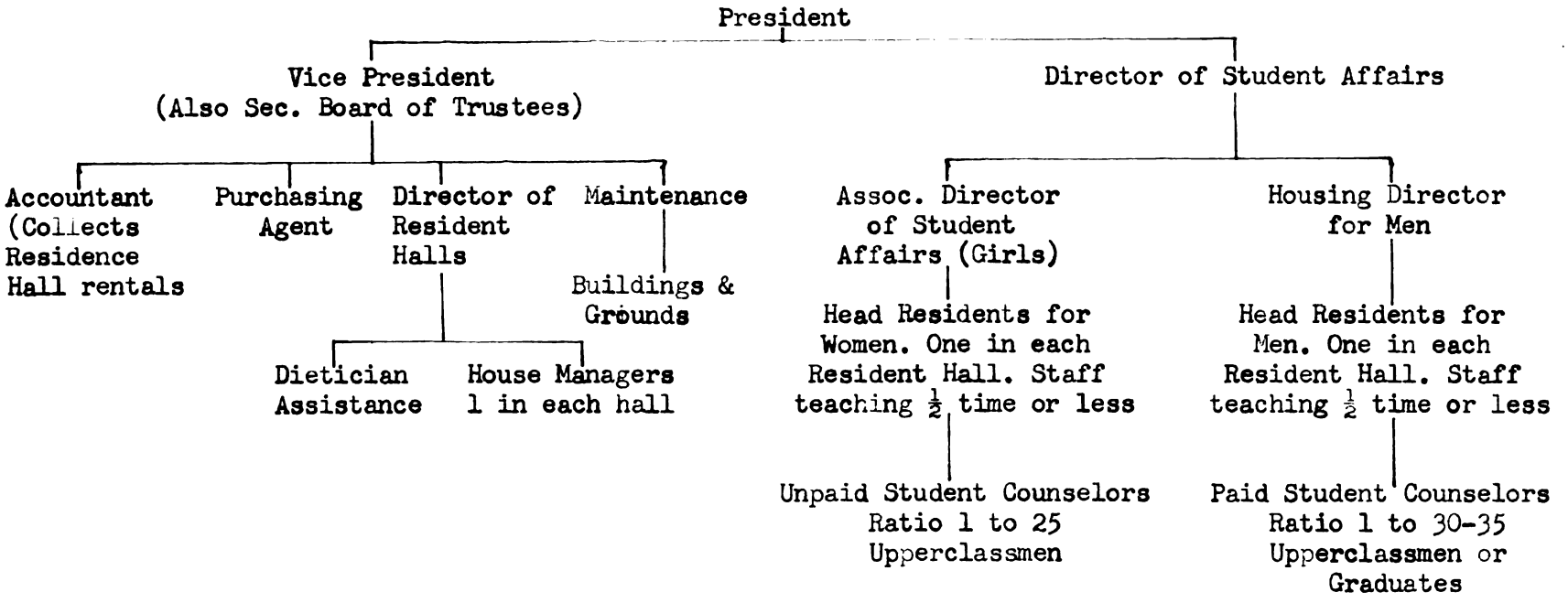
President for the administration and supervision of student life in the residence halls and for the counseling program there. He works through an Associate Director of Student Affairs (women) and the Housing Director for Men, and a system of staff and graduate students.

5. Dean of Men and Dean of Women—No such position.

5. Dean of Men and Dean of Women—Responsible to President for the administration and supervision of student life in the residence halls and for the counseling program there.

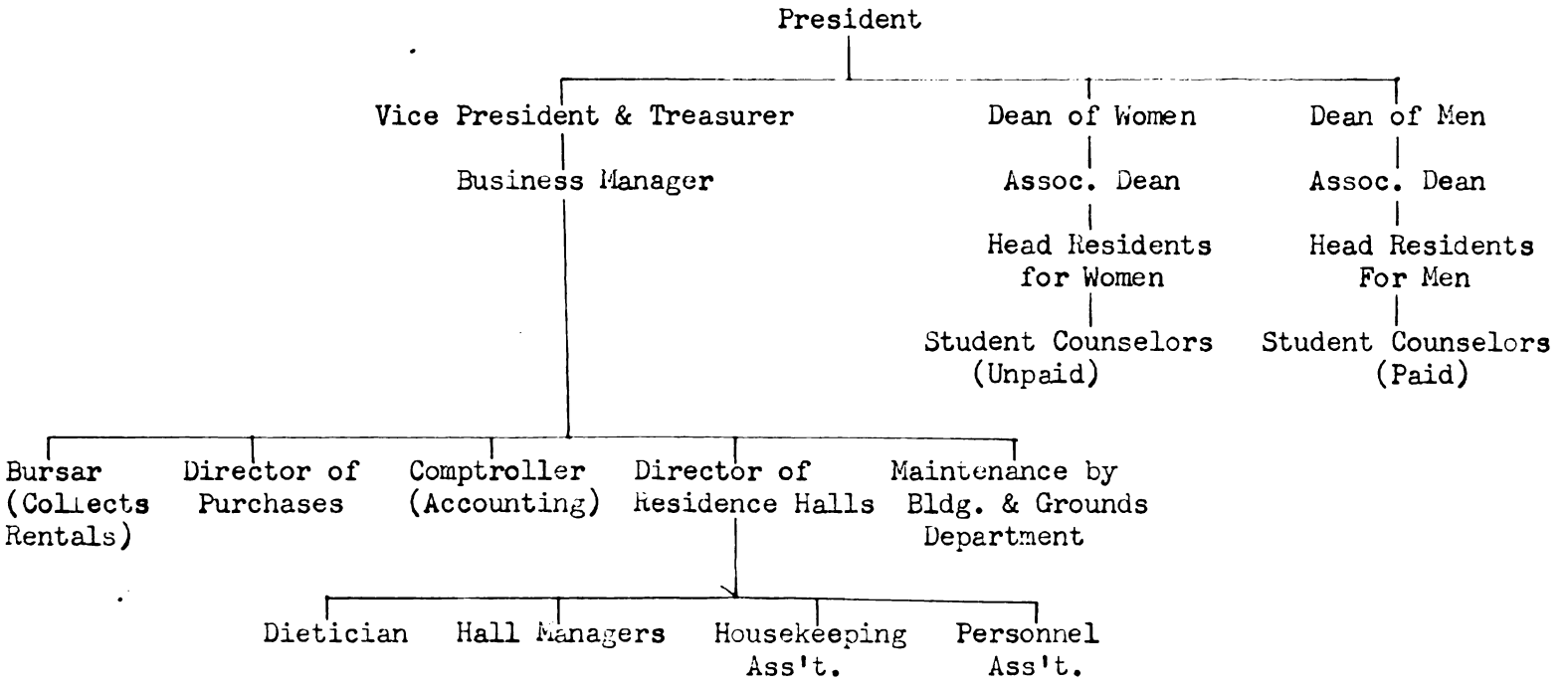
MIAMI UNIVERSITY
Oxford, Ohio

HOUSING ADMINISTRATION 1949



MIAMIA UNIVERSITY
Oxford, Ohio

HOUSING ADMINISTRATION 1956



Anaylsis of Miami University Changes

The two significant changes made at Miami are: The creation of the position of Business Manager and the division of the Director of Student Affairs position into an office of Dean of Men and Dean of Women.

Miami is a smaller university. The school has probably hired a business manager to relieve the Vice President and Treasurer of the management of the business affairs of auxiliary service.

The Dean of Men and the Dean of Women have the same responsibilities and duties as the former Director of Student Affairs. Miami has just separated the position into a men's and women's section.

The other changes made in the organization are the addition of a Housekeeping Assistant and a Personnel Assistant, to help the Director of Residence Halls.

MICHIGAN STATE UNIVERSITY
East Lansing, Michigan

STUDENT ADMINISTRATION-Duties by Position

1949	1956
1. Secretary(Business Manager) Responsible for the physical and financial operations in university operated housing units and Union building.	1. Secretary(Business Manager)-Duties same as in 1949.
2. Dean of Students- Responsible for the social and educational programs in university operated housing units, cooperative houses for women, and sororities. He is responsible for general student welfare functions in off campus housing units. Jointly responsible with manager for housing assignments.	2. Dean of Students-Duties same as in 1949.
3. Manager, Dormitories and Food Services-Responsible for physical and financial functions in the operation of university housing units. Jointly responsible with the Dean of Students for the	3. Manager, Dormitories and Food Services-Duties same as in 1949.

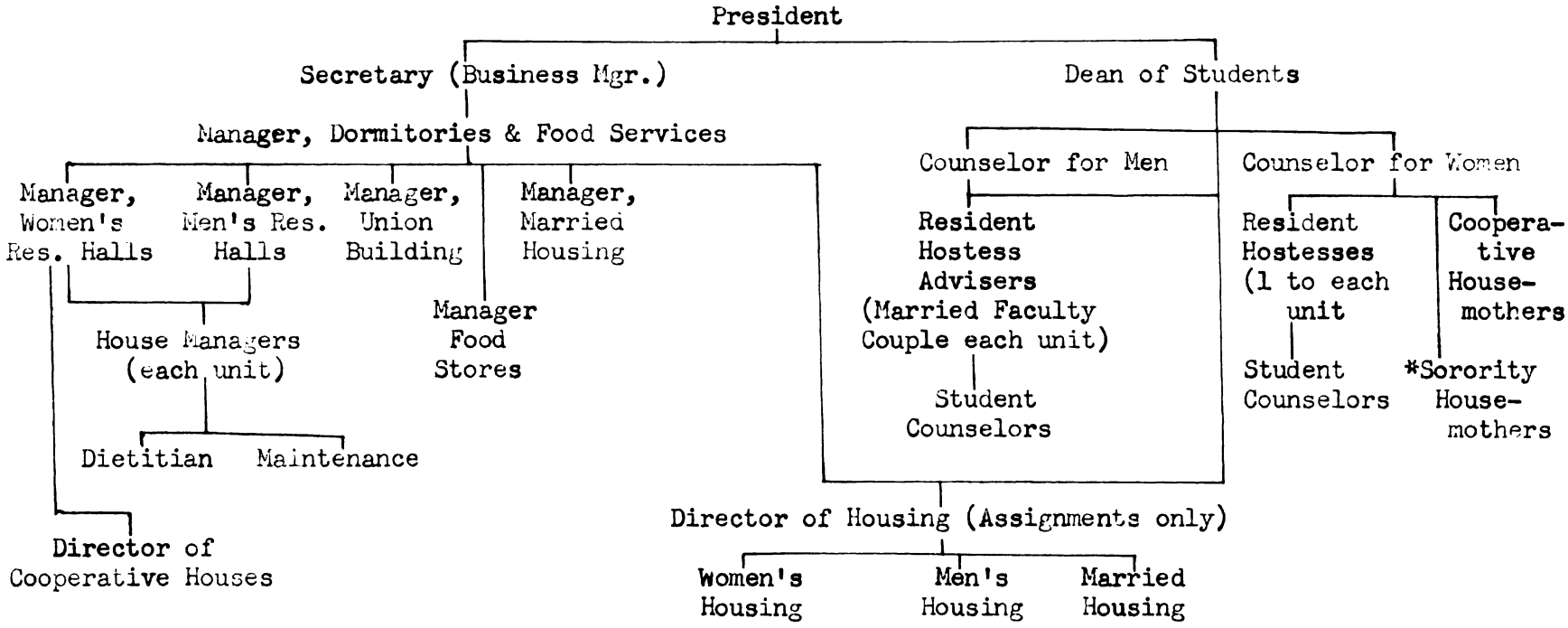
assignment of all university operated housing facilities.	
4. Counselor for Men-Selects, trains, and supervises members of the counseling staff in university operated housing units for single men.	4. Director Men's Division-Duties same as in 1949.
5. Counselor for Women-Selects, trains, and supervises members of the counseling staff in university operated housing units for single women.	5. Director Women's Division-Duties same as in 1949.
6. Educational Director Men's Residence Halls-No such position.	6. Educational Director Men's Residence Halls-Works with Resident Advisors and Assistants coordinating and unifying their counseling efforts. Also acts as a liaison between students and residence hall management for any student complaints. Handles minor residence hall discipline cases and sends major cases to dean of students. Handles any activities or

	Intramural problems.
7. Director of Housing-Jointly responsible to the Manager of Dormitories and Food Service and the Dean of Students. Makes assignments in all university owned housing units. Inspects and approves off-campus housing units, issues and enforces contracts in such units. List all housing facilities available for the use of students.	7. Director of Housing-Duties same as in 1948.
8. Manager of Men's Residence Halls-Responsible to the Director of Dormitories and Food Service for the operation of the men's residence halls.	8. Manager of Men's Residence Halls-Position discontinued.
9. Manager of Women's Residence Halls-Responsible to the Director of Dormitories and Food Service for the operation of the women's residence halls.	9. Manager of Women's Residence Halls-Position discontinued.
10. Manager Residence Halls-No such position in 1948.	10. Manager Residence Halls-Responsible to the Director of Dormitories and Food

	Service for the operation of all residence halls on campus.
11. Assistant Manager Residence Halls-No such position in 1949.	11. Assistant Manager Residence Halls-In charge of food service for all residence halls.
12. Director Kellogg Center-No such position in 1949.	12. Director Kellogg Center-Responsible to the Director of Dormitories and Food Service for the complete operation of the Kellogg Center.

MICHIGAN STATE COLLEGE
East Lansing, Michigan

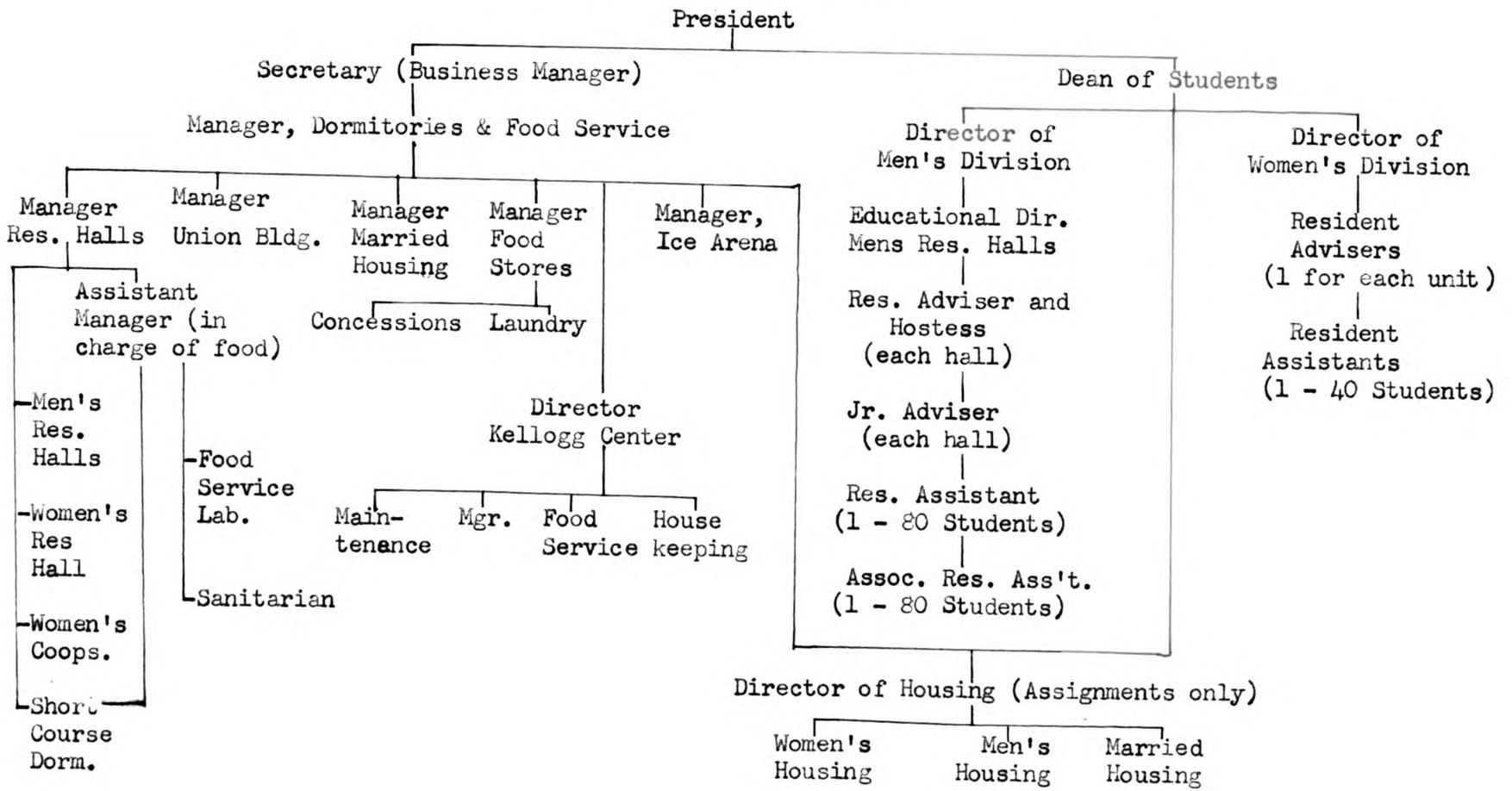
HOUSING ADMINISTRATION 1949



* The college pays ½ the salary of each sorority housemother

MICHIGAN STATE UNIVERSITY
East Lansing, Michigan

HOUSING ADMINISTRATION 1956



Analysis of Michigan State Changes

The duties at Michigan State University remain fairly much the same as they were in 1949. The biggest change was the combining of the men's residence halls and the women's residence halls under one manager. In the past there had been one person responsible for men's residence halls and another in charge of women's halls. The Assistant Manager of Residence Halls, which is a new position since 1949, is in charge of the food service for all the halls.

Kellogg Center was completed in 1951. The director of the center is responsible to the Director of Dormitories and Food Service. The only other additions have been dormitory managers for the new units that have been built on campus, and the new ice arena.

PURDUE UNIVERSITY
Lafayette, Indiana

HOUSING ADMINISTRATION-Duties by Position
1949 1953

General Administrative

1949	1953
1. Director, Men's Residence Halls-Responsible for complete operation of all university operated residence facilities for men.	1. Director, Men's Residence Halls-Responsible for complete operation, including counseling, of all university operated residence facilities for undergraduate men.
2. Director, Women's Residence Halls-Responsible for complete operation of all university operated facilities for women.	2. Director, Women's Residence Halls-Responsible for complete operation including counseling of all university operated facilities for undergraduate single women.
3. Manager, Family Housing-Responsible for complete operation of all university operated facilities for married students, staff and faculty.	3. Director, Family Housing-Duties same as in 1949.
4. Director, Office of Student Affairs-Maintains a service for assisting students in locating rooms in private	4. Dean of Men-Duties the same as in 1949 plus furnishes counsel and guidance on a university wide

houses and for assisting house owners in stabilizing rooming house service. Furnishes counsel and guidance.

basis. Has no direct responsibilities for residence hall counseling.

5. Dean of Women-Maintains a service for locating and approving residence for women students in private homes. Enforces off campus rules. Gives guidance for sorority groups and cooperative house management.

5. Dean of Women-Duties same as in 1949.

Men's Hall's Administration

6. Administrative Assistant to the Director, Men's Residence Hall-Supervises administrative, clerical, and personnel procedures in Men's Halls and coordinates the operating procedures in departmental offices.

6. Assistant to the Director-Responsible for discharging functions as delegated by the Director to include: counseling staff, recruitment, selection and training; coordination of Summer Conference Program; Processing of all new student applications; Research and Reports and Office Management.

7. Temporary Housing Assistant to the Director-Supervises all temporary dormitory and residence units operation. Supervises the summer sessions Men's Residence Hall operation.	7. Temporary Housing Assistant to the Director-Included in Assistant to the Director's duties.
8. Educational and Social Assistant to the Director-Supervises functions, activities, and training for the counseling program in all men's units.	8. Educational and Social Assistant to the Director-Included in Assistant to the Director's duties.
9. Unit Manager-No such position in 1949.	9. Unit Manager-Responsible to the Director for complete operation of his unit to include fiscal operation, all house and commissary operation, counseling staff and student organization.
10. Assistant to Manager (Men's Quad only)-No such position in 1949.	10. Assistant to Manager (Men's Quad only)-Responsible to the manager for office management, room assignment, clerical staff and miscellaneous delegated functions.

11. Foods Manager and Housekeeper-Responsible for food service, food cost control, maid service, linen supply, and for employment and training of housekeeping and food service personnel.

11. Foods Manager-Responsible to the manager for all phases of commissary operation. In the Men's Quad only, supervision of the maid staff and housekeeping functions is delegated as an additional responsibility.

12. Assistant to Foods Manager-No such position in 1949.

12. Assistant to Foods Manager(Men's Quad only)-Responsible to the Foods Manager for preparation of menus, ordering of food and supervision of snack bar.

13. Supervisor, Maintenance and Supply-Responsible for janitorial, supply and maintenance functions in all units, and for the employment and training of personnel.

13. Maintenance Supervisor (Men's Quad only)-Responsible to the Manager for supervision of painters, mechanics and janitorial staff and all maintenance functions.

14. Maintenance Foreman-Was incorporated in the supervision, maintenance and supply.

14. Maintenance Foreman-Responsible to the Manager for routine maintenance and supervision of janitorial staff.

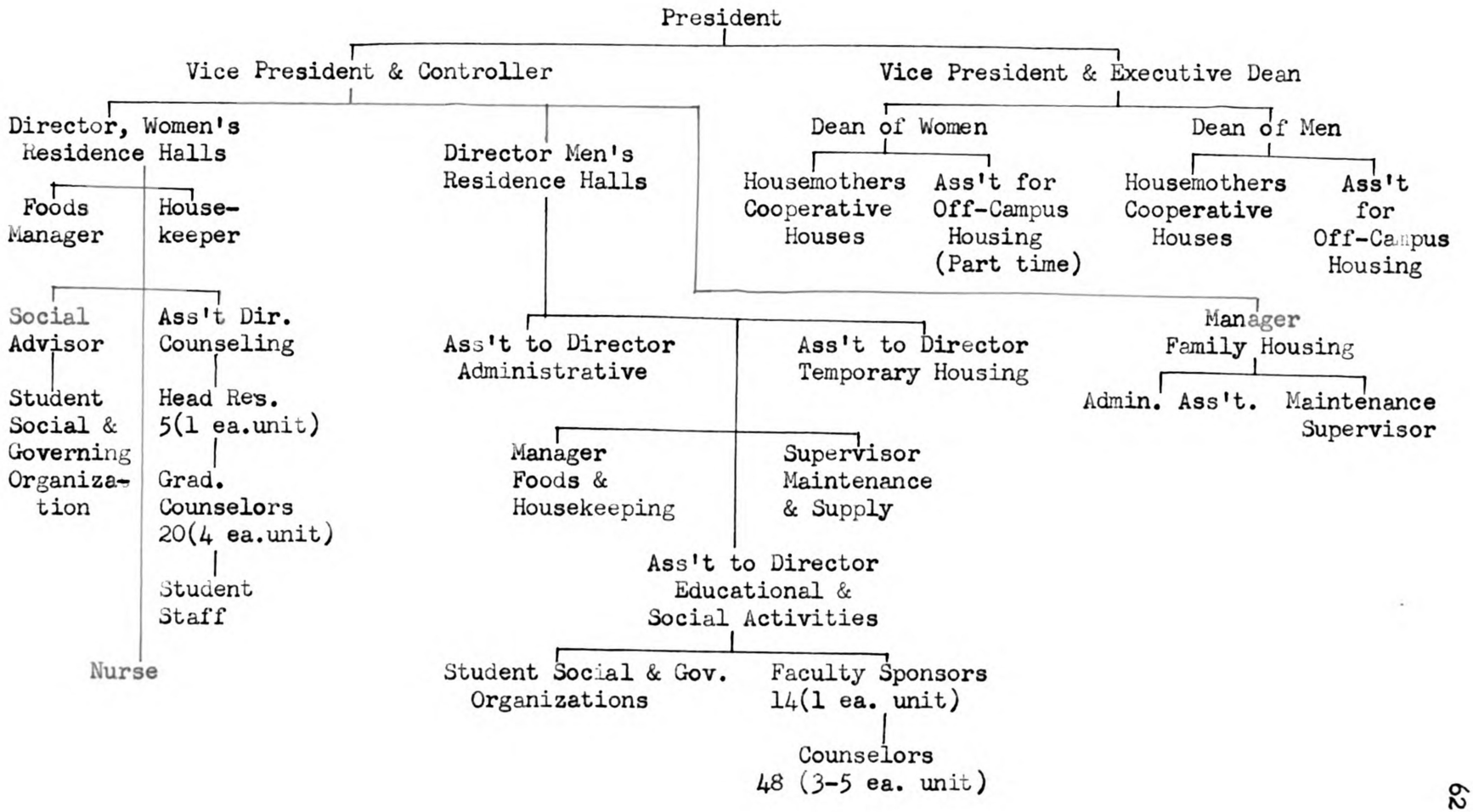
15. Head Maid or Maid Supervisor-As part of the Foods Manager's duties in 1949.	15. Head Maid or Maid Supervisor-Responsible to the Manager(Foods Manager in Men's Quad only) for all routine housekeeping functions and supervision of linen room and maid staff.

Women's Hall's Administration

16. Foods Manager-Responsible for food service, food cost control, employment and training of food service personnel.	16. Foods Manager-Duties same as in 1949.
17. Housekeeper-Responsible for maid and janitor service, supply and maintenance.	17. Housekeeper-Duties same as in 1949.
18. Assistant Director-Responsible for the counseling program.	18. Assistant Director-Duties same as in 1949.
19. Social Advisor-Assists and advises the student organization in social and self-government activities.	19. Social Advisor-Duties same as in 1949.
20. Nurse-Responsible for the general health and operation of the infirmary in Women's Halls.	20. Nurse-Duties same as in 1949.

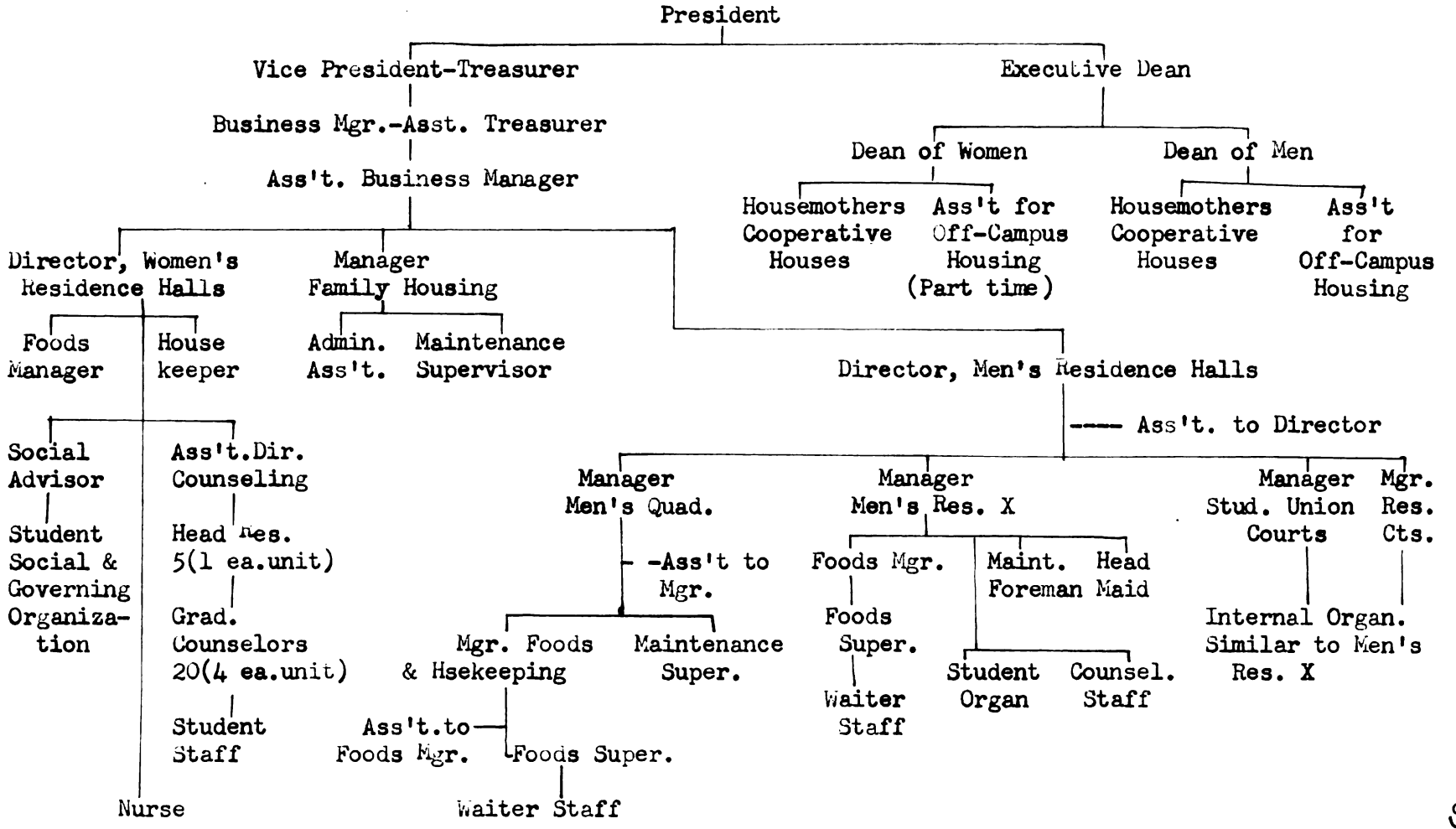
PURDUE UNIVERSITY
Lafayette, Indiana

HOUSING ADMINISTRATION 1949



PURDUE UNIVERSITY
Lafayette, Indiana

HOUSING ADMINISTRATION 1956



Analysis of Purdue Changes

At Purdue University there were two major organizational changes in their administration. The first change was in the overall business organization of the school. The Vice President and Controller is now the Vice President-Treasurer handling major policy and development. Directly under him is the Business Manager-Assistant Treasurer. This person handles the operating policy as related to the university budget. The Assistant Business Manager is the person to whom directors of other self supporting enterprises report.

The other big change has been the reorganization of men's residence halls. Purdue still operates their men's and women's residence halls separately. There was no change in the women's halls. The men's halls now have a unit manager in complete charge of each hall. Each unit is organized under a centralized type of organization with the Foods Manager, Maintenance Foreman, Housekeeping, Student Organization and Counseling Staff reporting to the manager.

Purdue's changes show a definite emphasis placed on the business aspects of the organization which confirms the theory of many schools that residence halls are mainly business in nature and must be run on a business like basis. The other change makes one person completely in charge of each unit. This makes it easier to control each unit and all employees know who they are responsible to for their jobs.

STATE UNIVERSITY OF IOWA
Iowa City, Iowa

HOUSING ADMINISTRATION-Duties by Position

1949	1956
1. Business Manager-Jointly responsible with the Dean of Student Affairs for policies and operation in university operated housing units subject to control by the President of the University. Responsible for the preparation and control of budgets for all university operated housing projects. Confers with the Dean of Student Personnel Services on budget items and amounts related to student social life, counseling, and self-government.	1. Business Manager-Duties same as in 1949.
2. Dean of Student Personnel Services-Jointly responsible with the Business Manager for policies and operations in university operated housing units. Confers with the Business Manager on budget items involving students social	2. Dean of Students and Director of Student Affairs. Two titles combined. Duties same as in 1949.

life, counseling, and self-government. Responsible, with the Business Manager, for the integration of the social and educational aspects of student living in university accomodations with the physical and financial aspects of such operations. Through the Director of Student Affairs operates a counseling system in privately operated housing units and a housing bureau which inspects and approves student housing facilities.

3. Director of Student Affairs- Selects, trains, and supervises members of the counseling staff in the student operated and privately operated housing units. Acts jointly with the Director of Dormitories concerning the selection and training of such personnel in university units. Operates a housing bureau which inspects

3. Dean of Students and Director of Student Affairs- Duties same as in 1948.

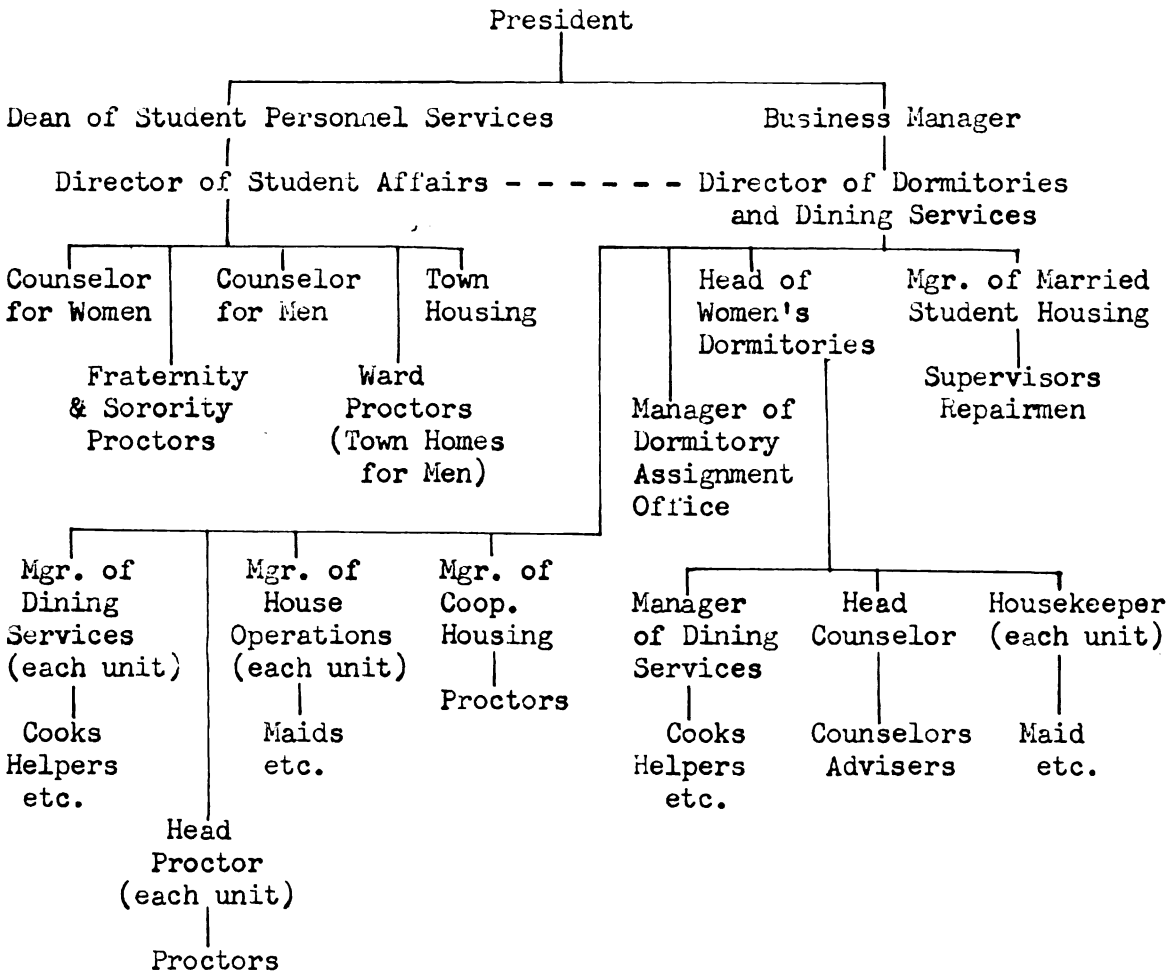
and approves off-campus housing, collects and releases information concerning such facilities.

4. <u>Director of Dormitories and Dining Services</u>-Responsible for all matters concerning physical operations including equipment, furnishings, and food service, also for all financial matters including budgets, revenues, and expenditures. Acts jointly with the Director of Student Affairs in the selection and training of counseling personnel. Supervises counseling in university housing units. Makes all assignments in university operated housing units.

4. <u>Director of Dormitories and Dining Services</u>-Duties same as in 1949.

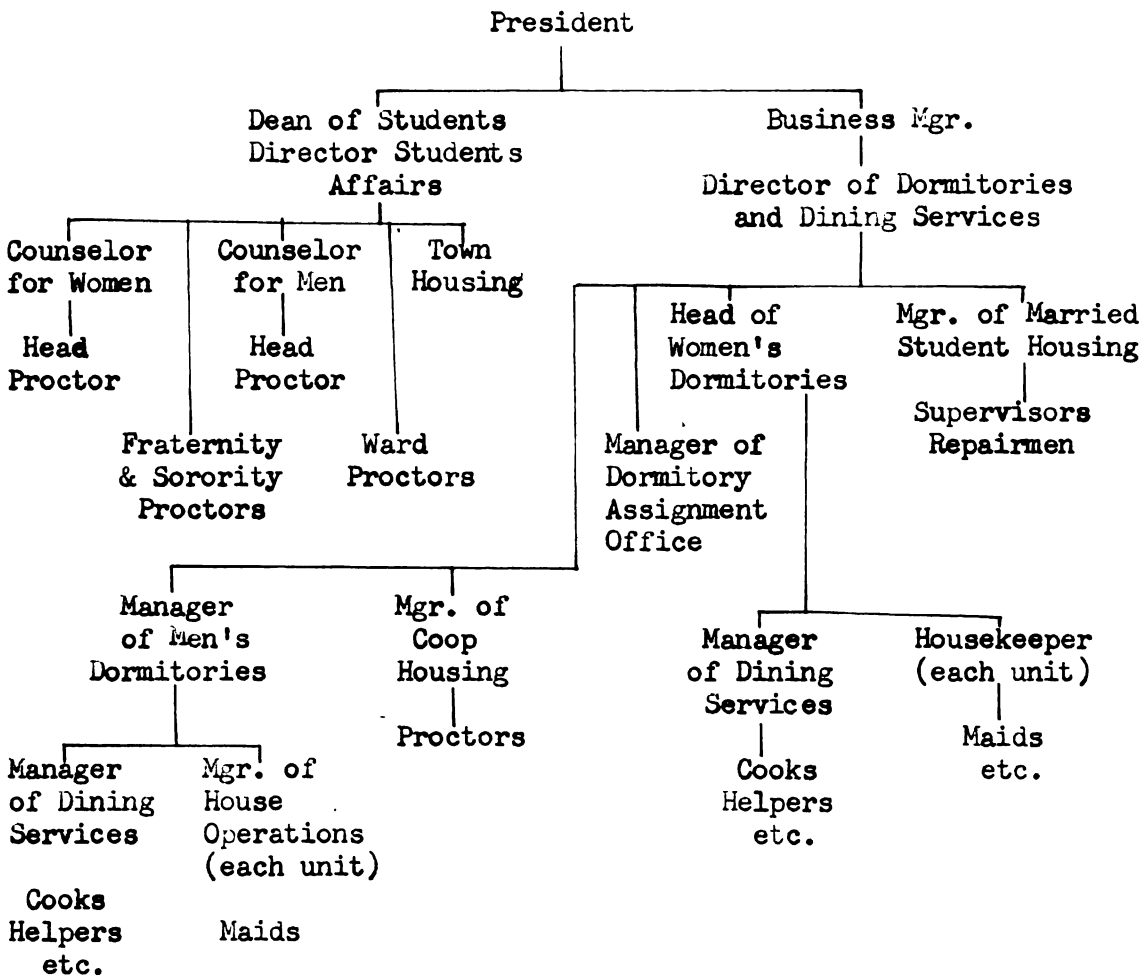
STATE UNIVERSITY OF IOWA
Iowa City, Iowa

HOUSING ADMINISTRATION 1949



STATE UNIVERSITY OF IOWA
Iowa City, Iowa

HOUSING ADMINISTRATION 1956



Analysis of State University of Iowa Changes

The State University of Iowa has had one major change in their housing organizational setup in the past seven years. That change was the combination of the positions of Dean of Student Personnel Services and Director of Student Affairs into one position--that of Dean of Students and Director of Student Affairs.

The other changes that were made are: The Head Counselor is under the Counselor for Women and the Head Proctor is under the Counselor for Men. These changes were made, according to a letter received from T.M. Rehder, Director, Dormitories and Dining Services, because the Office of Student Affairs now pays these people from it's budget.

THE OHIO STATE UNIVERSITY
Columbus, Ohio

HOUSING ADMINISTRATION-Duties by Position

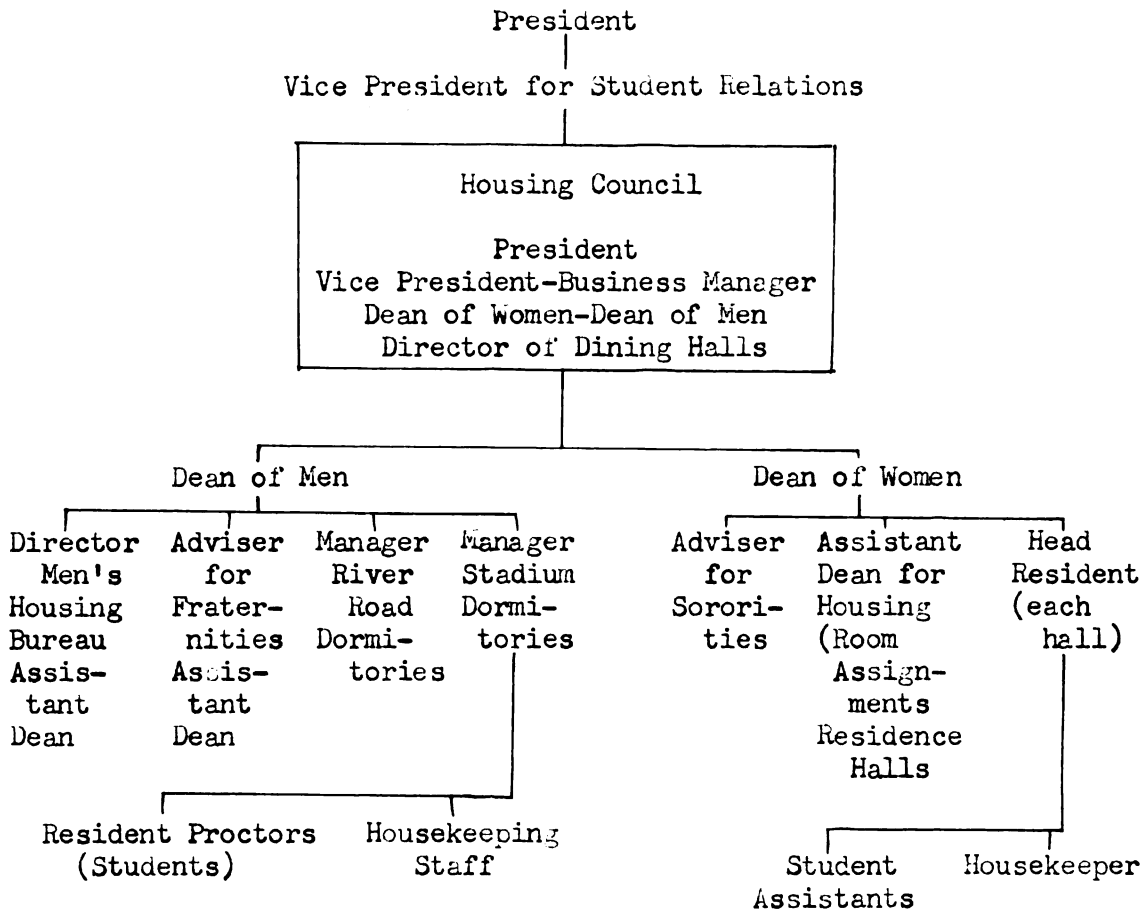
1949	1956
1. Housing Council-The coordinating and policy making agency for the administration of housing. The Housing Council is composed of President, Vice President, Business Manager, Dean of Women, Dean of Men, and the Director of Dining Halls.	1. Housing Council-Duties same as in 1949.
2. Dean of Men-Responsible to the Housing Council for all types of housing for men. The Dean of Men is assisted in his operation of housing by:	2. Dean of Men-Duties same as in 1949.
(A) The Director of Men's Housing Bureau, who approves, inspects, and lists all privately owned housing for men.	(A) Duties same as in 1949.
(B) No such position in 1949.	(B) The Supervisor of Men's Residence Halls-who is responsible for the entire program in the three dormitory facilities.

(C) Advisor for Fraternities who supervises the operation of fraternity houses.	(C) Duties same as in 1949.
(D) Manager of River Road Dormitories	(D) Duties same as in 1949.
(E) Manager of Stadium Dormitories-The managers of River Road and Stadium dormitories are assisted by housekeeping staffs and resident proctors, who are student employees.	(E) Duties same as in 1949.
3. Dean of Women-Responsible to the Housing Council for all types of housing for women. The Dean is assisted by:	3. Dean of Women-Duties same as in 1949.
(A) Advisor for Sororities	(A) Duties same as in 1949.
(B) Assistant Dean of Housing-who makes room assignments in university residence halls and supervises private housing.	(B) Duties same as in 1949.
(C) No such position in 1949.	(C) Coordinator of Program for Residence Halls-particular em-

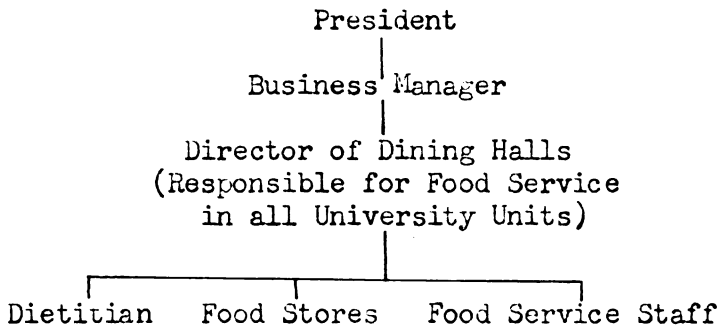
	phasis on student activities and counseling service.
(D) No such position in 1949.	(D) Supervisor of Management-Women's Housing-concerned primarily with the actual business management and service personnel program.
(E) Head Resident in Each Hall-The Head Resident of each hall is assisted by a housekeeper and student assistant.	(E) Duties same as in 1949.
4. Director of Dining Halls-Responsible to the Business Manager of the university for food service in all university units. The Director is assisted by dieticians, food stores personnel, and food service staff.	4. Director of Dining Halls-Duties same as in 1949.

OHIO STATE UNIVERSITY
Columbus, Ohio

HOUSING ADMINISTRATION 1949

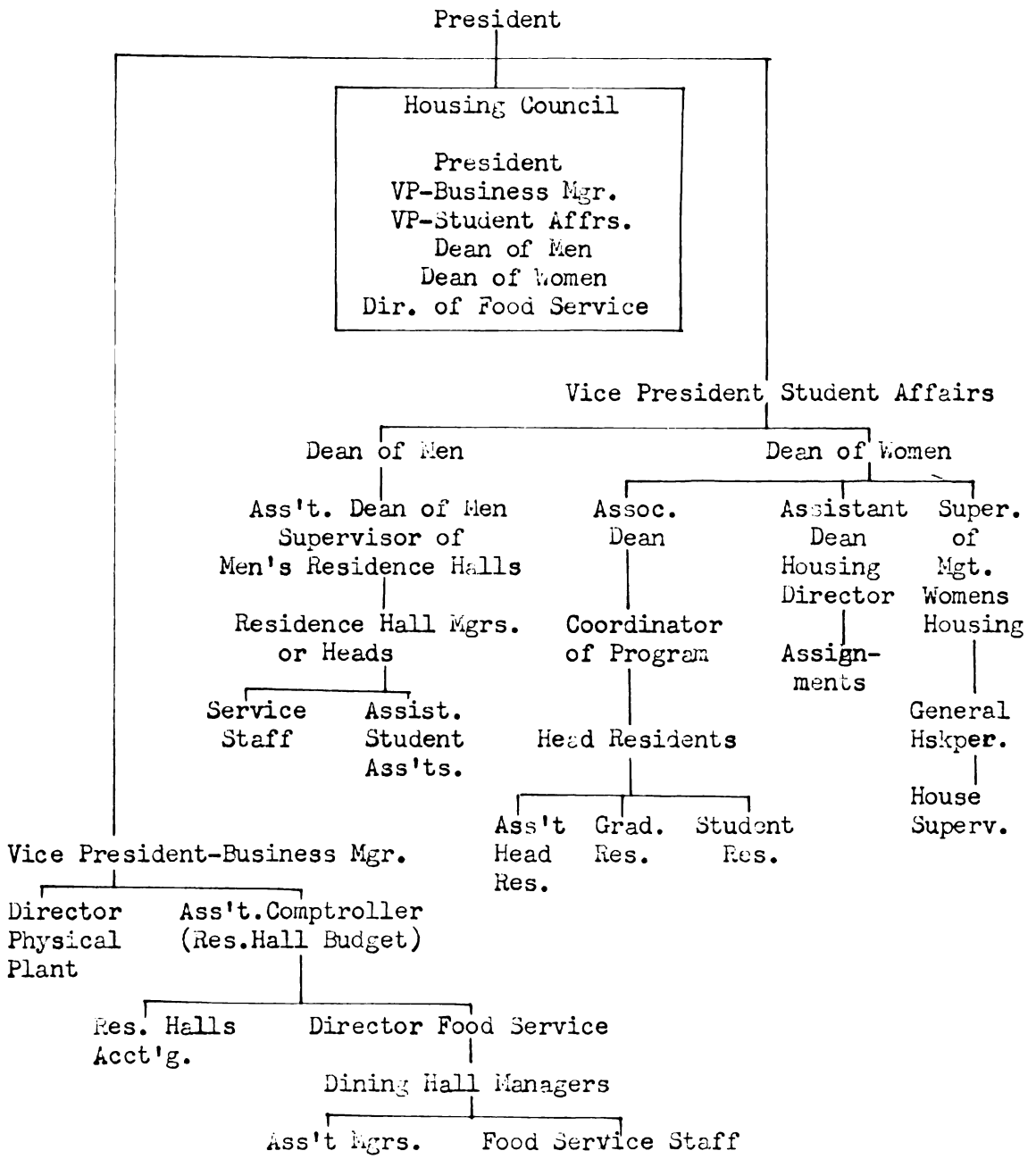


<u>Food Service</u>



OHIO STATE UNIVERSITY
Columbus, Ohio

HOUSING ADMINISTRATION 1956



Analysis of Ohio State University Changes

There have been a number of changes in the housing administration at Ohio State, all of these involving additions to the staff.

An Assistant Dean of Men has been appointed with the sole duty of supervising the men's residence halls. This addition to the staff has probably resulted from the larger number of duties assigned to the Dean of Men.

A Coordinator of Programs for women's residence halls with particular emphasis on student activities and counseling service was added to the Dean of Women's section. Also added to this section was a Supervisor of Management in women's residence halls who is concerned primarily with the actual business management and service personnel program. This shows a trend toward using a staff member to handle the personnel problems.

UNIVERSITY OF ILLINOIS
Urbana, Illinois

STUDENT ADMINISTRATION - Duties of Position
1949 1956

1949	1956
1. Dean of Students-Responsible for the social and educational functions in university operated housing units and for general student welfare.	1. Dean of Students-Duties same as in 1949.
2. Dean of Women-Responsible for the social and educational program in Women's Residence Halls operated by the university. Makes assignments and supervises the counseling program in such units.	2. Dean of Women-Duties same as in 1949.
3. Director of Housing-Operates all university housing, including all functions other than counseling in Women Halls. Inspects and approves all student operated and privately operated housing units. Issues and enforces agreements between students and house operators. Lists available accommodations and advises students concerning housing matters.	3. Director of Housing-Duties same as in 1949.

4. Supervisor of Counseling-Men's Halls-This is a staff position. The encumbent acts for the Director in advising the Manager of Residence Halls and the Supervisor of Temporary Housing concerning the development of the counseling program in men's units, procurement of personnel, pre-service and in service training programs, and the treatment of problems relative to counseling functions.

4. Supervisor of Counseling-Men's Halls-Duties same as in 1940.

5. Assistant Director(Maintenance)-Maintains all buildings and equipment in the Housing Division within the limit of funds provided for this purpose by unit managers. Determines priority for all work orders before transmittal to the Operation and Maintenance Division of the Physical Plant. Operates painting program in housing units. Acts for the Director in

5. Assistant Director (Maintenance)-Duties same as in 1940 plus: responsible for the operation of all family housing facilities, for both student and staff, permanent and temporary.

reviewing plans and specifications for the new construction or remodeling.

6. Assistant to the Director-Supervises the cost accounting system operated by the Housing Division and the clerical-stenographic service in the central office. Acts for the Director in the establishment of business procedures. Reviews all budgets and financial reports.

7. Supervisor of Temporary Housing-Responsible for the operation of temporary dormitory and temporary family units. Operates all permanent staff housing units.

8. Manager of Residence Halls-Operates all permanent university buildings used for housing other than the social educational program in women's halls.

9. Director of Student Welfare (Galesburg)-Responsible to the

6. Assistant to the Director Duties same as in 1949.

7. Supervisor of Temporary Housing-Position discontinued but duties now combined with those of Assistant Director (Maintenance).

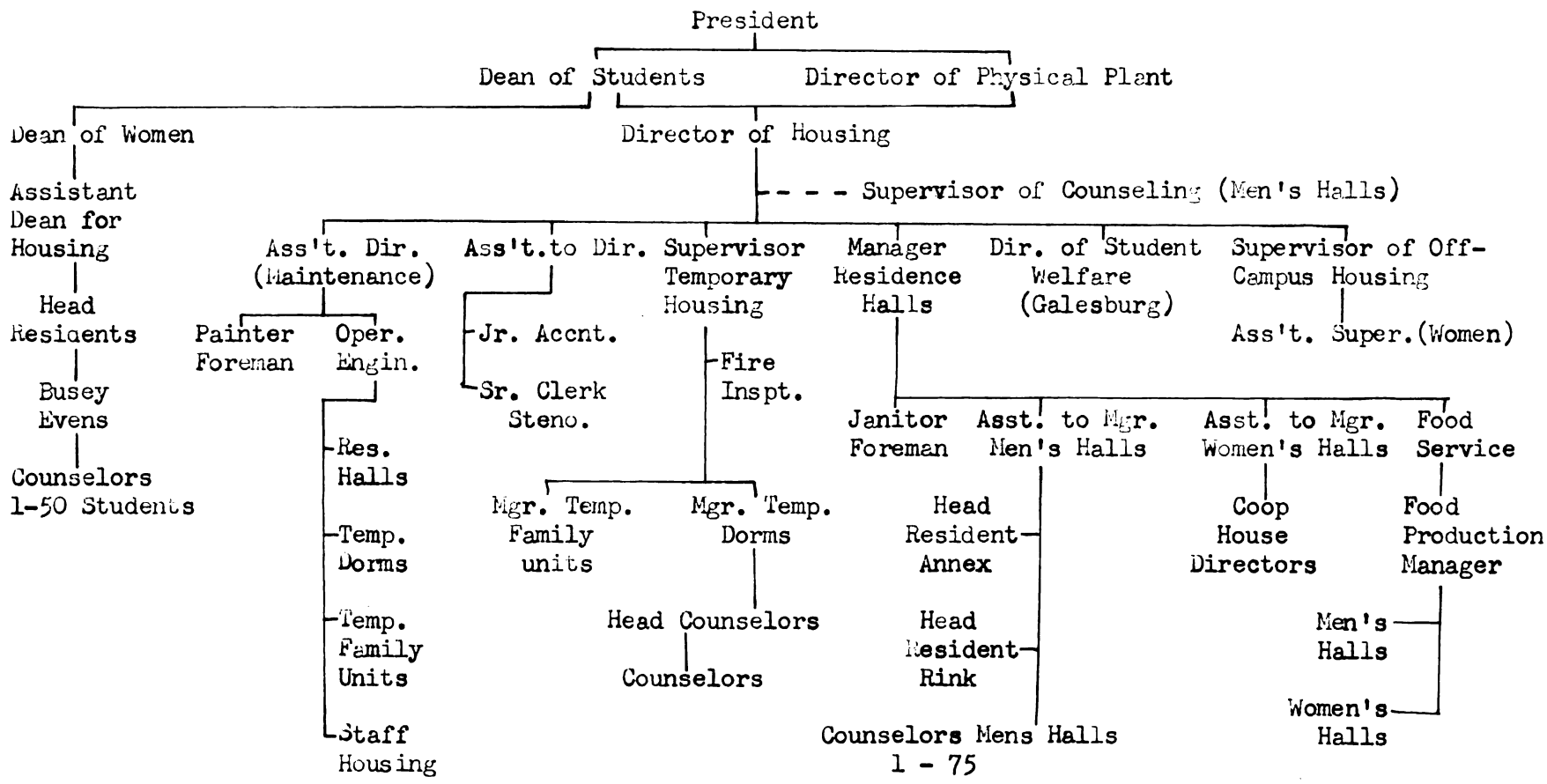
8. Manager of Residence Halls-Responsible for all single student housing other than the social educational program in women's halls.

9. Director of Student Welfare (Galesburg)-This position no

Director of Housing for the establishment and control over all student welfare functions at the temporary division of the University at Galesburg, Illinois. Operates food service facilities, student and staff housing, and health services.	longer exists.
10. <u>Supervisor of Off-Campus Housing</u>-Inspects and approves all housing units for single students. Issues contract forms for use in privately operated units and enforces such agreements when properly drawn. Collects and dispenses housing information to students. Advises students outside university units concerning housing problems.	10. <u>Supervisor of Off-Campus Housing</u>-Duties same as in 1949.

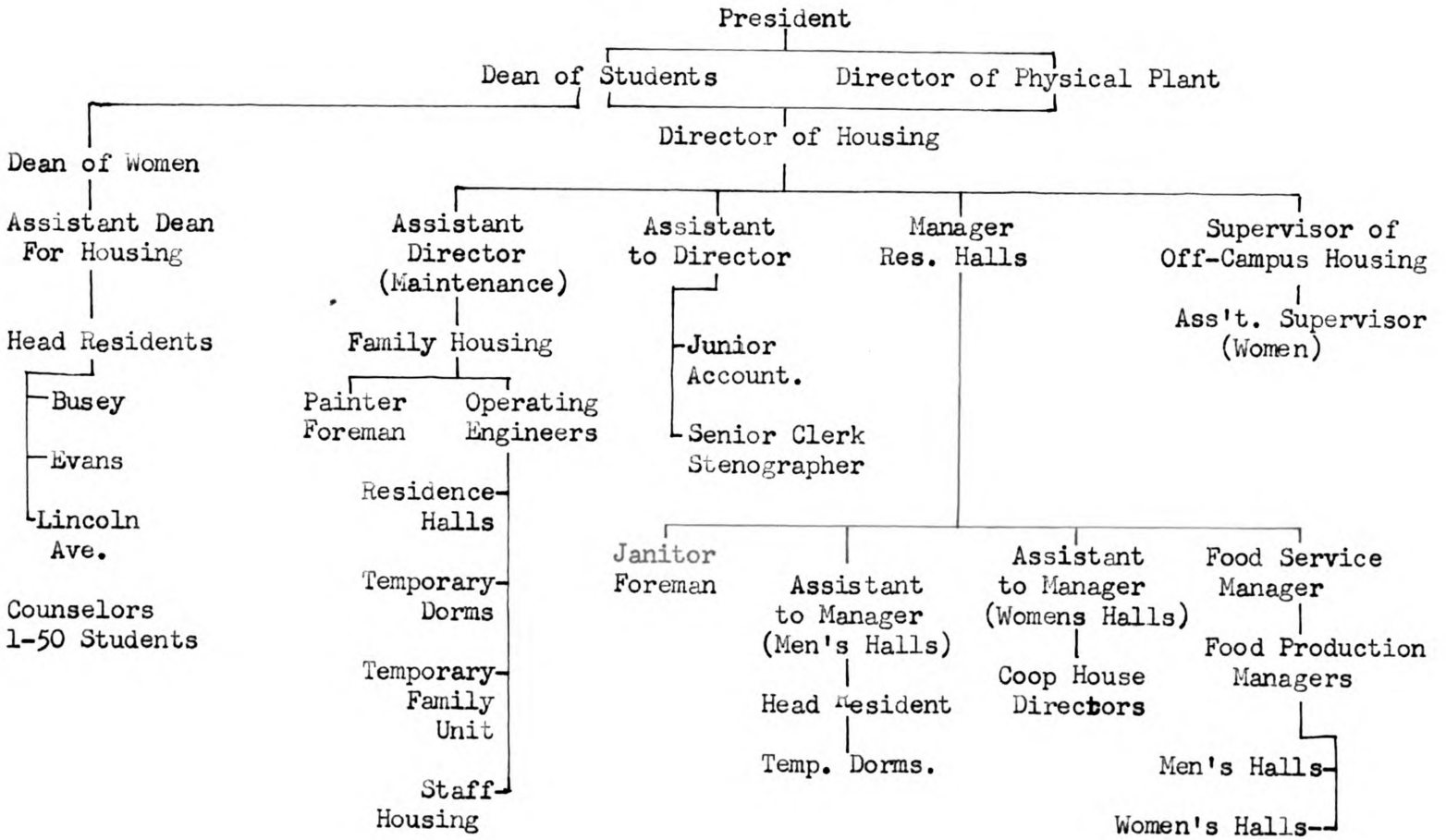
UNIVERSITY OF ILLINOIS
Urbana, Illinois

HOUSING ADMINISTRATION 1949



UNIVERSITY OF ILLINOIS
Urbana, Illinois

HOUSING ADMINISTRATION 1956



Analysis of University of Illinois Changes

The University of Illinois has eliminated two temporary positions in their housing administration staff and shifted part of the duties to the Assistant Director (Maintenance).

The position of Supervisor of Temporary Housing has been discontinued. Evidently the position was temporary as the name implied and the administration has seen fit to eliminate the position and transfer the duties that were of a more permanent nature to another official. That official was the Assistant Director (Maintenance). The duties that were transferred were mainly those of family housing. This is a normal change in larger colleges that were suffering from insufficient married housing accommodations, but now provide many types of married housing. Usually one person is responsible for the complete operation of married housing. This person works under the direction of the director of housing.

The other position that was discontinued was that of Director of Student Welfare (Galesburg). This division of the University of Illinois has been closed.

UNIVERSITY OF MICHIGAN
Ann Arbor, Michigan

HOUSING ADMINISTRATION-Duties by Position

1949	1956
1. Vice President-Responsible for the physical and financial aspects of operation in university housing units.	1. Vice President-Duties same as in 1949.
2. Board of Governors-A policy formulating body composed of the following ex-officio members: Dean of Students as Chairman, Dean of Women, Vice President. Five additional members are appointed from the university Senate for a term of three years. This body passes upon matters of policy concerning the social and educational program in university operated housing units.	2. Board of Governors-Duties same as in 1949.
3. Dean of Students-Administers the counseling program in university operated units for single men, and supervises the personnel employed in this program. Makes housing assign-	3. Dean of Students-Duties same as in 1949.

ments in university operated units for single men and for family units. Inspects and approves student operated and privately operated housing units for men. Supplies contract forms and enforces contracts between students and landlord in privately operated housing units where contracts are issued. Issues contracts in university operated housing units for men. Collects housing information and lists it for the use of new students.

4. Dean of Women-Administers the counseling program in university operated units for single women and supervises the personnel employed in this program. Makes housing assignments and issues contracts in university operated units for single women. Approves student operated and privately operated housing units for women. Enforces

4. Dean of Women-Duties same as in 1949.

contracts between student and landlord in privately operated housing units for women. Collects housing information and lists it for the use of new students.

5. Health Service Sanitarian-Inspects all off-campus housing for women and files reports with the Dean of Women.

5. Health Service Sanitarian-Duties same as in 1949.

6. Business Manager of Residence Halls-Responsible for the physical and financial operation in university residence halls and family units, including budgeting and financial control, housekeeping, maintenance, and food service, and issues leases for family units.

6. Business Manager of Residence Halls-Duties same as in 1949.

7. Maintenance Supervisor Has charge of maintenance program in all university operated housing units. Evaluates request for maintenance work. Issues work orders to

7. Maintenance Supervisor-Duties same as in 1949.

the Physical Plant Department within financial limits established by the Business Manager.

8. Assistant to the Business Manager of Residence Halls-Assist in the preparation of budgets and other financial forecasts, reviews financial statements, has charge of personnel and records, and assumes other specific duties as assigned by the Business Manager.

8. Assistant to the Business Manager of Residence Halls-Duties same as in 1949.

9. Chief Dietitian-Supervises and coordinates the work of all dietitians in university housing units. Is responsible for all meals prepared in the residence halls and for the cost thereof. Makes recommendations for purchase of equipment in connection with the dining room operation.

9. Chief Dietitian-Duties same as in 1949.

10. Trailer Custodian-Checks tenants in and out on the basis of lease information

10. Trailer Custodian-Duties same as in 1949.

furnished by the Business Manager. Receives maintenance calls and transmits them to the Maintenance Supervisor. Takes care of minor items of maintenance in the trailer areas.

11 Apartment Manager-Checks tenants in and out on the basis of lease information furnished by the Business Manager. Receives maintenance calls and transmits them to the Maintenance Supervisor. Supervises the work of the caretakers in the apartment buildings. Makes minor repairs to buildings and equipment in university apartments.

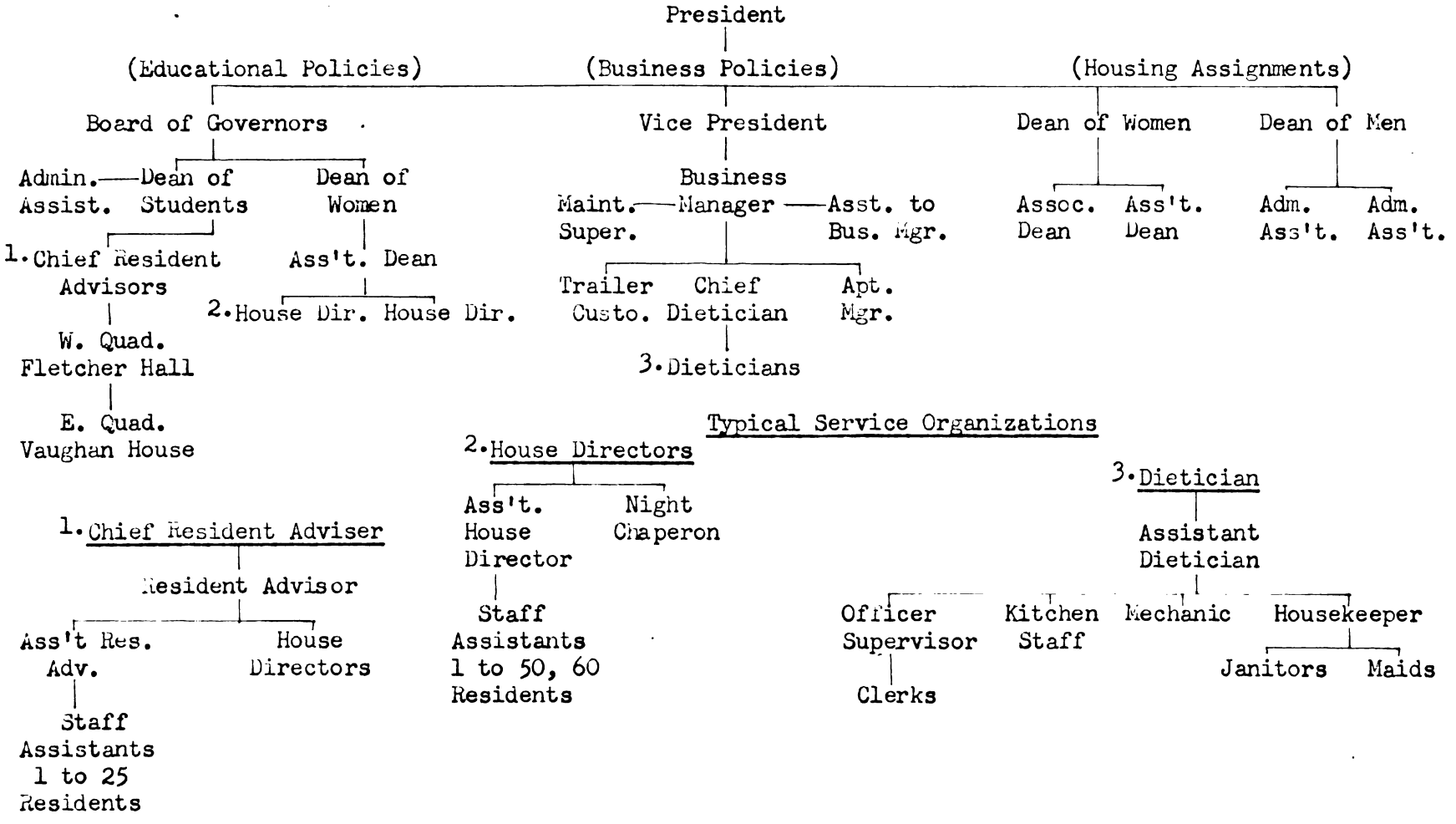
11. Apartment Manager-Duties same as in 1940.

12. Dietitian-With the help of the Assistant Dietitian, supervises the complete physical operation in each unit including office operation, housekeeping, and food service.

12. Dietitian-Duties same as in 1940.

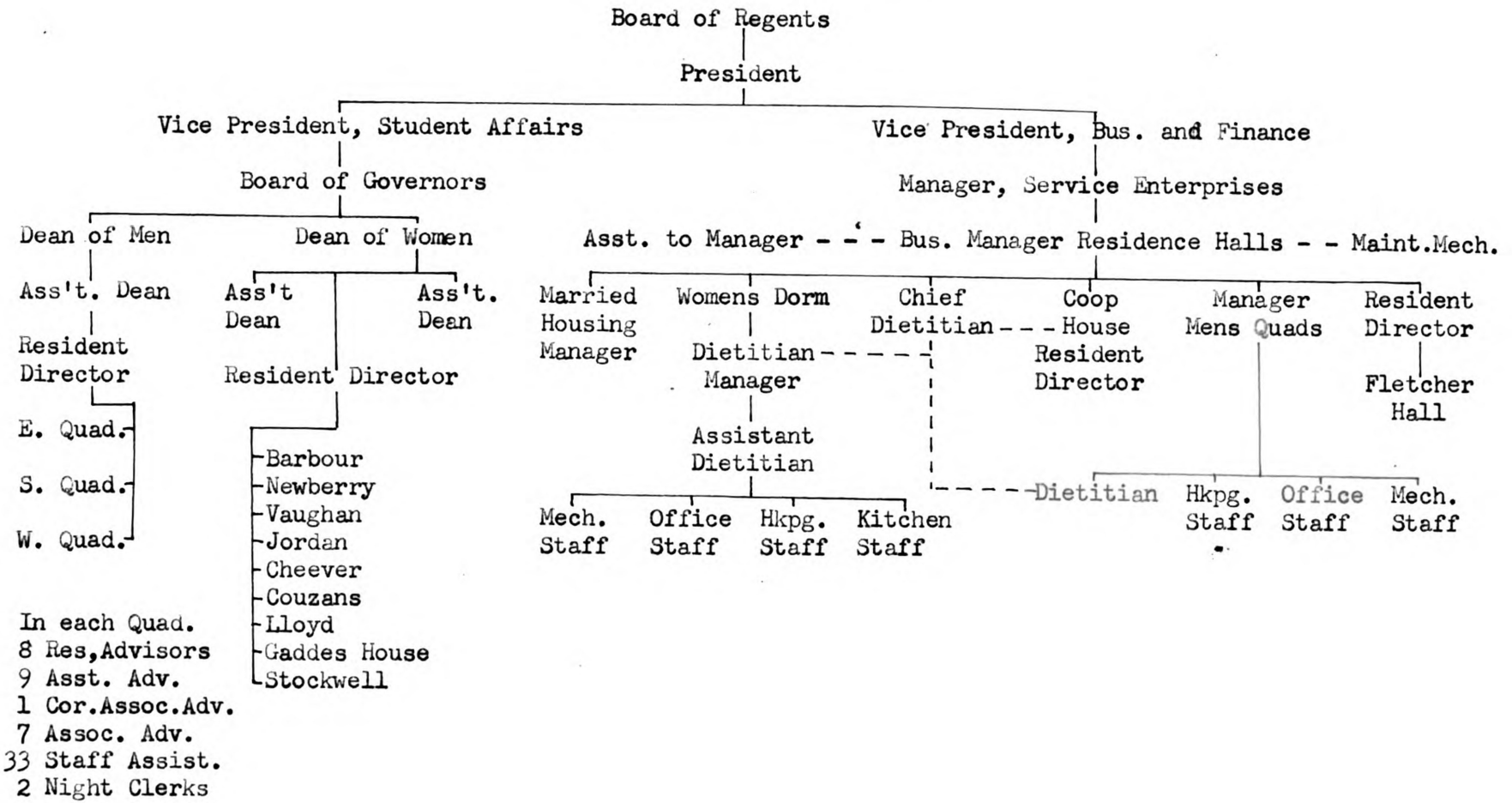
UNIVERSITY OF MICHIGAN
Ann Arbor, Michigan

HOUSING ADMINISTRATION 1949



UNIVERSITY OF MICHIGAN
Ann Arbor, Michigan

HOUSING ADMINISTRATION 1956



Analysis of University of Michigan Changes

The University of Michigan Housing Administration has made no major changes since 1940. The only changes they have made have been the title change of House Directors to Resident Directors, and the addition of new personnel to handle the new residence hall additions.

Michigan's housing administration has a Board of Governors to set the policies which are administered by the Dean of Men or Dean of Women. The food service is handled by a separate person, the Chief Dietitian. The women's halls are managed by the dietitians of each hall, while the men's quads have their own manager.

UNIVERSITY OF MINNESOTA
Minneapolis, Minnesota

HOUSING ADMINISTRATION-Duties by Position

1949	1953
1. Dean of Students-Responsible jointly with the Directors of University Operated Men's and Women's Halls for the social and educational program in university operated housing, subject to approval of policies by the Council on Residence Counseling. Responsible for the selection and training of counselors in fraternities and sororities and for general student welfare functions in all off-campus housing units.	1. Dean of Students-Duties same as in 1949.
2. Director of Service Enterprises-Responsible for the physical and financial functions in the operation of university owned housing units.	2. Director of University Services-Duties same as in 1949.
3. Director of Men's Residence-Operates the housekeeping, maintenance, and food service program in all university	3. Director of Men's Residence-Duties the same plus maintaining the staff housing bureau which supplies

operated units for single men. Is jointly responsible with the Dean of Students for the counseling program in such units. Coordinates with the Assistant to the Dean of Students in the selection and training of counselors in such units. Operates university owned facilities for student couples. Makes assignments in all housing units under his jurisdiction.

information to University staff members regarding rental or purchase of housing units.

4. Director of Staff Housing- Operates all university owned housing units assigned for the use of staff including the assignment of applicants.

4. Director of Staff Housing- Position eliminated.

5. Director of Comstock Hall- Operates the housekeeping, maintenance, food service programs in all university units for women. Is jointly responsible with the Dean of Students for the counseling program in such units.

5. Director of Women's Residence-Duties the same plus serving as Director of Comstock Hall.

Coordinates with the Assistant to the Dean of Students in the selection and training of counselors.

6. Assistant to Dean of Students-Administratively responsible for the selection and training of counselors. Coordinates with the Director of Student Activities Bureau and the directors of various housing units in fulfilling this responsibility.

6. Assistant Dean of Students-Duties same as in 1948.

7. Director of Student Housing Bureau-Responsible for the supervision of off-campus housing for single students including the collection and dissemination of housing information for students, making arrangements for the inspection of rooming houses by the student health service, adjudicating of disputes between landlords and students, advisory and informational relationships with

7. Director of Student Housing Bureau-Duties the same plus collects and disseminates student housing information for university owned and off-campus housing.

rooming house owners.

8. Director of Student Activities Bureau-Selection, training and supervision of counselors in fraternities and sororities.

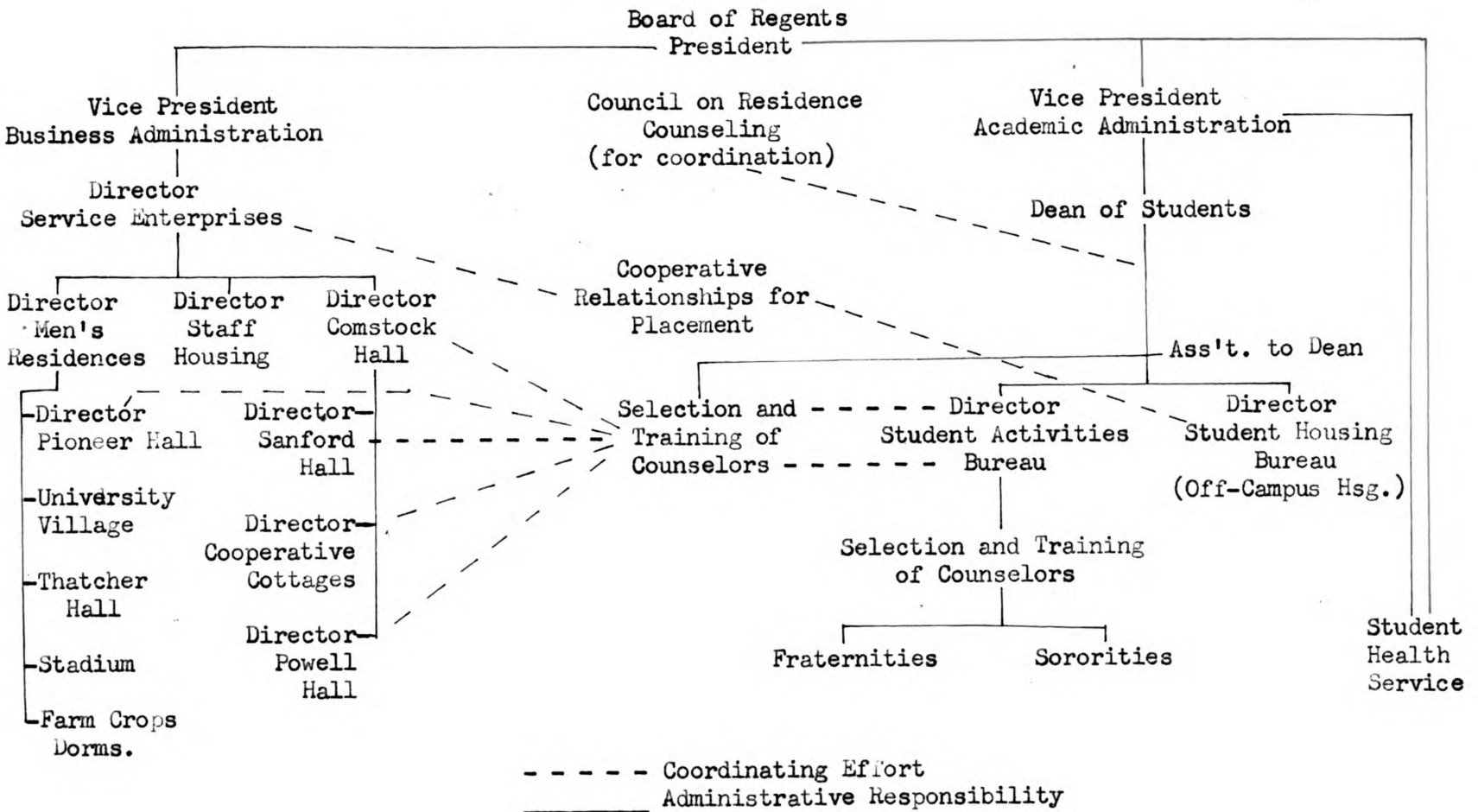
8. Director of Student Activities Bureau-Duties same as in 1948.

9. Director of Student Health Service-Inspection of rooming houses as requested by the Director of the Student Housing Bureau. Reports of inspections and classifications to the same agency.

9. Director of Student Health Service-Duties the same plus inspection of university operated residences.

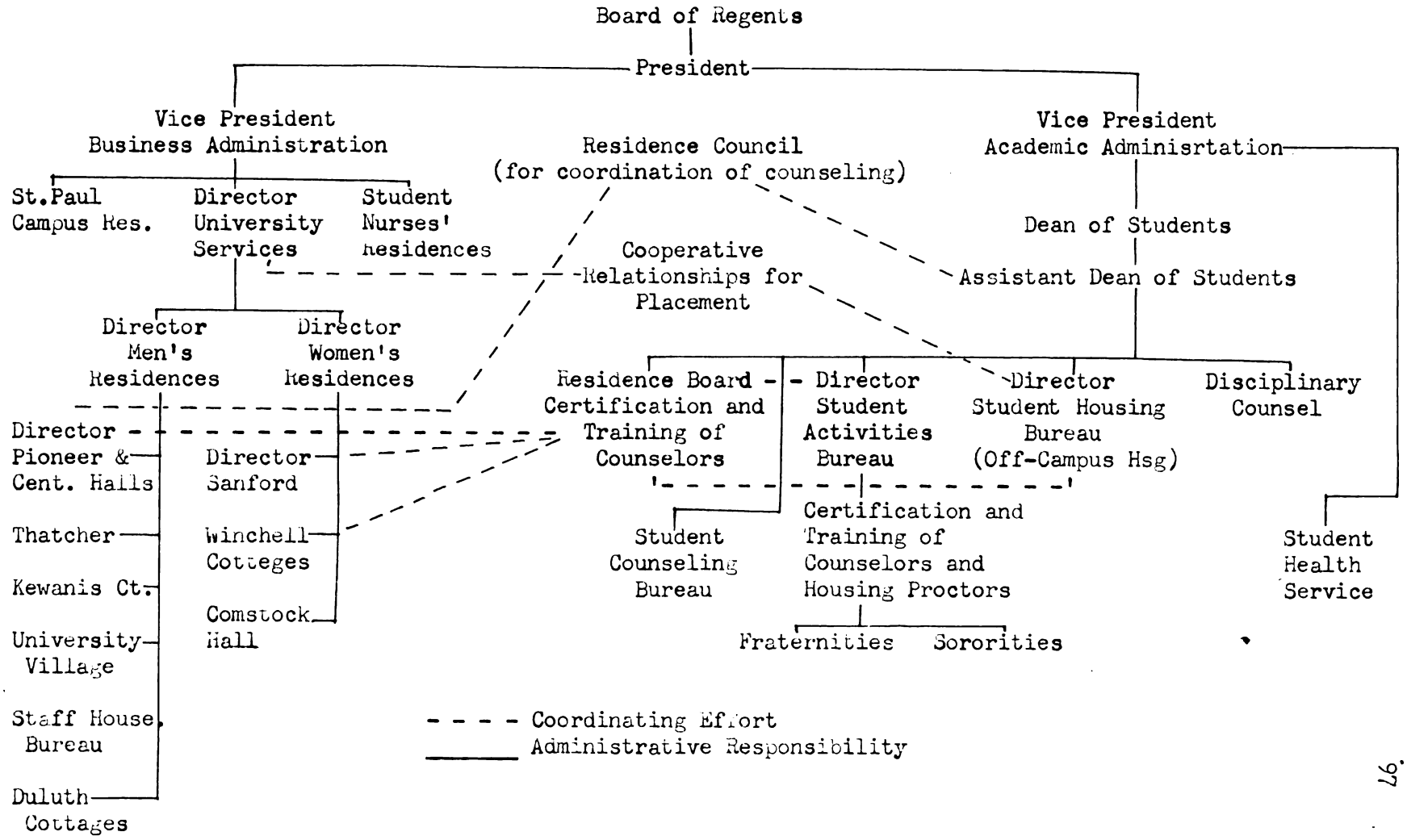
UNIVERSITY OF MINNESOTA
Minneapolis, Minnesota

HOUSING ADMINISTRATION 1949



UNIVERSITY OF MINNESOTA
Minneapolis, Minnesota

HOUSING ADMINISTRATION 1956



Analysis of University of Minnesota Charters

Besides the addition of staff members because of expansion, Minnesota's housing administration has made only one major change. That change was the elimination of the Director of Staff Housing. His duties were transferred to the Director of Men's Residence Halls.

The additions to the University of Minnesota housing organization were the Mt. Leif Greene Residences and the Student Nurse's Residences. The Director of Men's Residences has Varsity Court and Dinkytown Lodge under his new responsibilities now, plus the addition of the staff housing unit.

UNIVERSITY OF WISCONSIN
Madison, Wisconsin

HOUSING ADMINISTRATION-Duties by Position

1949	1953
1. Director of Residence Halls-Responsible for the physical, financial, social and educational program for all residence halls and temporary housing operated by the university.	1. Director of Residence Halls-Duties same as in 1949.
2. Assistant Director Foods and Foods Administration-Responsible to the Director of Residence Halls for the maintenance of high standards in all food service operations.	2. Assistant Director Foods and Foods Administration-Duties same as in 1949.
3. Assistant Director, Budget Accounting and Administration-Responsible to the Director of Residence Halls for all business operations including preparation of all budgets; coordinates the physical activities of the various operating units.	3. Associate Director of Residence Halls-Responsible to the Director of Residence Halls for all business administration of the Division, Faculty Housing Operations and Married Student Housing Operations.

4. Assistant Director, Social and Educational Program and Administration-Responsible for the supervision of the social and educational program of the halls, which includes the training and supervision of all House Fellows. Also, supervises the operation of room assignments.

4. Assistant Director, Social and Educational Program and Administration-This position was broken down into two positions, the Assistant Director of Men's Halls, and the Assistant Director of Women's Halls.

5. Assistant Director, Men's Halls-Position did not exist in 1948.

5. Assistant Director, Men's Halls-Responsible to the Director of Residence Halls for the physical, financial, social and educational program for the Men's Residence Halls.

6. Assistant Director Women's Halls-Position did not exist in 1948.

6. Assistant Director Women's Halls-Responsible to the Director of Residence Halls for the physical, financial, social, and educational program for the Women's Residence Halls and cooperative units. Also, responsible for operation of control meet

	shop and bike shop.
7. Supervisor of Building Maintenance-Responsible for the maintenance program in all halls. Directs planning for major building alterations and supervises construction.	7. Supervisor of Building Maintenance-Duties same as in 1949.
8. Director of Housing Bureau-Establishes and enforces standards of health, safety, study conditions and social facilities in all student housing units. Compiles statistical information for student housing. Lists housing accommodations and disseminates university housing information including releases in official publications. Maintains an inspection and placement service. Issues and enforces contracts in university approved housing units for men and women. Assists in the development of proper relationship between students and house operators.	8. Director of Housing Bureau-Duties same as in 1949.

9. Dean of Women- Supervises the operation of two cooperative houses for women. Serves as a member of the Women's Residence Halls Faculty Committee, which serves in an advisory capacity to the Director of Residence Halls. Is responsible for social supervision of all women's approved houses. Serves as advisor to the Women's Self- Government Association.

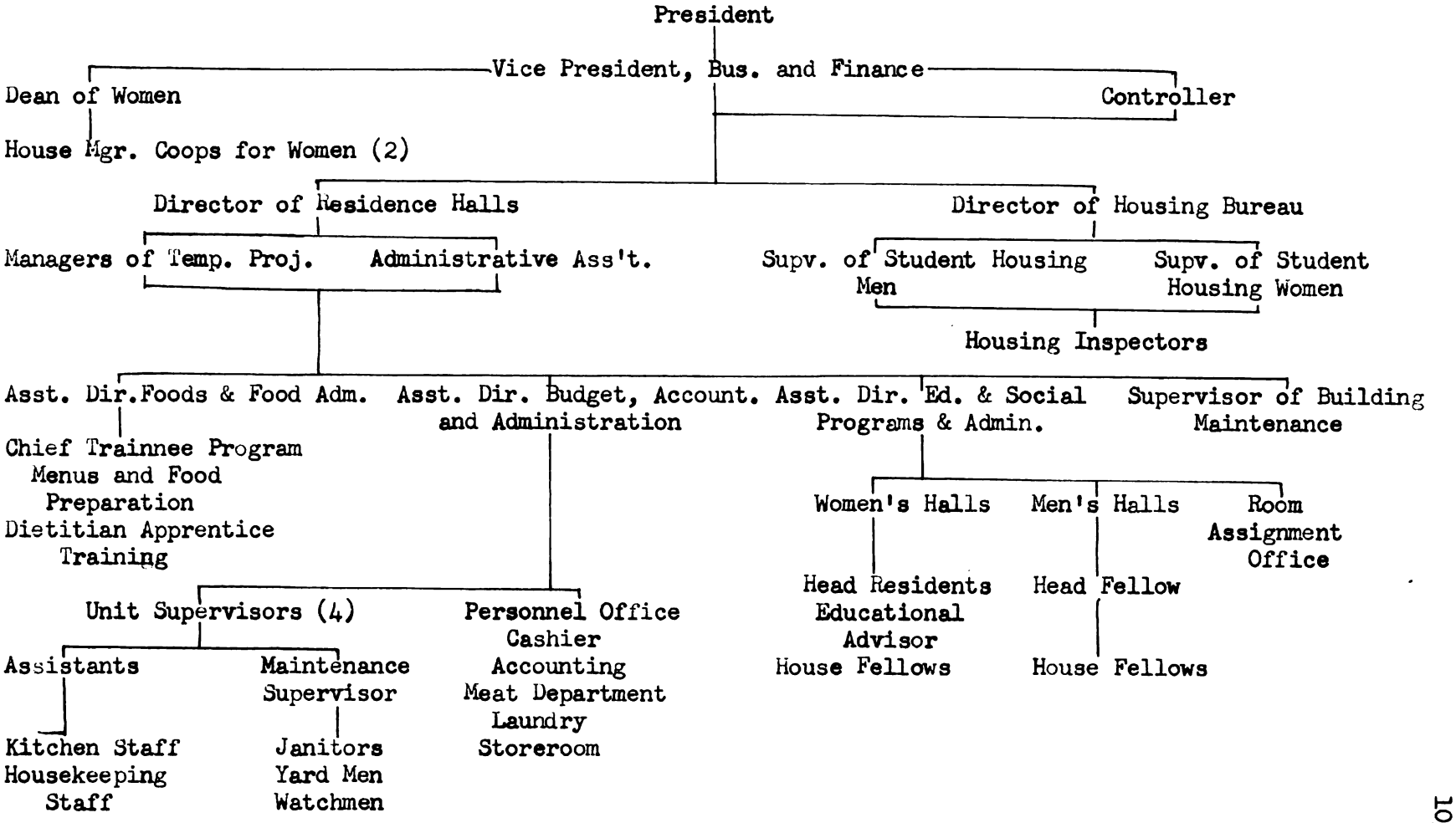
9. Dean of Women- Duties same as in 1949.

10. Dean of Men- Serves as a member of the Men's Residence Halls Faculty Committee, which serves in an advisory capacity to the Director of Residence Halls. Is responsible for social supervision of all men's off-campus approved houses. Serves as advisor to the Men's Self- Government Association.

10. Dean of Men- Duties same as in 1949.

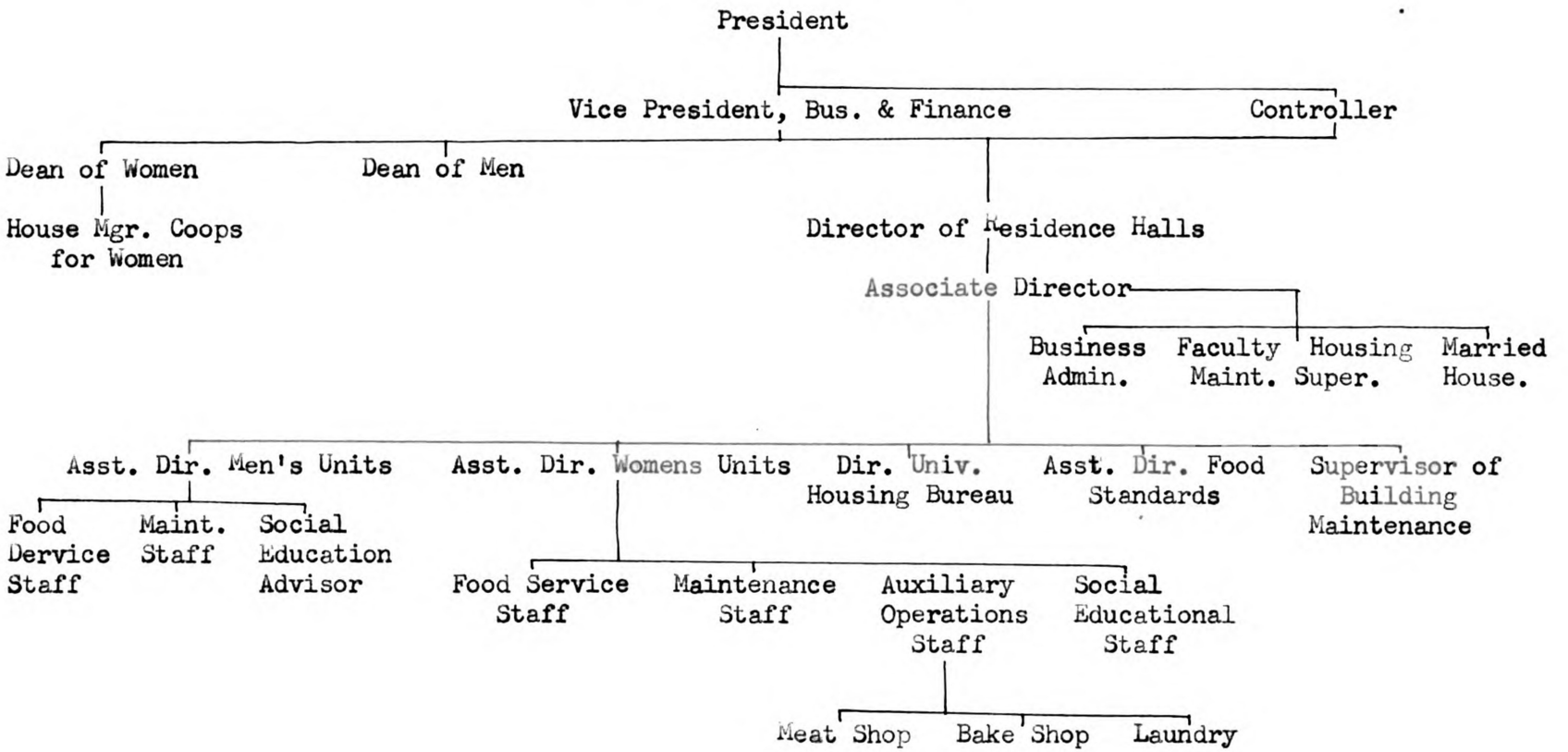
UNIVERSITY OF WISCONSIN
Madison, Wisconsin

HOUSING ADMINISTRATION 1949



UNIVERSITY OF WISCONSIN
Madison, Wisconsin

HOUSING ADMINISTRATION 1956



Analysis of Administrative Duties

The two [illegible] of [illegible] the University of Wisconsin [illegible] 1910 and 1920 were: Changing the title of the [illegible] director, which, [illegible], to [illegible] director of residence halls and [illegible] of the assistant director, social and [illegible] and administration [illegible].

The title, assistant director, which [illegible] administrative [illegible] to [illegible] director of residence halls. With the previous duties of the position [illegible] added the duties of faculty [illegible] and student [illegible]. This [illegible] the trend of having a separate person in charge of the [illegible] in [illegible].

The position of Assistant Director, Social and [illegible] Programs and Administration [illegible] into Assistant Director, Men's Halls, and Assistant Director, Women's Halls. Persons in these two positions [illegible] also responsible for the [illegible] of the [illegible] in the respective halls. The [illegible] of the women's halls is also responsible for the operation of the auxiliary [illegible], which includes the central [illegible] and [illegible] with the [illegible]. Included in other [illegible] [illegible].

CHAPTER V

SUMMARY OF CHANGES IN HOUSING ADMINISTRATION

In this chapter the writer will summarize the major changes that the institutions included in the study have made since 1949. Due to the recent expansion of some of the smaller schools, they are now going through the same transition that the larger schools experienced earlier. Mere additions to the staff, such as a new residence hall manager because a new hall was built, are not included as changes unless the position involved the expansion of duties and responsibilities.

Married Housing

One of the most significant changes being made by the schools is the management of housing facilities for married students and faculty. This has become a major problem in most of the institutions. To solve the problem, married housing has frequently been made a separate division of the housing program. Usually a manager is in charge of the operation. Of the eleven colleges and universities discussed, six have full time managers of married housing now, three have this function under or be[illegible] part of the director's duties and the other two [illegible] specific mention of the position. In 1949, four institutions had managers of married housing, four included it as part of the director's

duties and three made no mention of how they handled married housing. It is evident from these figures that married housing with it's increasing problems in the future, will probably be handled as a separate part of the housing program under the direction of a departmental manager.

Personnel Management

Personnel is another factor receiving considerable attention from housing officials. Since 1949 two of the schools have added a person on the staff to handle personnel problems for the housing division. This person also handles the training of people and preparation of operating manuals. Some schools have a central personnel division which provides this service for the housing operation.

Central Food Stores

A central food stores to handle all food for the campus is another significant trend, especially for the larger schools. Before 1949 there were only two of the schools that had a central food stores. Two others had a food stores for part of their food items. Since 1949 two more schools have included some type of food stores in their housing organization, and another is in the process of establishing one.

Administrative Division

Another position which has been in [illegible] of the administrative division. Some more colleges have created their housing organization [illegible] to include a person who is responsible for the food service in all residence halls. This brings the total number of administrative positions with a separate person in charge of the food service up to seven. In 1[illegible] five schools [illegible] into five divisions, while one [illegible] no mention of such a position. This person's duties consist [illegible] of the [illegible] direction and supervision of all the food operations.

Combined Positions

In the past it was the policy of most schools in this survey to have a separate person in charge of men's and women's residence halls. Since 1940 four of the schools have centralized these two positions into one. They have one person, usually called the manager of residence halls, who is responsible for all residence halls operations on campus. This manager reports to the director of housing.

Two of these [illegible] schools are doing the opposite. The director of housing has complete responsibility for the housing organization, doing many of the detail jobs himself. As these detailed duties become too numerous, the duties of the clerical and financial operations of the residence halls

are divided; one person is put in charge of the men's halls and another person is in charge of the women's halls.

This system of changing responsibilities from one to two people and back to one person seems to change as the number of students attending university owned housing increases. When a college is small the director of housing can handle both the operations of the men's and women's residence halls. As the enrollment increases and the director receives added responsibilities, such as married housing, more residence halls, off campus housing, a food stores or other related services, the responsibilities for the operation of the residence halls is divided into men's and women's halls. As the colleges and universities continue to grow, the problems of the housing directors increase. To decrease the number of subordinates reporting to the director, one person is put in charge of the complete operation of all residence halls. This person reports directly to the director of housing. This is the system housing organizations are going through or already have been through.

Business Office

Another change that may develop is a separate office staff for housing. Two of the larger schools had a person in charge of the operation of the office work for the housing organization in 1969. Now a total of four schools have sep-

arate office staffs for the housing organization. This office manager, as the person is usually referred to, is charged with the responsibility of collecting rents, accounting for checks, room assignments, and general office procedures. In some of the other colleges these duties are performed by the colleges general accounting office.

These are the major changes and trends that this writer has been able to determine from correspondence with the eleven institutions of higher learning and the previous study in 1949. The next chapter will outline what the writer considers to be a desirable housing organization with the main duties and responsibilities of each position.

CHAPTER II

[illegible]

The purpose of this chapter is to present a desirable housing organization for a college or university. It does not seem logical to attempt the development of an organization which will be ideal for any situation, therefore, a basic general plan has been developed which will be adapted to meet local situations. To make it usable in a particular institution some adjustments may be necessary. According to Albright, there are many factors which go into determining the organization in any specific college. Some of these are: size of enrollment, type of school, facilities, location, clientele, type of support, and existing personnel.[1]

Three Types of Organizations

Housing organizations may be classified as centralized, semi-centralized and decentralized. In the decentralized organization, responsibilities in the housing program are broken down and administered by several different departments. For example the dean of men may be in charge of the men's residence housing, the dean of women in charge of

[1] Albright, Preston D., "The Place of Residence Hall Organization in the Student Personnel Program." Educational and Psychological Measurement, 11:4 Winter 1951, p. 702.

women's housing and the business manager in charge of the business aspects of the operations. The school may have a housing board of some type to coordinate all these people working with housing functions. In a decentralized system a separate person is responsible for each segment of the entire operation, and consequentially no one other than the head of the institution is able to make major decisions, because they do not have a complete picture of the housing operation.

The semi-centralized operation may have the duties divided between such officers as the dean of students and the housing director. In this type of arrangement the dean is responsible for the educational and social aspects of the housing program. The housing director may be responsible for the business aspects of the operation. This type of organization splits the residence hall staff down the middle. Disagreements on problems somewhere down the line frequently have to be brought up to the top level of administration, while they should have been settled within the individual residence hall.[2]

The centralized type of housing organization has one person responsible for the entire housing operation. This person may be called the director of housing, or some

[2] Hertzfeld, Kent L., "Operating Policies for Residence Halls," College and University Business. 15:4 October 1958 p. 42.

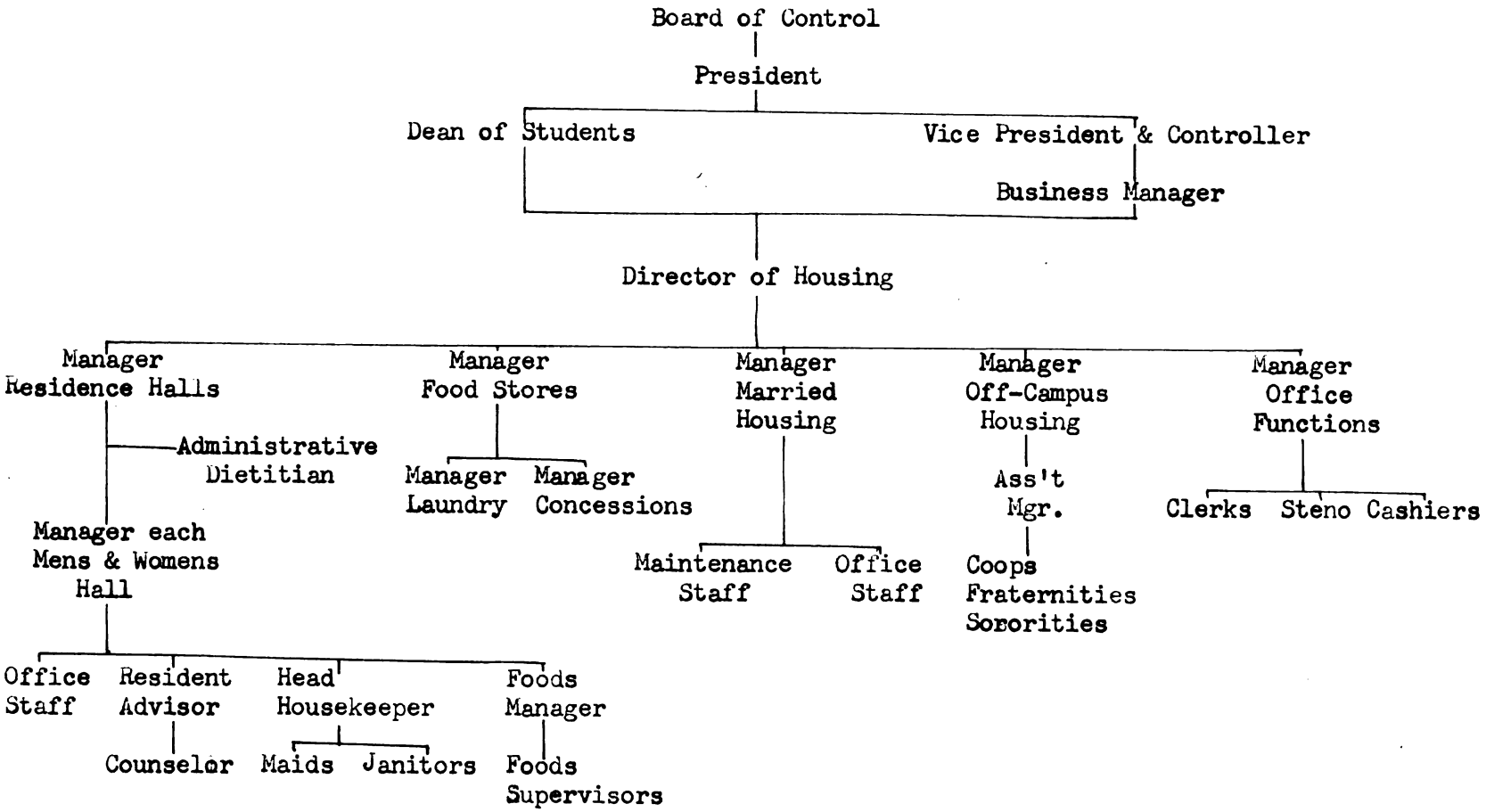
similar title. In this type of organization the person in charge has better control of the operation because he sees operating problems in their relation to the entire department. He can delegate responsibilities to subordinates. He can coordinate the efforts of all personnel in the department and make major decisions intelligently.

Top Business Officials

The following were included in the chart for what the author considers to be a desirable housing organization. At the top is a board of control which formal has policies and makes the major decisions for the entire operation of the college or university. The president of the school will carry out the policies of the board and directly under him is the vice president or controller, who handles all business matters pertaining to the college or university. Directly responsible to the vice president is a business manager in charge of service enterprises. His main function in the housing administration is to see that the department is operating according to overall university policies and standards.

This chart is of the central type. Responsibility for management of the housing program rests with the director of housing. This will give the organization of authority and accountability at the top, and set the example for the entire

HOUSING ORGANIZATIONAL CHART



organization. However, the appropriate academic officer, in this case the dean of students, assists and cooperates with the residence hall management in areas of counseling, student government and discipline. While there should be close cooperation between the academic and business administration, divided responsibility and authority should be avoided.[2]

Housing director

The housing director would have full responsibility for the operation of all university owned housing units. By so doing, one person can conceive the whole operation and relate all known facts to the problems that arise and reach decisions that he must be responsible for. The director would have five subordinates reporting directly to him. These would be the managers of residence halls, food store, married housing, off campus housing and office manager.

Residence Hall Manager

The manager of residence halls is completely responsible for the operation of both men's and women's halls.

[2] National Committee on the Preparation of a Manual on College and University Business Administration, College and University Business Administration, Vol. II American Council on Education, Washington D.C. 1955, p. 30-31.

He coordinates the efforts of the managers of each hall and sees that all halls are operating on the same basic plan. One problem in the past at some institutions of higher learning has been operating the men's and women's halls separately and under two entirely different systems. Basically the school offers the same type of services and accommodations to both the men and women. Then logically all halls should operate under the same type of system for ease of management and operation.

Each residence hall has a manager responsible for the operation of the unit. To keep centralized authority throughout the organization, the resident advisor, head of housekeeping, and food production is under the direct supervision of the manager. The manager would also have a small office staff. Each residence hall has a resident advisor to handle the social and educational aspects of student housing. This person does all the counseling and guidance work for the hall. The main interest of this individual is the overall development of the students and liaison between the students and the various campus agencies and individuals. The counseling program should develop in the students a sense of pride in the building and feeling of individual and group responsibility that does not tolerate either destruction of property or conduct prejudicial to the best

interest of the residents.[1] Each living unit has a counselor, usually one of the students, for approximately fifty students.

Head of Housekeeping

The head of housekeeping in each unit is responsible for seeing that the building is properly cleaned and maintained. This person also sees that minor repair jobs throughout the building are cared for. If repairs are needed, this person makes out the specific work order, for the job and with the approval of the hall manager sends the order to the building and grounds department. He also checks to see that the work is satisfactorily performed.

Food Service

The principal function of the food service department is to provide, as economically as practicable, food of an quality and standard which will contribute to the success or health of the students. This department of the hall is operated by a production supervisor. The staff of the food service includes persons trained in home economics or institutional management.

[1] Gifford, Calvin E., "Where Are You Going in Residence Hall Counseling?" College and University Business, 17:1 October 1[illegible], p. 17.

Administrative Dietitian

The administrative dietitian is a staff position directly under the supervisor of residence halls. The main functions of this person are to coordinate menu planning for all halls, advise and assist in food recipes, portions and controls. This person also checks with the food stores manager to see which food items are plentiful and in good buy so that they may be put on future menus.

Food Stores Manager

The central food stores manager is responsible for purchasing, receiving, storing and distribution all food items that are secured by the university. By having a central food stores, the school can accumulate it's purchasing power in one area. It can do quantity buying and have a food purchasing manager that knows availability and can keep up with the changing food markets. A central meat cutting department and a central bakeshop may be located in the food stores.

The campus laundry may also come under the supervision of the food stores. The laundry manager will be responsible for the whole operation and report to the foods stores manager. This laundry will do all the campus laundry including residence halls food service personnel uniforms, athletic department towels and uniforms and linens.

Also under the food stores [illegible] is the operation of the concessions. They consist [illegible] of handling food sales at sports events.

Married Housing

Many institutions own and operate other types of housing facilities. Among these may be mentioned apartments and residence-type housing for the families of married students and staff members. One of the most significant changes following World War II has been the increase in the number of married students. There appears to be a continuing need for this kind of housing, and one of the major problems facing higher education is the provision of permanent housing for married students.[5] In the larger schools the married housing section of the campus is practically a city by itself within the school.

The manager has full responsibility for the operation of the entire married housing area. He handles assignments, eligibility of students and staff and the financial operation of this department. He has an office staff to handle records of students moving in and out of the apartments and also to handle calls for repairs.

The maintenance staff will include full time plumbers,

[5]National Committee on the Preparation of a Manual on College and University Business Administration. Op. Cit. p. 82.

electricians, carpenters and painters to handle all types of repairs that may occur in the married housing area.

Off-Campus Housing

The manager of off campus housing is responsible for the inspection and coordination of all housing units not owned or operated by the college or university. He maintains housing information lists for all private accomodations, and assists students in obtaining this housing. His office assists house owners to conform to university standards for rooming houses, and gives out information concerning student housing. He inspects all off campus facilities and makes recommendations for approving or disapproving rooms. He enforces housing standards. If any contracts are issued between students and landlords this office adjudges any disputes. The manager also advises prospective students planning to enter school about the housing situations at the college or university.

An assistant manager gives guidance and advice for related university housing groups such as cooperatives, fraternities and sororities.

Office Manager

If the organization warrants a separate office division to handle all the housing policies and procedures the

manager would be responsible to the director for all correspondence, overall procedures, accounting functions, rental collections and the daily office routine. He would collect and maintain statistical information for student housing and compile reports containing such data.

The clerks, stenographers and cashiers in the office would do the daily, routine, office work.

Any housing organization must coordinate it's activities with the work of other university divisions in order to become more effective in the achievement of overall student personnel aims. This coordination should be so arranged that no two divisions of the school are doing the same job but there should be some type of agreement between the divisions on overall college policies and procedures. It has become evident recently that more and more college administrators have come to recognize the contribution residence hall living has made in the development of a well rounded student personnel program.

It is doubtful that any type of organization can be put into operation which would eliminate all conflicts, however, this writer believes that the central type of organization can reduce this conflict to a minimum.

No matter what type of organization is used by an institution of higher learning, the human factor is by far the most important. The personalities and abilities of the

persons doing the work and assuming the responsibilities are far more important than the organization, but the effectiveness of these individuals to cooperate and the entire housing program depends upon a sound organization centered in the interest of the student. It should be emphasized that the student is still the most important consideration of any housing organization.

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