

United States Department of the Interior
National Park Service

574

National Register of Historic Places Registration Form

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This form is for use in nominating or requesting determinations for individual properties and districts. See instructions in National Register Bulletin, *How to Complete the National Register of Historic Places Registration Form*. If any item does not apply to the property being documented, enter "N/A" for "not applicable." For functions, architectural classification, materials, and areas of significance, enter only categories and subcategories from the instructions.

Nat. Register of Historic Places
National Park Service

1. Name of Property

Historic name: McMullen Hall
Other names/site number: Eastern Montana Normal School Administration and Educational Unit, Eastern Montana Normal School Administration Building, Eastern Montana College of Education Administration Building, Eastern Montana College Administration Building, and MSU Billings Administration Building
Name of related multiple property listing: N/A
(Enter "N/A" if property is not part of a multiple property listing)

2. Location

Street & number: 1500 University Drive
City or town: Billings State: Montana County: Yellowstone
Not For Publication: Vicinity:

3. State/Federal Agency Certification

As the designated authority under the National Historic Preservation Act, as amended, I hereby certify that this x nomination ___ request for determination of eligibility meets the documentation standards for registering properties in the National Register of Historic Places and meets the procedural and professional requirements set forth in 36 CFR Part 60. In my opinion, the property x meets ___ does not meet the National Register Criteria. I recommend that this property be considered significant at the following level(s) of significance:

___ national ___ statewide x local
Applicable National Register Criteria:
x A ___ B x C ___ D

Mark F. Baumbach / SHPO 7/20/2015
Signature of certifying official/Title: Date
MONTANA STATE HISTORIC PRESERVATION OFFICE
State or Federal agency/bureau or Tribal Government

In my opinion, the property ___ meets ___ does not meet the National Register criteria.
Signature of commenting official: Date
Title : State or Federal agency/bureau or Tribal Government

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4. National Park Service Certification

I hereby certify that this property is:

- entered in the National Register
- determined eligible for the National Register
- determined not eligible for the National Register
- removed from the National Register
- other (explain:)

For Edson H. Beall
Signature of the Keeper

9.8.15
Date of Action

5. Classification

Ownership of Property

(Check as many boxes as apply.)

- Private:
- Public – Local
- Public – State
- Public – Federal

Category of Property

(Check only **one** box.)

- Building(s)
- District
- Site
- Structure
- Object

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(Describe the historic and current physical appearance and condition of the property. Describe contributing and noncontributing resources if applicable. Begin with a **summary paragraph** that briefly describes the general characteristics of the property, such as its location, type, style, method of construction, setting, size, and significant features. Indicate whether the property has historic integrity.)

Summary Paragraph

McMullen Hall represents the first permanent structure constructed at the newly created Eastern Montana Normal School campus in north-central Billings, Montana. The building sits near the middle of campus, which lies just south of the Eagle Sandstone rimrock cliffs of the Yellowstone Valley. Downtown Billings is situated less than one mile to the south. Originally built in 1935 as the Administration and Educational Unit for the Eastern Montana Normal School, McMullen Hall currently serves as the primary administration building for what is now the Montana State University Billings campus. Located at 1500 University Drive, the *Late 19th and 20th Century Revival - Collegiate Gothic* styled, rectangular-shaped building measures 194' x 64'. The front entry faces southward toward downtown Billings, which continues to be the primary avenue of approach. The rectangular massing of the building measures 45' vertically above ground, with a 12' basement and a central tower extending 44' above the main building for a total approximate height of 101'. The 34' x 26' front entry extends as a vestibule entry with rising staircase, and a 24' x 24' area encompasses the north entry, interior stairs, and elevator.

Narrative Description

The Administration and Educational Unit for the Eastern Montana Normal School was the first permanent structure located at the newly created Eastern Montana Normal School campus. The structure originally held offices, classrooms, a museum, and the library. The plans were originally drawn by McIver & Cohagen Architects in 1930, but then put on hold after a bond issue was invalidated.¹ They were revised and finally issued in 1935 as a *Collegiate Gothic* form of Late 19th and 20th century revival style, the footprint of the south facing rectangular-shaped building measures 194' x 64'.² The primary rectangular massing of the building measures 48' vertically above ground, with 8' of the 12' basement below grade and a central tower extending 44' above the main building for a total approximate height of 100'. The primary massing of the building is four stories, with two additional stories in the central tower. The 34' x 26' front entry extends as a vestibule entry, and a 24' x 24' L-shape comprises the north entry, interior stairs, and elevator.

¹ \$250,000 Will Be Asked for Building of Billings Plant, Billings Gazette; June 14, 1933.

² The original plans used show a range of dates from 3/1/35 to 3/26/35. *Normal Building Plans Rushed: Contracts for PWA Project Here May Be Given March 15*, Billings Gazette; February 7, 1934 (Image_3881.jpg on file).

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South Elevation (Front)

Centered on University Drive and framing the visual entry to the campus, the south elevation faces toward downtown Billings and serves as the primary entrance to the building. The entryway is centered in the 194' x 48' wall massing, which is comprised of brick, cast stone and concrete materials.³ The front face of the central tower is a vertical continuation of the front entry and contributes to the visual focus for those entering campus. A low parapet extends around the entire roof.

The primary wall material is tapestry brick which ranges in color from brown to orange, laid in the "Straight American Bond"⁴ style, with its massing punctuated by horizontal cast stone capping and accent coping banding that incorporates minimal vertical accents at the tops of the pilasters. Admittance to the building occurs through the lower floor of the tower, up a concrete stairway flanked by brick planters, and through a set of double doors centered in a windowed storefront wall beneath an arched entry with a four-part transom. The three-stage tower, which measures 34' x 26', rises in decreasing stepped increments which are finished in cast stone with relief sculpture in the lower stage, decorative pendants, or tablets, that include the symbols of an open book (representing learning and study), oil lamps (representing prosperity), coat of arms figures, and rows of cast "lotiforms"⁵ in the second stage. The tower is capped with maroon standing seam roofing topping intersecting 45-degree gabled dormers, the south and north containing clocks;⁶ the color carries into the main elevation on exterior window trim. At the utmost peak of the tower roof projects a 7'5" tall x 2'6" diameter framed glass illuminated sphere required by the FAA at the time of construction.⁷ The original double-hung style windows, dominated by six-over-six units, were arranged in groups of three between the pilasters that break up the continuous elevation. The original windows were replaced in 2007 by fixed windows that retain the original appearance. At the base of the building, exposed concrete defines the visible portion of the daylight basement. The clock dormers on the roof of the tower, including the one at the south elevation, are relatively new additions to the tower, having been added in 1999.

During a period from the late 1960s into the early 1980s, a steel sign reading "McMullen Hall" was mounted above the front entry. It was not an original feature and has since been removed.

North Elevation

Stylistically, the north elevation continues the "Straight American Bond" brick pattern, which appears to be a traditional running bond, highlighted by horizontal cast stone banding and interrupted by paired and tripled arrangements of single-hung six-over-six windows. Central to and projecting off the north elevation is an almost full height cast concrete and glass entry

³ A note on the original plans state that "Contractor has option of terra cotta, limestone, or cast stone trim." Cast stone, commonly referred to as cultured stone was the option used.

⁴ Sheet 9 of the original plans.

⁵ Cyril Harris, *Dictionary of Architecture and Construction* (McGraw Hill Professional, New York, NY) p. 603.

⁶ Sheet 8 of the original plans.

⁷ Sue Hart, *Yellowstone and Blue: The First 75 Years, Montana State University-Billings*. (Montana State University-Billings, Billings, MT) p. 46.

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containing a stairwell and elevator; added in 1971; this entry was constructed following the removal of the gymnasium in 1968.⁸ The north elevation was originally partially obscured by a minimally (via a hallway) attached gymnasium that was part of the original construction.

East and West Elevations

The east and west elevations mirror each other as they continue the architectural aesthetic of the building. Each elevation holds a centrally located doorway on the bottom level. Windows consist of single and paired units; single units feature two-over four light units while paired windows consist of three-over-six light units. The exits were originally constructed with concrete stairways and rails, but the stairs were replaced with a projecting porch on each end of the building during a remodel (1965-1971).

Integrity

McMullen Hall possesses integrity of location, materials, workmanship, design, feeling, setting, and association. Its location near the center of the campus strongly evokes its importance to the institution. Surrounding buildings are all educationally-related reflecting integrity of setting, association, and feeling.

Integrity of design, workmanship, and materials is also strong. The primary structural system remains. The building is constructed using a reinforced concrete footing and foundation, upon which concrete columns support a two-way reinforced concrete slab and beam system.⁹ As the concrete slab and beam floor system was framed, red clay book tiles were used as void spacers within the concrete forming system.¹⁰ These tiles adhered to the concrete, were not removed with the forms, and are still visible where the underside of floors can be observed. The stair systems are constructed of reinforced concrete and formed with dimensional lumber. The outlines of these wooden forms can still be observed in some stairwells. Adjacent to the concrete flooring and wall system directly beneath the tower area, the primary roof system is wood framing with a built-up sloping smooth surface punctuated by drains and skylight bays.¹¹

Exterior changes to the building generally relate to accessibility issues and maintenance and include a stabilization of the foundation in 1969, the addition of the north stair tower and elevator in 1971, repair of the McMullen Hall steps in 1972, window repair and replacement in 1977, a reroof in 1983, window replacement in 1985, the addition of a fire sprinkling system in 2006, and alterations to the exterior east and west approaches in 2007.¹² Non-accessibility or maintenance changes include the addition of clocks to the central tower (1999), a change that does not overly detract from the building's original design, materials, and workmanship; the changes are compatible in scale and sympathetic with the original building. The clocks are deemed reversible and are readily apparent as additions.

⁸ Hart, p. 104 and 110.

⁹ Sheet 19 of the original plans.

¹⁰ Sheet 20 of the original plans.

¹¹ Sheet 12 of the original plans.

¹² McMullen Project Index supplied by MSUB Facilities Services (2014).

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Similar to most historic educational or institutional buildings, interior changes relating to the evolving needs of the school also occurred. These include room utilization reconfiguring in 1956, remodeling the second floor from academic to administrative use in 1967, a general repair/remodel and computer area remodel in 1974, and a general interior renovation in 2007.¹³ However, as interior space changed in terms of function, little changed regarding the room massing and traffic flow. The primary floor plan, laid out as bisecting hallways with the north-south entry hallway bisecting a perpendicular hallway running the length of the building from east to west, remains. Many original details remain preserved, including a floor mosaic of the Great Seal of the State of Montana, located just inside the main entry.

The building continues to retain integrity, imparting its original design and use within its educational setting. It displays good integrity reflecting the appearance and character of an evolving twentieth century educational facility.

¹³ Ibid.

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8. Statement of Significance

Applicable National Register Criteria

(Mark "x" in one or more boxes for the criteria qualifying the property for National Register listing.)

- A. Property is associated with events that have made a significant contribution to the broad patterns of our history.
- B. Property is associated with the lives of persons significant in our past.
- C. Property embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction.
- D. Property has yielded, or is likely to yield, information important in prehistory or history.

Criteria Considerations

(Mark "x" in all the boxes that apply.)

- A. Owned by a religious institution or used for religious purposes
- B. Removed from its original location
- C. A birthplace or grave
- D. A cemetery
- E. A reconstructed building, object, or structure
- F. A commemorative property
- G. Less than 50 years old or achieving significance within the past 50 years

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Areas of Significance

(Enter categories from instructions.)

Education
Architecture

Period of Significance

1935-1965

Significant Dates

1935

Significant Person

(Complete only if Criterion B is marked above.)

Cultural Affiliation

Architect/Builder

McIver & Cohagen Architects
Frank Jacoby and Sons (general contractor)
Montana Plumbing and Heating
Rafn Morgan Electric

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Statement of Significance Summary Paragraph (Provide a summary paragraph that includes level of significance, applicable criteria, justification for the period of significance, and any applicable criteria considerations.)

This property is eligible for listing in the National Register of Historic Places under criteria A and C at a local level of significance. Under Criterion A, it is associated with "events that have made a significant contribution to the broad patterns of our history," particularly the development of the regional system of higher education culminating in the creation of an academic institution of higher education in Billings, Montana, that achieved fruition through the construction of McMullen Hall, the first campus building.

The property is further eligible under Criterion C in that this property also "embodies the distinctive characteristics of a type, period, or method of construction and represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction." Specifically, McMullen Hall is a good example of the *Collegiate Gothic* subcategory of the Late 19th and 20th century revival style, common at schools and universities of the same construction period. McMullen Hall remains as a rare remnant of the once popular Collegiate Gothic style school buildings in Billings, following the removal of the Taft School in the 1970s,¹⁴ the elimination of the original Garfield School building, and the removal of the Roosevelt School.¹⁵ The building exhibits many characteristics of the style including a recessed and framed arch entry, the inclusion of tablets set into an exterior surface, relief sculpture in the lower stage of the tower, tall and narrow windows, and a parapet. The use of crenelation is minimal; however, it does occur in the lower and middle stages of the front entry on the south elevation. Although the dormers are a late addition to the building, their addition remains true to the Collegiate Gothic style.

The period of significance begins in 1935, with the construction of McMullen Hall and ends in 1965, the end of the historic period.

Narrative Statement of Significance (Provide at least **one** paragraph for each area of significance.)

Criterion A

The Origins of Education in the United States

It can be argued that higher education has been an important component of American culture since the origins of the country. Englishmen that arrived in America in the first half of the seventeenth century had probably attended either Cambridge or Oxford.¹⁶ Created by English immigrants in 1636 by a vote of the Great and General Court of the Massachusetts Bay Colony,

¹⁴ Mary Pickett, *Gone, But Not Forgotten: Billings' Early Schools Shaped Lives*, Billings Gazette, August 12, 2012.

¹⁵ This was originally called the Eastside School. Mary Pickett, *Old School: Early Billings Prized Education*, Billings Gazette, August 12, 2012. Accessed at: http://billingsgazette.com/news/local/education/old-school-early-billings-prized-education/article_a5ca628a-77af-527d-84e4-f9e0cde5aa1f.html

¹⁶ John R. Thelin, "A History of American Higher Education," *Colleges in the Colonial Era* (Johns Hopkins Press, Baltimore, MD, 2013) p. 1.

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Harvard became the first institution of higher education in America, graduating its first class in 1642¹⁷. Other colleges founded before 1781 include Harvard, William and Mary, Yale, Princeton, Columbia, Brown, Dartmouth, Rutgers, and Pennsylvania.¹⁸ These early private academic institutions remain forever fused with the evolution of the new nation, but at the time (and even today) were somewhat aligned with the social elite. Following the Revolution of 1776, colonists began to exert further influence and control over the established colleges.

In 1800, 25 degree-granting colleges existed in the United States. By 1820, the number increased to 241, reflecting not only the interest in higher education, but an expanded diversity of curriculum.¹⁹ The types of higher education institutions further expanded to include universities, academies, seminaries, scientific schools, normal schools, and institutes.

The first "national" institutions of higher education were the Military Academy at West Point, New York, created in 1802, and the United States Naval Academy at Annapolis, Maryland, in 1845, both created by acts of Congress.²⁰ In 1862, the United States Congress passed the Morrill Land Grant Act, which granted states 6.3 million acres of federal lands to be used for the creation of not less than one college per state.

Higher Education in Eastern Montana

During the late 19th century, *normal schools*, or schools that prepared people for teaching careers, began to proliferate. Montana became a state on November 8, 1889 and the Montana Legislature began the process of identifying the location of the state capitol and state university. Political battles ensued over the creation and placement of academic institutions, but on January 10th of 1893, Senate Bill 3 was introduced and eventually enacted for the creation of the state university (Missoula), the state college (Bozeman), the state reform school (Miles City), the state school of mines (Butte), and the Montana State Normal School (Dillon).²¹ During this time, other states in the region were also in the process of creating their own colleges.²²

This organization of the higher education system continued into the second decade of the 20th century, when the population of eastern Montana had grown to such a degree as to be noticeably underserved by a system heavily weighted in the western part of the state. As a response to the need for additional teachers, the normal school in Dillon began offering sessions during the summer of 1923 in the eastern Montana communities of Miles City, Havre, and Lewistown. By that time, Billings was served by the already well-established private Billings Polytechnic Institute.²³ Resistance to the creation of another normal college in eastern Montana occurred by those aligned with the school in Dillon; however in 1925, members of the Normal School Committee that hailed from eastern Montana successfully lobbied the state legislature in support

¹⁷ *History of Harvard University*, found online at: <http://www.harvard.edu/history>; Thelin p. 4.

¹⁸ Thelin, p. 1.

¹⁹ Thelin, p. 41-42.

²⁰ Ibid.

²¹ "A bill for an act to establish, locate, maintain and govern the University of the State of Montana," January 10, 1893; Lynn M. Burlbaw and Sherry L. Field, *Explorations in Curriculum History Research* (Information Age Publishing, Scottsdale, AZ), pg. 95.

²² Thelin, p. 214.

²³ Hart, p. 6.

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of another academic unit there. Selection of the specific location was determined by a directive that specified "the location and site for the Eastern Montana State Normal School shall be selected by the State Board of Education, or at its option by a Normal School commission to consist of three members to be appointed by the State Board of Education, and if by such commission it shall be composed of heads of educational institutions outside the state of Montana and the expenses of said commission shall be borne by the city or town where said Normal School is located." The directive further specified that the location chosen must be east of the 110th meridian and that the "selected city or town must deed the site for the campus to the state, free of charge, within six months of capturing the prize."²⁴

Billings was ultimately chosen as the location for the new school by a panel comprised of George H. Black, President of the Ellensburg, Washington, Normal School; Frank R. Baker, President of the Milwaukee, Wisconsin, Normal School; and C. H. Lewis, President of the Bellingham, Washington, Normal School.²⁵ At this time, the population of Billings, a Northern Pacific rail stop in 1882, pressed the 20,000 mark. The town's continued rise coincided with its increased role as the transportation hub for the large agricultural region of surrounding eastern Montana and northern Wyoming, with livestock also playing a central role in the local economy. In addition to agriculture, the 1915 Elk Basin oil field discovery on the Montana-Wyoming border boosted the economy. Six years later, the discovery of natural gas in the basin spurred further development and population growth. In addition to agriculture, these two industries proved vital to the long-term success of Billings as it provided a degree of stability through the collapse of the homestead era and through the 1940's and 1950's.²⁶ By the time of the city's selection for the new school, Billings boasted theatres, several churches, an airport, hotels, a YMCA, and accessible rail service. Enthusiasm for the new school rippled through the town as illustrated by the Billings Commercial Club who led the way as the growing community raised the \$25,000 needed for the site of the new school.²⁷ The property was then deeded to the state of Montana.²⁸

Summer courses presented at the Eastern Montana Normal School (EMNS) continued to be offered by the Montana State Normal School in Dillon through the summer of 1927. During the summer of that year, the Chancellor of the Greater University of Montana, Melvin A. Brannon, questioned the practice and openly wondered in the *Billings Gazette* if such sessions were producing the desired results. This timing overlapped with a search for a president of EMNS that began in May of 1927, a search that hoped to place a president before the beginning of fall classes. The committee consisted of Dillon's Chancellor Melvin A. Brannon, Grover C. Cisel, and Raymond Hart, both members of the local board of the new school. They chose Dr. Lynn B. McMullen as the first president of EMNS following an interview in Chicago.²⁹

²⁴ This was a directive from the legislative assembly; Hart, p. 7.

²⁵ Hart, p. 7.

²⁶ Chere Juisto, *Tales Spun Along the Tracks: A History of Downtown Billings*. Prepared for Yellowstone Historic Preservation Board (Western Heritage Press, Billings, MT, 1998).

²⁷ *Normal School Dream Realized*, Billings Gazette; June 17, 1935.

²⁸ Hart, p. 8.

²⁹ Hart, p. 9.

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Construction of McMullen Hall

Until his retirement in 1945, Dr. McMullen remained an active, engaged president. He was instrumental in assembling the first faculty and staff, which initially provided the services of 10 teachers. Since no buildings were yet constructed, the fledgling school utilized existing school classrooms in the area that were available along with other nearby locations when classes began on September 12, 1927. Five buildings were used including McKinley School, which provided space for education classes; Billings High School provided offices, gymnasium, a library, and some classrooms;³⁰ Washington School provided space for the music and fine arts departments, despite being recently condemned by the city.³¹ The enrollment of 150 new students at EMNS was reflected in a drop in enrollment at the Montana State Normal School in Dillon from the previous year's 524 to 444.³² The students that enrolled in the new school arrived from regionally diverse areas as anticipated and hoped for by the administration. In the early days, members of the faculty and staff often greeted students at the train station. Rooms had to be personally arranged as central housing proved nonexistent, and many activities were coordinated that involved students, faculty, and staff.

Between the years of 1927 and 1931, planning continued for the creation of the first buildings for the new campus. During January of 1931, a legislative committee consisting of State Senators and Representatives visited Billings to view the campus site and gather more information about the proposed campus construction, with the end-question being authorizing a bond of \$3,000,000. The proposed construction included a girls dormitory, for an estimated cost of \$450,000, and a central administrative building that would also house an auditorium, gymnasium, swimming pool, unfurnished classrooms, library, and general site facilities. While the cause was widely supported, a lawsuit halted the distribution of the approved funds and the Montana Supreme Court struck down the referendum as unconstitutional. Despite the setback, President McMullen and EMNS carried on as best possible, continuing to move the school forward as the region, and the rest of the country, endured the Great Depression.³³

Within the community, the value of the Eastern Montana Normal School to Billings and the "Midland Empire" continued to be reinforced and supported by organizations including the Billings Commercial Club.³⁴

Following soon on the heels of the news of the delay of the construction of the proposed new buildings, the nascent schools in Billings and Havre came under further threat when Senator Melton of Beaverhead County drafted legislation to eliminate the two new schools.³⁵ The legislation proffered the schools were simply not needed and that all of the students could attend the normal school in Dillon. This rhetoric was countered by newspaper editors, the general

³⁰As per an original copy of the *Eastern Montana Normal School Schedule of Fall Classes*, page 2 of a scrapbook held by the MSU Billings Library Special Collections.

³¹Hart, pgs. 13 and 17.

³²Ibid, p. 15.

³³Ibid, pgs. 29, 31.

³⁴*Normal School Value is Topic for Club Meet*, Billings Gazette; March 21, 1930.

³⁵Hart, p. 35.

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public, and other members of the Senate; the bill ultimately failed on a 38 to 16 vote. The victory proved little consolation as the system's budget witnessed a reduced by a third, resulting in deep pay cuts across the board for faculty, staff, and administrators.

Finally, on March 30, 1935, bids were invited for the construction plans that languished since 1930. On April 15, 1935, the contracts for the Eastern Montana Normal School Administration Building were awarded by the State Board of Education to Frank Jacoby and Son as the general contractor (\$164,000), Montana Plumbing and Heating (\$30,450), and Rafn Morgan Electric (\$7,948).³⁶ The groundbreaking ceremony occurred at the end of April, 1935. Archived video footage shows the well-attended ceremonial proceeding as students, faculty, and staff paced out the footprint of the new building as the tumbling team formed a pyramid in the center to represent the new tower that would serve as a focal point of the building. Officials in attendance include the first person to turn a ceremonial shovel of dirt, W. M. Johnson, local attorney and resident member of the State Board of Education; Ray Hart and Grover C. Cisel, both Normal School board members; Dr. L. B. McMullen, President of the school; E. T. Eaton, President of Billings Polytechnic Institute; Chandler C. Cohagen, supervising architect; and A. T. Peterson, Superintendent of Billings Schools.³⁷

The proposed building, described in a May 12, 1935 *Billings Gazette* article that highlighted the main tower feature, also described the interior:³⁸

The wing to the right on the first floor will house the offices, rest rooms, book store, department of written English, and student publication room. The west wing on the same floor will house the department of education, with its large conference room, two classrooms of ordinary size, offices, and a dark room for the administering of individual psychological examinations. The entire front of the second floor will include the library and museum. To the rear on the second floor will be the department of social science. The third floor will house the art, music and science departments. The tower room on the fourth floor will be assigned to the band, orchestra and choruses. In the basement will be boiler rooms, kitchen and a future cafeteria. Four class rooms will ultimately be developed on the south side of the basement.

At the rear of the main building, to be constructed of fireproof brick, will be the combined auditorium and gymnasium. This building will give a playing floor of 60 by 90 feet; an auditorium with a rather steep pitch, seating 470 persons, with locker and shower rooms under the auditorium. The stage will be 50 feet wide and 28 feet in depth. Back of the stage will be a large room devoted to dramatic art, costume design, scenery, and the rehearsal of plays. There will also be a scenery room, costume room, and eight dressing rooms which will be used regularly for music practice rooms. The combined seating capacity for stage

³⁶ Ibid, p. 38.

³⁷ *Normal School Ground Broken at Ceremonies*, Billings Gazette; May 2, 1935.

³⁸ *Eastern Montana Normal School Looks Forward to Occupying Long-Sought Building and Campus*, Billings Gazette; May 12, 1935.

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attractions will be approximately 1,500. The seating capacity for basketball and other physical education exhibitions will be approximately 1,000 without crowding.

The excavation work for the new building began on Monday, April 19, 1935. The general contractor Frank Jacoby & Son announced that over 50 men would be initially employed on the project.³⁹ The contract was scheduled to take no longer than 180 days, which would have the building finished in October. The Fourth Floor construction was started in early July of 1935 and optimism was high that it would be finished ahead of schedule.⁴⁰

Moving quickly, construction of the building was completed early and on December 3, 1935, around 300 students and faculty left their quarters at the YMCA in downtown Billings and marched up North 30th street, led by the school band and cheered on by citizens of Billings. On that day, it became official, not only in concept, but in bricks and mortar - Billings was physically home to a campus of the state University System. The building was officially dedicated on April 14, 1936.⁴¹

The Role of McMullen Hall

Regarding academic functionality, the original floor plans of the Administration & Educational Unit show three-fourths of the first floor dedicated to general classrooms and those specifically for English, Psychology, and Education. The southeast quadrant of the building housed the office of the President and other administrative staff. The northern half of the second floor housed four classrooms and the southern half housed the Library and Museum. At that time, the library floor space included the area protruding over the main entry. The third floor was dedicated to classrooms for subjects that included Applied Design, Public School Art, Industrial Art, Music, and Science.

McMullen Hall including the northern gymnasium and stage remained the only building on campus through 1941.⁴² The War Years brought low enrollments and growth did not occur again until 1947. With additional space needed for students, including returning veterans, the Billings Commercial Club again provided monetary support to show their continued commitment to education in Billings through a donation of \$15,000. The money was used to purchase an additional five acres for the campus where a new Science Building would be constructed.⁴³ After the completion of the Science Building, classrooms began the process of migrating from the main campus building.

³⁹ *Normal Building Work Slated to Start Monday*, Billings Gazette; April 18, 1935.

⁴⁰ *Fourth Floor Work Starts: Progress is Rapid on New Normal School*, Billings Gazette; July 9, 1935.

⁴¹ *Eastern Montana Normal School will start another year Monday when registration for the fall term will begin on the campus*, Billings Gazette; October 31, 1937.

⁴² Hart, p. 51.

⁴³ *Ibid*, p. 58

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Over the years, many of the interior remodels occurred to reconfigure space after classes migrated to other buildings.⁴⁴ Today, the building is dedicated to housing administrative functions of Montana State University Billings.

The Name "McMullen" Hall

As the campus name continued to evolve, it was shortened from Eastern Montana Normal School to Eastern Montana College in 1965.⁴⁵ Following a university system reorganization to the current system, mandated by the legislature on January 21, 1994, the campus was again renamed, this time as Montana State University Billings.

The building bears the name of McMullen Hall, acknowledging the service of Dr. Lynn B. McMullen. Dr. McMullen served as the original President of the Eastern Montana Normal School and held further distinction as the first hired employee of the school. Dr. McMullen also served as a professor of education among other diverse duties during the early years of the school's operation.⁴⁶ His leadership emphasized open relationships between students, faculty, and staff with the result that everyone associated with the university interacted through work and relaxation to build the new institution, both figuratively and literally. Dr. McMullen also emphasized interaction with the community, participating heavily in civic matters; this included assisting with the excavation of Pictograph Cave by the WPA in the late 1930s, which he visited often providing logistical support through student volunteers and space at the school where artifacts were cleaned and curated.

While he retired in 1945, records in the Special Collections archive of the Montana State University Billings Library indicate the building was often mentioned by his name even before his retirement. On June 6, 1961, the Montana Board of Regents approved the formal naming of the building to "McMullen Hall."⁴⁷ A metal sign reading "McMullen Hall" once hung above the main entry, but has since been removed. In addition to its prominent physical presence as the defining architectural feature of the campus, McMullen Hall continues to serve as the administrative center for the school.

Criterion C-Architectural Significance

Prior to the construction of McMullen Hall, administrators realized the anchor building needed to convey a strong academic presence, not only to the fledgling campus but to the greater community of Billings. To this end, McIver & Cohagen Architects of Billings and Great Falls, Montana were selected to design the building. The firm, which possessed significant design experience related to educational facilities including the National Register-listed Great Falls High School (NR #13000097),⁴⁸ the Bitterroot Elementary School in Billings, Library for the

⁴⁴ McMullen Project Index supplied by MSUB Facilities Services (2014).

⁴⁵ Hart p. 94.

⁴⁶ Hart p. 9.

⁴⁷ Hart p. 13. *Board of Regents Authorizes Women's Residence at University*, Montana Standard; June 7, 1961.

⁴⁸ Great Falls High School Historic District National Register of Historic Places Registration Form (2012). On file at the Montana State Historic Preservation Office, Helena, MT.

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State Normal College in Dillon, and the Laurel High School,⁴⁹ settled on the Collegiate Gothic style, a subcategory of the Late 19th and 20th century revival style, popular at schools and universities of the time.

A progression of the Late Gothic Revival period, the Collegiate Gothic style gained its early footing at Ivy League Schools. The proliferation of college campuses coincided with the rise of Collegiate Gothic architecture after the turn of the 20th century. Its popularity gained advocates among not only college architects, but also found recognition among those designing secondary and elementary schools.

The Collegiate Gothic style was not limited to either symmetrical, or asymmetrical building forms. Instead, the style emphasized mass and Gothic highlights on fundamental building elements. McMullen Hall exhibits its stylistic references to a vertically proportioned entrance tower, the strict symmetry of the façades, gothic arched front entry, crenelated lower and middle stages of the front entry on the south elevation tower, relief sculpture in the lower stage of the tower, tablets set into an exterior surface of the second stage of the tower, the inclusion of tall and narrow windows, a parapet, and detail of brick work. McMullen Hall is distinctly more modern than the earlier Collegiate Gothic style buildings of earlier educational institutions. It is streamlined and simplified, relying on formal massing, less intricate detailing, a strong horizontal emphasis (particularly evident on the end elevations), and double-quirked corners. This treatment is coincident with the stripped styles Cohagen employed at the Flathead County Courthouse and would later apply to the Montana Pioneer and Memorial Building in Helena.

McIver and Cohagen

Angus Vaughn McIver, born in Great Falls, Montana 1892, graduated in 1910 from Great Falls High School. He studied both Architecture and Civil Engineering at the University of Michigan. He studied with Chandler Cohagen of Billings and together they formed the firm *McIver, Cohagen and Marshall*. McIver served in World War I as a First Lieutenant with the 109th Engineers 34th Division.⁵⁰ Upon his return from the War, McIver partnered once again with Cohagen; the two opened two offices with the Billings office supervised by Cohagen and the Great Falls office supervised by McIver. World War II found McIver serving as a liaison for the Corps of Engineers, Fort Peck District, coordinating the work of architects and engineers in five states. In 1950, McIver and Associates disbanded and McIver, Hess and Haugsjaa formed; this partnership lasted until 1959 when Haugsjaa passed away resulting in McIver and Hess Architects. In 1968, McIver retired. Both Cohagen and McIver pushed to certify architectural credentials and to license professionals. McIver was a charter member of the Montana Chapter of the American Institute of Architects and was the sixth architect to ever be licensed in the state of Montana.⁵¹

⁴⁹ Montana Architectural Drawings - Montana State University Library, accessed at <http://arc.lib.montana.edu/architect/index.php>. Last accessed on 3/3/15.

⁵⁰ Great Falls Tribune; July 25, 1974; *Great Falls Architects; Vol. I Early Architects*, Special Collections, Great Falls Public Library.

⁵¹ Architect File on Angus McIver. On file at the Montana State Historic Preservation Office, Helena, MT.

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Frank Jacoby and Son General Contractors

The contracting firm of Frank Jacoby and Son was created by Frank Jacoby, who arrived in Helena, Montana prior to 1878.⁵² He formed a partnership with his son Charles, and in 1915 a partnership formed with his brother George under the same name. In 1929 George left to form his own company, Helena Sand and Gravel.

In addition to the Eastern Montana Normal School Administration Building in Billings, the company built many other notable buildings in Helena, Montana that includes St. Johns Hospital, the YWCA, the original Western Life Building, Shodair Hospital, the Colorado Building, LaLonde Block, Granite Block, Seventh Avenue Gym, and Carroll College.⁵³

⁵² From the website http://www.helenahistory.org/helena_sand_and_Gravel.htm.

⁵³ Ibid.

McMullen Hall
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9. Major Bibliographical References

Bibliography (Cite the books, articles, and other sources used in preparing this form.)

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E. McCormick Parkway, Scottsdale, AZ.

Harris, Cyril
2006 *Dictionary of Architecture and Construction*. 4th Edition. McGraw Hill
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Hart, Sue
2002 *YellowStone & Blue: The First 75 Years*. Montana State University-Billings,
1500 University Drive, Billings, MT.

Helena As She Was
2015 *West of Helena: Helena Sand & Gravel*. Last accessed on March 31, 2015.
http://www.helenahistory.org/helena_sand_and_Gravel.htm

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1893 House Journal. Digitized by the University of California on September 29, 2009.
Last accessed on March 31, 2015
<https://books.google.com/books?id=lnsbAQAAIAAJ&pg=PA204&lpg=PA204&dq=montana+bill+1893+state+university&source=bl&ots=XW7qFhRrlo&sig=3ugMnWSk2EME02fDBMnHcIKNI24&hl=en&sa=X&ei=qVUbVez0BcP1oATy04CICQ&ved=0CEEQ6AEwBQ#v=onepage&q=montana%20bill%201893%20state%20university&f=false>

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2015 Montana Architectural Drawings. Last accessed on February 4, 2015.
<http://arc.lib.montana.edu/architect/>

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2015 *Collection 2086 - Chandler C. Cohagen papers, 1907-1971*. Last accessed on
March 4th, 2015. <http://www.lib.montana.edu/collect/spcoll/findaid/2086.php>

National Park Service
2012 *Great Falls High School Historic District National Register of Historic Places
Registration Form*. Last accessed on March 4th, 2015.
<http://www.nps.gov/nr/feature/places/pdfs/13000097.pdf>

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Pennsylvania Historical & Museum Commission
2015 *Architectural Styles: Late 19th & Early 20th Century Revival Period - Collegiate Gothic Style 1890-1940*. Last accessed on January 6th, 2015.
http://www.portal.state.pa.us/portal/server.pt/community/late_19th_early_20th_century_revival_period/2390/collegiate_gothic_style/294789

Thelin, John R.
2013 *A History of American Higher Education*. Johns Hopkins Press, 2715 North Charles Street, Baltimore, MD.

Thwing, Charles Franklin
1906 *A History of Education in America*. D. Appleton and Company, New York, NY.

Previous documentation on file (NPS):

- preliminary determination of individual listing (36 CFR 67) has been requested
- previously listed in the National Register
- previously determined eligible by the National Register
- designated a National Historic Landmark
- recorded by Historic American Buildings Survey # _____
- recorded by Historic American Engineering Record # _____
- recorded by Historic American Landscape Survey # _____

Primary location of additional data:

- State Historic Preservation Office
- Other State agency
- Federal agency
- Local government
- University
- Other

Name of repository: Montana State University Bozeman and Montana State University Billings Library Special Collections

Historic Resources Survey Number (if assigned): _____

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10. Geographical Data

Acreeage of Property about 1 acre

Use either the UTM system or latitude/longitude coordinates

Latitude/Longitude Coordinates (decimal degrees)

Datum if other than WGS84: _____

(enter coordinates to 6 decimal places)

- | | |
|------------------------|-----------------------|
| 1. Latitude: 45.796680 | Longitude: 108.521650 |
| 2. Latitude: | Longitude: |
| 3. Latitude: | Longitude: |
| 4. Latitude: | Longitude: |

Or

UTM References

Datum (indicated on USGS map):

NAD 1927 or NAD 1983

- | | | |
|-------------|---------------------|-----------------------|
| 1. Zone: 12 | Easting: 692605 m E | Northing: 5074444 m N |
| 2. Zone: | Easting: | Northing: |
| 3. Zone: | Easting: | Northing: |
| 4. Zone: | Easting : | Northing: |

Verbal Boundary Description (Describe the boundaries of the property.)

The legal description for the entire Montana State University Billings campus is: S32, T01 N, R26 E, FRAC IN N2NW4 & 30' X 1350' OF VACATED RIMROCK RD. McMullen Hall, however, occupies a location near the center of campus and more specifically located in the SW1/4 NE1/4 NW1/4 of S. 32.

Boundary Justification (Explain why the boundaries were selected.)

The boundary of the property represents the buildings dimensions.

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11. Form Prepared By

name/title: Dr. Timothy R. Urbaniak/Faculty
organization: Montana State University Billings
street & number: 3803 Central Avenue
city or town: Billings state: MT zip code: 59102
e-mail turbaniak@msubillings.edu
telephone: 406-247-3050
date: 3-31-2015

Property Owner:

(Complete this item at the request of the SHPO or FPO.)

Name: Montana State University (Chancellor Mark Nook)
Address: 1500 University Drive telephone _____
City: Billings State: MT zip code: 59101

Additional Documentation

Submit the following items with the completed form:

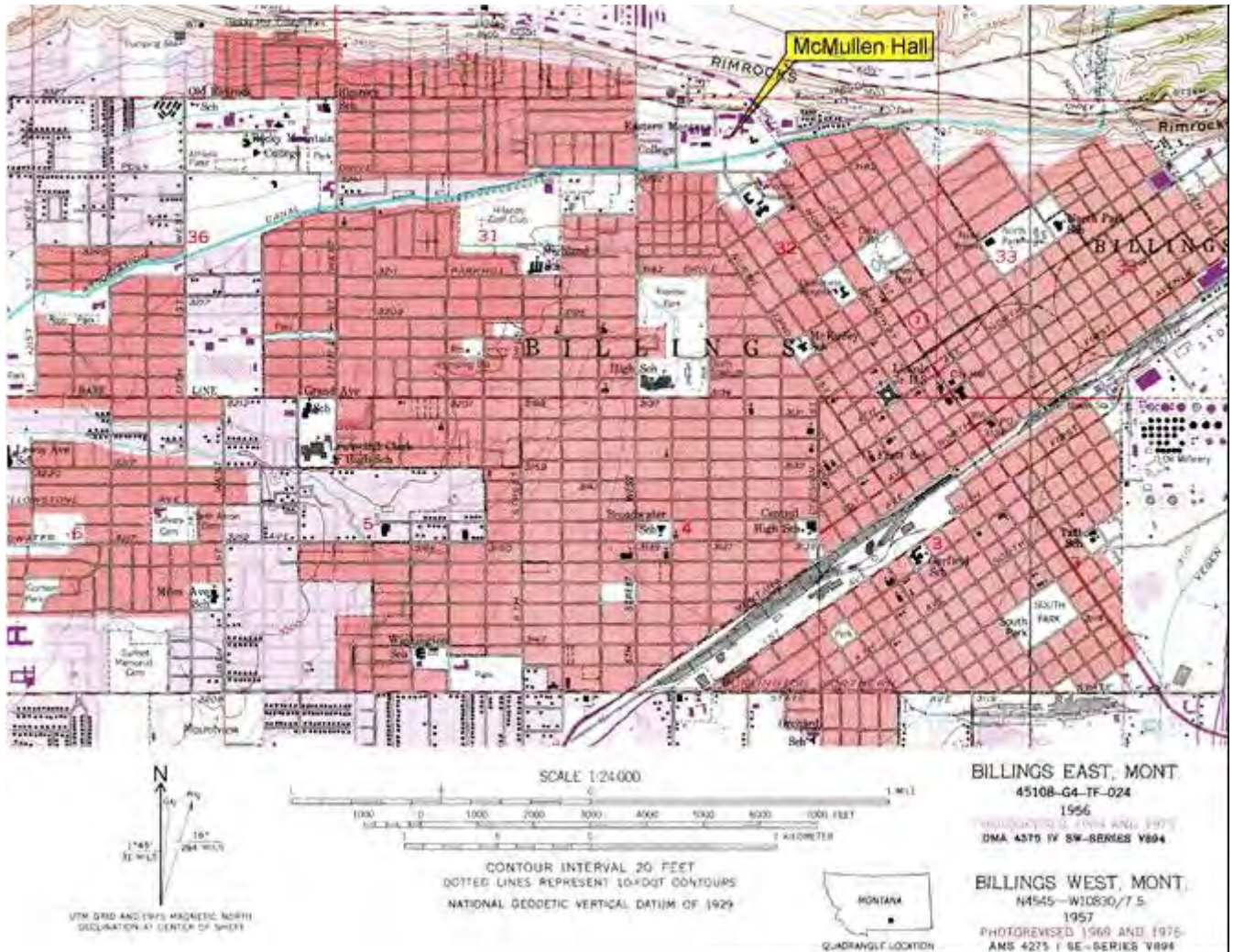
- **Maps:** A **USGS map** or equivalent (7.5 or 15 minute series) indicating the property's location.
- **Sketch map** for historic districts and properties having large acreage or numerous resources. Key all photographs to this map.
- **Additional items:** (Check with the SHPO, TPO, or FPO for any additional items.)

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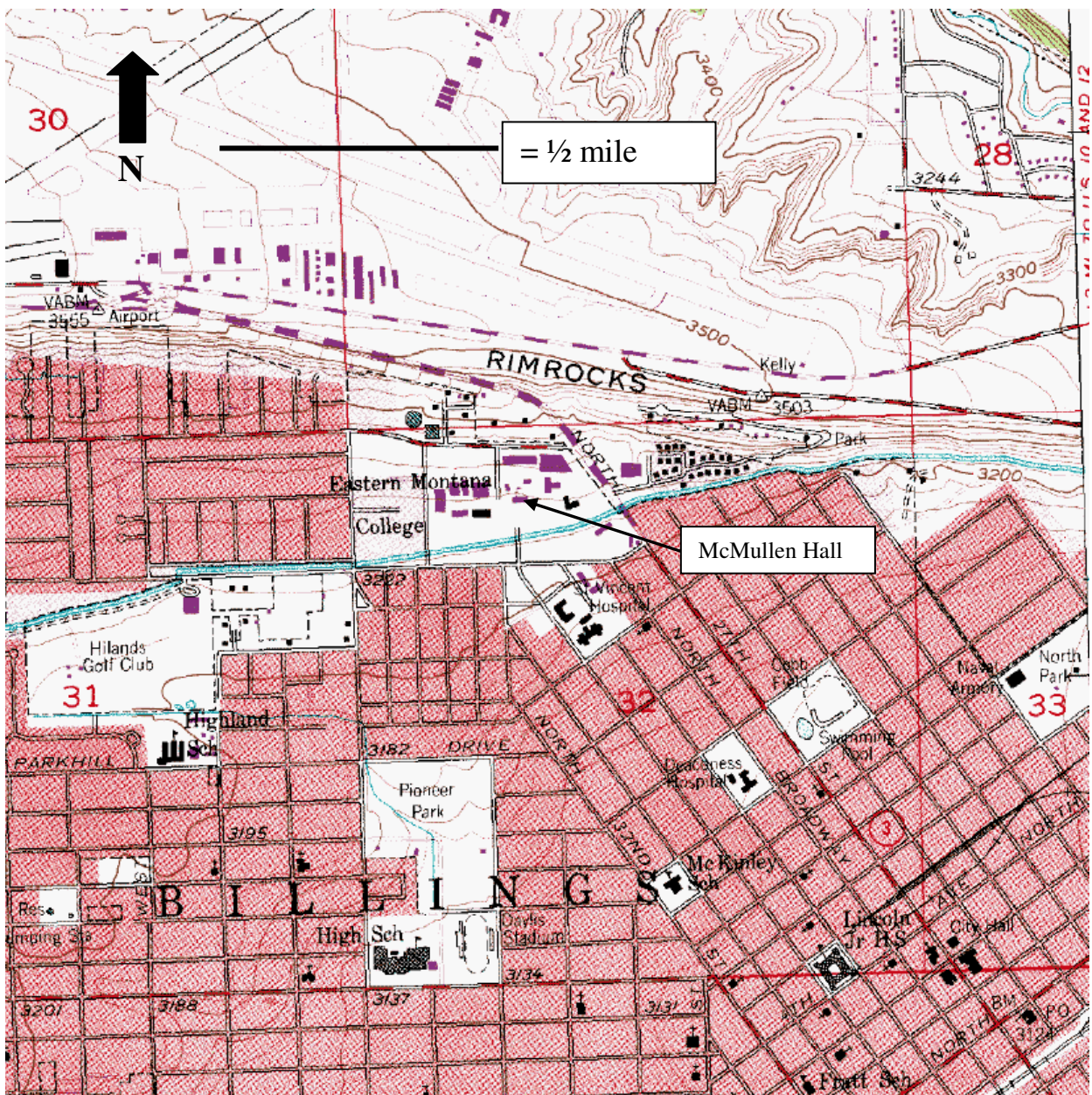
Location of McMullen Hall on the north side of Billings, Montana from Billings West 7.5' USGS Quadrangle Maps. (1956 and 1957)

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Location of McMullen Hall and boundary from Billings West 7.5' USGS Quadrangle Maps. (1957, photorevised 1969 and 1975)

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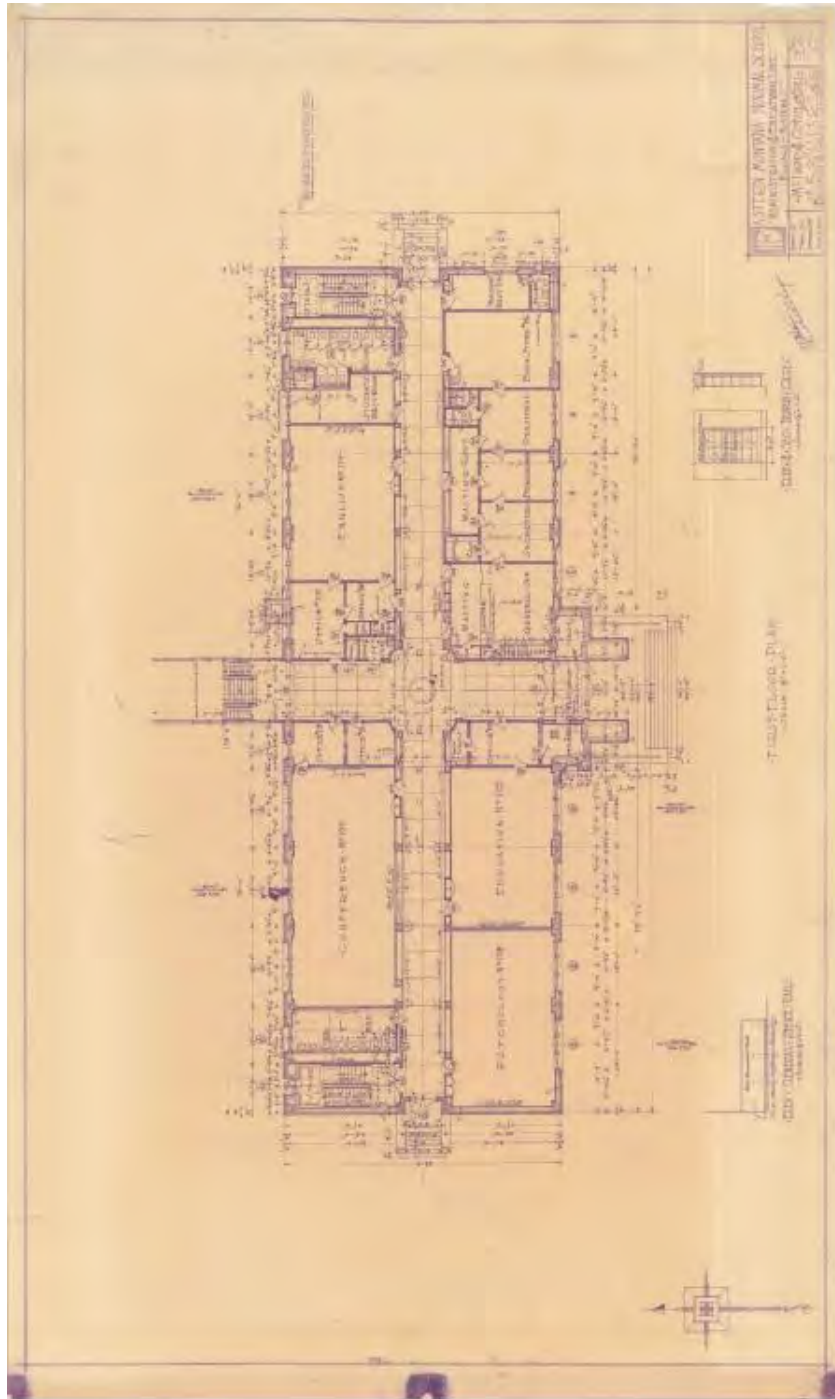
Location of McMullen Hall and boundary from Google Earth. (2015)

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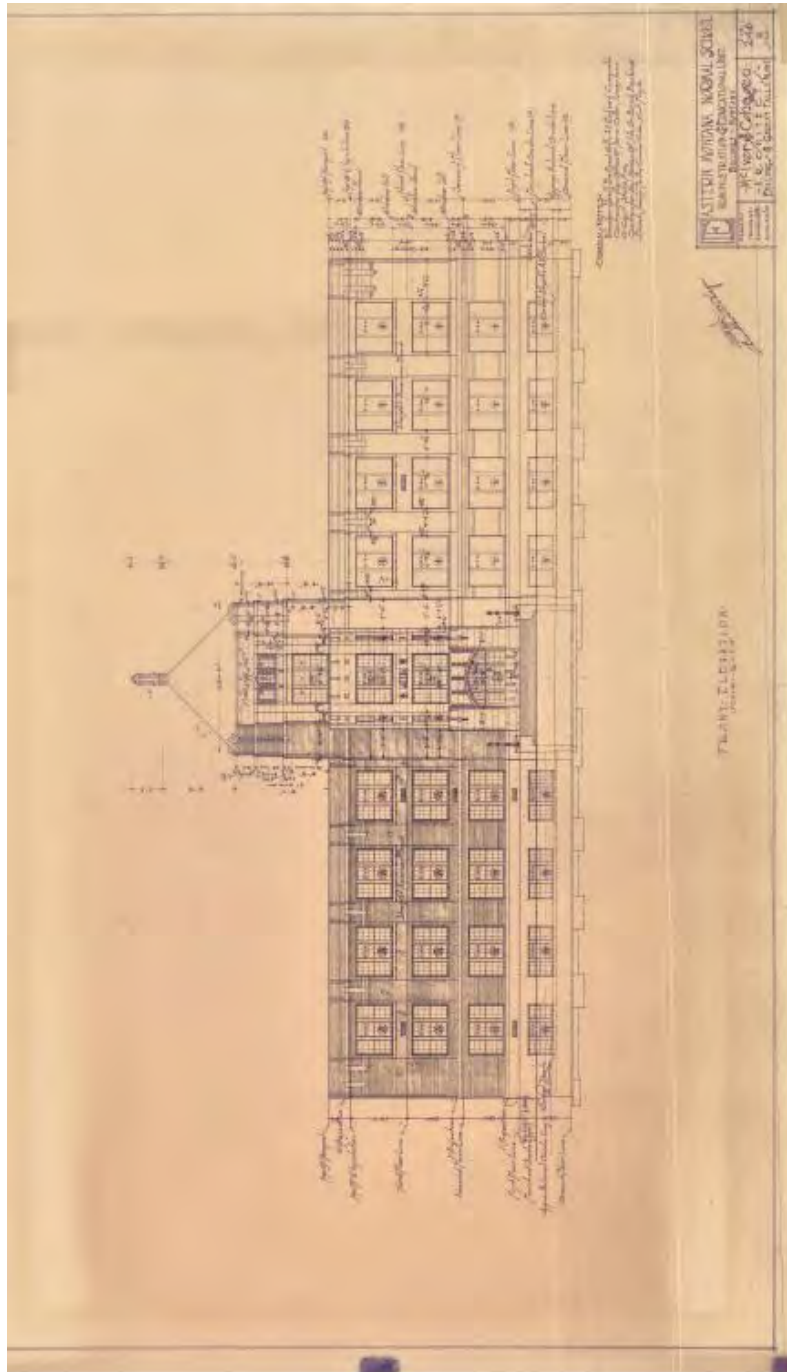
Administration & Education Unit First Floor Plan by McIver and Cohagen Architects dated 3-14-35.

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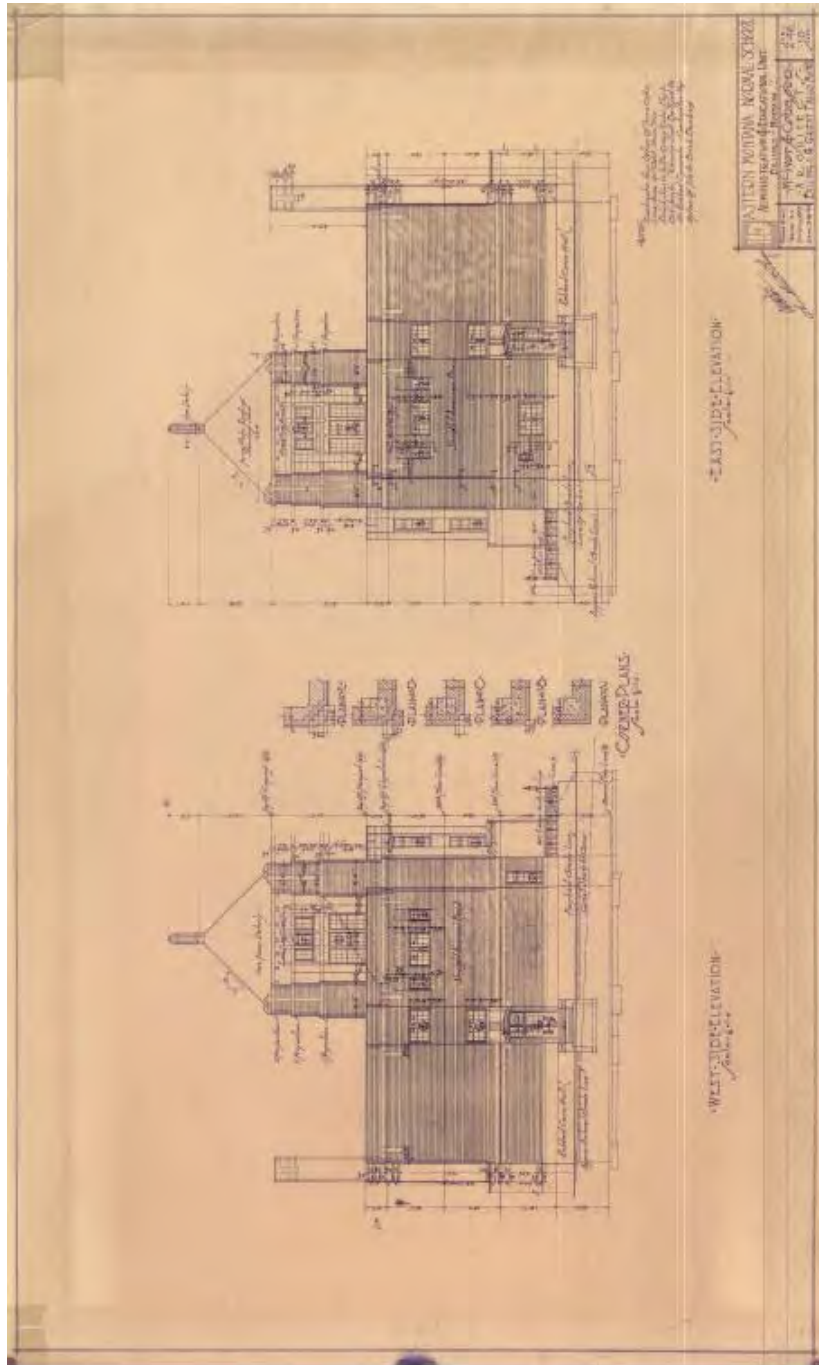
Administration & Education Unit Front Elevation by McIver and Cohagen Architects dated 3-14-35.

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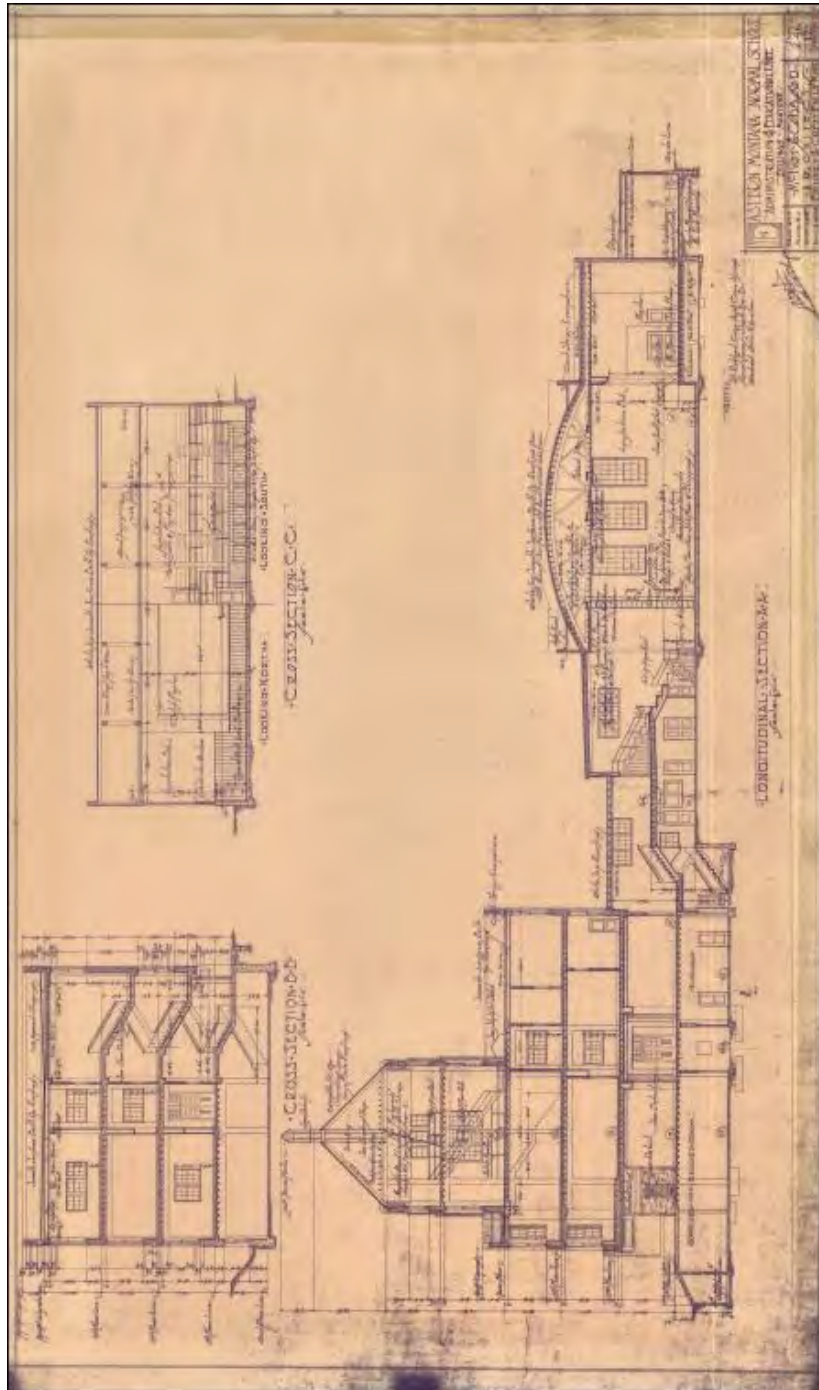
Administration & Educational Unit East and West Side Elevations by McIver and Cohagen Architects dated 3-16-35.

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Administration & Educational Building Sections by McIver and Cohagen Architects dated 3-21-35 that include a section through the (since removed) gymnasium/auditorium.

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Administration & Educational Building with attached gymnasium/auditorium looking from the northwest to the southeast circa late 1930s.

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Post card of Billings of the late 1930s looking over the new Administration & Educational with attached gymnasium/auditorium looking from the northwest to the southeast.

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McMullen Hall in the 1950s looking toward the northwest.

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McMullen Hall in the 1960s looking toward the northwest.

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Photo looking from the northwest to the southeast of the construction of the elevator and stair tower at the back of McMullen Hall in 1971.

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Invitation letter of April 9, 1936 "for those who donated to the fund for the purchase of the normal school site."

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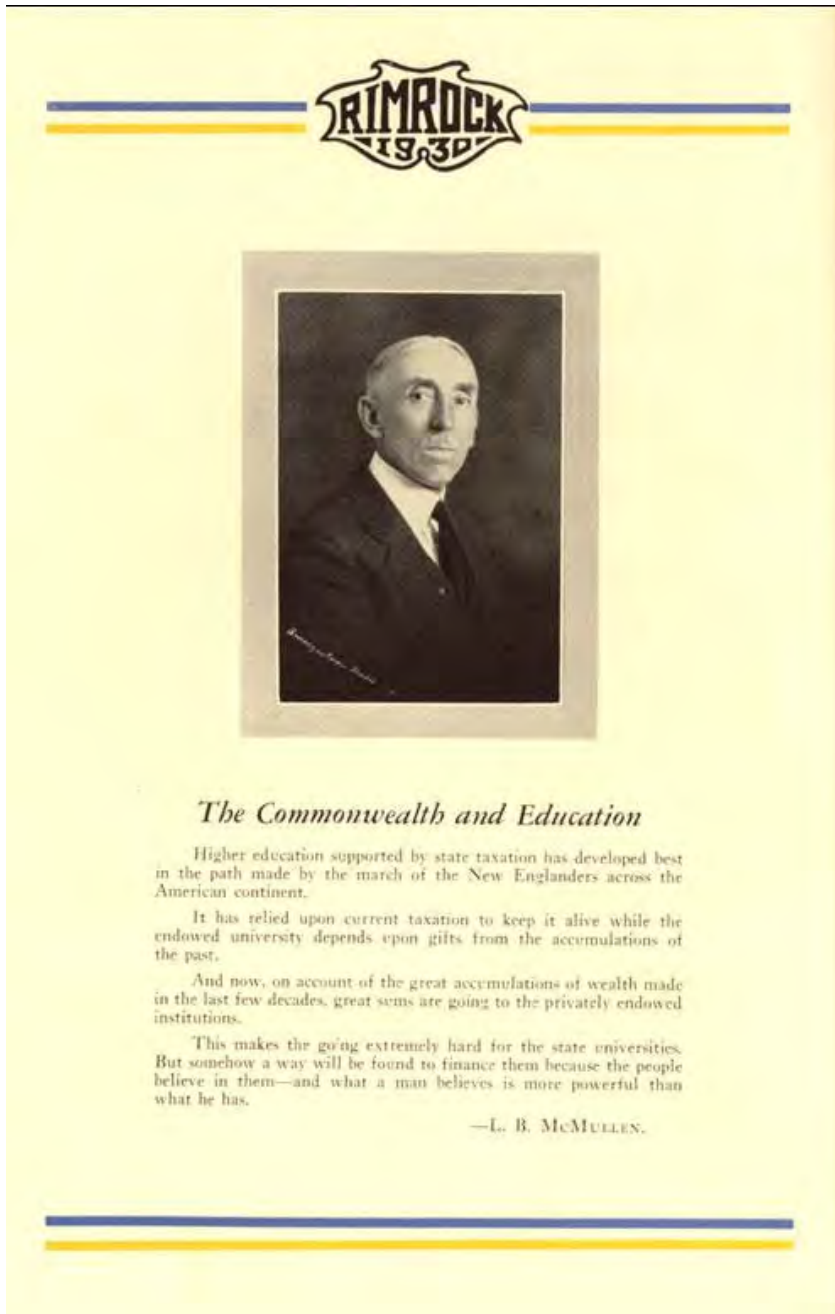


Photo of Dr. McMullen with accompanying quotation.

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From Left to right are Charles Jacoby, the "Son" in the construction firm of "Frank Jacoby and Son; Frank Jacoby, the carpenter and company owner; Dorothy Ann Jacoby, daughter of George; and son George Jacoby. Circa 1922, the photo is thirteen years before the construction of McMullen Hall.

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**National Register Photos
Photo Log**

City or Vicinity:	Billings
County and State:	Yellowstone County, Montana
Photographer:	Dan Carter
Date Photographed:	2000
Description and View of Camera:	Photo of the front of McMullen Hall circa 2000 after addition of the clock dormers. View to north.
Photograph:	0001
City or Vicinity:	Billings
County and State:	Yellowstone County, Montana
Photographer:	Dr. Timothy Urbaniak
Date Photographed:	12/22/14
Description and View of Camera:	Photo of the front (south elevation) of McMullen Hall. View to north.
Photograph:	0002
City or Vicinity:	Billings
County and State:	Yellowstone County, Montana
Photographer:	Dr. Timothy Urbaniak
Date Photographed:	12/22/14
Description and View of Camera:	Photo of the west side of McMullen Hall. View to east.
Photograph:	0003
City or Vicinity:	Billings
County and State:	Yellowstone County, Montana
Photographer:	Dr. Timothy Urbaniak
Date Photographed:	12/22/14
Description and View of Camera:	Photo of the north side of McMullen Hall. View to south.
Photograph:	0004

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City or Vicinity: Billings
County and State: Yellowstone County, Montana
Photographer: Dr. Timothy Urbaniak
Date Photographed: 12/22/14
Description and View of Camera: Photo of the east side of McMullen Hall. View to west.
Photograph: 0005

City or Vicinity: Billings
County and State: Yellowstone County, Montana
Photographer: Dr. Timothy Urbaniak
Date Photographed: 12/22/14
Description and View of Camera: Photo of the architectural detail on the southwest corner of the building.
Photograph: 0006

City or Vicinity: Billings
County and State: Yellowstone County, Montana
Photographer: Dr. Timothy Urbaniak
Date Photographed: 12/22/14
Description and View of Camera: Photo of architectural corner detail on the southwest corner of the building.
Photograph: 0007

City or Vicinity: Billings
County and State: Yellowstone County, Montana
Photographer: Dr. Timothy Urbaniak
Date Photographed: 12/22/14
Description and View of Camera: Photo of the tower looking from the northwest toward the southeast.
Photograph: 0008

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City or Vicinity: Billings
County and State: Yellowstone County, Montana
Photographer: Dr. Timothy Urbaniak
Date Photographed: 12/22/14
Description and View of Camera: Photo of the tower and front entry area. View to north.
Photograph: 0009

City or Vicinity: Billings
County and State: Yellowstone County, Montana
Photographer: Dr. Timothy Urbaniak
Date Photographed: 12/22/14
Description and View of Camera: Detail photo of cultured stone panels and raised inserts above the front entry. View to north.
Photograph: 0010

City or Vicinity: Billings
County and State: Yellowstone County, Montana
Photographer: Dr. Timothy Urbaniak
Date Photographed: 12/22/14
Description and View of Camera: Detail photo of cultured stone panels and lotiforms that are distributed around the building.
Photograph: 0011

City or Vicinity: Billings
County and State: Yellowstone County, Montana
Photographer: Dan Carter
Date Photographed: 12/22/14
Description and View of Camera: Photo of the interior of the main entry. View to south.
Photograph: 0012

City or Vicinity: Billings
County and State: Yellowstone County, Montana
Photographer: Dr. Timothy Urbaniak
Date Photographed: 12/22/14
Description and View of Camera: Detail photo in the interior of the main entry.
Photograph: 0013

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City or Vicinity:	Billings
County and State:	Yellowstone County, Montana
Photographer:	Dr. Timothy Urbaniak
Date Photographed:	12/22/14
Description and View of Camera:	Photo looking to the west on the third floor.
Photograph:	0014
City or Vicinity:	Billings
County and State:	Yellowstone County, Montana
Photographer:	Dr. Timothy Urbaniak
Date Photographed:	12/22/14
Description and View of Camera:	Photo looking to the east on the second floor.
Photograph:	0015
City or Vicinity:	Billings
County and State:	Yellowstone County, Montana
Photographer:	Dr. Timothy Urbaniak
Date Photographed:	12/22/14
Description and View of Camera:	Photo of the mailroom area in the basement.
Photograph:	0016
City or Vicinity:	Billings
County and State:	Yellowstone County, Montana
Photographer:	Dr. Timothy Urbaniak
Date Photographed:	12/22/14
Description and View of Camera:	Photo of the seal of the State of Montana in the entry alcove.
Photograph:	0017

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0001 Photo of the front of McMullen Hall circa 2000 after addition of the clock dormers. View to north.

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0002 Photo of the front (south elevation) of McMullen Hall. View to north.

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0003 Photo of the west side of McMullen Hall. View to east.

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0004 Photo of the north side of McMullen Hall. View to south.

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0005 Photo of the east side of McMullen Hall. View to west.

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0006 Photo looking up at the architectural detail on the southwest corner of the building.

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0007 Photo of the architectural corner detail on the southwest corner of the building. This is typical of all corners.

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0008 Photo of the tower looking from the northwest toward the southeast. The lighted spire was originally required by FAA regulations.

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0009 Photo of the tower and front entry area. View to north.

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0010 Detail photo of cultured stone panels and raised inserts above the front entry. View to north.

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0011 Detail photo of cultured stone panels and lotiforms that are distributed around the building.

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Yellowstone County, MT

County and State

Name of multiple listing (if applicable)

Section number National Register Photographs

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0012 Photo of the interior of the main entry. The terrazzo floor is of original construction. View to the south.

United States Department of the Interior
National Park Service

**National Register of Historic Places
Continuation Sheet**

McMullen Hall
----- Name of Property
Yellowstone County, MT
----- County and State
----- Name of multiple listing (if applicable)

Section number National Register Photographs

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0013 Detail photo in the interior of the main entry. The ornate coving is of original construction.

United States Department of the Interior
National Park Service

National Register of Historic Places
Continuation Sheet

McMullen Hall

Name of Property
Yellowstone County, MT

County and State

Name of multiple listing (if applicable)

Section number National Register Photographs

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0014 Photo looking to the west on the third floor.

United States Department of the Interior
National Park Service

**National Register of Historic Places
Continuation Sheet**

McMullen Hall

Name of Property
Yellowstone County, MT

County and State

Name of multiple listing (if applicable)

Section number National Register Photographs

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0015 Photo looking to the east on the second floor.

United States Department of the Interior
National Park Service

**National Register of Historic Places
Continuation Sheet**

McMullen Hall
----- Name of Property
Yellowstone County, MT
----- County and State
----- Name of multiple listing (if applicable)

Section number National Register Photographs

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0016 Photo of the mailroom area in the basement.

United States Department of the Interior
National Park Service

**National Register of Historic Places
Continuation Sheet**

McMullen Hall
----- Name of Property
Yellowstone County, MT
----- County and State
----- Name of multiple listing (if applicable)

Section number National Register Photographs

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0017 Photo of the seal of the State of Montana in the entry alcove.























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ORO Y PLATA

UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

NATIONAL REGISTER OF HISTORIC PLACES
EVALUATION/RETURN SHEET

REQUESTED ACTION: NOMINATION

PROPERTY NAME: McMullen Hall

MULTIPLE NAME:

STATE & COUNTY: MONTANA, Yellowstone

DATE RECEIVED: 7/24/15 DATE OF PENDING LIST: 8/24/15
DATE OF 16TH DAY: 9/08/15 DATE OF 45TH DAY: 9/08/15
DATE OF WEEKLY LIST:

REFERENCE NUMBER: 15000574

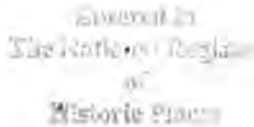
REASONS FOR REVIEW:

APPEAL: N DATA PROBLEM: N LANDSCAPE: N LESS THAN 50 YEARS: N
OTHER: N PDIL: N PERIOD: N PROGRAM UNAPPROVED: N
REQUEST: N SAMPLE: N SLR DRAFT: N NATIONAL: N

COMMENT WAIVER: N

ACCEPT RETURN REJECT 9.8.15 DATE

ABSTRACT/SUMMARY COMMENTS:



RECOM./CRITERIA _____

REVIEWER _____ DISCIPLINE _____

TELEPHONE _____ DATE _____

DOCUMENTATION see attached comments Y/N see attached SLR Y/N

If a nomination is returned to the nominating authority, the nomination is no longer under consideration by the NPS.

RECEIVED 2280

JUL 24 2015

Nat. Register of Historic Places
National Park Service

*Historic Preservation
Museum
Outreach & Interpretation
Publications
Research Center*

July 20, 2015

J. Paul Loether, Deputy Keeper and Chief, National Register and National Historic Landmark Programs
National Park Service
1201 Eye St. NW
8th Floor (MS 2280)
Washington, D.C. 20005

Dear Mr. Loether,

Enclosed please find the following nomination for your consideration for listing in the National Register of Historic Places:

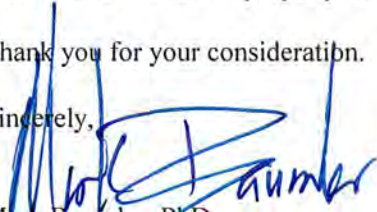
McMullen Hall Yellowstone County, Montana

The enclosed disks contain the true and correct copy of the National Register nomination for McMullen Hall to the National Register of Historic Places.

Please be advised that I submit the above nomination under your revised procedures. I notified the owners and public officials in excess of 30 days prior to the Preservation Review Board meeting and received no notarized objections to the nomination from the property owners of record. The Review Board unanimously recommended that this property be nominated and I concur with its recommendation.

Thank you for your consideration.

Sincerely,


Mark Baumler, PhD
State Historic Preservation Officer

Enclosure

225 North Roberts Street
P.O. Box 201201
Helena, MT 59620-1201
(406) 444-2694
(406) 444-2696 FAX
montanahistoricalsociety.org