CULINARY CRIMES ON ANDOVER HILL:
A history of dining at Phillips Academy

Jeffery O. McAnallen
History of PA
June 1, 1974

This paper is dedicated to
Apple Pan Dowdy,

with special thanks to

Aunt Hattie, Elizabeth B. Butterfield, Mr. James Sawyer, Mr. Thomas Cochran, Professor Forbes, Hellen Marks, Miss Rose Baker, Emil Otto, Mrs. Cleveland, Mr. Frazer, Mr. L.S. Treadway, Mr. Roscoe "Rocky" Dake, Mr. Shields, Mrs. Lucelia LaCroix, Mr. Miller, Miss Richardson, Miss Proctor, Mr. and Mrs. Bundie, Mr. Thomas Poole, Mr. Robert Leete, the staffs of the dining halls at Phillips and Abbot Academies, and all those who are, have been, or will be associated with the culinary crimes on Andover Hill.

"We had aromatic butter,
Acrobatic cheese,
Heartless hash and sauerkraut-
'Twould make a fellow sneeze -oh-
Maybe you don't believe me,
Maybe you think I fib;
Just take a trip to Andover
And tuck in a Crocker bib."[1]

Forward

Why would anyone write a paper on dining at Phillips Academy? The answer is twofold: (1) I had to write about something; (2) dining is one of the most time consuming activities the school offers and more time is spent by the student body as a whole in Commons than any other building.

Thus, I feel that I have chosen a topic very prevalent to all. Commons has become even more important recently as debates have arisen pertaining to the acquisition of a new dining hall.

While I am making explanations, let me clarify the title of the paper. "Culinary Crimes" is not meant to be an attack on the staff at Commons or anyone else. It is merely a generalization describing the discontentment, rather justified or not, that has been shown by the student body toward dining at PA since 1778.

This paper has been an educational experience for me in teaching me to "look at the other side of the coin." While I still dislike the food here, I am able to understand why it is the way it is without unjustly blaming anyone for it. I hope that this paper will educate you in the same way.

CULINARY CRIMES ON ANDOVER HILL

The original constitution of Phillips Academy states that the school will supply adequate room and board for its students. In those beginning days in 1778, however, a lack of funds and virtually no endowment forced the school to send its students to boarding houses in the town of Andover.

"To serve as landladies, these local citizens had to be liscensed by the Board of Trustees. To receive their liscense, they promised in writing to provide adequate food and rooms at reasonable prices, and to enforce the rules of the school."[2] Although the majority of the landladies were quite money- conscious, food was abundant and the rates were reasonable.

By the year 1834, the increase in the cost of living and the desire of the landladies to make the boys pay for "stuffing themselves and constantly misbehaving,"[3] caused a tremendous increase in the cost of boarding in town. The Academy recognized that scholarship boys would find it impossible to meet these costs, so in 1842, they constructed the Academic Commons and the "Chocolate Hall," where the boys could eat.

The Trustees expected no profit from the boarding house and the budget was set up so that costs would remain about the same from year to year. Despite this control, inflation was

so great that a gradual increase in cost occured throughout the '40's and '50's. The price of a meal in 1842 was 94 cents per week; in 1843, 76 cents per week; in 1849, $1.37 per week; and in 1857, $2.50 per week. Despite almost trippling in cost over a period of fifteen years, boarding at the school was still much cheaper than boarding in town.

Chocolate Hall stood where Tucker House now stands. It was surrounded by pastures in which cows grazed. These cows supplied the milk which which flowed from pitchers three times daily. The food was simple and monotonous, but plentiful.

The boarders at Chocolate Hall annually chose a President of the Commons. His task included relaying all complaints and suggestions to the steward. Some of the campaigning for this post was quite rigorous. In 1845, the election showed a face-off between a conservative candidate and one favoring reform. Since the reformist was pushing a drop in board from $1.25 per week to $1.15 per week, and inflation was of such great concern, he was an easy victor.

The first PA eating club, the Union Club, was started in 1852. Dr. Alexander McKenzie was its president and Mr. William A. Mowry its secretary and caterer. While Mowry was responsible for purchasing the food, a Miss Gould did the cooking and kept house. For this, she received, from each boy, thirty-

seven cents per week. McKenzie described the bill of fare as consisting of "bread and molasses everyday, beefsteak from the neighboring tannery once a week and apple pie on Sunday, with once in a while some buckwheat fritters that the boys used to use when they wanted to pitch quoits."[4]

This club was such a success that others were soon started. The Ereka Club met for the first time on April 23, 1857. It was unique in that it had a "reader" whose duty it was to entertain by reading from a newspaper or a book for fifteen minutes during dinner. The Crescent Club, destined for longevity, had gala annual banquets at which the officers made speeches. Probably the most memorable of these speeches was the long and elaborate 1869 poem by G.Y. Washburn. The best run and most popular of these eating clubs was the Shawsheen Club. Their headquarters was located in Abbot House.

Food at these clubs were considered by the members to be very poor and the boys spent more time complaining about the food than eating it. A PA alumnus and one-time president of the Crescent Club, Mr. Thwing, describes the eating clubs of the 1870's as, "wretched, so wretched as to be objects of horrible remembrence."[5]

For this very reason, eating clubs nearly died out in the 1870's, for more and more students turned to the expensive, but

nourishing board of the town landladies.

One of the only clubs to flourish, and an apparent exception to Thring's description, was the Shawsheen Club. This club used only the best food. They held accounts with a butcher, a fish market, several dairies, and a number of general stores. They often went to great lengths to obtain the best food at the best price, for several of the merchants they dealt with were located in Boston, as well as Lawrence and Andover. Milk was delivered daily and the other goods periodically, depending on the order and the urgency. Beef was quite common, as was lobster and various fishes.

The club membership included any member of Phillips Academy who signed the constitution. They, in turn, elected a president, vice president, secretary, and an executive board of four members chaired by the vice president. The most important of these offices was the secretary, for he doubled as the treasurer and kept all the records. For this, he received free board. Elections for the upcoming term were held prior to that term with membership sign-up the previous week. Thus, the officers and the membership, itself, changed three times a year.

The by-laws of the club dated back to 1852. Almost no changes had been made in the original laws up to 1870. They stated that each member had to pay the secretary fifteen dollars at the out-

set of each term and later pay "taxes" when the secretary deemed it necessary (i.e. when the money ran out). The rules also stated that members were not allowed to take dishes to their rooms for more than one day at a time, unless they were sick. No profane language was permitted, and, apparently food fights were common, for a ten cent fine was levied against anyone caught throwing food.

The membership in the club during any one term ranged between forty and sixty. Many students would be members in the fall term and then not join again until spring. The total cost per student averaged $150 per year or $50 per term. Sometimes boys would simply pay by the meal. These would usually cost twenty-five cents a piece.

The private boarding houses downtown were still quite popular despite their ever increasing price for board. These houses reached a peak in the 1890's as the eating clubs dwindled.

One of the largest and most famous boarding houses of the 1890's was Mrs. Crocker's, affectionately known as "Aunt Hattie's." The price of room and board at Aunt Hattie's was four dollars per week. There were three large tables in the dinig room to accomodate thirty boarders. Students would often serve as waiters in return for board. A general trend seemed to exist at

Hattie's. Every year the food would start off being excellent and gradually work its way downhill from there.

A typical breakfast included shredded wheat biscuits, often the object of a Sunday morning eating contest. Also common at breakfast were pancakes which were "thick, spongy,pale yellow, and like so many people in this world, cold and tough on the outer rim, but with somewhere a faintly warm heart if one only had the patience toprobe for it."[6] On Exeter game mornings these would often be used as scalers, the forrunner of the frisbee.

The boy's played other tricks with their food. Muffins would often be served for supper, the tops of which were the only edible part. The boarders would eat the tops and roll the bottoms up into balls beside their plates, waiting for Aunt Hattie to come by. When she did, a boy would remark, "Aunt Hattie, did you put lead in these buns?" At this point he would drop it on the table while kicking the underside with his foot, making a loud thud. Aunt Hattie, who had probably seen the same trick a hundred times, would merely scowl.

During the winter, when boredom set in, the boys would play "porcupine." In the center of each table was a bowl of toothpicks. The boys would dip the ends of these in butter and throw them, as if they were javelins, to the ceiling where they would stick. Eventually, the ceiling would get covered and look like

a porcupine. When the warm weather set in, the boarders would be bathed in a shower of toothpicks.

Each of the three tables had its own waiter and each of these waiters had his own way of ordering various foods from the kitchen. When ordering pancakes, one would say "Flap-jacks!", another "Turn-over-Johns!", and the other "Buckwheats!" Thus the boarders were divided into three distinguishable groups, according to tables. One would be known as a "Jack", a "John", or a "Buck."

Practically every food had a nickname. Muffins were known as "buns", "gems", or "duffies", depending on the table. Milk was called "cowjuice," or "squee", with pitchers being "cows" or "calves", depending on their size. Butter was "oleo" or "wax", coffee was "mud", cheese was "soap", and chicken was known as "crow."

Aunt Hattie's seems to fit the stereotype of the "gay 90's", but the 90's weren't really that gay. The cost of food was rising rapidly and everyone was feeling the pinch.

Dining clubs were becoming less and less popular as the cost of memberships soared. Private town boarding houses were still widely used, but many were charging outrageous prices. The popular boarding houses of 1893, in addition to Crocker's, were Elis', Blunt House, Brown's Cafe, Eastman's, Brick House, Cheev-

er House, Hitchcock's, and Butterfield's.

Once a boy entered one of these boarding houses, he had to remain there for a term. While the landladies still had to obtain a liscense from the Trustees, the contract was seldom upheld. Many students were being withdrawn by their parents in accord with a physicians advice, because the houses lacked plain, nourishing food. Butterfield's was among one of the worst offenders. Not only was the food appalling, but the prices were outrageous. One boy was charged $68.75 for five and one half weeks stay, a price quite excessive for the time.

The school, too, was noticing the rise in food prices. In the 1860's, the boarding house for scholarship students had been moved from Chocolate Hall to a newly remodeled Clement House. Clement House was run by Major General Marland and the structure, itself, deteriorated rapidly. In 1885, Dr. Bancroft realized the need for a new hall and released the following statement: "Our present provision for those who must live at the least cost is so far behind the requirements of health, comfort, amd self-respect. The Faculty are agreed that our most urgent need is here."[7]

The cost for scholarship boys continued to rise in accord with food costs. It became more and more evident that the school would have to somehow lower its costs or become a "rich boys School" like those in England. The only way the Trustees could see re-

ducing costs was by buying food in larger quantities and getting bigger discounts. To do this the school would need a larger facility and more boys would have to eat there. Thus, the dining hall would have to have the appeal to draw students away from the eating clubs and boarding houses in town.

Dr. Bancroft agreed with the Trustees and in 1893, said, " We need a dining hall for the express purpose of providing for a class which does not ask for charitable assistance and which cannot pay extravagent prices."[8]

It took ten years and a fire, but PA finally got its new dining hall. The "Beanery", as it was fondly known, was built in what is now Bulfinch Hall. Bulfinch had been a gym up to 1886, when it was gutted out by a fire. The archetct was Guy Lowell of Boston. He received a great deal of help from PA teacher, James Sawyer. The actual construction was done by the J.M. Bishop Company, a well known firm with its main office in Boston.

The building was both beautiful and modern. Twelve white columns stood in the dining room, supporting the second floor. A number of tables were placed between these. The tables and most of the woodwork were of oak. The entire building was lighted by electricity.

On the side of the Beanery facing Salem Street was a stairway leading to a second floor banquet hall. The kitchen was lo-

cated in the east wing, as were the serving room and bakery. Scholarship boys worked as waiters in return for board.

The kitchen, installed by Duparquet, Huot, and Moneuse Company of New York, was equipped with the very latest in modern devices. Included in its resume was one of the first electric dishwashers.

The Beanery was under the charge of a board of seven. This included a Trustee, three faculty members, and three students. The manager of the dining hall was A.T. Ripley, who had previously managed the Mansion, a local hotel.

In 1910, the school acquired the Williams Estate which it transformed into Will Hall, a dormitory complex to house the younger boys. Will Hall had its own dining room where the boys and the resident faculty ate together. Meals were served family style in the elaborate dining room. Lace table clothes covered the small, scattered tables at which four to six boys and a proctor sat. The uncrowded room added a very home-like atmosphere to the place.

The dining accommodations at PA continued in this same mode over the next twenty years. The Beanery became more and more crowded as the school population increased and as more boys were drawn away from eating clubs and private boarding houses.

By the late 1920's, it became evident that the Beanery was no longer capable of serving the school adequately. In 1928,

Mr. Thomas Cochran offered to finance a new dining hall as part of his donation on PA's 150th. anniversary. Charles A. Platt was hired as the designer and architect. He worked in conjunction with PA's treasurer, James Sawyer. Sawyer used his experience from the Beanery days and knowledge acquired while touring dining halls in England, including those at Cambridge and Oxford, to advise Platt.

The original estimates in March 1929, after construction had just begun, were in the vicinity of $600,000. Cochran easily came up with this money, contributing most of it himself, and receiving substantial donations from Mr. Fred Murphy, Phil Allen, Governor Huntley S. Spaulding, Governor Rolland H. Spaulding, Mr. Stevens, and Russell Alger.

The project almost came to an abrupt end, though, when in December 1929, it became evident that $300,000 more would be needed to finish the building. Cochran was shocked, "Can such a tragedy be possible?"[9] He had anticipated a possible overdraw of $100,000, but $300,000 was out of the question.

Sawyer was shocked, too. He had not realized that the costs were getting so far out of hand and he felt that he had taken advantage of Cochran's generosity. "There is only one solution and that is that I raise the necessary money or get out."[10] Cochran saved the day using his friends, influence, and money to

settle the final bill of $800,000.

Great excitement was generated by the construction of the building. Each day students could see just how much more of the building had been completed. Originally the hall was set to open in the spring of 1930, but it was never completed until that summer, and opened the following fall. The hall had no name until the winter of 1930, when the faculty officially decided to call it the Commons. It was years, however, before the boys were broken of the habit of calling it the Beanery.

For its time, Commons was one of the most modern and beautiful dining halls in the country. It was built at right angles to Day and Paul Revere Halls, forming a southern boundary to the new quadrangle.

For the size of the student body at that time, Commons was considered quite large. It contained four student dining rooms, each 80 feet by 31 feet, a faculty room, two private dining rooms, two serving rooms, a grill, a laundry, and a kitchen and storage area.

The four dining rooms were built in order that each class have its own. These rooms were named after distinguished alumnus and benefactors of the school. The faculty room was probably the most luxurious room. Its furnishings were of the early Sheraton and Duncan Phyfe periods. On the walls were murals

of rural landscapes by Barry Faulkner, priced at $15,000.

The physical design of the building was created with beauty in mind. The blueprints show a large lobby with halls leading to a dining room and staircase on either side. The wainscotes were of French limestone, while the floors and stairs were of matching, imported Hauteville marble. Each dining room had wooden wainscotes about twelve feet in height. These wainscotes contained places for paintings. The lower two halls were done in oak and the upper two in walnut. The ceilings were plastered, as were all exposed walls, and the ceilings in the upper two halls were vaulted for additional height.

The kitchen equipment used at this time was both adequate and modern. They could easily produce enough food for the estimated capacity of eight hundred. The dishes were washed in the pantries where the waiters picked up the food. There was a huge dishwasher which both washed and dried the dishes. A high quality china dish had to be used to endure this constant punishment.

Downstairs, there were huge vats used for soup, steam cookers used for potatoes, and a whole wall of ovens. Each dish had its own preparation room. There was a bakeshop, with a gas oven "big enough that a man could crawl into"[11]; a butcher shop; rooms for fruit and salad, and a vegetable room. There was also

a number of storage rooms. One was reminded of the Orient when wondering through the rooms scented by sugar, tea,and spice. The refrigeration unit was also ultra-modern for its time. It was cooled by an ammonia-brine process. The school made home-made ice cream and had a storage capacity of forty gallons. There was also a laundry in which the uniforms of employees, napkins, and tableclothes were washed.

The waiter system, in which scholarship boys did the serving, was carried over from the old Beanery. Food was brought up from the kichen by dumbwaiters. The scholarship waiters would stand in line in the pantry waiting for their food orders to come. They would then serve the food.

The administration was very concerned that the waiters do their job properly and that the meals have the appearance of an elaborate feast. With the opening of Commons in 1930, the waiters were given a manual on how to serve. They were instructed to learn the complete content of the manual as soon as possible.

Among the instructions given in the manual was: "The silver should be placed one-half inch apart at right angles to the table. Remove soup and service plates together(right hand) and place warm plate for fish(left hand, left side). Remove entree plate(right hand) and place warm dinner plate(left hand, left

side), etc."[12]

The manuals even contained sections on how to serve formal dinners and cocktail parties. The student body thought that this was ridiculous. For, they were more concerned with just getting their food and eating it, than with the service.

In the beginning, the job of a waiters was often hectic and they weren't really appreciated. Supposedly, each waiter would serve three meals a day, each taking about an hour. There were often complaints, particularly from the adminisration, that meals were served to quickly. Mr. Robert Leete, the Director of Commons, said,"I knew a track star who was a waiter. He would come in and rush through a meal, finishing it it sixteen minutes."[13]

Mr. Fred Harrison, PA's Director of Athletics,was a waiter in 1936, 1937, and 1938. He also spoke of the quick service. "We were able, if people wanted it, to serve a soup course, a main course, and a desert course, strip the table down, and reset it all in a matter of twenty or twenty-five minutes, which was quite fast." Harrison claims, however, to have received very few complaints. The reason could be that no one complains to a crew of football players, but Harrison says, "Everyone seemed to want to be in and out of there in a hurry."[14]

Each waiter would serve a table of from ten to twelve. He

was under the control of the headwaiter who also had the power to eject any troublesome diners. The waiters ate their meals in the Junior dining hall,with the Rockwell Juniors, before or after the rest of the student body ate.

There seems to have been no discrimination toward or embarrassment on the part of the waiters for having to work their way through school. Harrison fondly recollected, "I didn't feel that there was anything like social discrimination. We felt that we were an elite corps. We were lucky to be here on scholarship and to have this kind of scholarship job. This job only took up time when you would normally be eating anyway and it had its fringe benefits. We would often get the left over goodies from a dinner or a dance. So, we felt we were eating better than the rest of the student body. We rather enjoyed it."[15]

Harrison felt that food fights and other disorders were infrequent. Everyone would have a good laugh when a waiter slipped with a tray of courses or spilled soup on somebody's lap. The waiters were disciplined by Mr. Shields who "ran a tight ship." Harrison recalls, " In the dining room upstairs, where the waiters ate before or after the meal, we got into a roll fight. I happened to hit someone in the head with a hard roll. So, I was haled before the court and duly chastised. I might add, I didn't do it again."[16]

The first few years of Commons were disappointing to many and exciting to others. Pushing and shoving and general commotion were frequent as the student body was like a child with a new toy. Many were not pleased, however, with the food. They had expected that such a beautiful building with such modern equipment would turn out food comparable to the Ritz. They complained that the food was unhealthy, lacked substance, and lacked taste.

While students disagreed on the quality of the food, they unanimously agreed that the Commons itself was a great asset. The grill, later to be known as the Jim Ryley Room, opened in the basement and was a great success. In the mid 1930's, the room was made into a commons room for uppers and seniors. It served as such until 1969, when it was converted into a storage room and dining room for the workers.

The school community generally agreed that Commons would change dancing at Andover. Previously dances had been held in the Borden Gym, but, there, the dance surface was far from ideal and the food had to be brought from the Beanery, through the locker rooms, and up into the gym.

Commons was an ideal place for dances. An excellent floor was offered by moving the chairs and tables out of the way. The faculty room served as the refreshment room and food could

be prepared at hand. The first dance, a tea dance, was held in Commons on Saturday January28, 1931. The winter prom was also held in Commons. It took place on February 18 of the same year, and proved to be one of the most elaborate ever.

The 1930's was a time of experimentation and change in Commons. There was a change in the dress code in 1932, as boys were granted permission to wear sweaters on Saturdays and Sundays instead of coats and ties. A mid-morning breakfast was tried the same year. In the period from 10:45 to 11:15, over 600 bottles of milk were being drunk on the average. The program lasted several years, but the rising cost of milk eventually made it impractical.

During the first years of Commons a number of staff changes also took place. In 1932, Helen Marks was appointed to take the place of Rose Baker, who had been in charge the first two years. Miss Marks had previously spent five years in the culinary department of the Hotel Pennsylvania, in New York. She then ran the dining hall at the Lawrenceville School for the next few years. Miss Marks appointed Miss Orelia Hall as her assistant. She also procurred the services of Emil Otto, who had been the chef at Lawrenceville when she worked there. The only significant change that Marks initiated was the opening of more positions for scholarship students on the kitchen staff.

In 1934, Mrs. Cleveland, the mother of two PA graduates, became the executive supervisor at Commons. Under her was the manager, Mr. Frazer, a vertern hotel and restauraunt manager. His brother, formerly the Dartmouth chef, acted as head chef. Frazer had two temporary assistants in Mr. Paynton and Mr. Miller. Their main concern was getting the regime underway. No dietician was hired,as it was believed that at this age boys did not require a srictly regimented diet.

The new regime was determined to improve the food, but they were faced with a number of problems. Chef Frazer noted that he was used to cooking food for a staggered schedule in which everyone did not eat at one time. Here, all the food had to be sent to the pantry within a span of fifteen minutes. To do this, Frazer had to precook much of the food, then, to keep it from having a rewarmed taste, keep it warm until it was served.

In a Phillipian interview, Mrs. Cleveland noted a general student approval of the "new" food over the first few weeks. But, she realistically pointed out that as time wore on and the students grew accustomed to the limited variety, they would probably become bored as one does with any diet. But, she emphasized that her staff would do its best to provide tasty food and to keep everyone happy.

Everyone was happy, too, for about a year. In January 1935,

student discontentment resulted in the establishment of the Commons Plan. Under this plan there was to be a Commons Committee, composed of the following: one representative from each of the three halls, chosen by the student council; one representative of the student council; and Mrs. Cleveland, acting as chairman. These people were to be know as Commoners.

The duty of the Commoners was to receive all complaints and suggestions concerning the food and to relay them to the proper authorities. This way such disliked dishes as the "half-cooked, leathery frankfurters that are served every Sunday night"[17] could be done away with. On the other hand, the popular dishes could be sreved more often.

Like most dining committees, this one proved to be of little use. The student body grew more dicontented. Finally, in self-defense, Frazer claimed, "Most of the boys don't know anything about the food they eat. They're usually too busy eating cakes and candy between meals to appreciate the good food we prepare for them up here everyday."[18]

The Phillipian backed Frazer by releasing some astonishing statistics on food consumption. Everyday 2800 bottles of milk and 128 pounds of butter were used. Sixteen gallons of ice cream were also used at each meal. These were delivered fresh, daily by Hood dairy.

Meat from the Armour packing houses in Boston were consumed

in quantities from 300 to 350 pounds each meal. If steaks were served this average jumped to 600 pounds. Hundreds of pounds of vegetables and fruits, purchased from the S.S. Pierce Company of Boston, were also consumed.

The Phillipian also noted that the menu varied so that, on the average, a dish was served only once every two weeks. If the students ate so much, it asked, why then did everyone complain so much?

Two years later, however, the Phillipian changed its view. The paper began a series of articles concerning various "untouchable" dishes. This series was capped off by the May 13 article in which the reporter "exposed Apple Pan Dowdy for what it really was."

"A small white brick. This is called hard sauce on the menu, and hard is not the word. To call this sauce 'hard' is as much an understatement as to say that Milton wrote good poetry. 'Adamantine' is the adjective needed. Underneath this snowy mass of sugar and flour is a covelet of pie crust and beneath this, tucked away like a babe in its crib, is the filling. This filling is made up of cut up apples and raisons, and is drenched in a drooly, golden-brown bath of some sort of juice. This is Apple Pan Dowdy."[19]

Student dissatisfaction was also exhibited through their

conduct. Food fights and tricks, although light hearted, showed a distaste for the food. One Sunday evening, out of sheer boredom, a small scale riot was construed. It seems that a few students' demands for seconds prompted everyone in the whole building to demand seconds on everything.

The effect was amazing. The exhausted waiters were running back and forth. The cooks were forced to open additional cans of soup. They ran out of dishes. When the apple pie a la mode ran short, the seniors were given the pie and the uppers the mode. Neither group was contented.

"The spirit of the mob became higher, more unquenchable. 'Blood', whispered someone and around the room, like wildfire, spread the word: 'Blood, blood, blood.' The mob began to rustle and murmur in anticipation. Several of the chief conspirators began to whisper: 'Necktie party. Where's Mr. Frazer? No apple pie! No a la mode!!' Only a tiny spark was neede to set off the charge. Then:

'Down with Mr. Frazer!' shouted a red-blooded, red-shirted, anarchistic specimen of the typical American boy."

The youth continued until Frazer appeared with a stearn look on his face and threatened, "One more word out of you, boy, and I'll put the slug on you."[20]

The threat of faculty supervision in each dining hall be-

came more and more appealing to the civilized diners. Dr. Feuss issued a statement to the effect that if things did not settle down, faculty supervision would become a reality. He felt that this would be an infringement on the rights of the students, but that the deplorable conduct they had been exhibitng of late could no longer be tolerated.

In the fall of 1940, the L.S. Treadway Corporation took over the food service for Commons. The Andover Inn was a part of the Treadway chain and the Trustees realized that by becoming a part of Treadway, they would be able to take advantage of its massive buying power. All of the bills would still be paid by the school as an individual unit, but it would still receive the tremendous discounts of large scale purchasing.

Mr. Robert Leete was brought in to replace the retiring Mr. Frazer. Under him was Mrs. Lucelia LaCroix, the dietician, and Mr. Miller, the head of the waiters. A few immediate innovations were initiated. Toasters were installed and orange squeezers added to supply fresh orange juice daily. The size of the tables were reduced from twelve to six. This would make the waiter's job easier and it would also break the temptation of throwing rolls from one end of the table to the other.

A new Commons Committee, with Mr. Shields as its head, was started to spear-head a revitalization of Commons. The main

plan of the committee dealt with faculty supervision. It had been decided that the Lower Hall would be taken care of first. If it were "quieted down", and the other two halls "acted up", then the supervision would move from the one hall to the others.

Each breakfast, a bachelor faculty member would be present. At lunch and dinner, different bachelors would be in charge for a week at a time. In addition, two married faculty members - without their wives- would eat at lunch and dinner, a different one at each meal. On Monday, Tuesday, Thursday, and Friday nights, and at Sunday noon, a married couple would dine, too. Often, particularly on Thursdays, these would be town guests.

The boys ate in assigned seats at lunch and dinner, except on Wednesdays and Saturdays, and on Sunday nights. The boys would rotate tables every two weeks. The length of the meals were lengthened. Lunch now took twenty-five minutes to be served and dinner thirty minutes.

In each hall there was a head table where the boys ate with a master, also on a rotating basis. No waiter could serve the main course to the other tables until the head table was waited on. Boys were not allowed to leave until the double doors to the hall were opened. This prevented any rushing to get out early. At the head table, the boys had to wait until they were dismissed by the master before they could leave.

At the end of each meal, a supervisor's report was turned in. On it, criticisms concerning the food and service were made.

The food apparently didn't improve much and the students continued to complain. Very few realized that World War II and rationing were not far off. Early in 1942, sugar was rationed, so the sugarbowls were put out only at breakfast.

During the summer of 1942, PA held its first summer session in preparation for the war. Two hundred boys ate in Commons, and to cut down on expenses, the food was served cafeteria style. The operation was such a success, that it was continued that fall. At Will Hall, the hired waiters were disposed of and juniors took their places on a rotating basis.

In November 1942, the Massachusetts state authorities requested that all institutions cut down on their use of meat. Thus, at PA, Tuesdays were declared to be meatless days. On this day no beef, veal, lamb or pork was served. Instead, they had vegetables and beans at lunch, and at dinner chicken, fish, and liver. The meatless day was not new to PA. During the Depression, an organization called Toc-H initiated meatless days, the savings from which went to charity.

Although Leete realized that it was quite possible that shortages and rationing would eventually catch up to PA, he made it clear that, "there is no food shortage in PA and as a whole,

we're in pretty good shape." Looking back, Leete feels it was the store rooms in Commons and the good rapport with with food dealers that kept PA from any serious shortages.

"We had good contacts with retailers so we were able to put away a lot of merchandise. When I came, we used to buy meat from three dealers. I changed that over to six or seven. So when I couldn't get my full quota of meat from one, I would get a little from one and a little from another. Through these dealers, I would make contacts with other dealers."[21]

In January 1943, the U.S. government rationed all canned or bottled juices and soups, and all canned, dried, or frozen fruits. The rationing was enacted, according to Secretary of Agriculture, Claude R. Wickard, "because twenty-five per cent of the food this country produces will, in 1943, go to our armed serves and our fighting allies."[22]

Commons had enough canned goods stored to last another year, so this rationing was of no great strain. Commons, however, was hurting in other areas. Coffee had to be limited to a cup a day per person. Tea, too, was restricted in the same way, and so was cocoa, although only temporarily. Leete could only procure about sixty per cent of what he usually bought and, in 1942, exceeded the budget by twenty per cent.

One of the biggest scares for the school came in 1943, when

a shortage in milk and poultry was detected. With the students consuming 700 gallons of milk per day, such a shortage would have been disastrous at PA. The shortage was threatened because farmers were raising dairy cows to be beef cattle in order to meet the demand for meat. This was a useless effort, as fodder supply a poor quality of meat. Realizing this, the farmers changed back and a serious shortage was averted.

Poultry, however, did become scarce. Farmers could not afford the grain to feed their flocks, so they killed them off. A great number of farmers joined the war or moved to cities for war-time jobs. This addedto general shortages.

There was a great deal of student cooperation during the rationing period. In 1944, Mr. Roscoe "Rocky" Dake operated a school garden, known as the Victory Garden. In its one year of existence, $1000 worth of tomatoes were harvested from it. The garden was cared for by the students, and, graduation that year was postponed until the crop was picked.

By 1944, the cafeteria system was also working smoothly. Previously, both the students and the staff were a little perplexed by the system. There had been much pushing and shoving in the long lines and the food would often run out by the time end of the line was to be served.

A new program was also introduced in which the school phy-

sician, Dr. Gallagher, took an active part in the planning of meals. The two dieticians would send a menu to the Doctor, daily, for his approval. The idea was to serve the cheapest, but most nourishing and good tasting, food possible.

Food shortages were not the only problem Commons faced during WW II. A large number of workers joined the war, so the turnover in staff was tremendous. When the baker left, Leete was forced to by his baked ggods. Machinery, too, was irreplaceable. If a part was broken or a piece of silverware lost, it could not be replaced until the end of the war.

Leete explains, "In January 1942, we were going to build a freezer unit, but everything was going to the war. So, it couldn't be done until the war was over. After the war, it cost us twice as much,for half the space, that it would have cost in 1942."[23]

As the war came to a close, so did the serious concern for the food. Instead of worrying about meat for dinner, the school argued about the coat and tie rule and compulsory breakfast. The student body started to complain about the food, once more, and Commons became the object of the usual ~~gruesome~~ bombardment of jokes. The following appeared in a 1952 Phillipian:

"The morale of a large part of the student body has dropped considerably since Wheaties were eliminated from the PA breakfast. It makes one feel that he has lost a friend when he sees

boxes and boxes of Shredded Wheat, Rice Toasties, Post Toasties, Corn Soya, Puffed Rice, Sugar Crisp, Raison Bran, Corn Pops, 40% Bran Flakes, and other cereals at breakfast, but no Wheaties. The first day of school, athletes were struck by the absense of their favorite fuel, and since then several of them have complained publicly about the lack of 'the cereal with jokes on the box.' "[24]

Leete continued to make improvements, both for modernization sake and economic reasons. A new dietician, Mrs. Richardson was hired. New machinery, such as automatic milk machines were added. And, in June 1954, the last meal was served in Will Hall.

The Trustees first contemplated price reduction at Will Hall in 1952. With the tuition remaining the same year after year, they felt that the cost of operating a dining hall, there, was too high. Their plan called for a gradual fade-out of the system. Immediately, they reduced the staff at Will Hall from thirteen to eleven.

That spring, the juniors ate lunch and dinner on the Hill. It was felt that this would not only reduce costs, but give the juniors a feel for the cafeteria system at Commons.

In the fall of 1953, the staff was cut from eleven to six. Those that remained were a cook, a matron, a janitor, and two

maids. This reduction accounted for a fifteen per cent savings over the previous year. Finally, on June 10, 1954, the juniors ate their last meal at Will Hall. That morning, the fifty-one junior residents enjoyed a final breakfast of "steak au jus."

In 1959, Treadway resigned as controller of Commons. Just as it had been a financial asset to be associated with Treadway, it was now more beneficial to be a private institution. The government started a program of subsidy buying for schools. But, as long as Commons remained a part of Treadway, PA did not qualify for the program. So Treadway resigned.

By 1961, the school reverted to its pre-WW II concern for the food quality at Commons. In April of that year, the Food Committee was started. Its basic concern was that the "bad" dishes be done away with and the "good" dishes be served more often. This committee published a report with the following suggestions:

> "(1) If possible, it is recommended that the hot food be kept warmer at the counters, either by increasing the heat underneath the pans or by keeping them hot in the kitchen until actual serving time.
>
> (2) It is recommended that various hot soups be served at lunch either as a supplement to the main course or for those who do not eat the main course.
>
> (3) It is recommended that on Friday night, a choice between fish and some meat course be offered."[25]

The Trustees decided that they would finally make an honest effort to find out, and improve, the real problems in Commons. In January 1964, they hired the auditing firm of Harris, Kerr, Forster, and Co. of New York, to evaluate the food service at Commons. The report was released later that month and contained a number of observations and suggestions:

"...two basic problems... inadequate, unattractive physical facilities and a low wage scale which fails to attract the caliber of personnel required to meet the needs of the operation."

They noted that the physical facilities had an adverse affect on the student outlook on otherwise good, nourishing food. They felt the staff was greatly interested in improvement, but was seriously hindered by the lack of manpower for supervision.

Using a restauraunt as an example, the report pointed out that great lenghths should be gone to create a warm, pleasant, inviting atmosphere.

This atmosphere was obviously lacking in the Commons they described: "Students pass through doors... in need of paint, ... dimly lighted entrance hall. The hall is sparsely furnished ... scarred and worn wooden benches,... chandeliers are cracked, torn, and discolored with age. The coatrooms are dark,... doors scarred..., walls in need of repair and paint..."

Several suggestions were made to remedy the physical situ-

ation at Commons. Among these were improved lighting, painting the walls, redecorating the lobby and corridors, screening off the dishwashing area from the cafeteria line, lowering the ceiling, and modernizing the cafeteria serving equipment.

The wages and personnel were also shown to be a problem. PA paid the lowest wages in this area. Coupled with a six day week and a split shift, workers were very hard to come by. Other institutions ofering five day weeks, higher wages, and eight hour shifts were getting the high quality workers.

The management was highly understaffed. It was Mr. Leete's duty to supervise all four dining halls. He had no days off, nor was he replaceable in event of illness. The auditors completely reorganized the system of supervision, giving the chef and dietician each a hall to look after.

The food quality was one of the only plusses in the report. It was determined to be excellent. Certain foods were affected by a lack of equipment and skilled personnel, but, otherwise, the food was described as "wholesome, flavorful, and of good appearance, although as mentioned earlier, the serving conditions tended to detract from an otherwise satisfactory product."[26]

The Trustees were very helpful in hiring this company to find the faults with Commons. But, they never granted Leete any money to make improvements. "We could only make improvements in ac-

cord with the money we had- which was very little. Its easy for someone else to come into your establishment and make suggestions. But, if you don't have the money, what can you do?"[27]

In 1968, Headmaster Kemper abolished scholarship jobs. He made it mandatory, instead, that lowers and uppers do work duty. It was decided that uppers, and certain lowers, would do work in Commons on a rotating basis. The Faculty decided that while changes were being made, they would create a committee to change the meal schedule. They felt that by lengthening meal hours, Commons would become less crowded.

Funds were finally made available to Leete and Commons in the summer of 1970. The class of 1970 contributed $40,000 through the Senior Parent-Giving program. Renovation came to $115,000, the remainder of which came from the endowment.

Designer Jay Anderson, PA '51, handled the project. Among the improvements made were the installation of the tray disposal system, the partitioning off of the dishwashing room, the addition of juice machines, the painting of a large mural in the lobby, and the addition of various color displays in the dining rooms.

Fall, 1973, brought much change to PA. Dr. Sizer did away with limited work duty and "put the whole school on Commons Duty." Presently, all classes do work in Commons on a rotating basis, according to cluster.

The incorporation of Abbot introduced PA to clusterized dining and immediate controvery. Although the Abbot dining hall gets all its food from Commons and follows the same menu, when one puts it in his mouth, it just doesn't taste the same. Mrs. Bundie explains the difference as, "Down here, we care."[28] The nice little luxuries at Abbot only served to enunciate the problems at Commons.

Up until now, most of the changes in Commons have been superficial. The basic problem with Commons is the building itself. It was designed for a waiter system, not for a cafeteria system. And, the kitchen was built to house equipment to feed 600, not 1100.

Director of Commons, Robert Leete; Assistant Director, Thomas Poole; and PA Business Manager, George Nielson all agree that the cafeteria line at Commons is makeshift and the structure was never designed for such. The aluminum counter serves its purpose, but is not really in time with a modern cafeteria. The counters are designed to hold large containers of food which are sent up from the kitchen. Poole comments, "It is really not very attractive or appetizing to watch your portion of corn being shoveled out of a huge pan. It would be much nicer if the workers could turn around to a kitchen and place your order, then turn back around and give it to you. The food

would basically be the same, but I can guarantee that you would think it tasted better."

In the kitchen the lack of space is evident. There is only one freezer which is always crowded. Only a small amount of meat can be stored here, so large quantities cannot be bought for the future. Thus PA seldom gets any noticeable discounts for quantity buying. Poole explains, "The size of your freezer dictates the way you order. You might have a bargain, where if you bought X number of pounds of something, you'd have a price reduction. But, if you don't have the freezer space in which to store it, it's a wasted offer. So, in a sense, the freezer is costing us money."[29]

The lack of space also accounts for a lack of adequate equipment. Three small deep fry units and one grill limit the frequency of many foods. It is too hard to cook for so many on equipment with a cooking capacity of 600.

A lot of the present equipment is too old to be of any substantial use. The present refrigeration units were installed in 1953, the ranges in 1952, the fryer in 1952, and the roasting ovens in 1952. If some of this equipment were to break down, it would be impossible to have fixed. Most of the parts are no longer available, as the companies have gone out of business. An example of this is the huge mixer in the bakeshop.

Mr. Poole says that it was broken two years ago, when he came, and is just now being fixed. The company no longer makes the model.

The operation of getting food from the kichen to the pantries is also outdated. Worthless steam cabinets are used to keep the food warm fromthe time it is cooked until it is served. These cabinets are turned on at 6:00 AM and show faint signs of heat by noon. When the food is needed upstairs, someone in the pantry shouts through an antique intercom system. It is composed of a pipe with outlets in the kitchen and pantry. This inadequate system accounts for a number of missed or mixed up orders.

The problems at Commons and the prospect of a bicentenial developement project, have prompted an almost unanimous hope for a new dining hall. While everyone agrees that something has to be done about dining at PA, there is a great deal of debate as to what.system we should go to.

The staff at Abbot wants to see clusterized dining. They feel individual dining halls offer a more relaxed atmosphere and more care can be put into the food. Both Msrs. Leete and Poole feel that a single kitchen and storage area is a necessity. Anything else would be a financial outrage. Mr. Harrison advocates the old waiter system. "I feel that in the rush of a PA life, the students should be able to come in, relax, and enjoy a meal."[30]

The class of 1974 hired a firm called Crabtree and Associates to investigate the possibilities and costs of various types of facilities. The investigation was conducted in association with Mr. Nielson during the month of April, and the results were released on May 1.

In an interview, Nielson refused to commit himself by telling what facility he favored, "I never come to any conclusions until all the facts are in, and all the facts are not in." He did,however, hint that the only practical new ideas were a single unit dining hall or a reconstruction of Commons.

Nielson admitted that reconstruction would probably take a brilliant archetect, but, he pointed out, "A new dining hall would have to be one level, so it would take up two and one-half times the space of the present Commons. But look at a map of PA and you tell me where we're going to put this big black dot."[31]

While the question of what type of facility remains unanswered, it is evident that PA will see some change in dining in 1978. Whether it be a reconstructed Commons, a new hall, several new halls, or a clusterized system, the school will not have seen the last of the culinary crimes on Andover Hill.

APPENDIX ONE:
Crabtree Report

- SUMMARY OF COSTS -

FEASIBILITY STUDY FOR STUDENT FOOD SERVICE

AT PHILLIPS ACADEMY

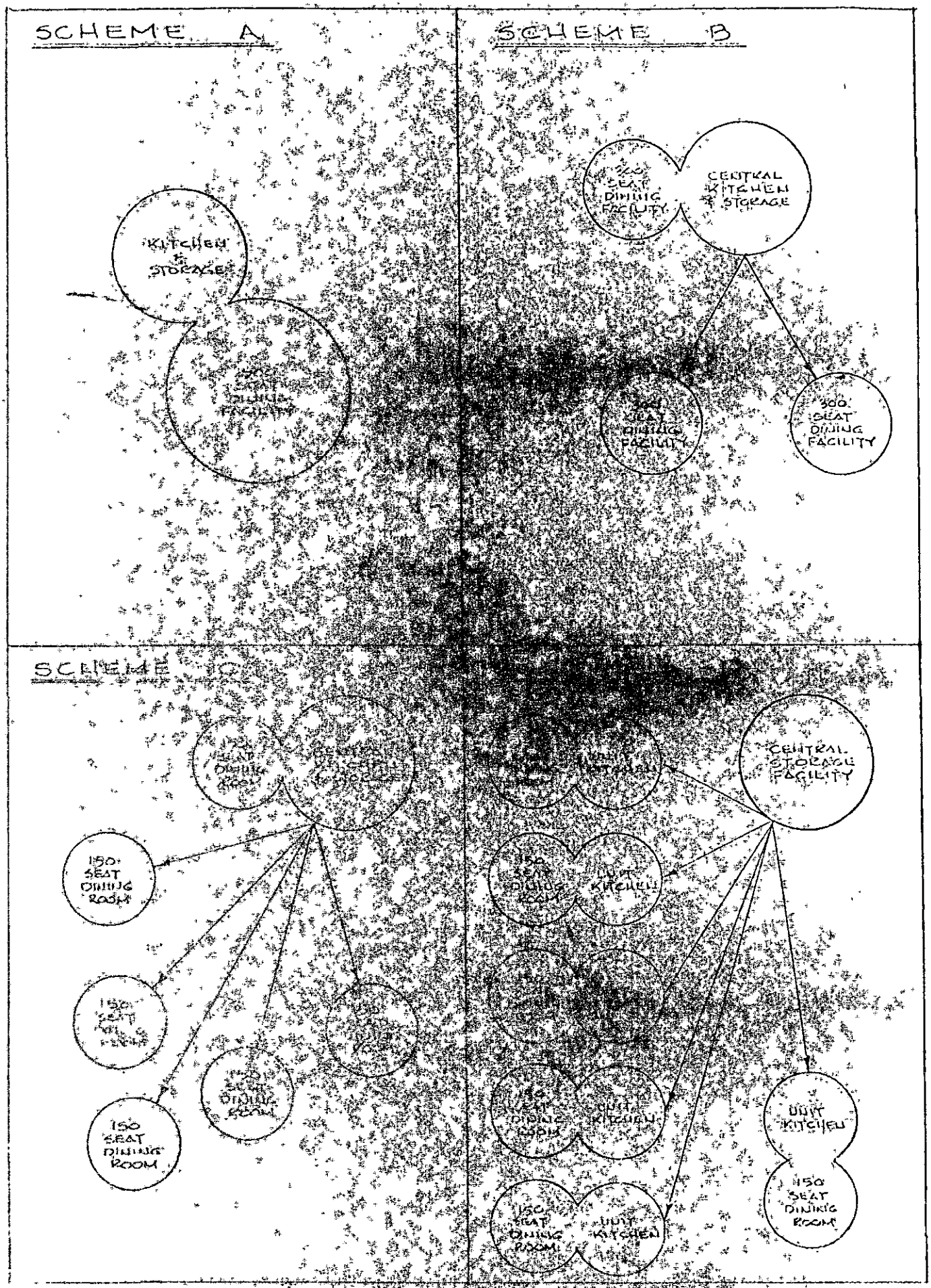
Scheme *	Building	Equipment	Furnishings	Total
A	$1,567,000	[illegible]	$40,500	$1,851,045
B	$1,702,600	[illegible]	$40,600	$2,020,540
C	$1,727,600	[illegible]	$40,500	$2,088,380
D	$1,851,800	[illegible]	$40,500	$2,119,780

Scheme	Staffing	Total
A	$204,439	$ 270,939
B	$315,890	$ 386,490
C	$380,198	$ 451,698
D	$401,856	$ 476,856

* See Attached Schematics

GAN 5-8-74

PHILLIPS ACADEMY / ANDOVER, MASS.



Appendix [illegible]:

Summary of wages from Harris, Yor , et al. Report, 1964.

Wage Increases - Commons Employees (concluded)

B. Comparison of dining hall wage rates:

Weekly Wage Rates - October 1, 1957

Position	P.A. Commons	Abbot Academy	Andover Inn	Brooks School	Gov. Dummer Academy	Exeter Dining Halls
Chef	$82.14**	$90.00	$120.00	$85.00	$90.00	$96.00
2d cook	73.00*	80.00	72.00	52.50	65.00	72.00
1st baker	91.70	80.00	70.00	70.00	87.50	76.00**
2d baker	73.95*					72.00
Butcher	69.00*					85.00
Dietitian	62.50*					85.00
Fishcerman	28.00	35.00	46.50	25.00	35.00	40.50
Pantry maid	21.50	22.00	27.60	28.75	32.50	31.50
Dishwasher	28.50					45.50

All work a 6 day week and receive paid vacation. Food and lodging furnished [illegible] where [illegible]

*Lives out.
**Apartment provided.

HWS
10/25/57

Footnotes

1. Ever Struly, My Three Years at Andover. Cambridge, 1917.
2. Phillipian. Mar. 12, 1969.
3. William Wallace Crapo, Andover, 1949. pg. 2.
4. Claude M. Feuss, An Old New England School. Cambridge, 1917. pg. 280.
5. Feuss, pg. 280.
6. Struly, pg. 32.
7. Feuss, pg. 387.
8. Feuss, pg. 389.
9. Letter from Thomas Cochran to James Sawyer. New York, Dec. 11, 1929.
10. Letter from Sawyer to Cochran, Dec. 13, 1929.
11. Phillipian. June 7, 1930.
12. Phillipian. Sept. 27, 1930.
13. Interview with Robert Leete. May 10, 1974.
14. Interview with Frederick Harrison. May 14, 1974.
15. Harrison interview.
16. Harrison interview.
17. Phillipian. Jan. 23, 1935.
18. Phillipian. Jan. 23, 1937.
19. Phillipian. May 13, 1939.
20. Phillipian. Oct. 22, 1939.
21. Above quotes from Phillipian. Sept. 30, 1942.
22. Phillipian. Jan. 13, 1943.
23. Leete interview.
24. Phillipian. Oct. 16, 1952.
25. Phillipian. April 12, 1961.
26. Above quotes from Harris, Kerr, Forster,and Co., Limited Study of Student Feeding Operations at Phillips Academy andover, Mass. 1964.
27. Leete interview.
28. Interview with Mrs. Bundie. May 17, 1974.
29. Interview with Thomas Poole. May 10, 1974.
30. Harrison interview.
31. Interview with George Nielson. May 16, 1974.

Bibliography

The following can be found in, or obtained through the Archives of Phillips Academy in Andover, Mass.

BOOKS

Feuss, Claude M. An Old New England School. Cambridge, Mass.: The Houghton Mifflin Co., 1917.

Moss, Jesse L. Recollections of Phillips Academy and Andover in the 1860's. Lake Forest, Ill. 1933.

Struly, Ever. My Three Years at Andover. Boston: Mayhew Publishing Co. 1908.

Documents

Crapoa, William Wallace. Phillips Academy andover, Mass., 1949.

File on Buildings and Grounds. Trustees of PA, 1948-1964.

Forbes, Charles H. Report of the Standing Committee on Grounds and Buildings. Phillips Academy, April 15, 1929.

Harris, Kerr, Forster, and Co. Limited Study of Student Feeding Operations at Phillips Academy Andover, Mass. Jan. 15, 1964.

Shawsheen Club: receipt books and by-laws, 1870-1871.

Interviews

Allis, Frederick. May 2, 1974.

Bundie, Mrs. May 17, 1974.

Harrison, Frederick. May 14, 1974.

Leete, Robert. May 10, 1974

Nielsen, George. May 16, 1974.

Poole, Thomas. May 10, 1974

Proctor, Sally. May 17, 1974

Letters

Brown, Thomas to Elizabeth B. Butterfield. Sioux Falls, S.D. Feb. 19, 1892.

Cochran, Thomas to James C. Sawyer. New York. May 9, 1929.

" " " Nov. 27, 1929.

" " " Dec. 11, 1929.

" " " Nov. 20, 1930

Proctor, Harley T. to Mr. George Pettee. New York. Jan. 22, 1899.
Sawyer, James C. to Thomas Cochran. Andover, Mass. Mar. 4, 1929.
" " " Apr. 25, 1929.
" " " May 8, 1929.
" " " Dec. 13, 1929.
" " " Dec. 18, 1929.
" " " June 23, 1930.

Newspapers

Phillipian. Sept 27, 1902.
" Oct. 12, 1929.
" Jan. 22, 1930.
" Feb. 5, 1930.
" June 7, 1930.
" Sept. 27, 1930.
" Oct. 8, 1930.
" Oct. 15, 1930.
" Dec. 19, 1930.
" Jan. 24, 1931.
" Jan. 28, 1931.
" Feb. 28, 1931.
" Mar. 28, 1931.
" Nov. 4, 1931.
" Jan. 13, 1932
" Jan. 23, 1932
" Mar. 9, 1932.
" Apr. 23, 1932.
" Sept. 28, 1932.
" Oct. 12, 1932.
" Apr. 15, 1933.
" May 27, 1933.
" Oct. 25, 1933.
" Mar. 3, 1934.
" Sept. 29, 1934.
" Jan. 23, 1935.
" Jan. 26, 1935.

Phillipian (cont.)

" Oct. 5, 1935.
" Oct. 26, 1935.
" Nov. 27, 1935.
" Oct. 28, 1936.
" Dec. 2, 1936.
" Jan. 23, 1937.
" June 4, 1937.
" Oct. 20, 1937.
" Oct. 27, 1937.
" Nov. 24, 1937.
" Jan. 26, 1938.
" Jan. 29, 1938.
" Feb. 5, 1938.
" June 17, 1938.
" Apr. 22, 1939.
" May 13, 1939.
" Oct. 22, 1939.
" Nov. 18, 1939.
" Jan. 13, 1940.
" Apr. 17, 1940.
" Sept. 14, 1940.
" Oct. 2, 1940.
" Oct. 23, 1940.
" Dec. 6, 1941.
" Sept. 28, 1942.
" Sept. 30, 1942.
" Nov. 4, 1942.
" Jan. 13, 1943.
" Sept. 29, 1943.
" Oct. 13, 1943
" Dec. 8, 1943.
" Oct. 11, 1944.
" Nov. 15, 1944.
" Sept. 25, 1946.
" Oct. 18, 1951.
" Jan. 26, 1952.
" Oct. 16, 1952.
" Jan. 15, 1953.
" Oct. 1, 1953.
" June 8, 1954.
" Oct. 20, 1955.
" Apr. 12, 1961.
" May 5, 1965.
" Nov. 9, 1966.
" Apr. 10, 1968.
" Mar. 12, 1969.
" Sept. 12, 1970.