

The John Price Jones Corporation  
150 Nassau Street • New York

Telephone: Beckman 1981

JOHN PRICE JONES  
President & Treasurer

GEORGE A. BRAKELEY  
Vice-President

ROBERT F. DUNCAN  
Vice-President

HAROLD J. SEYMOUR  
Vice-President

July 15, 1926.

Mr. Gorton James,  
c/o O. B. Denison,  
Massachusetts Institute of Technology,  
Cambridge, A., Mass.

Dear Mr. James:

I enclose herewith the letter which we discussed on Monday. If it is not what you desire, please criticise it and send it back to be retyped. I hope that it contains all the information which you are seeking.

As I am leaving on my vacation on August 6, it would be profitable for all concerned if we could have a decision prior to that time, as Mr. Jones will probably not reach New York until the middle of August and will then be very busy catching up on work which has been left for him.

I can come to Boston almost any time now and shall await your directions.

You probably noticed in the papers this morning the death of C. A. Coffin. This makes pertinent our suggestion of a memorial dormitory from the directors or others interested in the General Electric Company.

Sincerely yours,

*Robert F. Duncan.*

RFD/IB

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July 15, 1926.

Mr. Gorton James,  
c/o O. B. Denison,  
Massachusetts Institute of Technology,  
Cambridge, A., Mass.

Dear Mr. James:

Confirming our conversation of Monday I am writing you the following letter in regard to the proposal for the raising of \$1,200,000 for the proposed group of dormitories at the Massachusetts Institute of Technology.

I. Method of Raising the Fund. The accepted practice of raising a fund such as you contemplate calls for the distribution of effective publicity, plus the establishment of a canvassing organization. The first step is, therefore, the production of this publicity and, simultaneously, the building-up of an organization competent to obtain the gifts.

If the John Price Jones Corporation were retained to assist your committee, it would first assign a publicity man to your work to gather the basic data on which the publicity would be constructed. As this data is being collected we should undertake to develop a definite and detailed plan of campaign. As I stated on Monday, we are in the habit of drawing a survey, plan and budget prior to undertaking any publicity or organization work. I understand it is your opinion, however, that you are so far along in your plans that you do not think a formal survey, plan and budget is necessary and that what is needed first is a publicity man to prepare the publicity. We would, however, desire at the same time to prepare a definite plan with schedules for our own use.

I estimate that it would be advisable to have the publicity man go on the job not later than August 9 so that by September 15, at the latest, a large part of the preliminary publicity would be ready for distribution. Not later than September 1 you should have an organization man,

July 15, 1926

probably resident in Boston, to assist you on the formation of the committees or the obtaining of services of individuals for the purpose of raising the funds. It is possible that you have in your own organization a man who, under our general supervision, can undertake this work. If you have such a man, you can do the work more economically than by bringing a man over from New York.

The creation of the proper publicity is a comparatively easy task and also one which can be carried on most profitably during the summer when it is impossible to hold meetings or do much canvassing. The more difficult part of your work is in planning the strategy necessary for the obtaining of large gifts. I understand from you that it would be most desirable if you could obtain the total amount from as few as twelve or fifteen large donors, regardless of their present connection with the Institute. This certainly is the easiest way to obtain the amount, but it requires a lot of study, planning and persistence.

We are, at the present time, carrying on almost exactly similar campaigns at Cornell University, University of Pennsylvania, Johns Hopkins University, and we are now preparing for a campaign of this kind with Northwestern University at Chicago, under the direction of Mr. Samuel Insull. We believe that our experience over the past seven years would be especially helpful to you at this particular point; namely, the planning of the strategy for the obtaining of the larger gifts whether from your own alumni or from the general public.

You told me on Monday that you thought it might be possible for us to work out an arrangement whereby we should serve you more or less in a consulting capacity on a retainer basis. We should be very glad to make such an arrangement with you and I think it might be possible that I should be in a position to undertake this work, although I have not yet, of course, had an opportunity to consult Mr. Jones. But, from what I see of your situation, I think you are going to need more than consulting service, especially at the start. It seems to me that you should have, before August 15, at least a publicity man who can whip your publicity into shape for distribution about September 15.

July 15, 1926

II. General Cost. As you know, the cost of raising money varies in proportion to the amount of voluntary work which the organization is able to muster. Many people believe that if it is possible to raise money at a cost of 6 percent, or one year's interest on the same, the institution is doing as well as can be expected. I am sending you, under separate cover, a pamphlet which shows that our organization has averaged 2.34 percent in the raising of more than \$100,000,000. You ought to be able to raise the \$1,200,000 for 3 percent, or \$36,000 total expenses. With good luck and efficient management you should be able to do it for less.

III. Cost of The John Price Jones Services.

The charge for our services would depend on the number of men assigned to your work. As I see your situation at the present, I estimate that you should have a publicity man for at least four weeks and an organization man for about sixteen weeks. The cost for this service, which would include the frequent consultation of Mr. Jones or myself, would approximate \$12,000 or about 1 percent of the amount which you are seeking. As Mr. Jones is in the far west, I have not been able to consult him on the exact terms of our service and I should prefer to obtain a confirmation from him before making a definite offer. I do feel, however, that the above estimate, for five months service, of approximately \$12,000 is substantially correct and close enough to afford you some basis on which to consider our proposition.

If you feel that you would prefer to have merely consultation service from us, you to establish a staff which will carry on the active campaign work, we could offer such consultation service, including weekly visits to Boston by Mr. Jones or myself, for the five months period, for a total of \$5,000, plus traveling and living expenses when on your work.

You might like to have the members of your committee see copies of our recent publication, entitled: "A Nation-Wide Survey of Fund-Raising" which is the result of a comprehensive study of fund-raising among the larger colleges and universities of America. Therefore, I am sending you, under

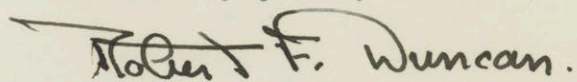
Mr. Gorton James

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July 15, 1926.

separate cover, five copies. If you desire more, please let me know and I shall send them to you or to addresses which you can give me.

Sincerely yours,

Robert F. Duncan.

Vice-President

RFD/IB

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150 Nassau Street • New York

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President & Treasurer

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Vice-President

ROBERT F. DUNCAN  
Vice-President

HAROLD J. SEYMOUR  
Vice-President

July 21, 1926

Mr. Gorton James,  
c/o Mr. George S. Hobbs,  
River Farm,  
Wells, Maine.

Dear Mr. James:

Mr. Jones' wire has just come in. I have conferred with our Mr. Seymour who is in charge of the Johns Hopkins Campaign, and I have also given your proposition a good deal of thought. All of us agree that it would be a mistake for us to measure our service to the Institute by the \$5,000 expense fund now available rather than by the \$1,200,000 goal. It seems to all of us preferable for us to tell you impartially what we think you need, and then see how far \$5,000 will go towards meeting those needs.

It is our opinion that the most effective and economical method for us to pursue, is to have us send you as soon as possible a first-class man and one who understands something about Special Gifts work. This man can gather all the data necessary for the publicity, and, after returning to New York, draft the publicity, and at the same time work out a plan for your Special Gifts procedure. While this work is going on, Mr. Denison will be here in New York and I shall give him all possible information at this office. He can have the run of our office for as long a time as he cares to stay, and our library containing detailed records of all our campaigns will be at his disposal.

The charge for this service (publicity man and our consultation) would be \$600. per week, plus traveling and living expenses on any of our men outside of New York.

ack 7/23/26  
from Wells

publicity

Mr. Gorton James.

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July 21, 1926

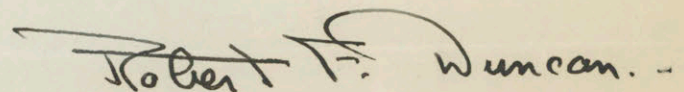
Your \$5,000 fund would carry this service approximately eight weeks or from August 1 through September 25. While we believe that it would be desirable for you to have professional service after the latter date, you would be at liberty to discontinue our service at the end of September. Well before September 25 we should finish our Special Gifts plan, and it might be that Mr. Denison with this plan and the suggestions which we should give him between August 1 and September 25, would enable him to continue the campaign without our service. Mr. Jones, however, believes that you are quite likely to need a publicity man for more than four weeks in order to do the job properly.

It is also possible that by the end of September your need for a publicity man will have ended and that you would want additional help on the direction of the Special Gifts campaign. If that is the case, we should, of course, be in a position to provide such a man.

Just at the moment I am not absolutely sure that we can put the right man on your work August 2, as I should probably, at the most, have only about a week in which to make the necessary arrangements. We shall, however, move as rapidly as we can here as soon as I obtain your decision. I am sure that by August 15 at the latest, we can have your work well underway.

I am sending a copy of this letter to Mr. Denison for his information.

Sincerely yours,

Robert F. Duncan.

RFD:SMcK

Vice-President.

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ROBERT F. DUNCAN  
Vice-President  
HAROLD J. SEYMOUR  
Vice-President

July 24, 1926

Mr. Gorton James,  
c/o Mr. George S. Hobbs,  
River Farm,  
Wells, Maine.

Dear Mr. James:

Replying to yours of the 23rd, I entirely understand your attitude toward our negotiations. In the enclosed letter which you can use with your Committee if you think it is satisfactory, I put this proposition in the language of "what we can do for \$5,000". As a matter of fact, there will be very little difference between the two propositions. I can understand the desire of your Committee to have a clear cut definite proposition.

We are naturally anxious to serve Technology, but at the same time, I think it would be fatal to let the fact that only \$5,000 is now available for expenses interfere with an effective and intelligent plan of campaign.

Let me know how your negotiations come out, because nothing would please me more than to work with you and your associates on this dormitory project. As I said in my last letter, it may take me a week or two to get the right man for your job.

Sincerely yours,

*Robert F. Duncan.*

Vice President.

RFD:JW  
Enc.



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July 24, 1926

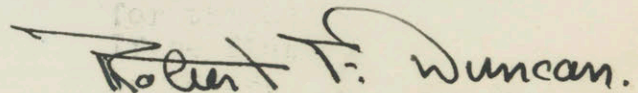
Mr. Gorton James,  
c/o Mr. George S. Hobbs,  
River Farm,  
Wells, Maine.

Dear Mr. James:

Replying to your request for a clear cut definite proposition outlining what sort of service the Corporation could give the Institute for \$5,000, let me state that we could put at your service for a period of nine (9) weeks, a first-class publicity man who would take care of all the necessary publicity in connection with the dormitory project. In addition to the service of this publicity man you would have the consulting service of Mr. Jones or myself in the preparation of your special gifts campaign, which I assume is to be undertaken by Mr. Denison. Included in this consultation service would be the free use by Mr. Denison of our library which contains a detailed record of all the campaigns we have conducted since the War.

It is quite possible that it would not require nine weeks for the publicity man to accomplish his task. If he finished before the expiration of the nine weeks, we should place on your account an organization man who would finish out the term as an associate of Mr. Denison in the preparation of the special gifts campaign.

Sincerely yours,



Vice President.

RFD:JW

July 25, 1926.

Dear Mr. Duncan:

Thanks very much for your amended proposition. I can submit your other offer with this but I feel that it would have been a mistake not to make the offer at first in the form we discussed at the meeting.

As a matter of fact we shall not use our original appropriation for this anyway. Mr. Morss has already gone to the Executive Committee for a new authorization along the lines we discussed and probably has already received his answer which I shall not get until I return to Cambridge Wednesday. That authorization will be in the form of approval or disapproval of the tentative agreement reached at the meeting, with authority to go ahead with it or otherwise. You see why it is important to submit the proposition in the form discussed even if an alternative is submitted at the same time.

I can assure you that we shall not be limited to a five thousand appropriation if it shall become clear that we need more and that the additional will be productive.

As soon as I can get in touch with Mr. Morss I will give him your propositions and hope that I can give you a definite answer in regard to them before the end of this week.

Cordially yours

Mr. Robert F. Dundan,  
The John Price Jones Corporation,  
150 Nassau St., New York City.

The Technology Club

of New York

17 Gramercy Park

July 27, 1926

Gorton James, Chairman  
Alumni Dormitory Fund Committee

Dear Gorton:

Replying to yours of the 23rd I would state that I received a copy of Mr. Duncan's second and revised proposition dated July 21 and have been in touch with him today. He today received your note acknowledging receipt of it and said that just as soon as he receives approval of the proposition as now stated he wants me to come over and spend some time with him, which of course I will do.

I have heard nothing from Henry Morss, but doubtless will as soon as he sees his brother, Everett, presenting the new proposition for approval.

You will be interested to know I saw Dick Ranger today and he's "sitting on top of the world" for Mrs. Ranger presented him with a fine baby daughter last evening.

Have just learned that Mr. Elisha Lee, Hayden's successor as alumni president, plans to come over to New York from Philadelphia tomorrow and will lunch with me here. Among other things I will, of course, talk over the Fund with him. I expect to see Colonel Hayden on Thursday.

Sincerely,

*Orville B. Denison*

Orville B. Denison

HENRY A. MORSS  
201 DEVONSHIRE ST.  
BOSTON

July 28, 1926.

Professor Norton James  
15 Shepard Street  
Cambridge, Massachusetts

Dear Professor James:

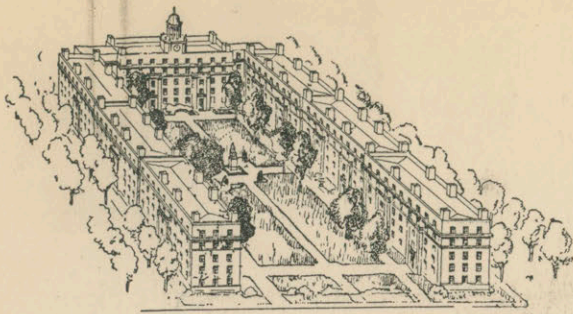
Yours of July 26 is received with the copies of proposals by the Jones Corporation. I have not had time to read these thoroughly, but will be ready to talk to you tomorrow morning if you will call me up.

In talking to Everett, I suggested both the \$5,000 and the \$12,000 proposals, and he said neither could be authorized except by the Executive Committee. He asked for some further information, which I have been trying to get him, and which I am very much disappointed not to have received this morning. There is no meeting of the Executive Committee scheduled, but I think one can be arranged within a few days if necessary.

Yours truly,

*Henry A. Morss*  
Henry A. Morss

HAM-BD



DORMITORY FUND COMMITTEE

GORTON JAMES '10, Chairman  
HENRY F. BRYANT '87  
HENRY A. MORSS '93  
S. C. PRESCOTT '94  
T. B. BOOTH '95  
H. B. RICHMOND '14  
O. B. DENISON '11, Secretary

PROPOSED DORMITORY QUADRANGLE

— MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
15 Shepard St., Cambridge, Mass.  
July 30, 1926.

Mr. Robert F. Duncan,  
The John Price Jones Corporation,  
150 Nassau Street, New York City.

Dear Mr. Duncan:

We have submitted your three propositions to the Executive Committee of the Corporation of the Institute, and today I have been instructed to say that approval has been withheld. I regret to advise, therefore, that for the present at least the arrangement is off.

I will communicate with you when and if there are further developments.

Yours very truly,

Chairman

Copies to  
Mr. Henry A. Morss  
Mr. O. B. Denison

1434  
Jorn

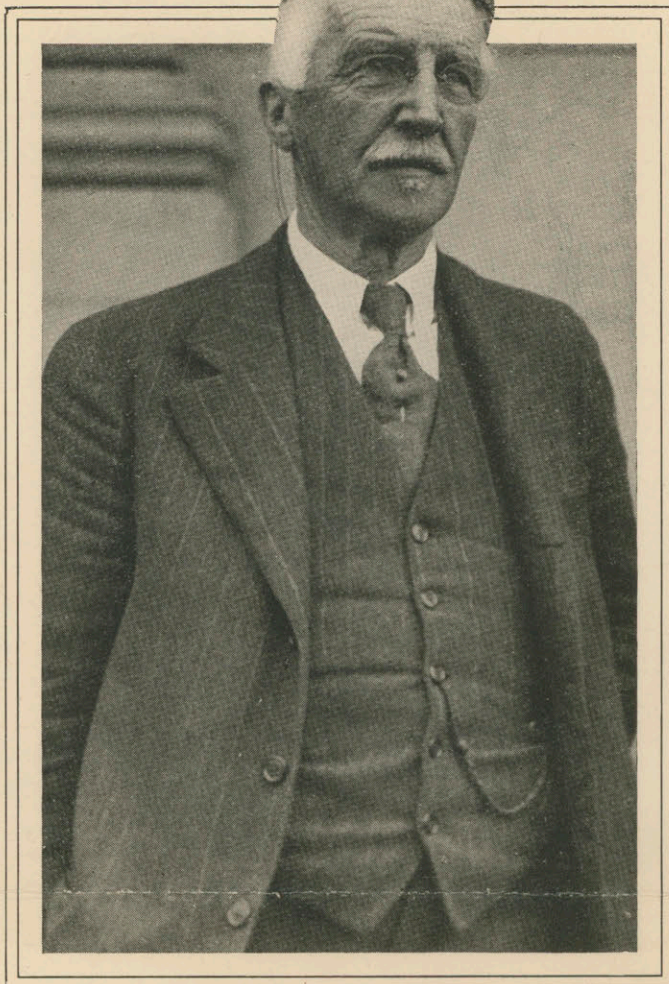
## Dean Burton



THE usefulness to the community and the personal success of the technical graduate are both commonly determined quite as definitely by his ability to meet and deal with men as by his acquired knowledge of facts. Four years of close association with his fellow-students in dormitories, sports and commons provide the university graduate with a knowledge of human nature far more intimate than that obtainable through classroom contacts and establish personal relations which endure through life and afford some of life's greatest satisfactions. In the sympathetic environment of the microcosm of the college the youth learns to deal with many of the personal problems which he is destined to encounter later in the world outside.

The practical value of a technical education is generally recognized, but quite as generally the technical schools are believed to fail in large measure to develop in their students the community of spirit and the close and enduring human relationships which so profoundly influence the college man to his advantage.

Technology has always labored under a heavy handicap in this respect for which such commendable adjuncts as Walker Memorial, The Tech Show, and other student activities offer only partial and quite inadequate compensation. With 1300 of its students scattered in Cambridge and Boston boarding houses, in rooms which are often badly ventilated, badly lighted, and without access to a bath, it is difficult to cultivate the community and amenities of college life. We are depriving them of much for



ALFRED EDGAR BURTON

*"The problem is so pressing and the need so urgent as to have called Dean Burton from his retirement"*

## We Turn to Him for Dormitories

*And Arthur D. Little, '85, here stresses the vital necessity of the success of Professor Burton's campaign*

now in progress and has for its immediate objective the raising of funds for the construction of a dormitory unit to house 400 students and to stand in direct architectural relationship to the present dormitory. The problem is so pressing and the need so urgent as to have called Dean Burton from his retirement in California. In early November he started on an extensive trip through the East, which is the introductory move in his work. By visiting individuals and groups of Technology men he hopes to familiarize and interest as large a group as possible with the dormitory situation. No one can present the necessity of the case with more authority than he, and no one is more beloved by the Alumni to whom his appeal is made.

— Arthur D. Little, '85

## Takes a Hand

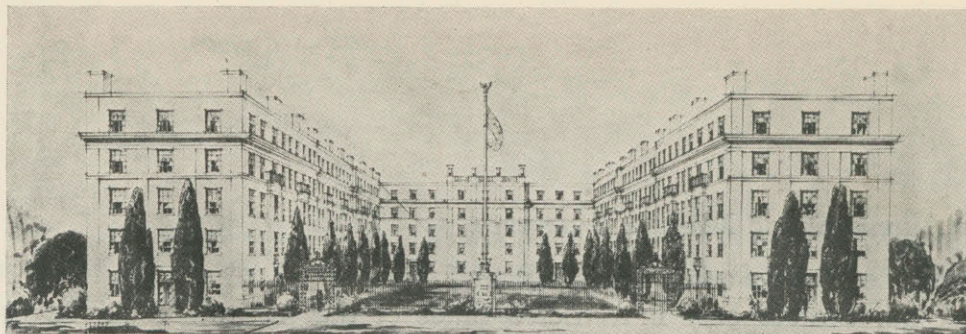


which physics and chemistry are a poor substitute, and it is not surprising that many parents hesitate to place their sons in an environment so barren and so remote from supervision.

With a registration of about 2600, Technology now provides dormitory accommodations for only 296 of its students. Nine-tenths of those who seek its hospitality must turn to other doors. About one-sixth are fortunate in finding in the fraternities a stimulating community life. Another sixth live at home. Thirteen hundred are forced to cultivate manners and morals and the social graces in boarding houses, not all of which are equally well provided with the laboratory equip-

ment.

An earnest effort to relieve so undesirable a situation is



**ALUMNI DORMITORY FUND**  
**MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

*FELLOW ALUMNI:*

The above illustration shows the group of Alumni Memorial Dormitories now in process of realization. Already the halls on the right-hand side of the court are completed and occupied, and we hope work will begin on the other side at once. It is our earnest wish that the whole group will be in use before the end of 1928. This depends in part upon those of *you* who have not yet replied to letters sent by the general or class committees, and whether you give prompt co-operation.

The object of this letter is to give information supplementary to what you have already had.

*A Bit of History.* President Francis A. Walker, and every president since his time, has stressed the necessity for better housing for students. As you doubtless recall, a group of dormitories was built when the Institute moved to Cambridge, but these could serve but a quarter of the student body needing accommodations. In 1924-25 the Class of '93 came to the aid of the Institute and gave a double unit which takes care of seventy-five men. This is a part of the Memorial Quadrangle which we should complete at once.

At a joint meeting of the Executive Committees of the Corporation and Alumni Association in January, 1926, where the needs of the Institute were being discussed, the alumni officers, as your elected and empowered representatives, urged *dormitories*, and expressed the desire to make the contribution from the Alumni, in grateful appreciation and loyalty, as a means of helping the Institute and at the same time of memorializing the classes that have gone out from its halls and laboratories into the activities of professional life.

Thus *this is our own project* and we should be proud to carry it to victorious conclusion.

*The Need.* This is the situation today. The student population of Boston has doubled, probably tripled, in the past ten years. Business has encroached on streets formerly residential in character. Lower Cambridge has become industrialized. Rooms are thus fewer and more expensive, and many students may thus be deterred from coming to Technology. The *need* is therefore imperative.

*Why the Alumni Should Meet the Emergency.*

First, because we asked the privilege of doing it.

Second, because only unrestricted funds of the Institute could be used and Technology has but limited resources of this character.

Third, because there are many other demands and immediate necessities which the Institute must face, and which will tax all the available resources.

Fourth, because it would be unwise for Technology to invest its funds in property used for increasing income in view of the taxation situation which has some acute and dangerous aspects. In this connection the suggestion has sometimes been advanced that the dormitories yield a better return on the invested funds than can be obtained from long term bonds or other securities in which the Institute funds are invested. That this is not the case is shown by the actual record of dormitory operations from 1917 to 1927 inclusive. This record shows an average yield of 3.05 per cent. It must always be borne in mind that the dormitories are maintained primarily to give service, wholesome accommodations and a sane social life at *low* cost, and hence are not run primarily for income, as is a privately owned dormitory or hotel.

It is therefore evident that the provision of this dormitory group by the Alumni is not only the most fitting, but also the most timely aid which the Alumni can render. It is a service not only to the Institute but to the students themselves. There can be no doubt of the advantage to them of living in clean, wholesome quarters in close contact with the Institute, developing in themselves its spirit of service, and learning the valuable lessons that come from human contacts, participation in student activities, and from organizing their own affairs in a businesslike and effective way.

The report of the joint Dormitory Committee recently presented to the Corporation by representatives of Corporation, Faculty, Alumni and Students has stressed particularly the great advantage to the student from such possibilities.

*The Dormitories Themselves.* Each side of the quadrangle pictured above consists of six "halls" with separate entrances. The halls are five stories in height with six or eight rooms on each floor.

The approximate costs for specified divisions are as follows:

A "hall" . . . . .	\$80,000
A "floor" . . . . .	\$16,000 to \$20,000
A "room" . . . . .	\$2,500

Some of the early classes are giving one, two or more rooms. Other classes will contribute a "floor," and a few classes, entire halls. Mr. Charles Hayden '90 has contributed \$100,000, and the Classes of '88 and '01 have each gone "over the top" and have given halls to bear their numerals. We expect '94 and '95 to do the same.

For the other classes, quotas have been set up which will ensure that each class may in some way be memorialized in this dormitory group.



It has been suggested that in the end section of this quadrangle, opportunity is present to establish memorial rooms in the names of some of those devoted professors who have given lives of service to Technology.

We believe you will take pride in having your class memorialized in this useful way, for the good of the Institute and the service of the young men who in years to come will uphold the reputation of Technology in science and engineering.

May we, therefore, ask your hearty, prompt and generous support so that the group may be carried to rapid completion?

#### ALUMNI DORMITORY FUND COMMITTEE

H. F. BRYANT '87, *Chairman*  
S. C. PRESCOTT '94  
T. B. BOOTH '95  
O. B. DENISON '11  
H. B. RICHMOND '14  
T. C. DESMOND '09, New York  
T. M. LOTHROP '95, Chicago



H.S.F.

H.L.C.  
1/4/27

Notes on Proposed Group of Dormitories  
of the  
Massachusetts Institute of Technology  
Cambridge, Mass.

The quadrangle unit grouping of the dormitories, the architectural style, and the materials used, consistently follow along the same lines as originally worked out by Mr. Bosworth, and as incorporated in the present '93 unit.

1. General Layout.

The general layout scheme on drawing No. 1 shows a large quadrangle with three dormitory units on the east side, three on the west side and one on the north end, with connections to the ends of the side units. On the south end, connecting with the side units, is a social unit, including also post office and dormitory control office. This unit completely encloses the quadrangle.

The only entrance to the quadrangle is through a lobby on the right hand side of the social hall passing the post office and control office; thus all passing to and from dormitories is under observation.

The north end unit, No. 4, will probably be the last one to be built; therefore, in order to have the quadrangle enclosed, a high wall of brick and stone could be built connecting the dormitory ends.

This complete group of dormitories will accommodate 525 men, and the social unit will take care of the social activities of all the dormitories.

2. The Social Unit.

A large social hall is the main feature of this unit, having a seating capacity of about 400. The hall has a main, central part 35 ft. x 50 ft., a reception room on the west end and a card room on the east end, each 20 ft. x 38 ft. These two sections could be used as card or lounge rooms when the rest of the hall was cleared for dancing. The card room could also be rigged up with temporary stage effects for amateur theatricals. A trap door is shown in the floor of the card room for the purpose of removing furniture to basement when it is desired to clear the floor for dancing.

On the left hand side of the social unit is an entrance lobby leading to the reception room, and also to a general coat room, ladies' dressing room and toilet. On the right hand side of the social unit is the entrance lobby leading through to the quadrangle, with entrance to the card room and hall on the left and to the post office on the right.

The post office, telephone switchboard, control office and parcel receiving room occupy the ground floor end section of dormitory No.1. The receiving room has direct access through a doorway onto Ames Street and also stairs to the basement. On one side of basement stairs will be a trunk chute. Sufficient storage room will be provided in the basement for trunks, laundry bags, and general supplies.

An attractive lunch room is provided for in the basement under the social hall, having access to it by a stairway in the main lobby; also toilet facilities for the men.

If the social unit is not built at the same time as the dormitory units, the latter can still have the post office, etc., if desired, or can be used as bedrooms same as typical floor plan. In either case the stairway and entrance to Ames Street should be built at the time of construction.

### 3. Typical Dormitory Unit.

A typical floor plan of unit #1 is shown on drawing #2.

A. Stairways and Corridors. This unit has one central entrance and stairway instead of two as in the present '93 dormitory. This stairway opens directly on the central corridor, giving access to all the rooms. At one end of the corridor is a circular steel fire escape, and at the other end a fireproof communicating door to the central unit for an emergency exit only.

#### B. Rooms and Equipment.

1. In planning the rooms considerable study has been given to make them fit the exact needs of the men, using as a criterion the good points of the '93 unit and other dormitories, and correcting the objectionable features.

Single rooms are used throughout. The room sizes are increased in size from 125 sq.ft. area (as in the '93 dormitory) to 160 sq.ft. area, thus giving ample room for the furniture and equipment.

2. The closets are 8 sq.ft. in area, and equipped with shoe shelf, wardrobe hanging pole and hat shelf. A door and lock is provided so that the men can lock up their belongings.

3. Lavatories are placed near the outside wall to obtain the best light, and over the centre will be a mirror and white porcelain reflector light.

4. All piping for both heating and plumbing will run in a chase beside lavatories. In order to obviate the suction noise of the present lavatory, each lavatory will be trapped separately.

5. The burlap on the walls of the room and the plate rail have proved satisfactory and suggest using throughout.

6. The "Duraflex" floors have proved satisfactory and suggest using throughout.

C. Toilet and Shower Rooms. The toilet and shower rooms are laid out for the same equipment as at present in the '93 dormitory, having the same vent scheme from the shower room. The shower floors and walls should preferably be of tile or other impervious material rather than cement plaster and paint as at present. The first cost will be somewhat greater, but the upkeep will be less.

A large janitor's closet is incorporated near the toilet room, having a slop sink, clothes' chute, pipe chase, and shelves for storage of linen and supplies.

A drinking fountain is also placed in the corridor on each floor.

OFFICE  
40 CENTRAL ST.  
BOSTON, MASS.

RESIDENCE  
CHESTNUT HILL  
MASS.

MAIL ADDRESS  
P. O. BOX 5173  
BOSTON, MASS.

ALBERT FARWELL BEMIS

Boston, Massachusetts  
April 2, 1927  
AFB/C

President S. W. Stratton,  
Massachusetts Institute of Technology,  
Cambridge, Mass.

My dear President Stratton:

Additional Dormitory Units

At our conference the other day I had intended asking you regarding additional dormitory units but overlooked it on account of interest in the other two subjects we discussed at such length. As you know, I have been actively interested in the Institute's dormitory problem for the last fifteen years. As a member of the Corporation I hesitate to address you on the subject with any commercial tinge to my comment or query. Nevertheless inasmuch as I have contributed considerable money to the Institute's dormitory plant as well as a large amount of time without any remuneration, perhaps I may venture into the matter as below even though I do touch a bit on the commercial.

In connection with the design and supervision of the '93 unit two of my companies, namely Bemis Industries, Inc. and the Housing Company, participated directly with Welles Bosworth in the architectural engineering work and supervision of construction. In fact, we did practically all of the planning of floors and engineering specifications and details. Since then our organization has kept up to date with the Institute's needs and I have submitted to you through Mr. Ford our latest ideas as to floor plan. I understand that these have Mr. Ford's approval as best fitting the needs of the Institute in the light of recent experience. The practical work which I have been doing for the past few years in connection with housing design and construction makes me believe that our organization would have something of direct interest and value to the Institute in this field in connection with additional dormitory units. This particular phase of our service (materials and methods of construction), however, is not in any way tied to the service that the Housing Company is prepared to perform as housing or dormitory engineers.

The purpose of this letter is directly to apply for the privilege of serving as engineers in co-operation on a 50-50 basis with any architect who might be selected to supply the architecture in the case of additional dormitory units in the near future. According to Dean Burton, I understand sufficient funds are in sight for one or two more units and that he is urging early construction because of the effect it would have on additional

President S. W. Stratton

-2-

April 2, 1927

gifts. If you are to go ahead soon with additional units, may not the Housing Company serve you in the matter as engineers as suggested above on a 50-50 co-operative basis with your architect?

I would be glad to call on you at any time in connection with the matter, and trust that I am not stepping beyond the bounds of propriety as a member of the Corporation in asking you to consider this matter.

Yours truly,

A. F. Bennis

1434

Boston, Massachusetts  
Apr. 6, 1927  
AFB/H

Dean Alfred E. Burton,  
234 Boylston St.,  
Boston, Mass.

My dear Dean Burton:

Technology Dormitories

Since we met the other day I have been just a bit disturbed over what you said about doorways or "staircases" in connection with soliciting class contributions toward new dormitories. Whereas I have no direct official connection with the Tech dorm matter, I have devoted a good deal of time, not to mention funds, to the cause and perhaps I am as familiar as anybody with the history and the details of the Technology dormitory problem.

The '93 dorm was built with two staircases partially through a mistaken idea as to meeting the requirements of the building laws, and partially for architectural purposes. Two doorways and staircases were put in purely for these reasons, and not with any idea that the building would be cut into two separate sections from top to bottom each with its own staircase. Furthermore, the plans for future development thus far proposed have not contemplated two staircases in a standard section with accommodations for 75 to 80 men, - one staircase being quite sufficient and more economical and apparently meeting all practical needs of administration better than to divide the units up into sections of half the size (for 37 to 40 men).

Probably for architectural purposes it would be well to duplicate the '93 dormitory, as far as entrances are concerned, in the center of the westerly side of the quadrangle. The other four sections on the east and west sides of the quadrangle should, for reasons mentioned above, have but one entrance and staircase. That is all that has thus far been contemplated in any architectural elevations which have been made. I have copies of one or two of these in the Housing Company office on the seventh floor of this building, 40 Central St., and you could see them any time you might call. If I were not in, H. W. Brown, '15, J. E. Burchard, '23, or H. L. Clark, or Miss M. H. Clark could show them to you.

Only a month or two I made up a revised layout for a standard unit in consultation with Bursar Ford who has to administer dorms, and incorporated in the new plan a number of new features which have proved desirable as a result of the



Apr. 6, 1927

experience with the present dorms. This layout included essentially the same ground plan as proposed about the time the '93 dorm was built and the architectural features were supplied, or at least approved, by Welles Bosworth.

The section which it is proposed placing on the north of the quadrangle might advantageously have a wholly different plan from the other sections, as perhaps I mentioned in my talk the other day. That section might be built with three doorways and staircases so that on each side of each staircase from the bottom to the top of the building there would be on each floor one double suite with a sitting room on the south side and two bedrooms on the north (or vice versa). Between them on each floor would be a bathroom for the use of the four men who were occupying that floor. That would mean 20 men in a staircase. If there were room, the end sections, say, could be enlarged to include 30 men each.

As suggested above I have no official connection with this problem but am much interested in it and think you should know of what has thus far been proposed as to dormitory plans in the elaboration of the present system. Of course it goes without saying that if smaller units make it easier to get contributions or, in other words, if substantially more donations can be secured toward new dormitories by building or promising staircases for 40 men instead of 80 men, then obviously they should be built that way, but that has not been the layout which thus far has been proposed and approved (as far as any approval may be said to have been given to any prospective feature).

I conclude it might be well to send copies of this letter to President Stratton, Bursar Ford and Secretary of the Alumni Association Denison.

Yours truly,

*C. F. Denison*  
JD

COPIES to President S. W. Stratton  
Bursar H. S. Ford  
Sec. of Alumni Assoc., C. B. Denison

1x 341  
May 14, 1927

Mr. A. F. Bemis  
P. O. Box 5173  
Boston, Massachusetts

Dear Mr. Bemis:

I am pleased to inform you that the Executive Committee at its meeting yesterday authorized the construction of two dormitory units (four stairways). This was done on the basis of Professor Burton's report that the sum practically assured was sufficient to complete these units.

I should be pleased to have you serve as Chairman of a committee to consider and make recommendations concerning floor plans, furnishings and other matters pertaining to the general specifications of the dormitories. The other members of the Committee will be Mr. Ford and Professor L. F. Hamilton.

I shall be glad to confer with you at your convenience regarding this matter.

Yours sincerely,

1434

May 18, 1927

Mr. H. S. Ford  
Professor L. F. Hamilton

Gentlemen:

At the last meeting of the Executive Committee the construction of two dormitories (four stairways) was authorized. This was done on the basis of Professor Burton's report that the sum practically assured was sufficient to complete these units.

I should be glad to have you serve on a Committee, under the chairmanship of Mr. Bemis, to consider and make recommendations concerning floor plans, furnishings and other matters pertaining to the general specifications of the dormitories.

Yours sincerely,

MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
CAMBRIDGE, MASSACHUSETTS

Dorm Com

1434

May. 19, 1927

Dr. Samuel W. Stratton  
M.I.T

Dear Dr. Stratton:

I shall be pleased to serve on  
the Committee on Dormitories under Mr. Bliss  
and pledge my best efforts to assist in any  
way I can in this work.

Very respectfully yours  
L. J. Hauke

MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
CAMBRIDGE, MASSACHUSETTS

*Dorm*  
*Com*  
*143x*

HORACE S. FORD, BURSAR  
D. L. RHIND, ASSISTANT BURSAR

May 19, 1927

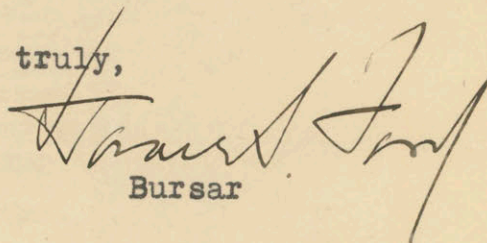
Dr. S. W. Stratton, President,  
Massachusetts Institute of Technology,  
Cambridge, Mass.

Dear Dr. Stratton:

This is to acknowledge the receipt of  
your letter of the 18th, regarding my appointment  
as a member of the Committee under the Chairman-  
ship of Mr. Bemis to consider floor plans, etc.,  
relative to the new dormitories.

I shall be glad to do what I can to for-  
ward this work.

Yours very truly,

  
Bursar

HSF/W

1434

OFFICE  
40 CENTRAL ST.  
BOSTON, MASS.

RESIDENCE  
CHESTNUT HILL  
MASS.

MAIL ADDRESS  
P.O. BOX 5173  
BOSTON, MASS.

ALBERT FARWELL BEMIS

Boston, Massachusetts  
May 23, 1927  
AFB/H

Dr. S. W. Stratton, President,  
Mass. Institute of Technology,  
Cambridge, Mass.

Dear Dr. Stratton:

Thank you very much for yours of the 14th just received upon an absence of a week or ten days. I will see the Dormitory Construction Committee as soon as I can arrange it within the next two or three days, - sorry for the delay due to my absence.

Yours truly,

*A. F. Bemis*  
*H*

OFFICE  
40 CENTRAL ST  
BOSTON, MASS.

RESIDENCE  
CHESTNUT HILL  
MASS.

MAIL ADDRESS  
P. O. BOX 5173  
BOSTON, MASS.

ALBERT FARWELL BEMIS

*Dorm*  
*file*  
Boston, Massachusetts  
May 31, 1927  
AFB/C

Dr. S. W. Stratton, President,  
Massachusetts Institute of Technology,  
Cambridge, Mass.

Dear Dr. Stratton:

Thank you for yours of May 28, informing me of the promised contribution of Mr. F. W. Lord, '93, on behalf of the Lord Electric Company of New York City toward the proposed new dormitories. I had already received a call from Mr. Chadwick of the Boston office of the Lord Electric Company and also from Mr. T. P. Curtis, '94, Treasurer of the Company. Both Mr. Lord and Mr. Curtis are old and very good friends of mine and I am very pleased to know that they are to make this important contribution to the Institute.

At my suggestion, Mr. Curtis, the Treasurer, has put the proposal in writing in a letter addressed to you which I enclose herewith. Probably you will want to turn this over to Mr. Everett Morss as Treasurer or to Mr. H. S. Ford as Bursar, and therefore I am sending copies of this letter to them.

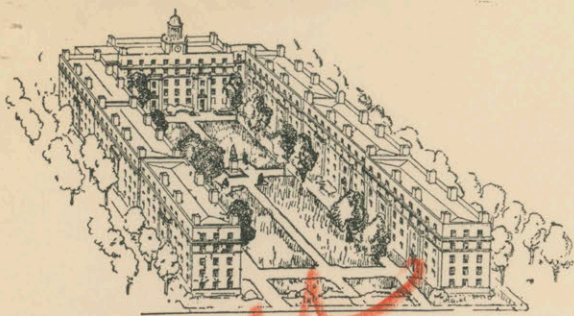
Wednesday afternoon I am to go over with the other members of the Committee, Messrs. Ford and Hamilton, the details of plans and specifications for the proposed new units. I shall hope to see you Thursday afternoon or, failing that, Friday morning, before your meeting with the Executive Committee and the Corporation, and hand you a report for this Dormitory Committee in as complete a form as I can get it together in the short time available.

Yours truly,

*A. F. Bemis*  
C

Copy to Mr. Everett Morss  
" " Mr. H. S. Ford

50  
1434



PROPOSED DORMITORY QUADRANGLE

MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
DORMITORY FUND COMMITTEE

- GORTON JAMES '10, CHAIRMAN
- H. B. RICHMOND '14, SECRETARY
- HENRY F. BRYANT '87
- HENRY A. MORSS '93
- S. C. PRESCOTT '94
- T. B. BOOTH '95
- O. B. DENISON '11, ALUMNI SECRETARY

ALFRED E. BURTON, (FORMER DEAN) MANAGER  
 234 BOYLSTON ST., BOSTON  
 TEL. KENMORE 5903

1 June 1927

Dr. Samuel W. Stratton, President,  
 Massachusetts Institute of Technology,  
 Cambridge, Massachusetts

Dear President Stratton:-

In accordance with your wish, I am stating my position with reference to the dormitory fund.

In addition to the subscriptions and pledges for the two double units (to supplement the 1893 dormitory) which are to be built this summer, I have made considerable progress in gaining subscriptions for other units in the new quadrangle, and I am willing to continue the work of obtaining funds for the new dormitories throughout the summer months, if this is agreeable to you and to the Executive Committee.

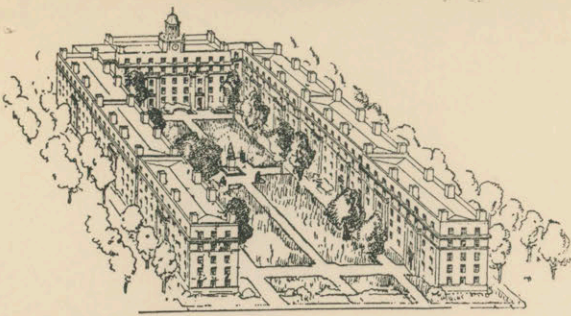
Committees have been appointed and are now at work in Cleveland, Akron, Dayton, Columbus and Cincinnati, Ohio, raising funds for a single stair-case or entrance to be called "Ohio Hall".

A committee has been appointed by the Birmingham Club of Alabama to confer with the following southern clubs: Atlanta, Ga., Richmond, Vir., New Orleans, La., Louisville, Ky., Nashville, Tenn., Dallas and Houston, Texas, and Jacksonville, Fla. The idea of this conference is to raise funds for a single unit to be called "Dixie Hall".

I have also in mind a plan for securing funds for the large hall at the north end of the quadrangle, to be dedicated to Thomas A. Edison. Mr. Edison has always been much interested in the Massachusetts Institute of Technology and has sent two sons to take the Institute work. I have spoken to him, his son Theodore and some of his friends, all of whom approve the idea.

*Handwritten red scribbles and initials, possibly "P. C. M."*





PROPOSED DORMITORY QUADRANGLE

MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
DORMITORY FUND COMMITTEE

GORTON JAMES '10, CHAIRMAN  
H. B. RICHMOND '14, SECRETARY  
HENRY F. BRYANT '87  
HENRY A. MORSS '93  
S. C. PRESCOTT '94  
T. B. BOOTH '95  
O. B. DENISON '11, ALUMNI SECRETARY

ALFRED E. BURTON. (FORMER DEAN) MANAGER  
234 BOYLSTON ST., BOSTON  
TEL. KENMORE 5903

1 June 1927

President Stratton - Page 2

Some cheques have been received from members of the Alumni and outside friends to be applied to the erection of the new dormitories without restriction as to their dedication.

The above is a brief statement of the matter as it now stands, and before I arrange my plans definitely for the summer, I should like to know if you wish me to continue the work.

Very sincerely yours,

*Alfred E. Burton*

AEB H

OFFICE  
40 CENTRAL ST  
BOSTON, MASS.

RESIDENCE  
CHESTNUT HILL  
MASS.

MAIL ADDRESS  
P. O. BOX 5173  
BOSTON, MASS.

ALBERT FARWELL BEMIS

Boston, Massachusetts  
June 2, 1927  
AFB/C

Dr. S. W. Stratton, President,  
Massachusetts Institute of Technology,  
Cambridge, Mass.

Dear President Stratton:

In reporting for the Dormitory Committee appointed by you on May 14, I have assumed that it was no part of the Committee's work or obligation to make any recommendation as to the ways and means of proceeding as to plans and construction of the two dormitory units now under consideration.


The usual method of procedure would naturally be for you or the Executive Committee to turn over to the Institute's architect the work of preparing plans and specifications and then to assist in getting bids and awarding contracts and superintending construction.

Perhaps in view of the plans already largely in the hands of the Institute as prepared by the former Institute architect, Mr. Welles Bosworth, and in view of the very specific specifications in the hands of the Bursar as to the requirements of plan, structure and finish, the Executive Committee might prefer to proceed directly to receiving bids and letting the construction contract through its Treasurer or Bursar and include in such contract provision for all such additional working drawings and architectural rendering as not already provided in the Bosworth plans.

If it should be the desire or conclusion of the Executive Committee to proceed with the matter on this basis, I would on behalf of the Housing Company or of Bemis Industries, Inc., of both of which I am president, undertake to submit a competitive proposal for supplying the necessary plans (the architectural details to be approved by the Institute's architect) and specifications and construction on a lump-sum basis.

Please understand that I do not recommend this latter course, but if you see in it anything of advantage to the Institute I would do what I could to make it work out successfully.

Very truly yours,



P.S. The Lord Electric Company have submitted an offer to do the electrical work at cost and I hope the work may be allotted to them, whoever the general contractor.

OFFICE  
40 CENTRAL ST  
BOSTON, MASS.

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MAIL ADDRESS  
P.O. BOX 5173  
BOSTON, MASS.

ALBERT FARWELL BEMIS

Boston, Massachusetts  
June 2, 1927  
AFB/C

Dr. S. W. Stratton, President,  
Massachusetts Institute of Technology,  
Cambridge, Mass.

Dear President Stratton:

Report No. 1 of Committee on New Dormitories

Acting on your letter of May 14, the Committee appointed by that letter, consisting of Mr. Ford, Bursar, Prof. L. F. Hamilton, and myself, Chairman, make the following preliminary report. We are asked to "consider and make recommendations concerning floor plans, furnishings, and other matters pertaining to the general specifications of the dormitories".

Basing our work upon the plans and specifications and layout developed under the direction of Mr. Welles Bosworth at the time of the construction of the '93 dormitory and upon subsequent experience in the use of '93 and our other dormitories, we submit tentative sketch plans and specifications covering two dormitory units as requested and further described with recommendations thereon below.

Your letter of May 14 requests floor plans and specifications covering "two dormitory units (four stairways)".

Our first recommendation has to do with the interpretation of "two dormitory units (four stairways)". We have conferred with you as to whether each of the new dormitory units of the approximate size of the '93 unit must necessarily have two stairways. We understand that from your viewpoint that is not a requirement and that one stairway, if otherwise satisfactory, would be satisfactory to you. We have tried to get in touch with Dean Burton (thus far without avail) to determine whether he has definitely pledged the Institute in connection with any subscriptions received or pledged to small separate stairway units one-half the size of '93. There is no evidence in the Bursar's hands indicating that he has done so. Pending definite word from Dean Burton on this point, the Committee assumes that the Institute is not obligated to provide two stairways in each of the two new dormitory units for which you desire plans as per yours of May 14.

As to practical and architectural reasons for two stairways per unit instead of one, perhaps a word or two would be desirable. The two stairways in the '93 dormitory were placed there perhaps

for architectural reasons but primarily through a misinterpretation of Massachusetts and Cambridge building and fire requirements. It was not expected even by Mr. Bosworth (see his plans, elevations and perspective views in the Institute files) that the two units one on each side of the '93 dormitory should have two stairways - one only for each unit being required architecturally or for practical or legal reasons. If the two new units must have a total of four stairways instead of two, it means less rooms by somewhere between ten and twenty. It is unanimously the opinion of the Committee that neither unit on either side of the '93 dormitory should have two (formal) stairways though each of these units would be provided with a suitable fire escape at the end.

In considering the ultimate layout of the whole dormitory quadrangle the dormitory unit closing the northerly end of the quadrangle seems to work out best if planned for double suites composed of a study on the south side and bathroom and two sleeping rooms on the north. We recommend that such a plan be adopted tentatively for the northerly unit and if so that unit would have three <sup>or five</sup> formal stairways and entrances, making three small double-suite units with accommodations for twenty men each. If Dean Burton has obligated the Institute for small units, each with a formal stairway and entrance, we would recommend that this obligation be fulfilled by building the northerly dormitory as just described.

One more point as to smaller stairway units: Referring to the Bosworth plan for the westerly side of the quadrangle, Mr. Bosworth has shown a repetition of the treatment used for the easterly side including two doorways for the central unit and one each for the end units. So ultimately there would be still another unit to be built with two stairways, or two small units with one stairway each if obligated to do so by the terms of Dean Burton's fund campaign.

At the time of building the '93 dormitory two schemes were proposed covering the general design or layout of the quadrangle. One showed a five-story dormitory unit across the southerly end, the other a building of about one and one-half stories providing a general lounge, janitors' offices, a main entrance to the quadrangle, etc. This latter plan was then and now seems to be the one most preferred for two reasons -

1. It lets the sunlight and air much better into the quadrangle
2. It provides in a reasonable, convenient and attractive way for a general lounge and meeting place for dormitory students and for administration offices.

Though somewhat outside of the specified authority given to your Committee, we wish to endorse and recommend this latter plan for development of the southerly end of the quadrangle. At the same time we might suggest to Dean Burton and others who are soliciting funds that this southerly unit which would cost somewhere from \$75,000 to \$100,000 might properly serve as a unit for some class

or some individual to give.

In the case of the two units now desired, the maximum number of single rooms seems to be of more importance than a given number of stairways and of more importance than double suites and of more importance than to provide a lounge and other facilities for general use and administration. Therefore, it is the recommendation of the Committee that one unit each of seventy-five single rooms and necessary plumbing and heating facilities, etc., be built on each end of the '93 dormitory.

Since the completion of the '93 dormitory and particularly during the last six months or year, the members of your Committee individually have been collecting data and information as to any changes from the '93 dormitory that might be desirable in the case of additional units. We are submitting to you herewith sketch plans and outline specifications resulting from the above and representing the recommendations of the Committee as to floor plans and general specifications of two units to be built one on each side of the '93 dormitory. These plans are obviously not working plans. They are tentative and lacking in inconsequential detail. The direct expense in connection with preparing them, both recently and during the past year or so, is contributed by the Chairman of your Committee. These plans and outline specifications together with the plans, elevations and specifications already in your hands as a result of Mr. Bosworth's work should be sufficient to enable you to proceed promptly through your architect or otherwise to provide the necessary working drawings and detailed specifications, and proceed with construction.

The specifications we are submitting on a separate sheet herewith. The sketch plans accompanying this report include

1. Two general layouts showing tentative first-floor plan of all units of the dormitory quadrangle as referred to above. They also show nearby street and building lines including Walker Memorial. One of these layouts proposed and exemplified in Mr. Bosworth's drawings is of a more ample quadrangle. The outside west wall of this quadrangle lines up approximately with the west wall of the Walker Memorial. The other layout represents a narrower quadrangle scheme probably developed a bit later, whether or not with Mr. Bosworth's architectural approval we don't know. In this layout the westerly side of the quadrangle is in approximate alignment with the easterly wall of the Walker Memorial building. The proposals of your Committee herewith for two dormitory units would satisfactorily harmonize with either the larger or the smaller quadrangle, though with somewhat different treatment for the northerly and southerly sides.
2. Four sketch plans detailing respectively
  - (a) First-story plan of south dormitory
  - (b) Plan of the other four stories of the south dormitory
  - (c) First-story plan of north dormitory
  - (d) Plan of the other four stories of the north dormitory

3. Sketch elevation essentially coincident with Bosworth elevation. The only important architectural feature lacking is the treatment of the southerly end of the southerly of the two proposed units.

The Chairman will undertake to provide additional sketch floor plans or any modifications in those herewith which you may require to enable you properly to turn over the matter to your architect or contracting engineers for the production of working drawings and detailed specifications.

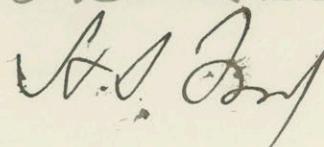
The Chairman of this Committee will be available for your further instructions through June 10, then owing to contemplated absence from this vicinity not again until August 10. Between those times Messrs. Ford and Hamilton will be available for such further work as you may desire of the Committee.

Please note that the construction of the two units recommended would not commit you to carrying out either the wider or the narrower scheme of dormitory quadrangle referred to above. In the opinion of your Committee the narrower scheme would fill all practical purposes both regarding light and air and dormitory accommodations. Probably the wider quadrangle of Mr. Bosworth would be more attractive architecturally. It is obviously not for the Committee to determine which scheme would be followed. Before a decision on this subject is made probably you would want to take architectural advice as well as to consider the question of space for further educational buildings and perhaps athletic field.

Respectfully submitted

by your Committee,

*A. F. Bonds* Chairman.



OFFICE  
40 CENTRAL ST  
BOSTON, MASS.

RESIDENCE  
CHESTNUT HILL  
MASS.

MAIL ADDRESS  
P. O. BOX 5173  
BOSTON, MASS.

ALBERT FARWELL BEMJS

Boston, Massachusetts  
June 3, 1927  
AFB/H

Dr. S. W. Stratton, President,  
Mass. Institute of Technology,  
Cambridge, Mass.

Dear President Stratton:

New Dormitories

In further reference to the report of your Dormitory Committee as to plans and specifications and to my personal letter regarding the manner of handling the architectural and engineering work and construction of two dormitory units recommended by the committee, I have had a rough, though probably reliable, approximate estimate made as to the total cost to the Institute. Including all architectural and engineering services, materials and construction, with the exception of any architectural counsel which the Institute might independently desire to employ, this figure would be approximately \$165,000 per unit, or a total of \$330,000 for both units.

The dormitory on the north side of the quadrangle, if on the narrower quadrangle scheme and three stairways, would cost approximately \$190,000. With five stairways, as in the case of the wider quadrangle, the approximate cost to the Institute would be \$250,000.

These estimates are wholly tentative and informal and approximate and do not include any furniture or furnishings but, nevertheless, I think you may safely use them in the Executive Committee for determining whether or not to proceed at this time with the construction of any of the three units mentioned.

Yours truly,

*A. F. Bemis*

*Dormitory  
1434*

*ep  
Crew*

# HOUSING COMPANY

ENGINEERING AND CONSTRUCTION

40 CENTRAL STREET  
BOSTON, MASSACHUSETTS

June 27, 1927

Dr. S. W. Stratton, President  
Massachusetts Institute of Technology  
Cambridge, Mass.

Dear Sir:

Confirming our conversation of this morning, the Housing Company is receiving bids on two Dormitory Units adjacent to the "Class of 1893" Unit from the following builders:

Holt-Fairchild Co. ✓  
Chase and Gilbert ✓  
John F. Griffin Co. ✓

These bids are due at 5 P.M., Wednesday, June 29.

When the final figures are in, we will present a proposal to the Institute to construct the units complete according to the plans and specifications left with you this morning, for the amount of the low bid plus a commission of 5%. Thus, in addition to our services in preparing the plans and specifications, we will guarantee the satisfactory production of the buildings.

Based on a proposal already received, the total cost to the Institute will not exceed \$315,000.00.

Very truly yours,

HOUSING COMPANY

by *A. W. Brown*  
Vice President

HWB/H

*261.  
276. - cr 9.  
296  
H*



# HOUSING COMPANY

ENGINEERING AND CONSTRUCTION

40 CENTRAL STREET  
BOSTON, MASSACHUSETTS

June 27, 1937

Dr. S. W. Stratton, President  
Massachusetts Institute of Technology  
Cambridge, Mass.

Dear Sir:

Confirming our conversation of this morning, the Housing  
Company is receiving bids on two dormitory units assigned  
to the "Class of 1938" Unit from the following builders:

Holt-Parish  
Case and Gillette  
H. F. Collins

These bids are to be received by the Housing Company on Wednesday, June 29.

When the final plans are received, we will present a proposal to the Institute to construct the units unless according to the plans and specifications sent with this morning. For the point of the new plans a completion of 50%. Thus, in addition to our services in preparing the plans and specifications, we will guarantee the satisfactory pro-  
duction of the buildings.

Based on a proposal already received, the total cost to the Institute will not exceed \$1,000,000.

Very truly yours,

*[Signature]*  
Vice President

HWP/H

*[Handwritten notes]*  
1-10-37  
1-10-37  
1-10-37

*[Handwritten notes]*  
C.F. [unclear]

*Dorm*

1939

June 3, 1927

Professor A. E. Burton  
234 Boylston Street  
Boston, Massachusetts

Dear Professor Burton:

As stated to you personally at our interview yesterday, your report regarding the Dormitory situation was presented to the Executive Committee at its meeting on June 3<sup>rd</sup>. The Committee expressed a desire to have you continue your work of soliciting funds for dormitories for the next six months on your present basis, which I understand was arranged by the Alumni Dormitory Fund Committee.

The Executive Committee felt that the various classes were not making as much progress as they should in contributing to the Fund, and I was asked to cooperate in this work. I can assure you that it will give me great pleasure to do so. I have already suggested to Mr. Denison, as Secretary of the Alumni Association, that he assist you in following up the work of the various class secretaries in securing subscriptions.

Yours sincerely,

OFFICE  
40 CENTRAL ST.  
BOSTON, MASS.

RESIDENCE  
CHESTNUT HILL  
MASS.

MAIL ADDRESS  
P. O. BOX 5178  
BOSTON, MASS.

ALBERT FARWELL BEMIS

Boston, Massachusetts  
June 13, 1927  
AFB/H

*Mr. Stratton  
comes in tomorrow  
8/10*

Dr. S. W. Stratton, President,  
Mass. Institute of Technology,  
Cambridge, Mass.

Dear President Stratton:

Two New Dormitory Units

At our conference last Wednesday or Thursday afternoon at which Bursar Ford and one of the Housing Company engineers, J. E. Burchard, Tech '23, were present, at your request I promised to make you a proposal covering the plans, specifications and construction of two new dormitory units.

At this conference it came out very clearly that the alumni dormitory committee and its field agent, former Dean Burton, during the past few months had based their solicitations upon certain architectural plans developed at the time the '93 dormitory was built by Welles Bosworth as architect for the Institute. Those plans and perspective view called for a dormitory quadrangle of three units like the '93 unit on the east side, three similar ones on the west side, and a single detached unit of the same architectural style on the north and south of the quadrangle. Each of the units on the east and the west were shown with two staircases.

Under the above circumstances it seems obvious to me that, in the absence of anything further from the Executive Committee, the two new units authorized by them should be built in accordance with the above-mentioned Bosworth layout and architectural scheme, one connected on the north to the '93 dormitory and the other on the south. As I leave for Europe, therefore, I am instructing W. P. Fuller, the Vice-President of Bemis Industries, Inc., and of the Housing Co., and H. W. Brown (Tech '15), Vice-President of the Housing Co., to make you in due course a proposal in accordance with my promise above and consistent with the vote of the Executive Committee as per your letter to me of May 14.

In view of your desire for quick action in this matter and in view of my promise to hand you a tentative proposal by the end of this week (June 18), a tentative proposal is to be made up first, accompanied by floor plans of the two units (four staircases), sketch elevations and specifications with a tentative overall "not more than" price. This proposition may enable you to definitely proceed with the matter. If so, whether or not you

would call for competitive bids, the Housing Co., guaranteed by Bemis Industries, Inc., would expect to refigure its proposal more in detail and more accurately than possible by the 18th and name the Institute a new figure which, as indicated, would be not more than the original tentative figure.

The proposal would be made you by the Housing Co., guaranteed by Bemis Industries, Inc. (virtually the same as in the case of the '93 dormitory contract). Messrs. Fuller and Brown would have full authority to act during my absence and would be able to take care of everything necessary.

New floor plans for both units of two staircases each are being drawn so that each staircase will be an independent unit, two with accommodations for 30 men each, one for 36 (control offices taking the space for four rooms), and one for 40 men. These smaller separate staircases should somewhat help in the administration of the dormitories, the present '93 unit with space for 75 or 80 men being, if anything, too large. The architecture, as stated above, would be in accordance with Mr. Bosworth's scheme calling for the larger quadrangle with its westerly side lining up with Walker, and with a single detached unit on the north side and the south side, with a fence or porch treatment connecting with the easterly and westerly dormitories. It is the hope of the dormitory committee appointed by yours of May 14 that the unit across the southerly end may when built later on include a lounge and be of less height than the western group. I understand from Mr. Ford that he concurs in the above slight changes in floor plans and also regarding the lounge unit across the southerly end.

Whereas I shall arrange through the Housing Co. to make the Institute a proposal as above, I would like to have it understood that I am doing so at your request or the request of the Executive Committee and am not seeking the work on the basis outlined. The Housing Co. nor Bemis Industries nor myself as an individual can assume any responsibility whatever for architectural features. I personally strongly believe that the Institute should directly employ architectural services for all of its buildings. In this case we are following Mr. Bosworth's plans, and in all architectural features shall follow them as closely as practicable; but in this case as in all other cases of permanent buildings to be erected by the Institute it seems to me that the Institute should directly employ architectural counsel to pass upon or define all architectural features.

Copies of this letter I am sending to Mr. Morss as Treasurer of the Institute and to Bursar Ford as representing the Dormitory Committee.

Dr. S.W.Stratton

-3-

June 13, 1927

With the above and other matters with which you have undertaken to deal this summer, I fear you are not going to get much vacation, but you certainly should provide ample opportunity to get off and recoup before the opening of the Institute in the autumn. With best regards and looking forward to seeing you in the autumn, if not on my return from Europe the middle of August, believe me,

Very truly yours,

*A. F. Bond*



OFFICE OF THE PRESIDENT

October 5, 1927.

TO FORMER STUDENTS OF MASSACHUSETTS INSTITUTE OF TECHNOLOGY:

The loyalty of the Institute Alumni and the cordial support they have given in the past have been notable features of the history of the institution. The feeling is beginning to be prevalent, and should be fostered, that the Alumni body is an essential part of the Institute itself and should participate in its activities to the fullest extent possible. As members of the Corporation and the Advisory Committees splendid service has been rendered. In the establishment of new courses and the modification of others to meet existing conditions, and more recently in the selection of students of high character, special ability and promise, the service has been equally noteworthy.

At the present time the problem of the greatest significance to the welfare of the students of the Institute is that of supplying adequate dormitory facilities for our students, making it possible for them to live in clean, wholesome surroundings with all the advantages to be derived from community of interest and the participation in undergraduate activities, which has proved of inestimable value in the development of social instinct, responsibility and business acumen. Those who are familiar with the housing situation as it existed in the earlier days and as it still exists to a large extent, will keenly appreciate the importance of this problem and the concern it has given to the President and other officials of the Institute.

Here lies the present great opportunity for the Alumni to be of service to Technology. A Dormitory Fund Committee has undertaken to raise a fund for the erection of six or eight new units, to be joined to the present '93 dormitory in a harmonious architectural group.

Professor Burton, our beloved first dean, and a great believer in the necessity for more dormitories, is at present actively engaged in personally bringing the matter to the attention of prominent Alumni, and the Corporation has generously voted money to defray the expenses for this work. Already two units are under construction, but the addition of others must depend on the degree to which Alumni rally to the support of the Institute.

A number of classes have already undertaken to supply funds for individual units (\$100,000), single floors (\$20,000), or in some instances rooms (\$2,500). It was deemed advisable to handle this campaign on a class basis rather than by a general Alumni drive, but the matter is of such great importance that we believe every former student should know of the opportunity and if possible share in the consummation of this project. If your class has organized a definite drive we urge you to give your immediate and hearty financial assistance. If your class has not yet engaged in organized effort to raise a definite sum, we urge you to stimulate both individual and class action. Let there be no doubt that this project has the most cordial support of the President, Corporation, and Faculty for they are all keenly aware of the urgency of this problem.

We urge that if possible the necessary funds should be pledged before the end of the current calendar year so that announcement of the success of the plan may be made at the annual banquet in January.

*President of the Institute.*

*President of the Alumni Association.*

# THE MOTCH & MERRYWEATHER MACHINERY CO.

BRANCH OFFICES

DETROIT

CINCINNATI

PITTSBURGH

SEVENTH FLOOR - PENTON BUILDING  
WEST THIRD AND LAKESIDE AVE.

TELEPHONES

MAIN 1000

LONG DISTANCE 70

CLEVELAND October 11, 1927

Mr. S.W. Stratton, President,  
The Massachusetts Institute of Technology,  
Cambridge, Mass.

My dear Dr. Stratton:

Your circular letter of the 5th regarding the Dormitory Fund is received, and I am writing directly to you instead of Dean Burton, as I thought possibly you might be in the west.

After Dean Burton's visit here last spring, we had planned to put a drive on for a Dormitory from the State of Ohio, as you probably know, and it was thought best to defer this until after the vacation season, so as yet we have not actively started, altho we have some preliminary work done.

During the summer, a number of the Alumni have been approached by their class secretaries for contributions for the Dormitory Fund and there is a question in our minds now if it would not be better for us to abandon the idea of trying to establish an Ohio fund and probably work on another tack and have one man from each class solicit the men in the state and thereby supplementing your present efforts rather than working along other lines. We are, of course, interested in the general proposition and want to do what is going to be most effective for the dormitories of Tech. We would like a word of advice from you and would be glad to follow along lines you may suggest.

With best wishes,

Yours very truly,

G.E. Merryweather/B

G. E. Merryweather,  
D.

1434  
189

95

Dormitory Committee of Twelve  
voted at meeting of Corporation on Oct. 19, 1927  
appointed at me

- Corporation
  - A. F. Bemis *accepts*
  - F. W. Fabyan *accepts*
  - ~~Gerard Swope - declines~~
  - John Lawrence Mauran *accepts* (*Mr. Humphreys*) *accepts*
- Faculty
  - L. F. Hamilton *accepts*
  - H. E. Lobdell *accepts*
  - H. S. Ford
- Alumni Council (*appt by*)
  - S. C. Prescott
  - Professor S. C. Prescott
  - Mr. Harrison P. Eddy, Jr.
  - Professor C. H. Chatfield
- Undergraduates
  - Ralph T. Jope
  - James Donovan
  - Elisha Gray



October 19, 1927

Mr. Ralph T. Jope  
Technology Dormitory  
Cambridge, Massachusetts

Dear Mr. Jope:

At the meeting of the Corporation held on October 19th, it was voted to establish a committee of twelve to consider the Institute's dormitory problem in all its phases and to report its findings to the Corporation at a date not later than the March meeting, the composition of the Committee to be as follows:-

1. Three members from the Corporation to be appointed by the President
2. Three members from the Alumni Council to be appointed by its President
3. Three members from the Faculty (preferably those constituting the Dormitory Committee)
4. Three members from the Undergraduates, to be appointed by the Institute Committee

Will you, as Chairman of the Institute Committee, bring this matter before the Committee. I should be glad if you could be included in the Undergraduate list of members.

Yours sincerely,

President

October 25, 1927

Professor L. F. Hamilton  
Professor H. E. Lobdell  
Mr. H. S. Ford

Gentlemen:

At the meeting of the Corporation held on October 19th it was voted to establish a committee of twelve to consider the Institute's dormitory problem in all its phases and to report its findings to the Corporation at a date not later than the March meeting, the composition of the Committee to be as follows:-

1. Three members from the Corporation, to be appointed by the President
2. Three members from the Alumni Council to be appointed by its President
3. Three members from the Faculty, to be appointed by the President (preferably those constituting the Dormitory Committee)
4. Three members from the Undergraduates, to be appointed by the Institute Committee

In accordance with the above vote, I take pleasure in appointing the following, members of the Dormitory Board, to represent the Faculty on the above Committee:-

Professor L. F. Hamilton  
Professor H. E. Lobdell  
Mr. H. S. Ford

[10/25/27]

I sincerely hope that you will consent to serve,  
as the question is one which greatly concerns the welfare  
of the student body.

Yours sincerely,

President

October 25, 1927

Dear Professor Prescott:

At the meeting of the Corporation held on October 19th, it was voted to establish a committee of twelve to consider the Institute's dormitory problem in all its phases and to report its findings to the Corporation at a date not later than the March meeting, the composition of the Committee to be as follows:-

1. Three members from the Corporation to be appointed by the President
2. Three members from the Alumni Council to be appointed by its President
3. Three members from the Faculty (preferably those constituting the Dormitory Committee)
4. Three members from the Undergraduates, to be appointed by the Institute Committee.

Will you, as President of the Alumni Council, appoint the three members of the Council to serve on the above Committee. I should be pleased to have you include yourself on the Committee if that is agreeable to you.

Yours sincerely,

Professor S. C. Prescott

October 25, 1927

Mr. A. F. Bemis  
Mr. F. W. Fabyan  
Mr. Gerard Swope

*John  
Manna*

Gentlemen:

At the meeting of the Corporation held on October 19th it was voted to establish a committee of twelve to consider the Institute's dormitory problem in all its phases and to report its findings to the Corporation at a date not later than the March meeting, the composition of the Committee to be as follows:-

1. Three members from the Corporation, to be appointed by the President
2. Three members from the Alumni Council to be appointed by its President
3. Three members from the Faculty (preferably those constituting the Dormitory Committee) *as app. by the Pres*
4. Three members from the Undergraduates, to be appointed by the Institute Committee

In accordance with the above vote, I take pleasure in appointing the following three members of the Corporation to represent it on this Committee:-

Mr. A. Farwell Bemis, Chairman of the entire committee  
Mr. F. W. Fabyan  
Mr. Gerard Swope

[10/25/27]

I sincerely hope that you will consent to serve, as the question is one which greatly concerns the welfare of the student body.

Yours sincerely,

President

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

CAMBRIDGE, MASSACHUSETTS

OFFICE OF THE DEAN

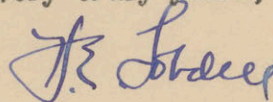
October 26, 1927

President S. W. Stratton,  
M. I. T.

Dear Mr. President:

I shall be very glad to accept the appointment on the Dormitory Board under the Chairmanship of Professor Hamilton, and on the "special committee of twelve" as requested in your letter of October 25.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'H. E. Lobdell', written in a cursive style.

H. E. Lobdell

MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
DEPARTMENT OF CHEMISTRY  
CAMBRIDGE A, MASS.

October 26, 1927.

Dr. Samuel Stratton  
M. I. T.

Dear Dr. Stratton: -

I am pleased to accept the appointment to the Institute Donating Committee composed of twelve members in accordance with your letter of October 25.

My service so far as I can render them are always at your call and in this case I am particularly glad to serve because of my interest in Donations.

Very truly yours

L. F. Hamilton



Cmf



*Bliss Fabryan & Co. Inc.*  
*45 Franklin Street*

*Boston* Oct. 27, 1927.

P. O. Box 5

Pres. S. W. Stratton,  
Massachusetts Institute of Technology,  
Cambridge, Mass.

My dear Doctor:

It gives me great pleasure to accept your  
appointment as one of three to serve for the  
Corporation on the Dormitory Committee.

Hoping we can lunch together some day, I  
am

Sincerely yours,

FWF/C



1434

Saw

OK / gms

ALUMNI ASSOCIATION  
OF THE  
MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
CAMBRIDGE, MASSACHUSETTS

October 27, 1927

President S. W. Stratton,  
M. I. T.

Dear President Stratton:

The question has been raised in regard to the inscriptions over the new staircases in the dormitories. I would suggest that the first staircase to the north be called the Hayden Building as Mr. Hayden's contribution is the only one which has been received from the Class of 1890. The next building to the south should be marked by the numerals "1901" for although the major part of the subscriptions from this class has come from one man, he expressly desires that his name should not appear.

The Classes of 1888 and 1895 are both hopeful of raising the sum of \$100,000, but their cash subscriptions up to date are not very large. In case the Classes of 1888 and 1895 fail to raise a substantial part of the \$100,000 this fall, I would suggest that tablets be placed on three suites of rooms dedicating them to the Classes of 1868, 1875 and 1876 and that tablets be placed on separate floors with dedications to the Classes of 1888, 1890, 1892 and 1895, and that the two southern entrances be dedicated to the late Professor Drown and Dean Talbot.

I think that we will have the \$400,000 necessary for the completion of these four staircases before the annual meeting this year.

Sincerely yours,

*Alfred E. Burdett*

OFFICE  
40 CENTRAL ST.  
BOSTON, MASS.

RESIDENCE  
CHESTNUT HILL  
MASS.

MAIL ADDRESS  
P. O. BOX 5173  
BOSTON, MASS.

ALBERT FARWELL BEMIS

October 28, 1927  
AFB/C

*S*  
*Who moved you suggest*

Dr. S. W. Stratton, President,  
Massachusetts Institute of Technology,  
Cambridge, Mass.

Dear President Stratton:

In making the motion for that dormitory committee of twelve, I should have included a suggestion or condition that the maker of the motion should not be appointed on the committee, certainly not as its chairman.

I ought not to tackle it but will try. If I find it too burdensome I may have to ask you to appoint somebody in my place.

Thanking you for the attention, and with best regards,  
I am

Very truly yours,

A. F. Bemis

October 29, 1927

Mr. A. F. Bemis  
P. O. Box 5173  
Boston, Massachusetts

Dear Mr. Bemis:

Your letter of October 28th regarding the dormitory committee is at hand, and I note what you say in regard to the dormitory committee. I am pleased, however, to know that you are willing to serve as chairman. I have just had a letter from Mr. Swope, and he feels that he ought not to accept membership on the committee, owing to the distance from Boston, and I am inclined to think that he is right. He has agreed, however, to meet with the committee occasionally and express his views.

Who of the other members of the Corporation available living in or near Boston would you suggest to serve in place of Mr. Swope?

Yours sincerely,



ALUMNI ASSOCIATION  
OF THE  
MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
CAMBRIDGE, MASSACHUSETTS

Nov. 1, 1927.

Dr. S. W. Stratton, President,  
M. I. T.

My dear Dr. Stratton:

At your request I have appointed two representatives in addition to myself to serve on the Joint Committee which is to discuss the general problems pertaining to the dormitories.

The members representing the Alumni Council will therefore be

Prof. C. H. Chatfield, '14

Harrison P. Eddy, Jr., '17

Prof. S. C. Prescott, '94

Very truly yours,

*Samuel C. Prescott.*

Samuel C. Prescott, President  
Alumni Association.

November 2, 1927

Dear Professor Prescott:

I beg to acknowledge the receipt of your letter of November 1st notifying me of the appointment of the following representatives to serve on the dormitory committee:-

Professor S. C. Prescott  
Mr. Harrison P. Eddy, Jr.  
Professor C. H. Chatfield

I have informed Mr. Bemis, the Chairman of the Committee, regarding these appointments. I assume that you have notified Messrs. Eddy and Chatfield of their appointment.

Yours sincerely,

Professor S. C. Prescott

November 2, 1927

Mr. A. F. Bemis  
P. O. Box 5173  
Boston, Massachusetts

Dear Mr. Bemis:

I have just received from the President of the Alumni Association notice of the appointment of the following representatives to serve on the joint dormitory committee, of which you are chairman:-

Professor S. C. Prescott, '94

Mr. Harrison P. Eddy, Jr., '17

Professor C. H. Chatfield, '14

Yours sincerely,

President

OFFICE  
40 CENTRAL ST.  
BOSTON, MASS.

RESIDENCE  
CHESTNUT HILL  
MASS.

MAIL ADDRESS  
P. O. BOX 5173  
BOSTON, MASS.

ALBERT FARWELL BEMIS

Boston, Massachusetts  
Nov. 3, 1927  
AFB/H

Dr. S. W. Stratton, President,  
Mass. Institute of Technology,  
Cambridge, Mass.

My dear Dr. Stratton:

Thank you for yours of the 2nd with names of alumni  
members of the Joint Dormitory Committee.

I hope to make you a suggestion to-morrow for a sub-  
stitute for Mr. Swope.

Yours truly,

*A. F. Bemis*  
*JK*



INSTITUTE COMMITTEE  
MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
CAMBRIDGE, MASSACHUSETTS

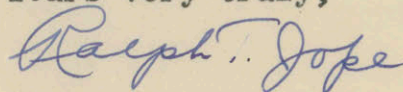
November 10, 1927.

President S. W. Stratton,  
The Massachusetts Institute of Technology,  
Cambridge, Massachusetts.

Dear Sir:

According to your recent request, the Institute Committee has appointed James Donovan, Elisha Gray, and myself to serve as student representatives on the joint committee of the Corporation to investigate and report on the dormitory situation at M. I. T.

Yours very truly,



Ralph T. Jope,  
President.

RTJ:BH

November 11, 1927

Mr. A. F. Bemis  
P. O. Box 5173  
Boston, Massachusetts

Dear Mr. Bemis:

I am writing to inform you that the Institute Committee has appointed Ralph T. Jope, James Donovan and Elisha Gray as student representatives on the Dormitory Committee. They are all good men.

Yours sincerely,

OFFICE  
40 CENTRAL ST.  
BOSTON, MASS.

RESIDENCE  
CHESTNUT HILL  
MASS.

MAIL ADDRESS  
P. O. BOX 5173  
BOSTON, MASS.

ALBERT FARWELL BEMIS

Boston, Massachusetts  
Nov. 15, 1927  
AFB/C

Dr. S. W. Stratton, President,  
Massachusetts Institute of Technology,  
Cambridge, Mass.

My dear Dr. Stratton:

Thank you for yours of the 11th, notifying me of the Undergraduate members of the general Dormitory Committee, viz., Ralph T. Jope, James Donovan and Elisha Gray. I shall try for a preliminary meeting of this Committee next week.

Yours truly,

*A. F. Bemis*

OFFICE  
40 CENTRAL ST.  
BOSTON, MASS.

RESIDENCE  
CHESTNUT HILL  
MASS.

MAIL ADDRESS  
P.O. BOX 5173  
BOSTON, MASS.

ALBERT FARWELL BEMIS

Boston, Massachusetts  
Nov. 17, 1927  
AFB/H

Dr. S. W. Stratton, President,  
Mass. Institute of Technology,  
Cambridge, Mass.

My dear President Stratton:

General Dormitory Committee

In substitution for Mr. Swope I would be glad if you could appoint J. Lawrence Mauran, '89, of Mauran, Russell & Crowell, 1620 Chemical Bldg., St. Louis, Mo., and at the same time appoint Walter Humphreys, '97, Secretary-Treasurer, National Association of Wool Manufacturers, 80 Federal St., Boston, Mass., to act as Mr. Mauran's local representative and alternate. This plan would, I think, work out very satisfactorily giving the committee the value both of Mr. Mauran's wide architectural experience and sound judgment on Technology affairs, and Mr. Humphreys' direct help, including his very wide knowledge of the alumni.

You will, of course, use your discretion about following the above suggestion. Please do whatever you think best about it.

The first meeting of the committee I propose calling for Tuesday, Nov. 29, when I plan to assign two months' work for individuals or the four different groups. Then I expect to have another meeting the first of February to consider the results of the work, and a final meeting March 1 to perfect a report for presentation to the Corporation for its March meeting a week or two later.

Yours truly,

*A. F. Bemis*  
W

November 18, 1927

Mr. A. F. Bemis  
P. O. Box 5173  
Boston, Massachusetts

Dear Mr. Bemis:

I beg to acknowledge the receipt of your letter of November 17th in regard to the General Dormitory Committee. I see no reason why the suggestion you make cannot be carried out. I am entirely favorable to Mr. Mauran; we could not do better. I realise, of course, that he could not attend all the committee meetings on account of the distance, and I will ask Mr. Humphreys if he will act as Mr. Mauran's local representative. Mr. Humphreys is intensely interested in the question and I do not think he would object to acting for Mr. Mauran under the circumstances.

If I can be of any assistance in arranging quarters for the meetings, or in other ways, please do not hesitate to request my services.

Thanking you for your interest, I remain,

Yours sincerely,

November 18, 1927

Mr. John Lawrence Mauran  
Mauran, Russell & Crowell  
1620 Chemical Building  
St. Louis, Missouri

Dear Mr. Mauran:

You may remember that at the meeting of the Corporation held on October 19th, it was voted to establish a committee of twelve to consider the Institute's dormitory problem in all its phases and to report its findings to the Corporation at a date not later than the March meeting, the Committee to be composed of three members from the Corporation, three from the Alumni Council, three from the Faculty and three from the Undergraduates.

I am writing to ask if you will serve on this Committee as one of the three Corporation members, the other members being Mr. Bemis and Mr. Fayyan, with Mr. Bemis as Chairman of the entire committee.

I earnestly hope that you will consent to be a member of this committee, as the question is one which greatly concerns the welfare of the student body. I realize that the distance from Boston may make it difficult for you to attend all of the meetings, but we could arrange for a Boston man to represent you when you could not be present.

[11/18/27]

Mr. John Lawrence Mauran - 2

I would suggest Mr. Walter Humphreys, one of the Term Members of the Corporation, as suitable for your local representative, if that is agreeable to you.

With kind regards, I remain,

Yours sincerely,

President

November 28, 1927

Mr. A. F. Bemis  
P. O. Box 5173  
Boston, Massachusetts

Dear Mr. Bemis:

With reference to the General Dormitory Committee I have just received a letter from Mr. Mauran accepting membership on the Committee, and approving of the appointment of Mr. Humphreys as his local representative. I am today writing to Mr. Humphreys inviting him to serve as representative and alternate for Mr. Mauran.

Yours sincerely,



November 28, 1927

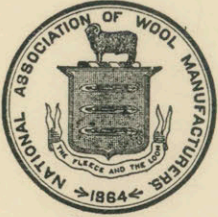
Mr. Walter Humphreys  
National Association of Wool Mfrs  
80 Federal Street  
Boston, Massachusetts

Dear Mr. Humphreys:

You may remember that at the meeting of the Corporation held on October 19th, it was voted to establish a committee of twelve to consider the Institute's dormitory problem in all its phases and to report its findings to the Corporation at a date not later than the March meeting, the committee to be composed of three members from the Corporation, three from the Alumni Council, three from the Faculty and three from the Undergraduates.

The three members chosen to represent the Corporation are Mr. Bemis (chairman), Mr. Fabyan, and Mr. Mauran. Owing to the fact that Mr. Mauran lives at quite a distance from Boston, it seems desirable to appoint a local representative, and I should be very glad if you would consent to serve as such a representative and alternate. Mr. Bemis and Mr. Mauran both hope that you may find it convenient to accept <sup>this</sup> ~~this~~ appointment

Yours sincerely  
m



Telephone  
LIBerty 8621

# National Association of Wool Manufacturers

Vice-Presidents  
ADDISON L. GREEN  
GEORGE H. HODGSON  
NATHANIEL STEVENS

President  
FRANKLIN W. HOBBS

Secretary and Treasurer  
WALTER HUMPHREYS

Assistant Secretary  
JOHN B. McPHERSON

---

80 FEDERAL STREET  
BOSTON, MASS.

November 29, 1927

Mr. S. W. Stratton, President  
Massachusetts Institute of Technology  
Cambridge, Massachusetts

Dear Dr. Stratton:

In reply to your note of November 28 I am pleased to act with Mr. Mauran upon the Corporation delegation to the committee authorized at the meeting of the Corporation held on October 19 last.

Sincerely yours,

ALUMNI DORMITORY FUND

Make checks to order of

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge, Massachusetts

July 1927

[Level 3/1/28 ?]

Name..... Amount \$.....  
(PRINT) (LAST) (FIRST) (MIDDLE)

For Endowment to be used for the purpose of increasing the Dormitory  
Facilities of the MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
I hereby subscribe

The sum of \$ .....  
To be Paid { 1. On Request.....  
(INDICATE) { 2. Number of Installments .....

Payable .....

Signature..... Class.....

Address .....

(SEE OVER)

## GENERAL INFORMATION

1. Initial or entire payment may be made by mail to H. S. Ford, Treasurer, Alumni Dormitory Fund Committee, M. I. T., Cambridge, Mass.
2. An official receipt will be sent you by the MASSACHUSETTS INSTITUTE OF TECHNOLOGY covering all payments.
3. It is hoped that payments will not be spread over a longer period than two years.

*Mailed to all  
Former Students  
and 2400  
Long*

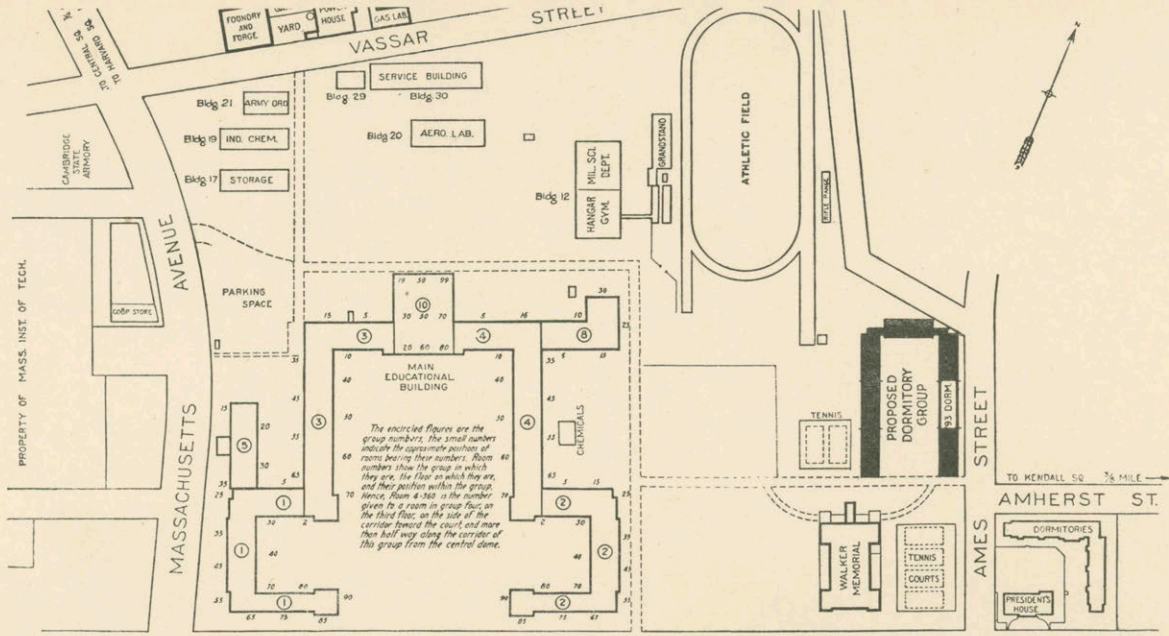
*March 1918*

## SPECIAL INFORMATION—READ THIS FIRST

The pictures on the cover and on last inside page show the entire east side of the proposed dormitory quadrangle (see floor plans inside). It has six halls, two of which form the Class of '93 unit. The other four halls have been built directly as a result of the Alumni Dormitory Fund campaign. One of these has already been named for the Class of 1901. For general relation to other buildings see other side of this sheet.

The aim of the Fund campaign is to make possible a similar group for the west wing, and a connecting unit at the north end. These halls, with the old dormitories, will provide accommodations for eight hundred undergraduates.

*March 15 1918*



The encircled figures are the group numbers, the small numbers indicate the approximate positions of rooms bearing these numbers. Room numbers show the group in which they are, the floor on which they are, and their position within the group. Hence, Room 4-360 is the number given to a room in group four, on the third floor, on the side of the corridor toward the court, and more than half way along the corridor of this group from the central dome.

TO KENDALL SQ 3/8 MILE →

Cable Address "Edison, New York"

From the Laboratory  
of  
Thomas A. Edison,  
Orange, N.J.

December 22, 1927.

Mr. Alfred E. Burton,  
c/o American Merchant Marine Library Association,  
67 Wall Street,  
New York City.

My dear Mr. Burton:

I regret that it does not seem possible to have any satisfactory word about the proposed Edison Dormitory in time for the January 7th Banquet. It would be very unwise, it seems to me, to mention the reason for your visits to me, as a false impression might inadvertently be given.

As a matter of fact, the matter is a very delicate one from my standpoint. I am torn by mixed emotions - a very real desire to help M. I. T. versus the knowledge that Mr. Edison would skin me alive if he knew I was doing anything in this particular connection. There are other considerations that prevent me from getting very far very fast. I honestly feel that someone else, not so hampered, should undertake the job. I have made several stabs at it and there is still one possibility that has not yet been heard from. If this possibility falls down, I can't go any further. However, it is positive that nothing I am doing would be consummated by January 7th.

Sorry.

Faithfully,

Charles Edison

CE:AH.

9  
3  
December 3, 1927

Dr. S. W. Stratton, President,  
Massachusetts Institute of Technology,  
Cambridge, Mass.

Dear Dr. Stratton:-

We, in the Pittsburgh Club, are somewhat concerned over the recent developments in connection with the new dormitories at the Institute.

Last year Dean Burton came to Pittsburgh as a representative of the Institute and publicly announced to the Club that, while new dormitories were being contemplated, no subscriptions from the Alumni were to be requested nor was there to be any drive for money. He left the idea with us that an attempt was to be made to obtain money in large blocks from wealthy men who could and would donate such money. He stated that it might be entirely possible that here in Pittsburgh such men, even though not connected with the Institute, might be sufficiently interested to make such subscriptions.

With such an announcement as this the men in this area have the idea that no money is to be donated by them. However, recently there has been much talk brought back from the Institute with respect to a general drive for money and ~~the money~~<sup>money</sup> men in this district have received letters from the Alumni Association and from their class secretaries asking for donations. I heard recently that a Pennsylvania Building is being contemplated and it was expected that the Pittsburgh area would donate \$ 100,000.00 to such a building. This is rather unofficial, but a remark of this nature has come to my ears.

You can see from this set-up that our men have certain ideas which conflict with what is going on at the present time and I would suggest that, if there is any change in the procedure from that stated to us by Dean Burton last year, an official representative of the Institute be sent to Pittsburgh to our monthly meeting on January 9th so that he can inform us of the present status of this dormitory proposition.

Very truly yours,

*G. W. Ousler*  
G. W. Ousler, President  
M.I.T. Club of Western Penna.



2832 Shady Ave  
Pittsburgh Pa

1434

December 13, 1927

Mr. G. W. Ousler, President,  
M. I. T. Club of Western Pennsylvania,  
Pittsburgh, Pennsylvania

Dear Mr. Ousler:

I beg to acknowledge the receipt of your letter of December 3d in reference to the dormitory fund, which came during my absence from Cambridge. In reply I would state that we are at a loss to understand your statement concerning former Dean Burton's visit to Pittsburgh.

To go back to the origin of the latest phase of the dormitory question, I would state that about two years ago during Mr. Hayden's term of office as President of the Alumni Association, it was decided at a joint meeting of the alumni and Executive Committee of the Corporation that the question of securing funds for further dormitory construction should be taken up at once under the direction of the alumni. That body soon appointed a special committee consisting of Gorton James, Chairman, and Messrs. Henry F. Bryant, Henry A. Morss, S. C. Prescott, T. B. Booth, H. B. Richmond, and O. B. Denison; former Dean Burton was employed by the Committee to solicit subscriptions for the purpose.

The Alumni Committee decided upon a plan of procedure

Mr. G. W. Ousler - 2

which was set forth in a circular letter copy of which is enclosed.

The Executive Committee of the Corporation was asked to assist the Alumni Committee by the contribution of funds to finance the necessary expenses of their campaign, which was done.

Professor Burton has reported regularly as to the status of the fund. Enough was raised or in sight to provide for the construction of two double-stairway units now nearing completion, and it is hoped that the remainder of the group will be started next spring. Some of the funds necessary for this purpose have been secured.

It is planned in this group to have every class that has graduated from the Institute represented by a room, a suite of rooms, a floor or a complete unit, the Class of '93 having established the precedent by building the first two-stairway unit.

I would further state that since coming to the Institute I have been somewhat opposed to the canvassing of the alumni for funds, owing to the fact that they responded so generously at the time of the construction of the new buildings and the Walker Memorial. However, the plan for completing the dormitories originated with the alumni, and is, I think, an exceedingly good one.

On several occasions Professor Burton has suggested the plan of a Regional Dormitory; in fact it was brought up

Mr. G. W. Ousler - 3

when the campaign was started, but did not meet with general favor. However, we are not opposed to it at the Institute, and it has some very decided advantages. The Ohio people thought they could best handle the question in that way, but I understand that there is now some question as to whether they will proceed on this plan or the one proposed by the Committee.

I am referring your inquiry to Professor Burton with the suggestion that he take it up with you or go to Pittsburgh.

Yours sincerely,

President

Enclosures:

Circular dated June 26, 1926

Joint letter of President of the Institute and  
President of the Alumni Association, dated  
October 5, 1927

Reprint from the Technology Review, used in the  
Dormitory campaign, dated January 1927

ALUMNI ASSOCIATION OF THE  
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

H. F. BRYANT '87, CHAIRMAN  
T. B. BOOTH '95  
T. C. DESMOND '19, NEW YORK  
T. M. LOTHROP '95, CHICAGO  
H. B. RICHMOND '14, SECRETARY  
S. C. PRESCOTT '94  
O. B. DENISON '11

DORMITORY FUND COMMITTEE

A MESSAGE TO ALL FORMER STUDENTS:

We desire to lay before you a frank statement of the progress of the Dormitory Fund Campaign. The reasons that impelled the Alumni to undertake the project were, briefly, *to give the students, at minimum cost, superior opportunities for healthy living, for better work, for better recreation and for the human contacts that make a well regulated and reasonable college life.*

The move to Cambridge in 1916 necessitated living quarters for a portion of our students. Today, with an attendance again taking an upward trend, the demand for rooms is more than twice the supply. If the Institute is to continue to develop an enviable reputation for caring for the welfare of its students, as it has begun to do, it is imperative that an increase in housing facilities must be provided as soon as possible. We believe the Alumni will be glad to help in this.

To date we have received in actual cash \$239,897 and in pledges \$135,140, a total of \$375,037. As a result, four new halls (two double units) are now almost ready for occupancy, and will care for 136 men. There is immediate need for at least six more halls, which can be built at a cost of approximately \$450,000. We should, therefore, bend our energies to complete the work we have undertaken, and in order to make a definite proposition to each class as to what it might do, a quorum has been set up — as a constructive suggestion only — based in part on the performance of each class in the Endowment Fund Campaign. The Committee cannot determine whether these quota are too high or too low, but it is felt by the Committee that a definite suggested objective is more helpful to those loyal Class Secretaries and Chairmen who are giving their time and energy to this project than the more indefinite instruction to "get all you can."

The feeling of the Institute authorities is voiced in the following letter recently received by the Committee from the President:

*To the Alumni Dormitory Fund Committee:*

I heartily approve of the statement as to the necessity for dormitories in the promotion of student welfare, as stated in your message to Former Students. Knowledge of human relationships may be quite as important to success as professional accuracy. Hence I believe the dormitory and fraternity life of our men is playing a significant part in their real training for professional leadership, and I look upon the efforts of the Alumni to increase our dormitory facilities not only with the highest favor, but with personal appreciation for their cooperation in this important service to Technology.

With gratitude and best wishes for your loyal undertaking, I am,  
Very sincerely yours,

S. W. STRATTON, *President.*

We are deeply grateful to those who have already generously given to this cause, nor does this letter imply any doubt as to the spirit of loyalty of those who have not yet responded. What is now needed is action and your prompt response. If you will "do your bit," as we said in war time, and do it at once, the dormitories will be in use before 1928 is over. Your help is needed *now.*

Sincerely yours,

DORMITORY FUND COMMITTEE.

*Pledges and contributions payable to Massachusetts Institute of Technology should be sent to Dormitory Fund Committee, Massachusetts Institute of Technology, Cambridge, Mass.*

MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
CAMBRIDGE, MASSACHUSETTS

## DORMITORIES



FLOOR PLANS AND SCHEDULE OF PRICES  
EFFECTIVE MARCH 1, 1928

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# Massachusetts Institute of Technology Dormitories

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## General Information

### 1. Buildings and Location

The Institute Dormitories are located on the east side of the Institute property near the Walker Memorial and the President's house.

The first group erected in 1917 consists of six halls, and is four stories high, except in the case of Runkle, which has rooms on six floors. The unit has accommodations for two hundred fifteen men.

These halls are named Ware, Atkinson, Runkle, Holman, Nichols and Crafts, all professors at the Institute in its earlier years.

The first section of a second group of Institute Dormitories was built in 1924, made possible by the gift of \$100,000 from the Class of '93 at its thirtieth reunion. This hall, named Ninety-Three, has accommodations for eighty men, and is five stories high. Adjoining it, four other halls have been built this past year (1927) with accommodations for one hundred thirty-six men. One of these halls has been named for the Class of 1901.

### 2. Rooms

In general the rooms on the first floors of the first group are single rooms. Practically all of the rooms in the new group are single. Otherwise occupancy is generally arranged for two or three men.

Many of the suites consist of a study, a dressing room and either a double or two single sleeping rooms. A limited number in Ware and Crafts have fireplaces. All of the rooms in the new group and sixty per cent of the others have lavatories. Adequate toilets and showers are located on every floor in each hall. (See floor plans.)

### 3. Equipment

The Institute equips the rooms as follows:

**Single Rooms:** Iron bed or cot, mattress and cover, pillow, couch cover, all linen and blankets, chiffonier, desk and chair, study chair, bookcase, desk lamp, sash curtains and wastebasket.

**Suites:** As above for each man, also wardrobes (single rooms have closets) and study tables.

### 4. Application for Rooms

Application for rooms in the Dormitories should be filed on forms provided for the purpose at the Bursar's Office before March 1, except for entering Freshmen, who are given until July 1. A number of single rooms are reserved for these men. Applications for double or triple suites must bear the signatures of the two or three men who desire to occupy them.

Applications will not be accepted unless accompanied by a deposit of \$5, which amount will be applied toward payment for the first term. This deposit will be refunded only to students who are unable to attend the Institute, and only upon notice filed with the Dormitory Board before September 1.

### 5. Rentals and Payments

The rentals of the single rooms and suites vary according to space, floor, exposure and lavatory installation.

In addition to the rental of the space, students should observe that prices include: Heat, light, continuous hot and cold water, janitor and chamber service, soap and towel supply and laundry service for all bedding.

Rentals for the Institute year will be made by lease, bearing signatures of applicants, also of parents or guardians, and payments will be regularly due *without notice* — **one-half before the beginning of the First Term (about the end of September) and one-half before the beginning of the Second Term (about February 1).** *No bills will be sent.*

Payments for rooms occupied during the summer term are due for each four weeks of occupancy in advance (ask for special summer price list).

### 6. Occupancy

Rooms leased for the Institute year may be occupied from the Monday before the opening of the fall term until the Saturday after Commencement, about thirty-eight weeks. During the summer term rooms are rented by the week.

*A student will not be permitted to sublet or transfer his room or his share in a room without the consent of the Dormitory Board.*

## 7. Allotment of Rooms

As far as possible the assignment of rooms by the Dormitory Board will be in order of application, but the Board reserves the right to reject any application for sufficient reason.

Notices will be sent as soon after March 1 as possible to successful applicants, and signed leases must be in the hands of the Bursar, Room 10-180, before May 1, otherwise the rooms will be reassigned. (In the case of entering Freshmen, the dates are July 1 and September 1.)

## 8. Government

While the government of the Dormitories is carried on under the superintendence of the President of the Institute, through the Dormitory Board, it is the desire to place as far as possible the whole question of discipline, maintenance of good order and right living, in the hands of the student occupants themselves. The Dormitory Board is responsible for the sanitation and janitor service and general regulations as to the allotment of rooms and the enforcement of the terms of the lease (*an extract from which is printed on page 8 of this circular*) and will make an inspection of the rooms from time to time in these interests. The student members of each hall elect a Student Dormitory Committee, which is charged with the maintenance of order and the enforcement of necessary house rules, under a Constitution and By-laws approved by the Institute Committee — the student governing body at the Institute. The Student Dormitory Committee also supervise all Dormitory Activities, athletic and otherwise, and assess each student occupant the sum of \$2.50, payable with the First Term rental each year at the Bursar's Office.

In the event of a failure of student government to maintain order and right living the Dormitory Board exercises its authority.

Each occupant of a room will be provided with a copy of the Constitution and By-laws of the Dormitory Committee.

## 9. General Information

*Withdrawals:* In the event of a student withdrawing from the Institute, the Dormitory Board will endeavor to reassign the room vacated, provided proper notice is given.

*Keys:* Key cards, obtainable at the Bursar's Office, may be exchanged at the office of the Superintendent of the Dormitories, for individual room keys. A deposit of \$1.00 is required.

*Mail and Express:* Packages and mail matter should be addressed to the students, Massachusetts Institute of Technology Dormitories, Ames Street and Charles River Road, Cambridge, Mass. Individual lock boxes are provided at the Superintendent's Office.

*Telephone Service:* Telephone pay-stations are located on the first floor of all halls. Persons calling the Dormitory from outside should give the number — University 7077. An intercommunicating telephone service, reaching each room, enables the Superintendent's Office to easily call any occupant. Private telephone service may be arranged for by communicating directly with the Commercial Department of the New England Telephone and Telegraph Company at Cambridge.

*Storage:* Ample facilities for the storage of trunks, luggage, etc., are provided in the basement of the Dormitory without charge. Trunks are not permitted in the rooms.

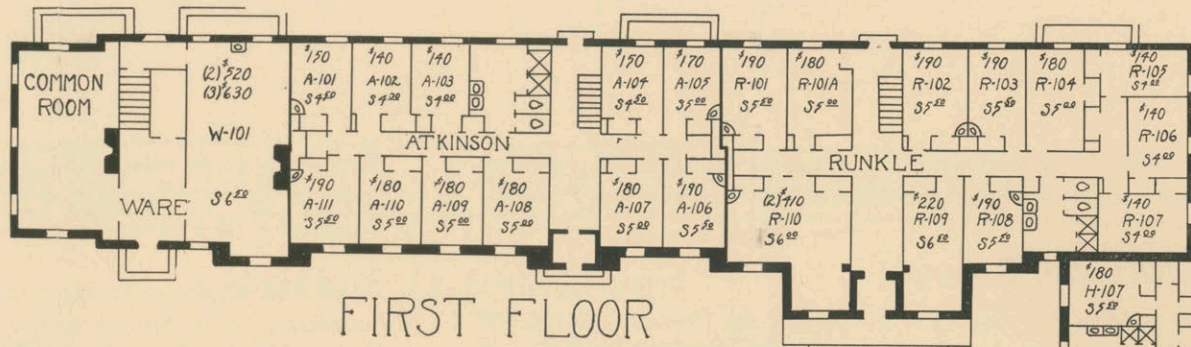
*Building Service:* The buildings are of concrete construction, with brick and stone facing, and are as near fireproof as possible. Power and light are furnished directly from the Institute's own power plant and the buildings are cleaned by the use of vacuum cleaners. The service is directly in charge of a Superintendent and is maintained by experienced colored porters. The Superintendent's Office is always open, and a representative of the Institute is on the premises day and night.

FOR FURTHER INFORMATION ADDRESS THE BURSAR  
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

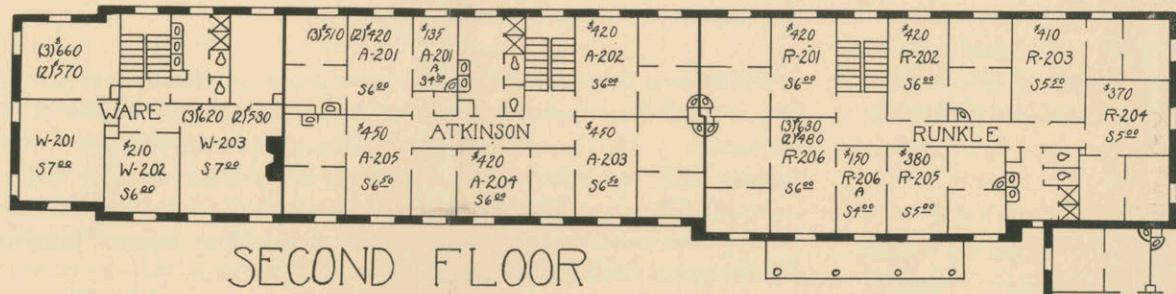
DORMITORY BOARD,

L. F. HAMILTON, *Chairman*,  
H. E. LOBDELL,  
H. S. FORD.

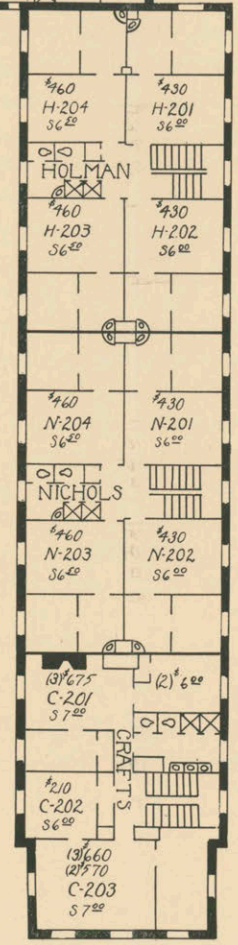
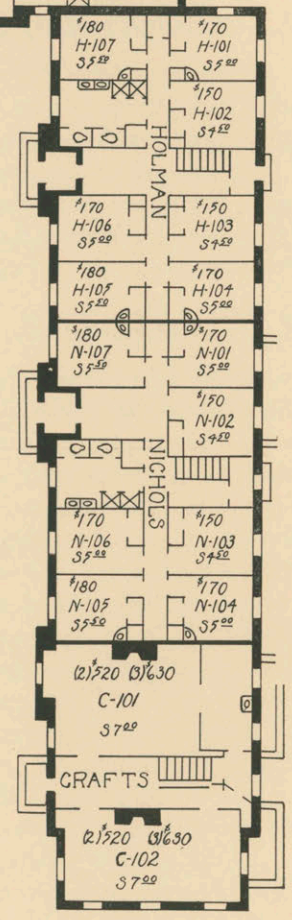
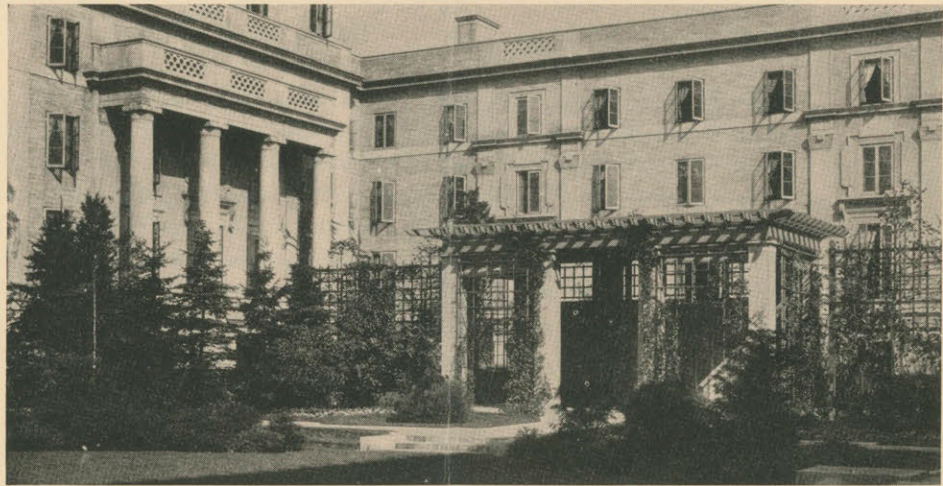
March 1, 1928.



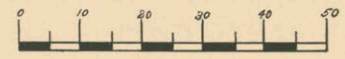
FIRST FLOOR



SECOND FLOOR

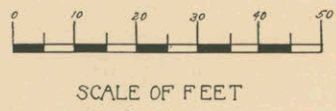
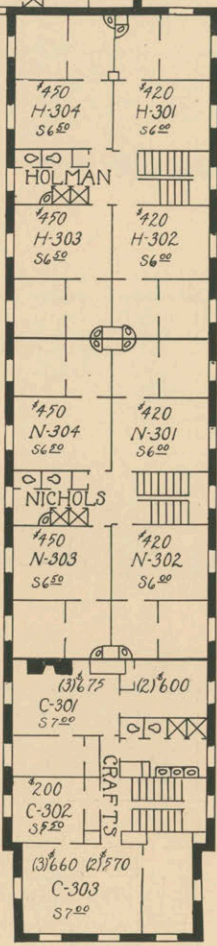
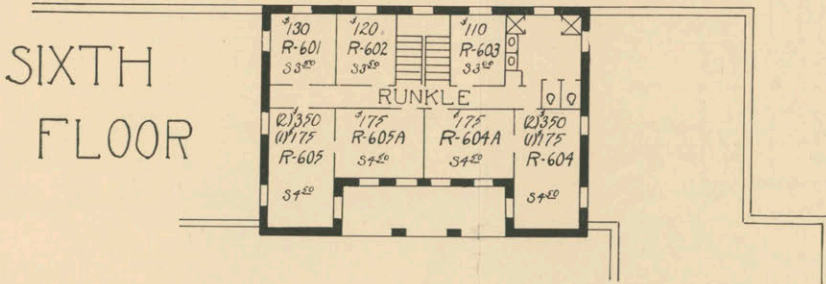
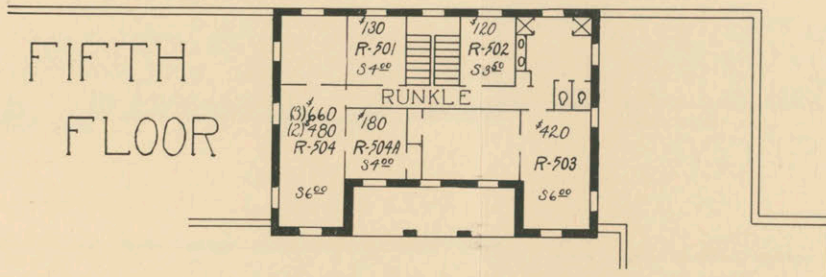
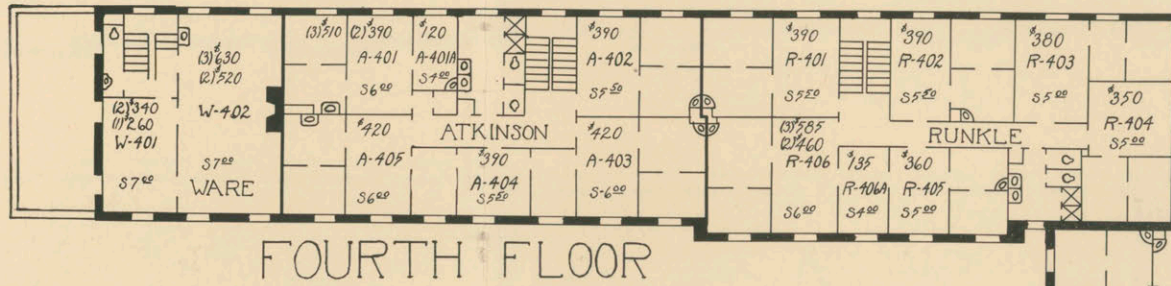
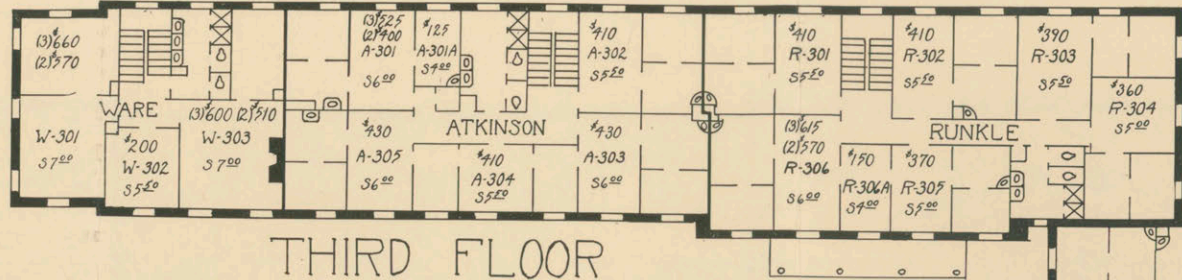


The figures above the room number are rentals for the year (38 weeks);  
below the room number the price per week during the summer session

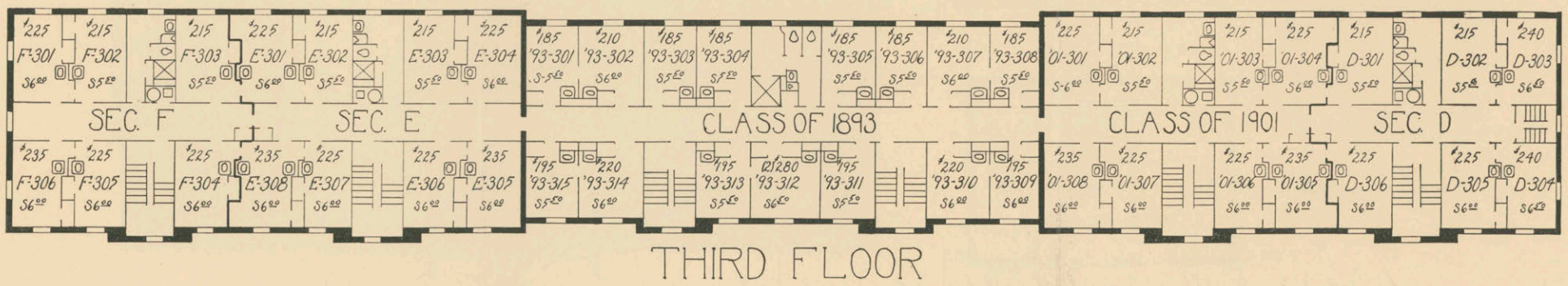
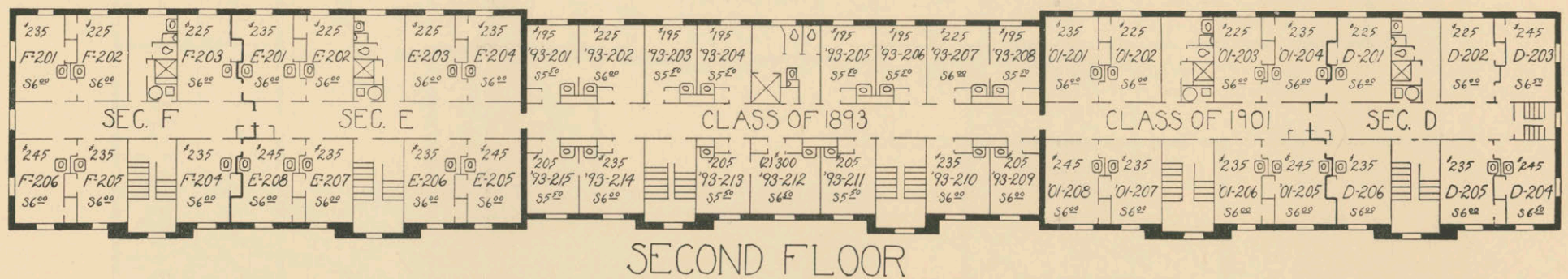
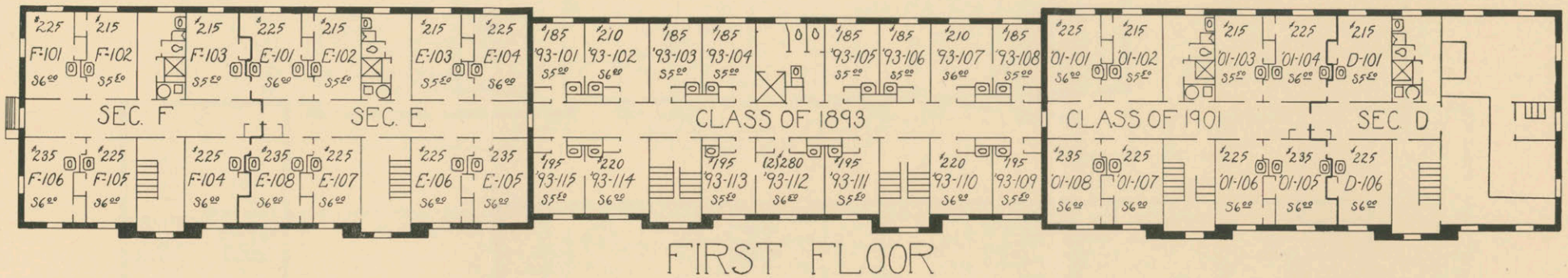


SCALE OF FEET

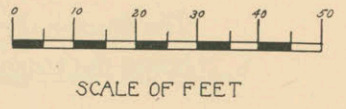


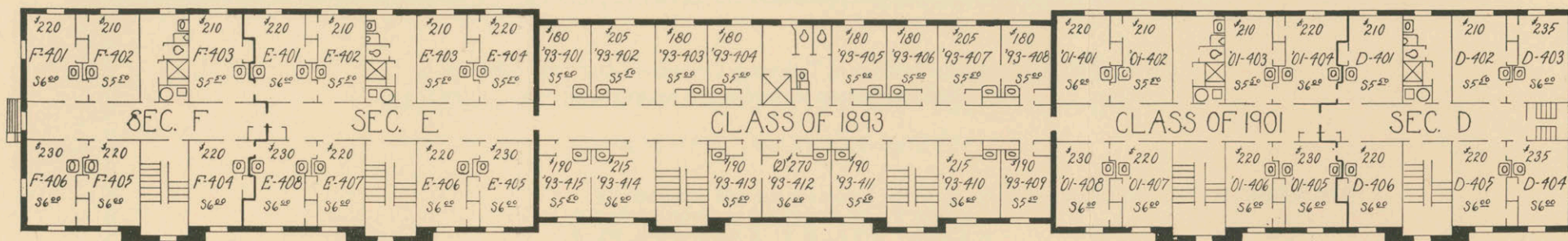


The figures above the room number are rentals for the year (38 weeks);  
below the room number the price per week during the summer session

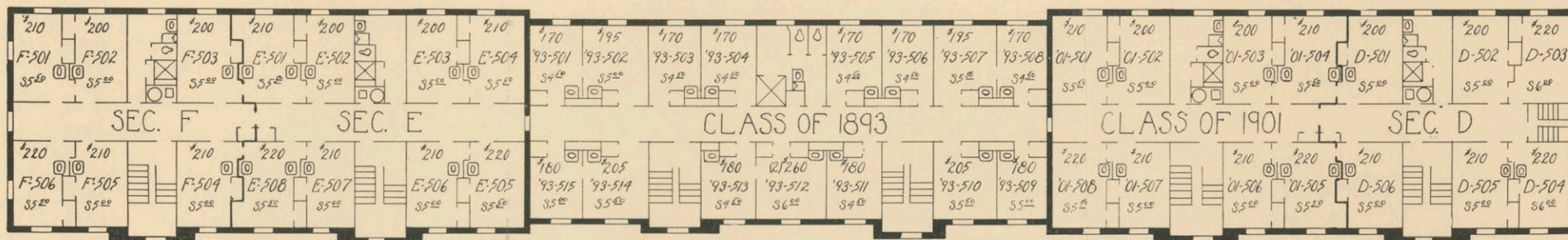


The figures above the room number are rentals for the year (38 weeks); below the room number the price per week during the summer session





FOURTH FLOOR

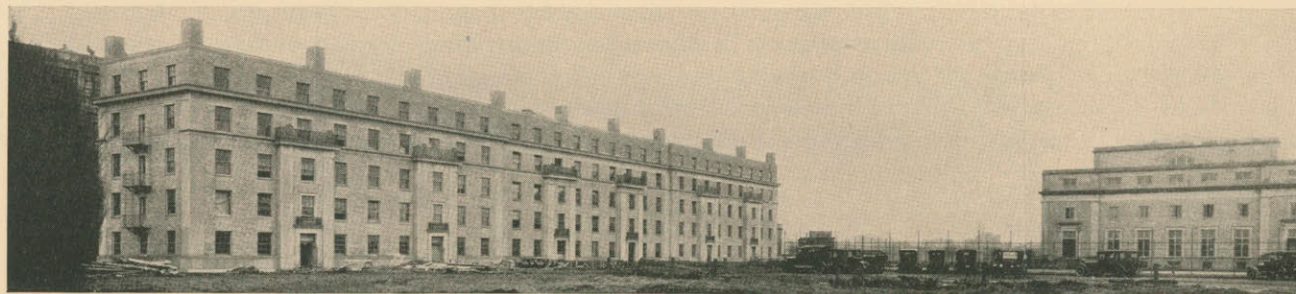


FIFTH FLOOR

The figures above the room number are rentals for the year (38 weeks); below the room number the price per week during the summer session



SCALE OF FEET



[Extract from Massachusetts Institute of Technology Dormitory Lease Form referred to in  
No. 8 Government under General Information]

WITNESSETH: That the Lessor hereby leases to the Lessee for the sole occupancy of

.....

Room No. .... in ..... to hold for the academic year of the Lessor, 192     -192     , paying therefor the sum of .....

..... Dollars in two payments: \$ ..... on ....., and \$ ..... on .....

The Lessee covenants to pay the rental at the times indicated, and to deliver up the premises to the Lessor at the expiration of this Lease in good condition: **TO OBSERVE FAITHFULLY THE REGULATIONS OF THE LESSOR FOR THE GOVERNMENT OF ITS STUDENTS** and of its buildings; and **without limiting the generality of the foregoing not to bring, manufacture, keep, sell, use or permit to be brought, manufactured, kept, sold or used on the leased premises any alcoholic liquor whatever; and not to bring, admit or permit to enter upon the leased premises any female;** nor make nor to allow to be made any noisy, unlawful or improper use of the leased premises; not to lease, underlet, **OR PERMIT OTHERS TO OCCUPY THE LEASED PREMISES,** or to make or suffer any alterations therein, except with the written permission of the Lessor; and to make good any damage done to the leased premises beyond reasonable wear and tear, including therein damage done by the breaking of glass or locks. All furniture and other property which may be on the premises shall be at the sole risk of the Lessee. The authorized representatives of the Lessor may enter the leased premises at any time for purposes of inspection, improvement, or enforcement of any regulations of the Lessor.

**PROVIDED ALWAYS** that this Lease is upon the condition that in case any occupant of the leased premises shall cease to be a student in said Institute, or in case of a breach of any of the covenants to be observed on the part of any Lessee or of those claiming under him, then the Lessor and its representatives may, while the default or neglect continues and notwithstanding any license or waiver of any prior breach of condition, without notice or demand enter upon the premises and thereby determine the estate hereby created; and may thereupon remove the Lessee and those claiming under him and their effects, without impairing in any manner the claim of the Lessor to rent for the full term of this Lease.



ALUMNI ASSOCIATION  
OF THE  
MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
CAMBRIDGE, MASSACHUSETTS

March 5, 1928.

From: S. C. Prescott,  
To : Dr. S. W. Stratton  
Re : M.I.T.

Dear Dr. Stratton:

I have made a survey of the older classes, in accordance with our recent talk, and have prepared a table which I think is rather instructive. It is evident that we cannot reasonably expect the first fourteen classes to give much more, and yet I hope each one will be represented. As you will note, the classes of '69, '72, '78 and '80 have not yet made any contributions. Probably '72 and '78 will do something, but it will not be a large sum in either case.

From the table attached it will be seen that the classes below '84 are the ones that have small groups of men from whom to seek contributions. There were many in the early days who came for shopwork alone, or for a single term in some special subject. Most of these men have dropped out of sight and have no special feeling of ownership in the Institute. Some, on the other hand, are among our warm supporters.

Before the week is over a message to all Former Students will have gone out, either through the secretaries or from the Alumni Office. We are sending with it a little pamphlet descriptive of the dormitories, so that the reader may visualize the real significance of the plan. I hope this will bring an influx of contributions.

Unfortunately, but naturally enough, the Dormitory Campaign does not stir the Alumni as did the Endowment Fund Campaign, when not only \$4,000,000

SWS - 2.

conditionally offered by Mr. Eastman, but the whole independence of the Institute was at stake. That was a test of loyalty which demanded in many instances considerable sacrifice and self-denial, the effects of which are still felt.

There is unquestionably a rather widespread belief today that the dormitories should be a good investment for the Institute. Probably there are also men who feel that the Executive Committee of the Alumni Association, which sponsored the Dormitory project, exceeded its authority in committing the Alumni to the extent of several hundred thousand dollars.

We have now obtained in cash and pledges nearly \$400,000. We are asking for approximately as much more. I believe we can get a portion of this, perhaps all of it, by hard work, but I should not like to do this at the cost of estranging Alumni interest in future projects to which they should be asked to contribute.

You intimated that you would ask the Corporation to help especially these early classes so that they may be fittingly represented. The more I think about the Dormitory project as a whole, the more I feel that some special "bait" by the Corporation just at this time might supply the incentive for a quicker and larger response in the whole Alumni body.

It now seems to me that if the Corporation would be willing to vote to put in from its own funds, say dollar for dollar, <sup>up to, say, \$250,000</sup> for the remainder of the campaign, after March 20th, the success of the project would be assured and the building could proceed at once.

This would mean practically that in an \$800,000 investment, the cost to the Institute would be \$200,000. If the dormitories net 3-4%, the Institute would get 12-15% on its own stake in the investment.

If we could follow up our present message with another immediately after the Corporation meeting, stating that the Corporation would match all new sub-

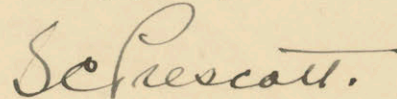
[3/5/23]

SWS - 3.

scriptions dollar for dollar, I think we should get an immediate reaction.

I am offering this merely as what seems to me a practical suggestion, realizing that it may not have your approval. I hope, however, that I may not be forfeiting your confidence in doing so. Of course I shall willingly work on to the end, whatever the line of action may be.

Sincerely yours,

A handwritten signature in cursive script that reads "S. C. Prescott." The signature is written in dark ink and is positioned below the typed name.

S. C. Prescott.

[3/5/28]

Statistics of the first 18 Classes with Reference to the  
Dormitory Fund Campaign.

Class	Total No. of men of known address	Graduates	Class quatum	Contribution
68	6	1	\$ 2500	\$ 2500 ✓
69	7	2	100	-- ?
70	13	1	500	25
71	15	4	15000	10000 ✓
72	10	2	2500	-- ?
73	23	4	4500	3600 ✓
74	23	3	1500	1135 ?
75	34	4	3500	2595 ✓
76	37	15	5000	3100 ✓
77	52	15	3500	2700 ✓
78	25	8	1000	-- OK
79	49	12	500	25 ?
80	35	2	500	-- ?
81	51	14	3500	200
82	46	13	5000	1025
83	43	12	5000	-- ?
84	65	26	5000	1010
85	92	26	15000 OK	-- ?



For his information  
For comment  
For reply direct  
For preparation of reply for  
President's signature  
Further reference to

# HOUSING COMPANY

ENGINEERING AND CONSTRUCTION

40 CENTRAL STREET  
BOSTON, MASSACHUSETTS

June 26, 1928

*President*  
Dr. S. W. Stratton, President  
and  
Mr. Everett Morss, Treasurer  
Massachusetts Institute of Technology  
Cambridge, Massachusetts

Dear Sirs: Dormitories

We propose to erect two dormitory units complete except for painting, indicated on the enclosed plan ~~No.~~ No. 522-2, dated 5/16/28 as "Units Nos. 5 and 6", of substantially the same specifications as Units Nos. 1 and 3 erected by us in 1927, with the following additions:

1. Limestone on the West elevation (facing the main educational buildings) as indicated on drawing by H. J. Carlson, entitled "M.I.T. Dormitory", dated December 16, 1928.
2. Plumbing, Heating and Vacuum-cleaning services within the building, similar to those used in the '93 Dormitory, of sufficient size to care for units 4,5,6 and 7 when built.
3. Tile floors in entrance hall.
4. Glazed structural tile in stair halls and five foot high dado in corridors.

for the sum of Three Hundred Twenty Thousand Two Hundred Fifty (\$320,250.00) Dollars.

If only one unit is erected this year, our price will be One Hundred Eighty-one Thousand Six Hundred Fifty (\$181,650.00) Dollars.

Both of these figures are based upon the increased labor prices which may be put into effect shortly. However, if these advances do not become effective, or are only effective during a part of the time these buildings may be under construction, an allowance will be made to the Institute up to \$14,000 from the figure \$320,250 in case two units are

Dr. S.W.Stratton  
and  
Dr. Everett Morss

-2-

June 26, 1928

built at this time, or \$8,000 from the figure \$181,650 in case one unit is built, as the effect of the changed labor rates may appear.

The above proposal is firm through July 10, 1928; thereafter, it is subject to changes in prices of materials.

This proposal covers our services for the preparation of plans and specifications, but does not include any architectural fees of Henry J. Carlson.

Trusting that the above proposal will prove interesting to you, and that we may be favored with the work, we are,

Very truly yours,

HOUSING COMPANY

by A. F. Bonis  
President.

## HEATING

The proposed Dormitories contain 38000 sq. ft. wall area and 8200 sq. ft. glass and doors.

In zero weather the heat losses through radiation will be in round numbers 1,640,000 B. T. U. per hour.

Allowing 3600 cu. ft. of fresh air per hour, heat required to heat air in addition to the above is 910,000 B. T. U. Total B. T. U. required for Dormitories for 0---70 degrees conditions 2,650,000 B. T. U. per hour.

The above is based on 12" brick walls with cement and tar and gravel roof.

Heat radiated per square foot of radiation 270 B. T. U. per hour. Number of square feet of radiation required 9775 ft.

Using coal of 14,600 B. T. U. per lb. and allowing that 9000 B. T. U. thereof are available at the radiators, 7130 lbs. per day will be required in zero weather.

The average temperature for the 8 months of the school year (October to May inclusive) has been for the last 44 years 40 degrees (to be exact 40.1 degrees), and while calculations as to size of pipes and radiators should be based on 0 to 70 degrees, our actual coal consumption should be based on 40 to 70 degrees, or 30 degrees difference in temperature.

The Dormitories under such conditions will require 722,000 B. T. U. for radiating losses and 390,000 for heating changes of air, or a total of 1,112,000 B. T. U. per hour.

The co-efficients of .315 for the wall surface, 1.215 for glass and doors, and .145 for roof were used in the above calculations.

Allowing that a pound of coal will deliver 9000 B. T. U. to the radiators, 124 lbs. per hour will be needed.

There are 5822 hours in the 8 calendar months of the school year. Total coal required for Dormitories per year 360 tons.

The above is based on keeping every part of the Dormitories at 70 degrees at all times during the year, and that there is no exhaust steam used.

As it is desirable to keep some of the rooms lower than 70 degrees, especially sleeping quarters, and as there will be exhaust steam available, a considerable part of the year, it is my opinion that the actual amount of coal burned on behalf of the Dormitories will not exceed 300 tons per year costing \$1350.00.

Assuming that 10,000 tons (to my mind a large figure) are required for heating and that 60% of all power house labor is employed directly or indirectly in the generation of steam, the cost of burning 300 tons of coal will be \$180.00.

Boiler plant tunnel and equipment \$180,000

Chargeable to Dormitories

$\frac{300}{10000}$  tons = 3% 5,400

Interest, depreciation, and upkeep 10% \$540

It seems unfair to charge overheads on the whole cost of tunnel connecting Building 14 with the Dormitories, as this tunnel in the future will serve the gymnasium, Walker Memorial, and other dormitories as well. It seems fair to allow 1/3 of \$15,000 as an apportionate amount \$5000.

Interest, depreciation, and upkeep 8% \$400

#### LIGHTING

The figures as given by Stone & Webster show 1 watt per sq. ft. This would allow a 10'x10' room 100 watt, ordinarily such a room would not have more than 1-40 watt or 2-25 watt lamps. I think 3/4 watt per foot is ample.

The total estimated amount of current per year is given by Stone & Webster as 50,000.

The cost per K. W. H. should not exceed 2 $\frac{1}{2}$ ¢ divided as follows: 1¢ for generating cost at switch board, 1 $\frac{1}{2}$ ¢ for overhead and distribution.

Lighting cost for Dormitories per year \$1250

#3

To charge the Dormitories with 40 K. W. connected load is unfair. The Power Plant has 1550 K. W. capacity it is true, but our connected load will be at least twice that. If each piece of connected load were charge that way, the Plant cost would be charged twice.

House lighting fixtures should not be charged to Power Plant, the Plant charge should end at the meter or transformer in basement of Dormitories.

OUTLINE SPECIFICATIONS

for

TWO DORMITORY UNITS

to be built for

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge, Mass.

Housing Company  
Engineers and Constructors  
40 Central St.  
Boston, Mass.

1. Foundations - Wood Piles
2. Basement Wall - Concrete, 16" thick
3. Basement Floor - Concrete, 6" thick
4. Superstructure - Reinforced Concrete girders and interior columns.  
12" brick exterior walls, load bearing. One-way reinforced concrete floors with gypsum tile fillers.
5. Exterior - Granite base course, Limestone trim, Sayre & Fisher No. 68 Face Brick
6. Roof - 4-ply Barrett Specification, pitched for drainage
7. Insulation - 1" X-L-O furring on all exterior walls, anchored to brickwork  
1" X-L-O furring on under side of roof
8. Interior Partitions - Stair tower and toilets - 4" Terra Cotta tile  
Corridor and rooms - 4" Beamy-Slab  
Water closet and shower - Rustproof metal
9. Stairs - Reinforced Concrete Main Stairs  
Steel circular fire escape at corridor ends
10. Plaster - Rooms and corridors - Gypsum, with burlap finish  
Lavatory niches, toilets above tile wainscote,  
janitor's closet - Keene's Cement smooth finish
11. Tiling - Toilet floor and walls, shower walls - Glazed ceramic tile  
Shower floors - Alundum non-slip tile
12. Windows - 1 $\frac{3}{4}$ " white pine sash - double hung.  
Double A glass  
Metal weather strips  
Interior stairway windows - metal and wire glass
13. Doors - Exterior, 2 $\frac{1}{2}$ " Oak, with bronze grill and bronze saddle  
Stair Hall - Kalomein  
Water Closet and Shower - Rustproof metal  
Room - 1 $\frac{3}{4}$ " - Two panel fir, solid stiles and rails, with steel uprights at jambs extending from and anchored at floor and ceiling, with space over door filled with fixed panel. No thresholds, but with weather strip at bottom of door.  
Closet and Communicating - 1 3/8" - Two panel fir, solid stiles and rails  
Communicating Doors between units - Solid fire doors

14. Inside Trim - Base - 2 member, N.C. pine  
Chair rail - 1 member, N.C. pine  
Combined Plate Rail and Picture Mold - 4 member, N.C. pine  
Door and Window Trim, - plain, mitered and ring-locked  
Window Stool - Oak  
Closet Fittings - Shelf, shelf cleat, pole, hook  
strip for back of door, shoe rack
15. Finished Floors - Rooms, corridors, stair landings and treads - Duraflex
16. Ornamental Iron - Balcony railings - Iron  
Stair railings - Iron  
Ent. door grills - Bronze
17. Plumbing - Lavatories (every room and toilet) - Vitreous china with integral back and concealed wall hangers  
Nickle-plated brass, renewable seat, lever handle, self-closing faucets ("Chicago")  
Plug and chain, brazed connections  
Wheel-handle stops  
Separate Traps  
  
Water Closets - Siphon jet, with Sloan flush valves.  
Black Whale-bone-ite open seats, no cover  
  
Urinals - Vitreous china, stall type, with Sloan flush valves  
  
Showers - Nickle-plated shower head, with "Quatern" renewable seat valves  
  
Supply Piping - Alpha Brass, Iron size and weight. Hot water circulated
18. Heating - Wall Radiators under windows, "Webster" modulating valves and traps  
Risers concealed in closets, with horizontal runs to radiators
19. Pipe Covering - All steam mains, risers, and returns, and all hot water mains, 3-ply air cell
20. Ventilators - for showers, with non-mechanical head
21. Laundry Chute - 24" dia., aluminum, with flushing ring and drain.
22. Wiring - Rigid conduit, with telephone outlet in each room.  
Each room, - center ceiling light, switched; lavatory ceiling light with pull socket; two duplex convenience outlets  
Corridors, toilets and showers, - ceiling lights, switched



23. Hardware - Room doors - Yale cylinder locks, with individual, janitor, and grand master keys. Wrought iron butts. Yale door checks.

Closet doors - Yale cylinder locks, keyed like room door. Wrought butts.

Communicating doors - Bolt with separate throws from each side

Outside doors - Bronze butts, cylinder lock-set for room, janitor and grand master keys. Yale door check.

Toilet room doors - Bronze butts, Yale door check, bronze handle and push plate

Stair Hall doors - Bronze butts, Yale door checks, bronze handle and push plates. Bronze rods over glass.

Closet hooks - 6 each, cast bronze.

Fire doors connecting units - Standard fire door bar and latch equipment

24. Painting - To be done by Institute men.

WILLIAM H. BOVEY  
MINNEAPOLIS

April 29, 1930

Mr. Geo. L. Gilmore,  
Lexington, Mass.

My dear George:

In accordance with my agreement with you I have secured data from the Carleton College in regard to the way their dormitories are handled, and I am enclosing a financial statement of the Carleton Corporation, which I believe will give you all the information in regard to how this matter is handled at this little college at Northfield, Minnesota.

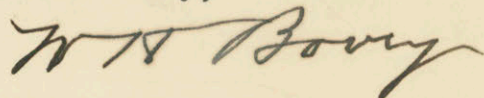
There is, no doubt, a great deal in this report that you will not be interested in, but I think it will tell you fully the plan that they have adopted for handling all of their income producing properties. As you will see by this statement they put all such properties in the hands of a corporation operated "not for profit." In some cases they have placed mortgages on the property to build the dormitories and they have also borrowed from the college endowment fund. They have been able to make these properties self supporting, including interest on the borrowed capital and a reasonable amount of depreciation, and have also put something in the sinking fund.

Unless my plans miscarry I will be in Boston for the big Reunion the early part of June and will also attend the Corporation Meeting, and I hope to have a visit with you.

If you see Conant, Kimball, or any of my friends from Ojai, kindly give them my best regards.

With kindest regards to Mrs. Gilmore and yourself, I am

Yours truly,



HOW MUCH MONEY DOES A COLLEGE NEED? \*

The answer to this question depends upon several assumptions. I shall take it for granted that we have in mind a four year college of liberal arts that shall represent, without extravagance, all the essential features of a good college.

I shall assume further that it is a college of limited enrollment. I do not believe that any number can be fixed as representing the ideal size of a college. Its effectiveness is more dependent upon certain internal relationships, for example, the ratio of teachers to students, than upon the number enrolled. If a college can secure the funds to maintain these internal relationships in accordance with high standards, I do not see why a college of 1200, for example, cannot be quite as effective as an institution of 200 or 400. In the present study I am selecting a moderate size college of 1000 students.

There are certain objective features of a good college that are not difficult to recognize, and that are sure marks as to whether or not a college is offering its

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\* This statement is based on "An Analysis of the Financial Needs of a College of Liberal Arts for One Thousand Students" published in the Association of American Colleges Bulletin February, 1927.

students first-rate opportunities. For example, a college should have an average of at least one teacher for every twelve students. This will make possible a moderate teaching load for every instructor, giving him time to become personally acquainted with his students and enabling him to keep his own intellectual life fresh and vigorous by scholarly achievements on his own account. This ratio will also make possible limiting the size of classes in each department to such numbers as experience and scientific studies indicate as most effective.

The faculty should be composed of a reasonable proportion of mature and experienced teachers. At least 40% of the teaching staff should be full professors. The amount spent for salaries for teaching and educational administration should be at least two-thirds of the entire current budget. These and similar provisions require an expenditure of considerably more than \$500 a year for each student for strictly educational current expenses.

The following table indicates the main items of expense, on the basis of these standards, necessary to provide reasonably satisfactory college opportunities for 1000 students.

TABLE OF EXPENSE

Salaries: \*

For Instruction

Professors

29 at \$5,000 . . . . . \$145,000.00

Visiting Professors

to take the place of  
those on furlough\*\*

4 at \$5,000 . . . . . 20,000.00

Associate Professors

17 at \$3,500 . . . . . 59,500.00

Assistant Professors

17 at \$2,800 . . . . . 47,600.00

Instructors

17 at \$2,000 . . . . . 34,000.00

Assistants . . . . . 2,500.00

\$308,600.00

For Library . . . . . 18,000.00

For Administration . . . . . 40,000.00

Total for Salaries . . . . . \$366,600.00

5% allowance for Pensions . . . . . 18,330.00

Reserved for teachers on furlough

(1/12 of total salaries of

active full professors) . . . . . 12,085.33

\$397,015.33

Supplies and Expenses:

Departmental . . . . . \$20,000.00

Library . . . . . 2,000.00

Administration . . . . . 15,000.00 37,000.00

Operation and Maintenance of Plant:

Wages . . . . . \$20,000.00

Heat, light, power and water . . 48,000.00

Insurance . . . . . 8,000.00

Campus Upkeep . . . . . 2,000.00

Repairs and Supplies . . . . . 22,000.00 100,000.00

General Expenses:

Religious services, Commencement, etc. . . . . 6,000.00

Total Educational Expense . . . . . \$540,013.33

\*The average salaries here proposed will make possible a scale of salaries running from \$4,200 to \$6,000 (higher in exceptional cases) for full professors, \$3,200 to \$4,000 for associate professors, \$2,500 to \$3,000 for assistant professors, and \$1,800 to \$2,400 for instructors.

\*\*This item is included in the total on which the 5% for pensions is based, on the assumption that professors on furlough will receive their full pension allowance in addition to their furlough salary.

SOURCES OF INCOME

It is assumed that the income to meet this expense will come from two sources: (a) tuition from students and (b) income from endowment funds. The college will not be obliged to ask for gifts for current expense.

The proposed tuition charge of \$300 would provide an income of \$300,000 of which \$225,000 would come from cash payments by students, \$37,500 from deferred student payments, financed through student loans, \$37,500 from scholarship funds. It is assumed that financial assistance to students will be given to the extent of 25% of the entire tuition receipts and that half of this amount will be in the form of loans and the other half in outright gifts as scholarships.

The following table summarizes these items:

750 students each paying \$300 tuition in cash . .	\$225,000.00
125 students each paying \$300 tuition with money received as scholarships .. . .	37,500.00
125 students each paying \$300 tuition with money received as loans . . . . .	37,500.00
	<u>\$300,000.00</u>
Balance to be made up by income from endowment. . . . .	<u>240,013.33</u>
Total Educational Income. . . . .	\$540,013.33

To provide for this balance of \$240,013.33 needed in addition to income from tuition, scholarships, and loan funds, to meet the total educational expense of \$540,013.33, there will be required endowment funds of \$4,800,266.60 invested at 5%.

There will also be required \$750,000 endowment to provide an income of \$37,500.00 for scholarships for superior students of limited means, and an additional sum of \$187,500.00 to be used as a revolving fund for loans to students who should be encouraged to undertake the responsibility of repaying the help received. This would provide \$37,500.00 a year for student loans, averaging five years in length.

In addition to this there should be endowment to provide for annual additions to plant and permanent equipment, including books, laboratory apparatus, etc., which should be <sup>at least</sup> equal to a depreciation charge of 2% on educational buildings and 5% on equipment. This would amount to \$87,500.00 a year and would represent the income at 5% on \$1,750,000.00.

It is also proposed to provide a fund of \$100,000 as current working capital. A college frequently needs to borrow money for short periods of time to take care of some item of prepaid expense like insurance or to finance some undertaking temporarily in anticipation of expected income. This current fund of \$100,000 is intended for such purposes, and when not so needed may be invested in productive securities, the income from which would be available for current expenses. This would provide a small annual income for extra expenses not included in the budget.

These various sums represent a total of \$7,487,766.60 needed for endowment, and \$100,000.00 for an

operating current fund. Probably \$3,500,000.00 more would represent the minimum necessary for a modern educational plant for 1000 students, exclusive of dormitories, dining halls and other service properties, which may be managed on a self-supporting basis.

TABLE OF NEEDS

The following table summarizes the amounts thus needed as capital investment to provide adequate college opportunities for 1000 students:

1. Endowment Funds:

Endowment for current expenses . . . . .	\$4,800,266.61	
Endowment for annual additions to permanent equipment . . . . .	1,750,000.00	
Endowment for scholarships . . . . .	750,000.00	
Revolving Fund for Student Loans	<u>187,500.00</u>	\$7,487,766.60

2. Plant:

Campus, Athletic Fields, Grading, Drainage System, Etc. . . . .	250,000.00	
Educational Buildings. . . . .	2,500,000.00	
Equipment. . . . .	<u>750,000.00</u>	3,500,000.00

3. Current Fund . . . . . 100,000.00

Total Required. . . . . \$11,087,766.60

ITEMS NOT INCLUDED

It should be noted that this total of \$11,087,766.60 does not include the following important items:



- (1) College Activities. No provision is here made for deficits on such auxiliary activities as lectures, concerts, college plays, orchestra, band, inter-collegiate debating, athletics, etc.
- (2) Publicity and Alumni Bureau. Whatever expense may be involved in advertising or other methods employed to interest students in attending college or to keep the public and the alumni interested (alumni secretary, alumni magazine, etc.), will have to be provided for in addition to the budget outlined above.
- (3) Dormitories and Dining Halls. Colleges, not being institutions of public charity, are under no obligation to provide room and board for less than cost. There seems to be no good reason why the public should be asked to make gifts for this purpose. Students who are unable to pay the full cost may be helped, as individuals, through scholarships and loan funds.

It is here assumed that all dormitories, dining halls, and other service properties, such as faculty houses, college farm, book store, laundry, etc., can be managed in a way to produce a satisfactory rate of interest on the entire sum invested in them and in addition a proportionate amount to be set aside each year to pay off the money borrowed within reasonable time. It is not expected that these service properties will be a source of commercial profits, nor that there will be any

surplus available for any other purpose. It is proposed merely to make these properties self-supporting, including financing the investment.

- (4) College Hospital and Health Service. This service should be organized on the same plan used for dormitories. A separate fee should be charged to make it self-supporting, including interest and paying off the investment.
- (5) Research Work. The expense of a limited amount of research work which can be carried on in connection with the regular work of a department may properly be charged to "Departmental Expense" but no provision is here made for any important pieces of separate research work or related enterprises which are nevertheless highly important if the atmosphere of a college is to be kept saturated with the scholarly spirit and its teaching kept fresh and effective.

#### COST PER STUDENT

In the foregoing budget it is assumed that the average enrollment for the two semesters will be the equivalent of 1000 full-time students. Dividing the total of \$540,013.33 by 1000 shows a proposed annual expenditure of \$540.00 per student which represents only the current expenses for the distinctly educational work of the college for a given year. It is assumed that students will pay a tuition charge of \$300, or about

55.5 per cent of the cost. Deducting the total per student payment (\$300) from the total per student cost (\$540) leaves a balance of \$240.00 per student as the proposed net annual cash cost to the college for the current educational opportunities provided.

To this should be added \$87.50 per student for annual depreciation on the educational plant, and \$210.00 per student representing 6 per cent. interest on the funds (\$3,500,000) invested in grounds and educational buildings and equipment. Adding these two items for depreciation and interest to the net current cash cost of \$240.00 per student, makes a total annual cost to the college of \$537.50 for each student over and above what the student pays.

In addition to the above, it is proposed to spend \$37,500.00 a year in assisting a limited number of students with special scholarships and to offer further assistance in the form of loans amounting to \$37,500.00 a year.

From the foregoing analysis, it will be evident that teachers, <sup>students,</sup> and the public must all co-operate if good college opportunities are to be provided at moderate rates. Even under the most favorable circumstances, teachers' salaries cannot be made as generous as those that men of equal ability can earn in most of the other professions. The public must be prepared to provide the entire physical

plant, including buildings and equipment, without cost to the student, and it must provide through endowments or current gifts a large part (44.5 per cent proposed above) of the actual money spent for current educational purposes. It must also provide endowment funds for scholarships and revolving funds for student loans. With this help, it is not unreasonable to expect that the student, or his parents for him, should bear the rest of the cost.

The student who receives no special help would thus be expected to pay the tuition of \$300.00, representing only about one-third of the actual cost of his education, plus his board and room, the charge for which should be sufficient to cover the cost. These latter items, in most standard colleges, run from \$350.00 to \$500.00. In addition to this, a student would have to provide for his personal expenses, which, disregarding extremes, would probably range from \$300.00 to \$500.00, thus making a total annual expense to the student of from \$950.00 to \$1,300.00.

A college education should be thought of primarily as an investment and not as an expense. If a student makes worthy use of the opportunities provided, the investment brings rich returns in character and capacity for service and adds to the nation's wealth its most important element - a citizen with powers developed and devoted to noble ends.