

Boston, March 4, 1912.

George Eastman,

Belmont Hotel, New York.

Will leave ten Tuesday morning due Grand Central three afternoon.

Will call on arrival at Belmont to ascertain when to meet  
you.

Maclaurin.

EASTMAN KODAK COMPANY

ROCHESTER, N. Y.

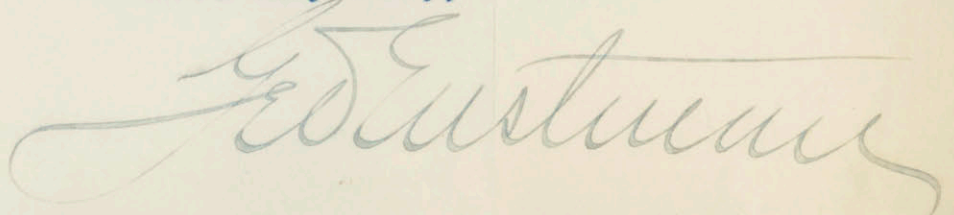
March 6th, 1912.

Dr. R. C. Maclaurin, President,  
Massachusetts Institute of Technology,  
Boston, Mass.,

Dear Dr. Maclaurin:-

In confirmation of our conversation in New York yesterday, this is to say that I am prepared to give the Institute, as a building fund, the sum of two and one-half millions of dollars; the money to be used exclusively in building suitable buildings for the Institute on the new property which has been acquired by the Institute on Massachusetts Avenue, fronting on the Charles River basin. By "buildings" I mean not only the structure but the necessary heating, lighting and plumbing, but expenditures for items outside of buildings, such as grading, roadways, drainage, water mains, conduits, and subways, and for furniture, etc., not to be included. No conditions are made as to the architecture of the buildings to be constructed but this subscription has been made after listening to your expressions as to the inappropriateness of the Institute indulging in any extravagant architectural features and the desirability of getting breadth of effect, more by the proper grouping and general design of the buildings than by elaborate details. One of the objects of this subscription is to enable the Institute to lay out and treat the undertaking as a whole, thereby possibly getting better results than if the buildings were erected at widely different dates.

Yours very truly,

A large, elegant handwritten signature in cursive script, reading "F. Eastman". The signature is written in dark ink and is positioned at the bottom right of the page, below the typed name "Yours very truly,".

EASTMAN KODAK COMPANY

ROCHESTER, N. Y.

March 6th, 1912.

Dr. R. C. Maclaurin, President,  
Massachusetts Institute of Technology,  
Boston, Mass.,

Dear Dr. Maclaurin:-

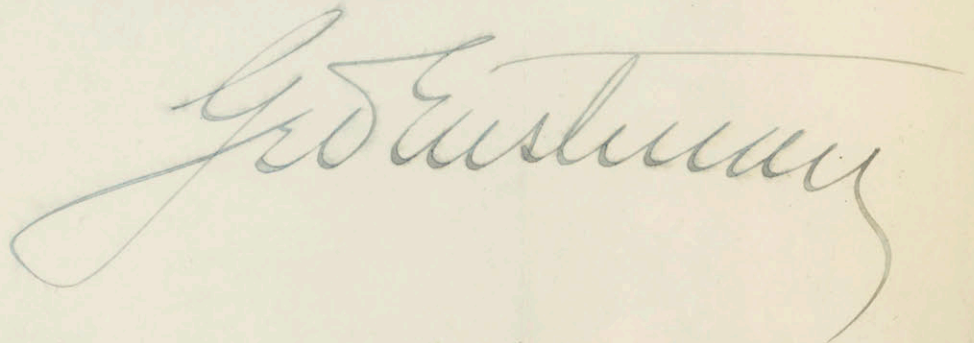
I am sending you the enclosed letter so as to justify you in altering your plan of campaign for raising money among your alumni but I should prefer not to have it made public, or my name mentioned, until I see you again.

One question I should like to ask: Would the special students which you told me about take their degree in engineering from the Institute or from the other institution?

No time has been specified for the payment of the money but it will be ready any time that it is needed.

Thanks to an energetic porter I had a whole minute to spare in catching my train last night.

Yours very truly,

A large, elegant handwritten signature in cursive script, which appears to read "G. Eastman". The signature is written in dark ink and is positioned below the typed signature line.

[3/6/12]

Dear Mr. Eastman:

At a meeting of the Executive Committee of the Corporation of the Institute held to-day, the President stated that a benefactor, who wished for the present to remain anonymous, had signified his intention of giving two and one-half million dollars to the Institute for the erection of buildings on the new site. It was voted that the President convey to the donor an expression of the Executive Committee's appreciation of his munificence, and of the substantial and enduring public good that must result therefrom.

Under such circumstances, it is difficult to give adequate expression to one's appreciation, for this is a benefaction unexampled in the history of the Institute. I know of no nobler use to which wealth could be devoted. Technical education of the highest kind must be demanded more and more urgently by the conditions of business life in the future, and throughout all the generations yet to come men trained in this New Technology must draw their inspiration therefrom, for the up-building of industry and the general advancement of the common weal. What you have offered to do will enable the Institute to go forward with

Mr. Eastman - 2.

added prestige and added enthusiasm, and it must powerfully stimulate the alumni and other friends of the Institute to rally to its support whenever in the future its needs are made known.

I have, of course, respected your request that for the present your name should be withheld. Your generous offer will naturally be referred to at the quarterly meeting of the Corporation, which takes place on Wednesday next. No name will be mentioned, but after the Corporation meeting, the fact of the benefaction having been offered will be practically public property. It may be that shrewd guesses on the part of newspaper men or others will suggest the true source, but no information on this point will come from me.

Need I add my personal thanks for the encouragement and stimulus that I obtained from the generosity that you displayed last night? It must remain a memory that will help me and my successors in office, should the Institute's sky ever look less bright than it does to-day.

Yours sincerely,

March 6, 1912.

Mr. George Eastman,  
Eastman Kodak Company,  
Rochester, New York.

[3/7/12]

Dear Mr. Eastman:

Your letter of March the sixth has just reached me, and has doubtless crossed one written by me yesterday with reference to your gift. As you will see from that letter, the matter has already been brought to the knowledge of the Executive Committee of the Corporation, although no name has been mentioned, nor any clue afforded as to the origin of the gift. This Executive Committee is a small one composed exclusively of men used to large affairs, who can doubtless be trusted to treat the whole matter as confidential. It so happens that yesterday we had intended to send out the appeal to the alumni for which the preliminary plans have been carefully laid for some months. It seemed to me necessary to give some explanation to this Committee as to why I am recommending a change in the form of the appeal. The alumni are keyed up and expect to be called upon and I think it would be greatly to the benefit of the Institute for them to be encouraged to give, even in a small way. As I indicated in our conversation, there is lots for them to do, such as the provision of proper social centers for the students, as well as dormitories, student houses, and the like. In addition to this, money will be required for the laying out of the grounds and for grading, road-ways, and

Mr. Eastman - 2.

what not, all of which the alumni would, I feel sure, gladly help to do. The Committee of the alumni that has been working over the plans of this campaign is anxious to get their circulars out as speedily as possible, and it would seem to be necessary in this circular to make reference to your gift, or at least to its general character, as many of the alumni expect from what they have been told that they will be called upon to supply the funds, or part of the funds, for the buildings. I shall, however, hold the matter back until I have an opportunity of hearing from you again, and if you so desire, I shall also refrain from any statement to the Corporation as a whole. The Corporation of the Institute is a large body of prominent men from various parts of the country which meets in Boston only four times a year, and it happens that their next meeting is on Wednesday of next week. At these meetings, members of the Corporation expect to be informed as to the general movement of affairs of the Institute, and, as they are all deeply interested in the problem of re-building, they will look for some statement from me as to what plans have been formed by the Executive Committee of the Corporation for the carrying out of our general policy. I had thought, therefore, of informing them of the facts, without any mention or indication of names, but, of course, this can also be withheld, if you so desire.

With regard to your question about the scheme of co-operation that I outlined, students in the common schools would

Mr. Eastman - 3.

get a diploma issued in the name and signed by the Presidents of both institutions, at least that is the suggestion that has been made, but the whole scheme is as yet somewhat nebulous. I mentioned it to you, because I wished to have the benefit of your judgment as to its expediency, and, of course, in view of what you have done, your opinion would have great weight. So far, no one is committed to anything definite along the lines of this cooperation.

Yours sincerely,

March 7, 1912.

Mr. George Eastman,  
Eastman Kodak Company,  
Rochester, New York.

Dictated by President Maclaurin;  
written and signed in his absence.



EASTMAN KODAK COMPANY

ROCHESTER, N. Y.

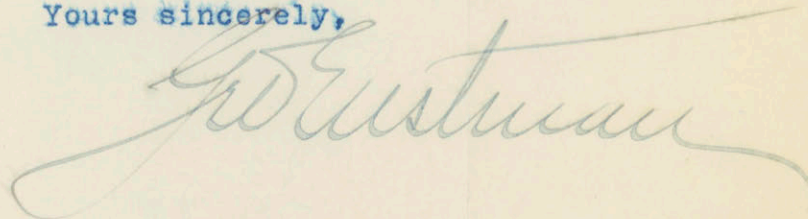
March 7th, 1912.

Dr. R. C. Maclaurin, President,  
Massachusetts Institute of Technology,  
Boston, Mass.,

Dear Dr. Maclaurin:-

This is to acknowledge receipt of your letter of yesterday. I think very likely the source of the gift will gradually filter out and all those who have any right to know will know but in the meantime much of the fuss that is made over such a gift will be avoided if the name of the donor is not announced. I presume you have received my letters of yesterday, which crossed yours in the mails.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "G. Eastman", written in dark ink. The signature is fluid and extends across the width of the page, with a long, sweeping underline.

EASTMAN KODAK COMPANY

ROCHESTER, N. Y.

March 8th, 1912.

Dr. R. C. Maclaurin, President,  
Massachusetts Institute of Technology,  
Boston, Mass.,

Dear Dr. Maclaurin:-

I am in receipt of yours of yesterday and this is to let you know that the programme you outline is quite satisfactory to me. It is the one that I expected you would follow in view of what you had written, although I am afraid I did not make it quite clear even in my letter of yesterday. What I desire to avoid as far as possible is the notoriety which oftentimes accompanies such gifts.

Yours very truly,

A handwritten signature in blue ink, appearing to read "G. Eastman", written in a cursive style with a large, sweeping initial "G".

Dear Mr. Eastman:

I have deliberately refrained from communicating with you for some time out of respect for your expressed wish to have the identity of the donor of millions to Technology kept secret "for the present". For some time after the announcement of that gift to the Corporation of the Institute, newspaper men were actively engaged in endeavors to discover the secret, and it seemed to me well to avoid any possible source of leakage. There is probably less need for caution now, and I feel that I ought not to delay longer in conveying to you the thanks of the Corporation of the Institute, and letting you know something of the enthusiasm that your munificence has aroused amongst the alumni and friends of the Institute throughout the country. The records of the last quarterly meeting of the Corporation, held in Boston on March the thirteenth, after chronicling your gift proceed as follows: "Upon motion of Mr. FitzGerald, the Corporation expressed its feelings in regard to the munificent gift of two and one-half millions dollars by rising, and later, upon motion of Mr. Winslow, it was unanimously voted that the President be requested to tender to the anonymous donor the very hearty thanks and appreciation of the Corporation for his magnificent contribution." All are agreed that this gift marks an epoch in the history of the Institute and of higher education in

Mr. Eastman - 2.

the country. It makes provision for the continuance of the work of the Institute, under conditions that should enable it to cope with the problems of the future with every hope of success. It has put new enthusiasm into all connected with Technology - teachers, students and alumni, and it has made every one of these anxious to show his appreciation of your generosity by doing whatever lies within his power to make the New Technology worthy of the best traditions of the old.

Since I saw you the Institute has exercised the options that it held on the land that is destined for its new site. We are now going forward with plans for the new buildings on that site, our studies at present being mainly directed to increasing the efficiency of the buildings. We have <sup>a</sup> unique opportunity in the educational world and we hope to erect a group of buildings that will be models of convenience for the purpose for which they are designed. This can only be done by thorough study and careful planning, and it is our hope that we shall not be foreed to begin building until we are ourselves satisfied that the plans are what they should be. I am therefore saying to everyone who asks, that we shall begin just as soon as possible, meaning by that, as soon as it is possible to do the thing well.

As was to be expected, many people have asked me to put them in touch with you, but I have refrained from doing this, even when I knew that the end in view was thoroughly justifiable.

Mr. Eastman - 3.

Members of the Executive Committee of the Corporation have all expressed the hope that they may soon be given the opportunity of meeting you and expressing their appreciation of your generosity in person. In addition to these, General duPont, of the Powder Company, who is an alumnus of the Institute and has given half a million dollars towards the purchase of the new site, has asked to be told of your identity as soon as possible, so that he may get in touch with you. These are all honorable men who could be trusted not to commit an indiscretion, but of course it is for you to determine whether they are to know of your identity at this stage or not.

As I write, a letter comes in that is evidently intended for you; I therefore enclose it, although it has the outward marks of a begging--letter.

Yours sincerely,

April 1, 1912.

Mr. George Eastman,  
Eastman Kodak Company,  
Rochester, N. Y.

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*from Coleman duPont  
copy in folder 5*

Dear Mr. Eastman:

I enclose a letter which is  
self-explanatory.

Yours sincerely,

April 4, 1912.

Mr. George Eastman,  
Eastman Kodak Company,  
Rochester, N. Y.

EASTMAN KODAK COMPANY  
ROCHESTER, N. Y.

April 3rd, 1912.

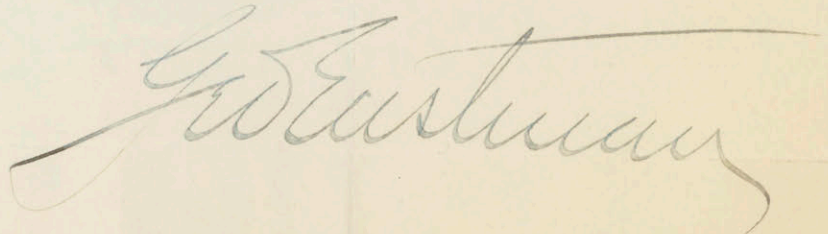
Dr. Richard C. Maclaurin, President,  
Massachusetts Institute of Technology,  
Boston, Mass.,

Dear Dr. Maclaurin:-

Yours of the 1st received and I thank you for the information therein contained. I have seen some of the clippings from the Boston papers containing accounts of the attempts to locate the donor and have found them very amusing. The matter has quieted down now so that it looks as if the secret might be kept for some time yet, perhaps indefinitely. I am sure it would cause me considerable annoyance if my connection with the affair were made known and as I cannot see any particular advantage to be gained by so doing I shall be happy to let the matter stand as it now is.

I do not see why you should not take all the time necessary to perfect your plans before building, particularly as I have fixed it so that in case of my death you will get the money just the same. It is not often that an old institution has a chance to plan an entirely new outfit and it is evident that there is an opportunity to obtain a very high degree of efficiency in the layout, which, with all the talent at your command, you will no doubt succeed in doing.

Yours very truly,



OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

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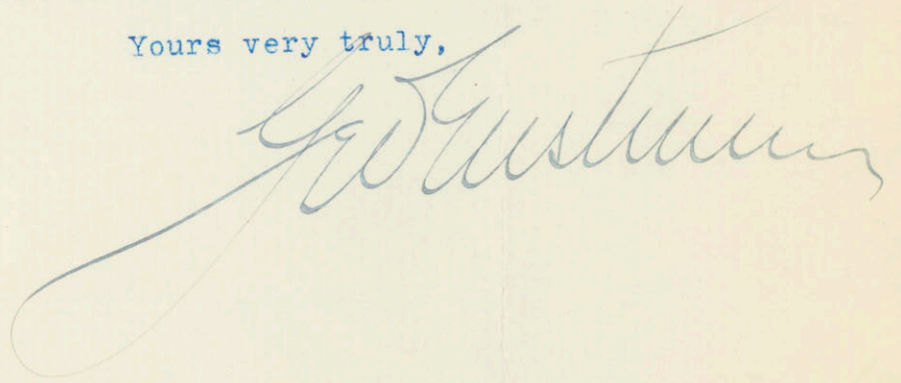
April 9th, 1912.

Dr. Richard C. Maclaurin, President,  
Massachusetts Institute of Technology,  
Boston, Mass.,

Dear Dr. Maclaurin:-

I duly received yours of the 4th inst. enclosing letter from Mr. duPont, for which please accept my thanks. I think that both he and I have good reason to feel that the money which we contributed will produce more important results than if spent in almost any other way.

Yours very truly,

A large, elegant handwritten signature in cursive script, likely belonging to George Eastman, written in dark ink. The signature is highly stylized with long, sweeping flourishes, particularly a large loop at the end of the name.



OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

June 21st, 1912.

Dr. Richard C. Maclaurin,  
Boston, Mass.,

Dear Dr. Maclaurin:-

Yours of the 18th received. In view of the fact that my sudden death at any time might cause delay in your plans and because I wanted to get all of my matters in good shape before leaving on my vacation I thought it would be well to put \$1,000,000 at the disposal of the Institute, to draw upon when needed. I had not formulated any plan as to just how it should be handled but would suggest that either you order it deposited in some bank, or banks, such as the Bankers Trust Co. or the Old Colony Trust Co. where they will allow you interest on it until such time as you have occasion to use it. You will, in this way, get the benefit of the interest, which I am quite willing you should have. In this case you would furnish me vouchers when the money had been used according to our understanding, whereupon I should be prepared to advance further sums: Or, in line with your suggestion, you could leave it in the Bankers Trust Co. to the credit of the Institute, with the stipulation that you could draw against it by check accompanied by voucher stating the money was being drawn for the purpose specified in my subscription letter. Perhaps the first plan would be the simpler but either way will suit me.

Your successful efforts to prevent disclosure of my name in connection with this affair are much appreciated and I hope the whole thing can be carried out on the lines followed so far.

Yours very truly,

*George Eastman*

Dear Mr. Eastman:

I am glad to be able to report progress in the making of plans for the new buildings of the Institute for which you have so generously provided. So many months have elapsed since I saw you that it might seem that more should have actually been accomplished by this time. Whether this be so or not, there is plenty to show that we have not been idle. Before I saw you, a very considerable amount of care had been devoted to plans for the new buildings and it would, of course, have been possible to proceed immediately with their erection. It was felt, however, by all here that the spirit in which you had come to the assistance of the Institute raised the whole problem to a higher level, and imposed on us the duty of doing all that we could to make the very best use of your munificence. The whole problem was therefore taken up afresh. Two causes, have contributed to delay our progress somewhat. Mr. Freeman, the distinguished engineer, undertook to study the problem from the point of view of the engineer, with the object of making the buildings as efficient for the practical purposes for which they are designed as are the best industrial buildings of to-day. He, and the corps of assistants that he has employed, have done an immense amount of work in studying the details of this problem.

Mr. Eastman - 2.

He has been considerably hampered, however, by the fact that previous to undertaking this work he had been engaged as an expert in the much-discussed Hetch-hetchy Valley case and the vagaries of the federal officials in Washington and of the municipal authorities in San Francisco have frittered away more of his time than he had anticipated. The other cause of delay to which I have referred is the fact that the architect who had been making preliminary studies for the plans of the buildings was prevented by ill health from co-operating with Mr. Freeman, and died in September.

At the meeting of the Corporation of the Institute yesterday, Mr. Freeman presented a report. He had devoted a great deal of attention to the study of details bearing on the important problems of having everywhere ample light, plenty of air and good ventilation, ease of communication from one department to another so that there be as little waste of time and energy as is necessary on the part of students and instructors, well-designed lecture rooms and laboratories so that everything may be as convenient and as economical as possible, grouping of departments so as to facilitate the problem of administration and cheapen the cost of light, heat and power. He asked for more time to consider these problems, but it seems to the Executive Committee of the Corporation that he has ~~given~~ <sup>gone far</sup> enough already to enable it to determine the broad lines of its building plans and that it is therefore time to call in the architect and set him thinking in the right direction. After careful discussion of

Mr. Eastman - 3.

the merits and defects of most of the architects in the front rank of the profession, the Executive Committee of the Corporation has come to the conclusion that the man best suited for this task is Mr. Cass Gilbert of New York. He has had a wide and varied experience, having designed important buildings in various parts of the country, for example, colleges and universities in Minnesota and Texas, libraries in New York and New Hampshire, public buildings in Washington, custom houses in various states and a very great many important commercial buildings, especially in New York. He is not committed by temperament or practice to any single style of architecture and has the reputation with his clients of being a first class business man who does everything in a business-like way and understands that it is the first duty of the architect to have regard to the interests of his clients. So far, no serious adverse criticism of him has been obtained. However, he has not been approached in the matter, for the Executive Committee feels that before such an important step is taken, your views should be obtained. If you have any criticism of such a selection or any other name to suggest, you will confer a further favor on the Institute by communicating with me on the subject at your earliest convenience. When you find an opportunity of replying to this letter, I hope that you will let me know whether it would be agreeable to you to meet me in New York or elsewhere in the not distant future, so that I may have an opportunity of

Mr. Eastman - 4.

showing you some of the plans made under Mr. Freeman's direction, and of discussing with you the larger questions suggested by those plans. I am fairly free from engagements for the week following the evening of Tuesday next, and again after the New Year.

Yours sincerely,

December 12, 1912.

Mr. George Eastman,  
Eastman Kodak Company,  
Rochester, N. Y.

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Copy.

As to the architect, I take it for granted that the committee has considered among others the qualifications of Messrs. McKim, Mead & White. If by any chance they have not been considered I would merely ask that they may be, the decision not to be questioned in any way by me. I simply happen to know them and their work and methods very well. I am entirely unfamiliar with Mr. Gilbert's work except in the Woolworth building, which in my estimation does not compare favorably with the new municipal building. I am perfectly aware, however, that it is not fair to judge an architect by any isolated piece of his work, without knowing how far he has been influenced by his client. In any event I am not going to hamper you by any suggestions in regard to architects. You are bound to produce a group of educational buildings the most efficient in arrangement and the most suitable in architecture of any that have been built and I do not care how it is done.

Rochester, N. Y., December 14th, 1912.

Dr. Richard C. Maclaurin,  
Boston, Mass.,

Dear Dr. Maclaurin:-

I duly received yours of the 12th. I am not in any way impatient about the progress of the preliminary plans for I know it takes a lot of time to develop them.

As to the architect, I take it for granted that the committee has considered along others the qualifications of Messrs. McKim, Mead & White. If by any chance they have not been considered I would merely ask that they may be, the decision not to be questioned in any way by me. I simply happen to know them and their work and methods very well. I am entirely unfamiliar with Mr. Gilbert's work except in the Woolworth building, which in my estimation does not compare favorably with the new municipal building. I am perfectly aware, however, that it is not fair to judge an architect by any isolated piece of his work, without knowing how far he has been influenced by his client. In any event I am not going to hamper you by any suggestions in regard to architects. You are bound to produce a group of educational buildings the most efficient in arrangement and the most suitable in architecture of any that have been built and I do not care how it is done.

I can make an appointment to meet you in New York say on the morning of Friday, the 20th inst., if that date suits you.

Yours very truly,

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

December 17th, 1912.

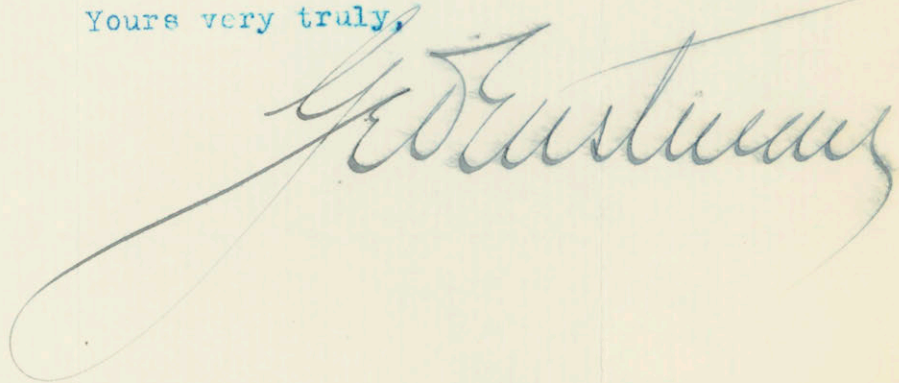
Dr. Richard C. Maclaurin,  
Boston, Mass.,

Dear Dr. Maclaurin:-

I shall arrive from Rochester about eight o'clock Friday morning at the Hotel Belmont and will get my breakfast immediately and meet you at my room at nine o'clock, unless my train should be late.

Looking forward to the pleasure of meeting you again, I remain,

Yours very truly,

A large, elegant handwritten signature in dark ink, which reads "G. Eastman". The signature is written in a cursive style with a long, sweeping underline that extends to the left and then curves back under the main body of the signature.



[2/29/12]

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Dear Sir:

A few weeks ago I had the pleasure of spending a morning on a visit to your Works at Kodak Park, and was so much impressed by what I saw that in public addresses and private discussions ever since, I have referred to these Works as a striking illustration of how a great modern industry has been built up by the application of scientific methods to manufacturing, business and the arrangement of buildings. My experience in Rochester was incidental to a visit to Alumni Associations of Technology in various states, - a visit projected with the object of interesting the alumni of this Institute in the great problems of development with which it is now confronted.

The Institute was founded fifty years ago for the purpose of training men to apply modern science to industry in all its phases. It began in a modest way and has steadily grown in size and influence until to-day its power is felt all over the land, and its graduates are found everywhere contributing to the national wealth by their trained intelligence and skill. It began as a local institution, but is now a national one, with students in large numbers from every state in the Union, and over a hundred from foreign countries. The alumni, who know it best, are enthusiastic as to its accomplishments, but they may

Mr. Eastman - 2.

perhaps be too near to take a proper perspective of its real importance. However, there is no lack of testimony from unprejudiced sources as to the value of the Institute's training.

Thus, <sup>Sir</sup> William Mather, a prominent business man in England, reported to a Royal Commission in London with reference to this Institute, as follows:-

"The spirit and energy of the students, their conspicuous practical knowledge, the thoroughness with which their scientific knowledge is tested in the course of instruction, and the power of adaptation and resource they possess on entering workshops and manufactories, railroads, or mines, public works and constructive engineering - all these fruits of the training of this Institute are, so far as I have seen, not equalled on the Continent. I think these are the qualities we need in England."

A few months ago, Dr. Bryce, a distinguished educator from Canada, stated that after visiting all the leading technical institutions in the world, he could say unhesitatingly that no technological school was to be found anywhere ahead of the Massachusetts Institute of Technology. And Mr. Edison has very recently said: "For forty years I have been employing young men. I have taken them immediately upon graduation from technical schools and set them to work in my mills and I have found that the graduates of the Boston Tech have a better, more practical, more useful, knowledge as a class than graduates of any other school in the country. If every state in the Union had such a technical school, it would be a great thing for this country. It would bring our national problems far nearer to solution, it would improve our business conditions, and it would teach us how to grapple with the evils of the day in a competent and sane manner. There is no question but that

Mr. Eastman - 3.

the Massachusetts Institute of Technology is the best technical school in the country."

The steady growth of the prestige of the Institute has had the natural effect of increasing its numbers beyond the limits of its capacity, in spite of its high fees, until to-day its present equipment is inadequate for the demands that are made upon it. It has therefore been deemed expedient to provide adequately for future expansion by removing the Institute to a new site, where it can grow freely. A site of fifty acres has been purchased in the very center of greater Boston - a tract of land with a frontage of a third of a mile to the Charles River Basin. This site is ideal for the Institute's purposes, - near to the heart of things, wonderfully accessible from all points of the city and surrounding country, and occupying a position that commands the public view and must command it for all time. Having purchased this site, we are now making a careful study of the problem of re-building, and have been fortunate in securing the services of one of the most prominent engineers of the country - Mr. John R. Freeman - to assist us with the engineering phases of that problem. We realize that we can learn much from commercial buildings of the better type, in the erection of buildings that are carefully planned so as to meet the actual needs of the Institute. These buildings must be worthy of a great institution of learning, but, though dignified, they must be simple, and they must be arranged so as to give the maximum of convenience for the minimum of cost, due attention being given to

Mr. Eastman - 4.

fundamental problems of lighting, heating, ventilation and the like. In carrying out this work of re-building we shall have the assistance of an enthusiastic body of alumni, but the growth of the Institute has been so marked in recent years that considerable more than half its graduates have gone forth within the last decade. This means that they are a very young body of men, and consequently that few are in a position to help in any very large way financially. Fortunately, there are in the country men of large vision who appreciate the national importance of such institutions, and are ready to help where they are convinced that encouragement is deserved. A recent communication from Mr. Frank W. Lovejoy suggests that you may be ready to lend a helping hand, and I am writing to say that I should welcome an opportunity of placing our plans before you. I should gladly visit Rochester, if a time could be arranged that would be mutually convenient.

Yours sincerely,

February 29, 1912.

Mr. Eastman,

Eastman Kodak Company,

Rochester, N. Y.

EASTMAN KODAK COMPANY

ROCHESTER, N. Y.

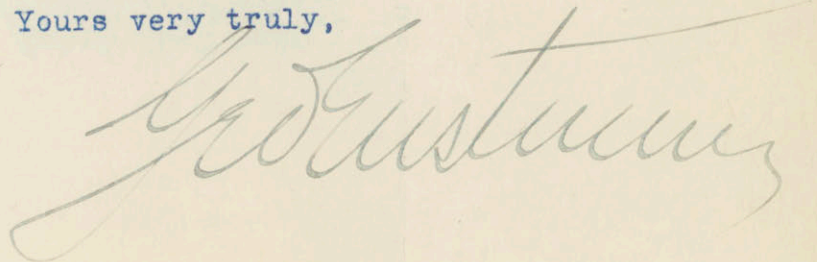
March 2nd, 1912.

Dr. R. C. Maclaurin,  
Boston, Mass.,

Dear Sir:-

Your letter of February 29th is received. I shall be glad to have a talk with you about the Institute plans and can probably arrange to meet you in New York some time in the near future. I am going to be there Monday and Tuesday, the 4th and 5th insts. and again in about ten days. I could make an appointment for either time but this notice is rather short for the first date. If, however, it should happen to be more convenient for you you can wire me at the Belmont Hotel and I will arrange to meet you Tuesday afternoon or evening.

Yours very truly,

A handwritten signature in cursive script, likely reading "G. Eastman", written in dark ink. The signature is fluid and extends across the bottom right portion of the page.

Dear Mr. Eastman:

Since I had the pleasure of seeing you last, negotiations have proceeded with Mr. Gilbert, and the public announcement of his appointment as architect of the new buildings will be made at the annual meeting of the Alumni Association at the end of next week. This meeting usually takes place in Boston, but this year it is to be held in New York, partly in order to emphasize the fact that the Institute is not especially a Massachusetts institution, but is a national one. Alumni from all parts of the Union will be present to hear talks from Mr. Freeman and others with reference to the plans that are being made for the new buildings. The alumni are, of course, deeply interested in these matters, especially as they are being urged to pay something to help to round out the great project that you have made practicable. You would render a still further service to the Institute if you would send them a message, through me, commending their efforts, or if you would simply permit me to say that you are watching their progress with interest.

The plan of re-building the Institute on a new

Mr. Eastman - 2. si

site has occupied the attention of the alumni for years, and before you intervened so effectively, they had already begun to subscribe for certain aspects of the undertaking. It was estimated approximately that the whole project would cost about six million dollars, made up as follows: land, three quarters of a million; educational buildings, two and one-half millions; equipment of buildings, \$850,000; dormitories, \$1,200,000; gymnasium, commons, dining-room and social center for students, \$450,000; laying out of grounds and miscellaneous, \$250,000. Of course, the Institute will be ready to begin its educational work on the new site immediately on the completion of the educational buildings, but it will not be completely equipped until provision is made, at least in some measure, for the other things that have been enumerated. Before your gift was announced, the alumni had subscribed more than one-half a million dollars towards the purchase of the new site, and \$130,000 towards the provision of a gymnasium and social center for students. Since your gift was made known, the alumni set out to raise the \$130,000 to \$750,000 to be used for any part of the project, and they now require only about \$150,000 to make up this amount. This achievement seems to me to be a good one, in view of the fact that the alumni are not rich, except in rare cases, and are very young, the average age being below thirty-five years. I have no doubt that some commendation of their past efforts from you and

Mr. Eastman - 3.

some expression of hope that they will do what they set out to do will immensely encourage them to go forward. Of course, the alumni realize that what they can contribute is only a small part of the total needed, but they have proceeded on the theory that it was for them to show a spirit of self-sacrifice before going to the community for help to complete the work.

Yours sincerely,

January 10, 1913.

Mr. George Eastman,  
Eastman Kodak Company,  
Rochester, New York.



OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

January 13th, 1913.

Dr. Richard C. Maclaurin,  
Boston, Mass.,

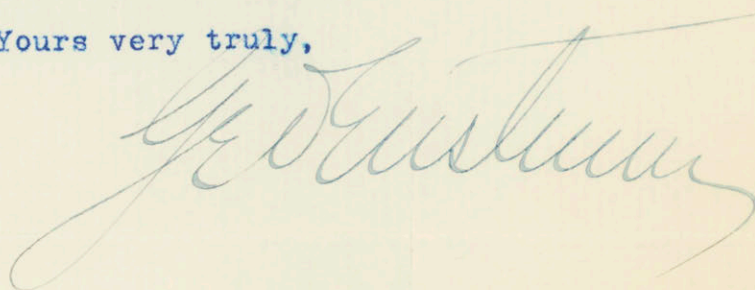
Dear Dr. Maclaurin:-

I am in receipt of your letter of the 10th inst. and in reply authorize you to express my interest in what is being done by the Alumni in any way you think is proper. It will be a fine thing if they can carry out their plans in raising the big fund which they have in contemplation.

When the time comes I am going to offer to do everything needful in connection with your photographic installation, with two objects in view: One, because I shall be glad to do it, and the other, because it will give a reason for open communication between us.

With all good wishes, I remain,

Yours very truly,

A handwritten signature in blue ink, appearing to read "G. Eastman", written in a cursive style.

[2/10/13]

Dear Mr. Eastman:

I was very much gratified indeed by your response to my last letter and was especially pleased that you had discovered a means of more open communication between us. Unfortunately, I was somewhat premature in stating as definitely as I did that the public announcement of Mr. Gilbert's appointment as architect of our new buildings would be made at the annual meeting of the Alumni Association. Quite unexpected difficulties arose at the very last moment which led to the breaking off of our negotiations with Mr. Gilbert. After very careful inquiries, the Executive Committee of the Corporation has now agreed unanimously to recommend the appointment of Mr. William W. Bosworth, of New York. Mr. Bosworth was recommended in such unmeasured terms of approbation by Mr. Vail, Mr. Vanderlip, Mr. Rockefeller and others, all of whom had employed him, and his works seemed to the Executive Committee to indicate so clearly that he was eminently well fitted to design buildings that are to be marked by dignity and simplicity that

Mr. Eastman - 2.

we did not regret the breaking off of negotiations with Mr. Gilbert except for the apparent loss of time involved. The Executive Committee urged me to see you personally so as to explain the situation and discover whether this appointment would be entirely satisfactory. This placed me in a difficult position, because I could not explain the situation fully without giving the Committee information that it seemed to me inexpedient to give, if your anonymity is to be preserved. I hope, however, I was right in telling the Committee that you had given me clearly to understand that you were perfectly willing to leave the selection of the architect entirely in their hands, and had merely expressed a desire to know whether the claims of a particular firm had been carefully considered. From what you told me when I last had the pleasure of seeing you, I understood that there would be practical difficulties at this time in bringing the matter directly to your attention, but it may be that changes in your plans have altered the circumstances. If this be so, and you happen to have any objection to Mr. Bosworth, perhaps you will be good enough to counsel delay by letter or telegram. If I do not hear from you soon, I shall assume either that you have no objection to Bosworth, or that my letter has not reached you.

Yours sincerely,

February 10, 1913.

Mr. George Eastman,  
Rochester, N. Y.

[5/23/13]

Dear Mr. Eastman:

I shall welcome an opportunity of discussing our building plans with you on the 28th, or at a later date, if that prove to be more convenient.

The plan on which we are now working happens to be inaccessible to me to-day, but I am sending you photostats of earlier forms of the same general scheme which may be sufficient to indicate the lines along which we are at present working. The ground plan shows the Institute's property in Cambridge bordering on the Charles River, the area being about forty-six acres. The red line drawn across the plan separates the lecture rooms, laboratories, etc. from what I might call the social part (dormitories, gymnasium, etc). The portion to the right devoted to dormitories and so on has not been carefully planned out, the buildings indicated on the plan merely being intended to suggest that something of this nature is intended to be placed in this region; most of that portion of the plan must wait for future benefactions, the only part actually provided for at present being the Walker Memorial (G on the plan), which the alumni are to build as a memorial to a former president - Walker. This

[5/23/13]

Mr. Eastman - 2.

Memorial is intended as a center of social activity amongst the students, - a meeting place for social gatherings and headquarters for various student organizations. The portion on the left bordering on the Charles River Road and Massachusetts Avenue, is the part devoted exclusively to lecture rooms, laboratories, and so on, - what might be called the strictly educational portion of the Institute. The chief merit of the plan there indicated is that it lends itself very well indeed to what is one of the chief ends to be achieved, namely, provision for future expansion. It is so designed that almost any department that grows can have pressure on it relieved without interference with other departments. The plan that I enclose is, as I have said, not exactly in the form over which we are now working, but it will indicate the idea sufficiently closely. The changes that have been made since this plan was drawn have been in the direction of greater concentration, the buildings have been increased considerably in width and the general effect of this as well as the distribution of the different departments is indicated in the rough sketch that is enclosed. A scale is indicated on that sketch by noting that the distance between the points A and B is 720 feet. It may help to realize the design, if it is pointed out that the buildings around the lateral courts B and C in the ground plan are three stories in height and the rest four stories. The elevation corresponding to this plan is shown on the photostat,

Mr. Eastman - 3.

and here again it must be understood that no particular significance attaches to the portion on the right. In later plans the elevation of the dome above the surrounding buildings has been raised slightly to improve the architectural effect. Of course, the elevation gives no sense of perspective, but from the plan you will see that the central portion of the picture near the dome is about five hundred feet further back <sup>than</sup> ~~from~~ the lateral portions on the extreme right and left.

The other photostat enclosed shows a section of the buildings at right angles to the river front through A D on the plan. You will observe the Harvard Bridge across the River Charles indicated on the extreme left of this section. You will observe also from this that the courts B and C and the space between them is raised a few feet above the level of the street and that the larger court, A, is still further elevated.

Yours sincerely,

May 23, 1913.

Mr. George Eastman,  
Eastman Kodak Company,  
Rochester, N. Y.

June 4, 1913.

Dear Mr. Eastman:

I am very anxious to see you before you sail, if only for a short time. Unfortunately, June 10th is an almost impossible day for me, owing to the fact that the Commencement Exercises of the Institute fall on that day. I should gladly go to Rochester if it would be convenient for you to see me there. Thus, for example, I could travel by the Twentieth Century Limited and reach Rochester at 10:21 P.M. on Saturday or Sunday, or, by taking a somewhat slower train, I could reach Rochester at 10:10 A.M. on Saturday, Sunday or Monday, and even on the last day, give myself time to return for the Graduation Exercises. If none of these times is convenient for you, I could be absent from the Corporation meeting on the afternoon of Friday and could arrive in Rochester at 10:10 A.M. or 10:21 P.M. on Friday. In order to do this, I should need to hear from you by telegram. A telegram such as "10:10 A.M. Friday" or "10:21 P.M. Saturday" would be interpreted by me to mean that you would expect me at the hour and day named.

Yours sincerely,

Mr. George Eastman,  
Rochester, N. Y.

June 9th, 1913.

Dr. Richard C. Maclaurin,  
Boston, Mass.,

Dear Dr. Maclaurin:-

In confirmation of our conversation of yesterday, I agree to increase my subscription to the Institute building fund five hundred thousand dollars, making it three million dollars total. The object of this is to secure the completion of the whole main building as contemplated by the latest plans which you have shown me, these plans having developed a necessity for about 12,000,000 cubic feet capacity instead of 10,000,000 as originally talked and also providing for the use of Indiana limestone as a facing material on all outside walls except those which are intended to be masked by the School of Naval Architecture and by future extensions. It is understood that if the total expense runs over the amount of my subscription the Institute will supply whatever funds are lacking and apply them on the foundations and the interior fittings, such as electrical wiring, plumbing or heating as the case may be; thus leaving my subscription to cover the building first and these other items afterwards as far as the fund of three million dollars will go. I am arranging to transfer to the Institute another million dollars before I go abroad, it being understood that the interest on this and the former remittance received by the Institute will be credited on my subscription at the time of the final settlement.

Yours very truly,





C O P Y .

June 9th, 1913.

Mr. Benjamin Strong, Jr., Vice President,  
Bankers Trust Company,  
New York City,

Dear Mr. Strong:-

In further reference to the matter mentioned in my letter of June 14th, 1912, I should like now to transfer another million dollars to the Massachusetts Institute of Technology, without disclosing the source except to Dr. Richard C. Maclaurin, President of the Institute, as before. I enclose my check No. 16 for one million dollars on the Bankers Trust Company and will greatly appreciate your kind offices in the matter.

Yours very truly,

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

January 6th, 1914.

Dr. Richard C. Maclaurin,

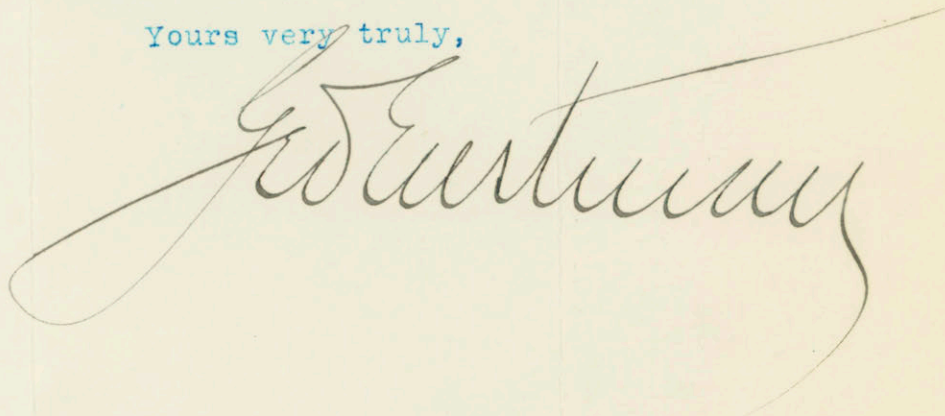
Boston, Mass.,

Dear Dr. Maclaurin:-

I have received your letter of the 1st, enclosing copy of the agreement between the Institute and the Harvard University, for which I thank you. Of course I am much interested and think it a fine thing that the two institutions can get together so as to make the most out of their combined resources. I am very glad that it is coming about so soon.

I do not see anything in the agreement relating to the department of architecture. Does not that come within the lines of the co-operation?

Yours very truly,

A large, elegant handwritten signature in dark ink, which appears to be "G. Eastman". The signature is written in a cursive style with long, sweeping flourishes, particularly at the beginning and end.

January 8, 1914.

Dear Mr. Eastman:

I am glad to know that the Agreement that is contemplated between Harvard and the Institute meets with your hearty approval. As regards the omission of Architecture from the cooperative scheme, the position is this: the University's chief source of supplies for the maintenance of its School of Architecture is a trust fund that practically binds Harvard to carry on its teaching in that subject in certain buildings in Harvard Square. This physical limitation of its freedom makes it practically impossible to combine the two schools, unless the Institute were ready to transfer all its work to Harvard Square. This seems inexpedient and undesirable from various points of view. There is, however, nothing to prevent, and there is everything to encourage, friendly cooperation between the two schools, so that each may be a source of strength to the other although they carry on their operations at some distance apart.

Yours sincerely,

Mr. George Eastman,  
 Eastman Kodak Company,  
 Rochester, N. Y.

[2/11/14]

Dear Mr. Eastman:

I have just received a letter from the Treasurer of the Bankers Trust Company saying that you have reminded him that you have not yet received vouchers covering the payment of two and one-half million dollars to the Institute. I regret that there seems to have been some misunderstanding with reference to this matter. I had understood from a letter written by you in June of 1912, that you wished vouchers furnished showing how your contribution to the Institute was actually being expended. It was not until I received a letter from the Vice President of the Bankers Trust Company, written on January the 15th of this year, that it occurred to me that you wished to have vouchers covering the payment of your contribution to the Institute. I sent this letter to the Treasurer of the Institute, who is Mr. Francis R. Hart, Vice Chairman of the Old Colony Trust Company. He asked for further information as to your wishes, and I wrote him a letter copy of which I enclose. He came to the conclusion that the vouchers you wanted were vouchers covering disbursements of the money and not dealing with its receipt. Of course, these latter vouchers will be furnished as soon as possible. Mr. Hart happens to be away from Boston and will not return until the beginning of next week. He will

see #357  
date  
Jan 22  
1914

Mr. Eastman - 2.

share my regret that your wishes have been misunderstood.

Yours sincerely,

February 11, 1914.

Mr. George Eastman,  
Eastman Kodak Company,  
Rochester, N. Y.

Dictated by Dr. Maclaurin  
signed in his absence by M.R.M.

Dear Mr. Eastman:

I am sending you some pictures of our new buildings as a report of progress of a kind. The earlier development in the filling of the site and the foundation work seemed to go along slowly, but progress is very rapid now as you will see from the dates of some of the pictures. The different sections of the great building are numbered for convenience of reference on the various plans. These numbers are referred to on the pictures and you will find the key to them in the booklet reprinted from the Stone and Webster Public Service Journal. The central architectural feature - the dome - crowns building 17 which does not appear in the photographs as it is only just beginning to rise from its foundations. Brickwork is well advanced on the Massachusetts Avenue side of building 7 and the corresponding side of building 8, and the stone work on the eastern side of building 4 is not far from the roof. It requires an actual visit to the site to appreciate the scale of these buildings. Even in their present crude form, they make an impressive group.

Yours sincerely,

November 25, 1914.  
Mr. George Eastman,  
Eastman Kodak Company,  
Rochester, N. Y.

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

February 13th, 1914.

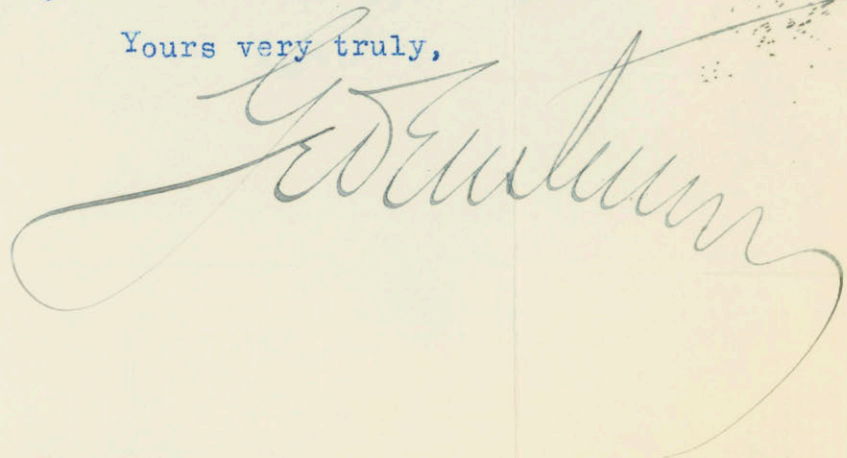
Dr. Richard C. Maclaurin,  
Boston, Mass.,

Dear Dr. Maclaurin:-

I am in receipt of your letter of the 11th, with enclosure. All I wanted was a receipt showing that a total of \$2,500,000 had been paid over on my subscription, so that I could complete my file. It is not important because the Bankers Trust Co. already has receipts for this money and I have its receipts. If you would just write me a letter, referring to my two letters of subscription and saying that a total of \$2,500,000 had been received on these subscriptions it would be all that I want. I am very sorry there has been any misunderstanding about it.

I was much interested to see a description of the new buildings recently in an architectural journal.

Yours very truly,

A large, elegant handwritten signature in cursive script, likely belonging to George Eastman, written in dark ink. The signature is highly stylized with long, sweeping flourishes, particularly at the beginning and end.

Dear Mr. Eastman:

In a letter of date March the 6th, 1912, you stated that you were prepared to give the Institute the sum of two and one-half millions of dollars as a building fund, and in a later letter of June the 9th, 1913, you indicated your generous intention to increase your subscription to this building fund by \$500,000, making a total of three million dollars. Of these subscriptions, the sum of two and one-half million dollars has already been received from you through the Bankers Trust Company of New York.

Yours sincerely,

February 16, 1914.

Mr. George Eastman,  
Care Eastman Kodak Company,  
Rochester, N. Y.



OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

April 13th, 1915.

Dr. Richard C. Maclaurin,  
Boston, Mass.,

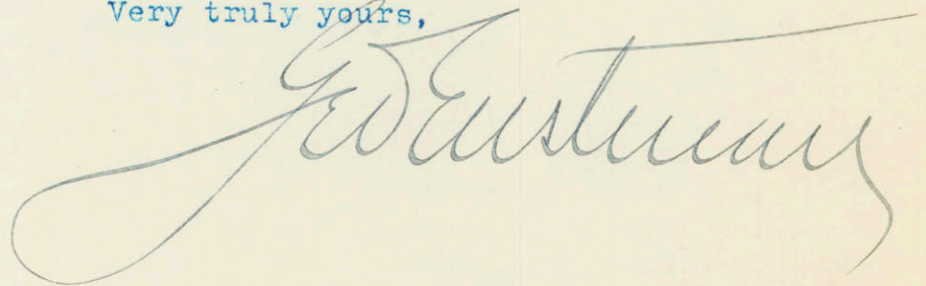
Dear Dr. Maclaurin:-

Replying to yours of the 11th inst., the matter of interest was referred to in mine of June 9th, 1913, as follows:

"I am arranging to transfer to the Institute another million dollars before I go abroad, it being understood that the interest on this and the former remittance received by the Institute will be credited on my subscription at the time of the final settlement."

If the money is needed, however, to complete the buildings I am not sure but what I would modify the above. We can take it up when I see you. In any case I shall be willing and should prefer to close the matter up as soon as possible.

Very truly yours,

A large, elegant handwritten signature in cursive script, reading "George Eastman". The signature is written in dark ink and is positioned below the typed text "Very truly yours,".

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

June 14th, 1915.

Dr. Richard C. Maclaurin,

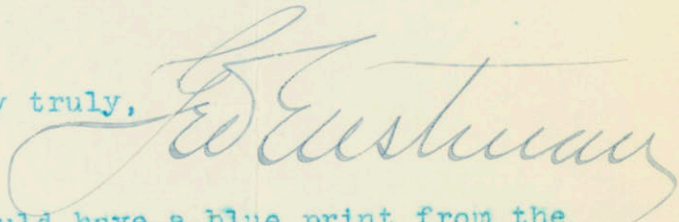
Boston, Mass.,

My dear Dr. Maclaurin:-

I am authorizing the Bankers Trust Company today to transfer to the Institute five hundred thousand dollars, being the balance of my subscription; and am authorizing them to state that you may add to the amount of my subscription the interest which the Institute has received and may receive on the unexpended portions of the fund in its hands. I should be glad if you would send me a statement of the interest received up to date and also let me know how much has been added when the account is closed as on account of the effective way in which the fund has been spent I may want to make it up for a round amount.

If any photograph has been made showing the building from the opposite side of the river I should be glad to have a print.

Yours very truly,



I should like it if I could have a blue print from the original drawing from which you gave me a glazed photograph showing the layout of the Tech property and surrounding streets. The photograph is evidently reduced, the scale being marked 80 ft. to the inch.

Dear Mr. Eastman:

In case you should wish some record for your files regarding the payment of your subscription to the building fund of this Institute, I write to state that on June the 16th this Institute received from the Bankers Trust Company of New York a check for \$500,000, making a total of three million dollars received in this way from you.

Yours sincerely,

June 24, 1915.

Mr. George Eastman,  
Care Eastman Kodak Company,  
Rochester, New York.

Dear Mr. Eastman:

I mailed to you yesterday the blueprints that you asked for and also such photographs as I happen<sup>ed</sup> to have showing the buildings from across the River. I also sent a photograph of the model, thinking that it might be of some interest. I have given instructions to have some other photographs taken showing further progress on the buildings, and shall be glad to send these to you when they are ready.

With regard to the interest on your earlier instalments, I find that this amounted to \$151,178.84 on the 31st of March, and that it is estimated that the added interest on the 30th of June will be \$16,767.41, making a total of \$167,946.25 up to that date.

Yours sincerely,

June 25, 1915.

Mr. George Eastman,  
Care Eastman Kodak Company,  
Rochester, New York.

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

November 12th, 1915.

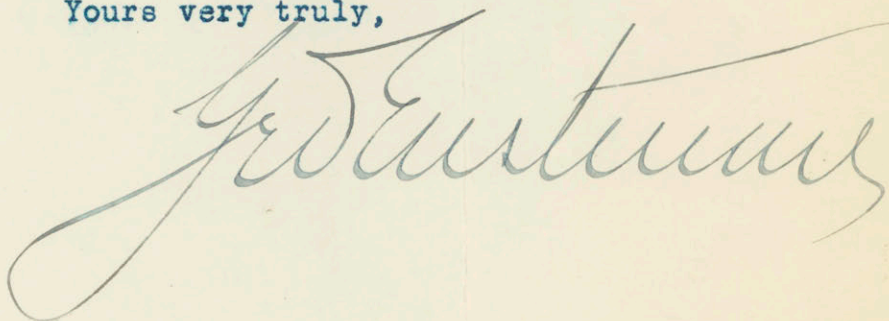
Dr. Richard C. Maclaurin,  
Boston, Mass.,

Dear Dr. Maclaurin:-

I have authorized the Bankers Trust Company to send the Institute three hundred thousand dollars. If when the money is all expended you will let me know just what the interest has amounted to at that date I will have enough transferred to make the total sum an even three million, five hundred thousand dollars. On looking the matter up I find you wrote me on the 25th of June that the interest to the 30th of that month would total \$167,946.25

I very much enjoyed your visit and was sorry that it had to be cut short for you to catch your train.

Yours very truly,

A large, elegant handwritten signature in cursive script, which appears to be "G. Eastman". The signature is written in dark ink and is positioned below the typed closing of the letter.

Dear Mr. Eastman:

On Monday last I wrote a hurried note to you having just heard that Mr. Arthur Little was leaving for Rochester in the hope of interesting you in a project for the development of our Department of Chemistry and Chemical Engineering. Mr. Little is an alumnus of this Institute and a member of its Corporation. At the last meeting of the Corporation the Committee of which he is chairman presented a report a copy of which I enclose. If you have any interest in the project, I shall, of course, be glad to discuss it with you when next I have the pleasure of seeing you.

The buildings are progressing very satisfactorily and unless there are delays owing to serious strikes they should be finished in June. The alumni are coming from all parts of the country to take part in the formal dedication of the buildings which is fixed for June 14th.

Yours sincerely,

February 16, 1916.

Mr. George Eastman,  
Rochester, N. Y.

[2/21/16]

Dear Mr. Eastman:

I was very much gratified to learn from Mr. Little of your interest in the plan proposed for the development of our course in chemical engineering. We feel here that that plan is very well worth trying and that its effective maintenance would constitute a very notable advancement in educational practice. It would have the great merit of keeping the school in close touch with important industries. The experience that a wide awake young man would get in a single year spent in accordance with this scheme would be greatly more valuable than many years spent under the conditions of today. The only serious difficulty that the plan presents is the cost of its maintenance. As Mr. Little has explained to you it would cost about \$300,000 to establish the various stations. The net cost of running these stations would depend of course somewhat on the number of students, but it is not probable that for the first ten years the net outlay would be less than \$50,000 per annum. Of course, we do not wish to jeopardize so important an educational experiment by beginning it before we have the necessary financial support and our plan is before actually beginning to secure at least enough money to carry on the work for ten years. We should hope by

Mr. Eastman - 2.

that time that the success of the experiment would be amply demonstrated and if so we should be able to get endowment to carry it on permanently. At present the Institute is not in a position to make a beginning owing to the fact that moving to a greatly enlarged plant will strain its resources to the limit. The opportunity for advancement, however, is so great and the time is so opportune for a forward movement in chemical engineering that we are constrained to make a special effort in spite of existing burdens. The furnishing of \$300,000 needed to establish the different stations will be an extremely important aid. If you would care to discuss the situation with me I should be most happy to meet you in Rochester or elsewhere at any time that can be arranged to our mutual convenience. I could for example leave here on Saturday next, the 26th, and see you at any time on Sunday. I should very much like to discuss this special problem in relation to the larger problems of the Institute's future policy. Your interest in the Institute and readiness to help it have been so remarkable that I should naturally seek to profit by your judgment and business experience in dealing with the larger problems with which we are confronted.

Yours sincerely,

February 21, 1916.

Mr. George Eastman.  
Rochester, N. Y.



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EASTMAN KODAK COMPANY

ROCHESTER, N.Y.

February 23rd, 1916.

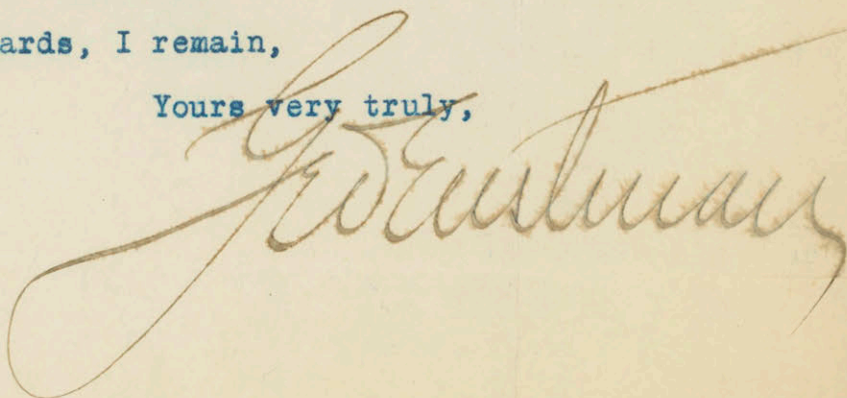
Mr. A. D. Little,  
Boston, Mass.,

My dear Mr. Little:-

Referring to our conversation in Rochester recently and the copy of the report from the Visiting Committee for the Department of Chemistry and Chemical Engineering of the Massachusetts Institute of Technology which you left with me I write this to say that I am much interested in the scheme for establishing laboratory stations as proposed in the report, and that I am willing to furnish money to build and equip stations according to the plan up to the amount of three hundred thousand dollars providing the Institute will arrange for the upkeep and running of the stations for a reasonable number of years. It would be understood that the money should be used only for building and equipping stations on land belonging to the Institute. I assume that it would be the intention of the Institute to definitely decide within the next few months whether or not it would undertake the project and that it will not be necessary to hold this offer open for say longer than the first of June next.

With kind regards, I remain,

Yours very truly,



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ADL-EMA

February 28, 1916.

George Eastman, Esq.,  
Eastman Kodak Company,  
Rochester, New York.

Dear Mr. Eastman:

Upon my return to the office this morning I find your letter of February 23d, and am quite unable to express to you my deep sense of appreciation of your splendid generosity toward the Institute of Technology.

The success of the new project for teaching industrial chemistry and promoting industrial research is very close to my heart, and the large measure of support which you have given it brings it for the first time well within the probability of attainment. You may be sure, therefore, that all of us who believe in the great potential value of such a course will now use our utmost endeavors to speedily make it a fact and to establish it permanently. If we can do this, the benefits accruing from your gift will certainly be far reaching and enduring, and bring, I hope, a lasting personal satisfaction to yourself.

With kind regards,

Yours faithfully,

[2/1/16]

Dear Mr. Eastman:

At a meeting of the Executive Committee of the Institute's Corporation held on Monday last, a copy of your letter of February 3d addressed to Mr. A. D. Little was presented. It was voted that the President convey to you the Executive Committee's very hearty appreciation of your generous interest and support. The question of the establishment of the various stations recommended in the report of the Visiting Committee of the Department of Chemistry and Chemical Engineering will be dealt with at the next meeting of the Corporation on Wednesday next. Further consideration will be given to the question of the number of stations that should be installed at the outset and the Executive Committee will recommend that the plan as outlined in the report of the Visiting Committee be adopted provided that funds can be obtained to carry on the work satisfactorily for at least five years without any encroachment on the existing resources of the Institute.

I have the pleasantest recollections of my

Mr. Eastman - 2.

recent visit to Rochester. The snow storm delayed me at the outset about an hour but we did not lose much more time in transit so that I reached Boston reasonably early on the following morning.

Yours sincerely,

March 1, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, N. Y.

Dear Mr. Eastman:

At the meeting of the Corporation of the Institute held yesterday it was voted to accept the recommendation of the Executive Committee that the scheme outlined in the report of the Committee of which Mr. Little is chairman be put into operation as soon as means can be found to carry it on for a period of at least five years without encroaching on the existing funds of the Institute. At the same meeting the Corporation instructed me to convey to you its very hearty appreciation of the value of your proffered aid. The only serious obstacle in the way now is the financial one and it is hoped that with your generous offer before them, others will be found to take a share in initiating an extremely important development of educational methods and one that looks most promising both for education and for the industries that it seeks to help.

Yours sincerely,

March 9, 1916.

Mr. George Eastman,  
900 East Avenue,

Rochester, N. Y.

[5/23/16]

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Dear Mr. Eastman:

Some months ago you were good enough to give further proof of your interest in this Institute by offering to subscribe \$300,000 to help in the establishment of a new course in chemical engineering practice. The proposition that you made, following suggestions from Mr. Little, was that your contribution should be used for the erection of buildings in the various stations that are to be established in connection with different industries. After your offer had been made I had the pleasure of discussing the whole problem with you and I understood you to agree that your money might be used for other purposes connected with the project, provided the necessary buildings could be obtained in other ways. Since I saw you last, the whole project has been carefully discussed by the Faculty and others and there is a general concensus of opinion that the fundamental ideas in the project are thoroughly sound and practical and that the initiation of the plan will form a very important step forward in educational practice. In the early discussion, seven stations were talked of, but we think now that it would be better to begin with five, although there will be no difficulty in increasing the number if it seems desirable to do so. We have

[5/23/16]

definite offers of cooperation with the New England Gas and Coke Company in the neighborhood of Boston, with a paper company in Maine, with the Atlas Cement Company in Allentown, Pennsylvania, and with an electro-chemical company in Niagara Falls. We are negotiating with several others but which we shall choose as the fifth station will depend somewhat on the extent to which they are willing to cooperate. Of the four companies to which I have just referred, all are ready to give us suitable space in existing buildings or to erect a building for us. Some will erect a building and maintain it at their own expense, others expect us to pay for its maintenance. We hope, of course, that when the scheme is really working it will demonstrate our usefulness to the cooperating companies and make them feel freer than some of them now are to make substantial contributions to the cost of the work. If your generous offer were available for maintenance rather than for buildings we could announce the scheme at once and begin operations with the next academic year. Each station will cost from five to seven thousand dollars per annum according as to whether we get the necessary buildings free from maintenance charges for heat, light, water, janitor service, etc., or not. In addition to this, there will be some overhead charges, the main item being the salary of the general Director, \$5,000, and his traveling expenses. The return from fees, especially at first, will be a small fraction of the total expenses, the tuition fee being \$250 per annum, the number of students to begin with may not be more than thirty and it will probably be some years before it will reach a hundred. Of course, we

could impose higher fees, but experience has shown that this would practically close the course to a very considerable number of the most promising students. If you can see your way to modifying the terms of your gift so that the interest and part of the capital can be used for general maintenance including, if necessary, that of buildings rather than as originally stated for the construction of buildings, then we can go forward with this important experiment. It will, I believe, have far-reaching consequences.

Yours sincerely,

May 23, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, N. Y.



[5/27/16]

443

Dear Mr. Eastman:

When I had the pleasure of seeing you on Wednesday, you expressed the wish to complete the payment of your great gift for the erection of buildings that are to be formally dedicated on the 14th. of June. The sum that you offered was \$3,500,000 and of this you have already paid \$3,300,000. As your earlier payments were made before there was a large outgo for construction the accrued interest has been considerable and has amounted to \$178,113.85; this in accordance with our understanding is to be credited to your gift, leaving a balance of \$21,886.15 to complete your contribution. I am having an analysis made of the total expenditures incurred on construction. This will eliminate those items that are not chargeable to your gift and enable you to see broadly the main features in the total expense. I hope to be able to send you a statement on this matter in a few days. Meanwhile it may interest you to know that the total expenditure on land, buildings and equipment involved in the completion of the program to which we are at present committed is seven million dollars. When you first intervened, all that we had available towards this sum for the purpose was a million and a half, half of which was in the form of land and build-

[5/27/16]

Mr. Eastman - 2.

ings that we shall vacate on transferring to the new site and that we have regarded as amongst our available assets for carrying out our program of development, and the other half came from gifts for the purchase of our Cambridge site. As we now need a little less than half a million to complete the seven million program, you will see that your munificence has had a stimulating effect on other benefactors. Our appreciation of this further increases our sense of obligation to you for what you have done for the Institute.

Looking ahead, it seems to me that the prospects of the Institute are unusually bright. It is already national in its scope and influence and is firmly rooted in public confidence through its past achievements and the appreciation of the solid character of its work. More than ever before, there is an appreciation of the extent to which industrial improvement depends on just such a technical training as the Institute gives. We must maintain Technology as the leading school of applied science in the country, and if we are to build up a school adequate to the needs of America, it will have no superior anywhere in the world. To do this, however, we must have more endowment. The great group of buildings that is now about completed will probably serve the needs of the Institute for several years, but extension in the not distant future is inevitable and this, of course, will involve large expenditures. Apart from such matters we need a greatly increased endowment to carry on properly what we are now

Mr. Eastman - 3.

doing and make only a modest provision for much needed improvements. Amongst other things, the salaries of our professors are dangerously low. A good instructing staff is, of course, the very heart of a school and although the prestige of the Institute enables us to get men at lower salaries than would otherwise be possible we must suffer seriously in the long run unless we can pay the best men salaries at least as high as they can get in other educational institutions. It would be a great help if we could afford to attract a few quite exceptional men by paying them slightly higher salaries than are available in any other educational institution. This matter of being able to pay reasonable salaries is, I think, the most important of all because the most far-reaching in its consequences, but it is not the only reason why we need more endowment. We have now a splendid group of laboratories equal to the best that there are and in some of the departments far surpassing anything else in existence. It is clear, however, that we can not make full use of these advantages unless we have the means to operate these laboratories and use them to their full capacity. The funds now at our disposal for this purpose are barely sufficient for the old laboratories that we are vacating. I estimate that at least three and one-half millions is required to put us in a position to satisfy the needs that I have indicated regarding salaries and the proper maintenance of laboratories. I hope that it will be possible to raise this sum before the end of the present

Mr. Eastman - 4.

year. You have already done so much for the Institute that I should hesitate to suggest the doing of anything more were it not for the encouragement that you have given me and my appreciation of your desire to strengthen the industrial position of this country by having due regard to its foundations. As I have indicated above, what you have already done has stimulated giving in others. It is more difficult to get money for endowment than for buildings, but benefactors will often rise to the occasion under the stimulus of another's generosity. Perhaps you could give something that would be available both for building and general purposes - a fund, for example, that could be used for additions to the present buildings when such additions became imperative and the interest of the fund, <sup>not</sup> thus expended would be available for general purposes. If anything like this were done, it should be made clear whether the use of the fund must be confined to additions to the main educational group or whether it could be used for any other portion of the general plant, such, for example, as dormitories. There might perhaps be some advantage in confining it to the more strictly educational portion of the plant.

There is another matter of first importance of which I must say something. I have spoken above of three and a half millions as necessary to carry on properly the work in which we are now engaged, making provision for better teachers and for greater facilities in our laboratories. Such an endowment would

[5/27/16]

Mr. Eastman - 5.

also permit of slight expansion in various directions by adding an extra instructor here and there or improving this or that laboratory. It would not, however, make provision for any very large expansion of our activities such as the plan that we have recently discussed for a course in what is being tentatively called chemical engineering practice. This I believe to be a matter of great importance and one that may grow to large proportions. To endow this so that its permanence would be absolutely secured would involve a large sum of money, but your most generous offer of \$300,000 will enable us to go ahead immediately and give the plan a thorough trial for a considerable number of years. Since I saw you on Wednesday the Faculty has taken final action on the plan and made all the necessary arrangements as far as the laying down of the course and the provision for details of graduation are concerned. We are also ready now to close our negotiations with the five companies with <sup>which we</sup> wish to cooperate, it being agreed that five stations is large enough to begin with, although more may be added later if experience suggests this. The companies selected are chosen not so much because of the importance of the industry that they represent, but because their plants illustrate certain operations of fundamental importance that have a wide application in many other industries. The five are as follows:

- (1) The New England Gas and Coke Company, which gives

[5/27/16]

Mr. Eastman - 6.

an excellent opportunity of studying fundamental matters of fuel and combustion.

(2) The Eastern Manufacturing Company, of Bangor, Maine, a paper company which illustrates the various phases of the paper industry and particularly enables our students to understand the application of electric energy at low temperatures.

(3) The Exolon Company, of Niagara Falls, which is well equipped with electric furnaces illustrative of chemical operations at very high temperatures.

(4) The Atlas Cement Company, in Pennsylvania, which illustrates fundamental operations of grinding, pulverizing and mixing, and shows the students various inorganic reactions of fundamental significance.

(5) Swift and Company, of Chicago, or the National Synthetic Company, of New Jersey, either of which would well illustrate fundamental matters in organic chemistry, Swift and Company being specially interesting on account of the importance of the problems presented in the manufacture of glycerine, soap and the like, and the National Synthetic Company as illustrative of the manufacture of dye stuffs and pharmaceutical products.

Since I saw you, I have completed arrangements with two of the companies enumerated and I have only to put in writing the arrangements with two others. We can make arrangements at

[5/27/16]

Mr. Eastman - 7.

any moment with the National Synthetic Company, but are holding that over for a week until we decide whether to accept their proposition or that of Swift and Company. Our negotiations with the latter have been delayed owing to the illness of their representative with whom earlier negotiations took place. We shall close up the whole matter now as quickly as possible and there is no doubt but what we shall be ready to begin the work with the next academic year. I have appointed a general director whose formal duties will begin on the first of July, although he is already at work on the problem and will continue to work thereon as much as possible until he is freed from other duties on July 1st. He will make the necessary detail arrangements, recommend men to assume the positions of directors of the different laboratories with the various cooperating companies, and generally be in charge of the whole scheme under the control of the corporation of the Institute. When Mr. Little outlined the scheme to you he suggested that you contribute money for the erection of laboratories at the various plants. The arrangement that we have now made or are about to make with the cooperating companies changes the plan somewhat. It now seems better that the companies should erect laboratories themselves so far as this is necessary and I understand that you are willing that your money should be used both as to capital and interest to enable us to put the scheme in operation. \$300,000 will suffice to carry the thing on for quite a number of years and I should hope that by that time its value would be sufficiently demonstrated so that we can get

[5/27/16]

Mr. Eastman - 3.

the necessary means to continue it partly from the cooperating concerns and partly from public spirited people generally. We are all greatly gratified to be able to put this plan in operation now and my only regret is that one feature that seemed to me important has not yet been provided for. The course on chemical engineering practice is designed to train men to apply their knowledge of chemistry to industrial problems. To enable them to do this successfully, we must if we are to profit by the experience of Germany, carry a number of them a good way along lines of chemical investigation. The wisdom of this policy has been justified again and again so that I have hoped as a part of our scheme that we could do something to strengthen our existing laboratories of physical chemical research. These laboratories are directed by Dr. Noyes, a chemist of international reputation who has already done admirable work not only in making investigations himself but in developing the spirit of investigation in others. To give him the proper facilities for carrying on the work of his laboratory we ought to be able to provide him with an annual appropriation of eight or ten thousand dollars more than is at present available. This means an endowment of about \$200,000. The importance of the work to be done in this laboratory is enormously enhanced by the establishment of the course in chemical engineering practice.

This letter seems to have run along to almost interminable lengths, but in view of the interest that you have expressed



Mr. Eastman - 9.

and of the support that you have given it seemed that I should  
set forth the position with some fullness.

With kind regards, I am,

Yours sincerely,

May 27, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, N. Y.

Copy for Dr. Laclaurin  
Conf.

EASTMAN KODAK COMPANY

ROCHESTER, N.Y.

June 2nd, 1916.

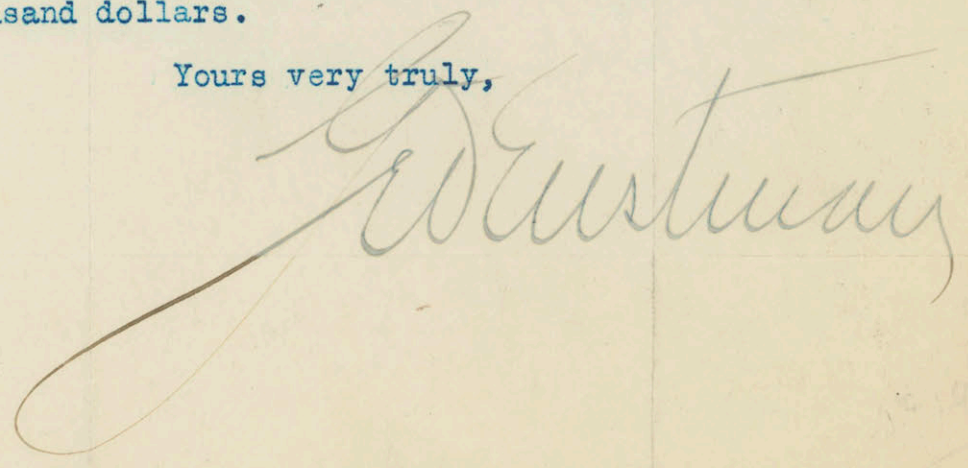
Dr. Richard C. Maclaurin, President,  
Massachusetts Institute of Technology,  
Boston, Mass.,

*not enclosed*

My dear Dr. Maclaurin:-

Referring to my letter of February 23rd, addressed to Mr. A. D. Little, copy of which I enclose herewith, having been informed that further investigation has developed the fact that it will be unnecessary for the Institute to build the stations contemplated for the reason that space will be provided by the various concerns who cooperate in the plan, therefore at your request I now alter the conditions under which I will contribute three hundred thousand dollars to the following: The money shall be used, interest and principal as far as necessary, in equipping and conducting the various stations, not less than five to begin with, and also strengthening your laboratories for physical chemical research. In case for any reason it is found inadvisable or impracticable to maintain the stations contemplated, the money is to be used at the discretion of your Board in strengthening your chemical department. I enclose my check for the amount, three hundred thousand dollars.

Yours very truly,



June 3rd, 1916.

Dr. Richard C. Maclaurin,  
Boston, Mass.,

Dear Dr. Maclaurin:-

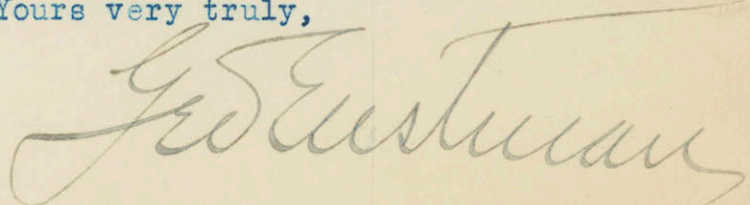
On my return home I find your letter of May 27th and thank you for complying with my request to outline the program you would like the Institute to follow, providing it could raise some more money; also for the statement in regard to interest on my payments.

In order to close up my previous subscription of \$3,500,000 I have requested the Bankers Trust Company to forward you a check for \$21,886.15 which with interest credited \$178,113.85 and cash \$3,300,000 previously paid makes a total of \$3,500,000.

In order to help you carry out your program for further equipment, increase in salaries, etc., I make you the following proposition: If the Institute will raise \$1,500,000 additional for its endowment fund between now and the 1st of January, 1917, I will contribute a further sum of \$2,500,000, the principal of which is to be used only for extending the main educational building when and as required. The income from any unexpended balance of this sum may be used for current expenses. Payment of amounts to be made in sums of \$500,000 as fast as you complete the collection of some of \$300,000 on the fund of \$1,500,000 above referred to. In case the Institute is unable to raise the full sum of \$1,500,000 before the 1st of January, 1917, I shall be obligated only for a total sum in the proportion of five to three upon what it has raised toward said fund of \$1,500,000.

I make the same request in regard to not disclosing the source of this offer that I made in regard to the \$3,500,000 contribution.

Yours very truly,



MAY 27 1916

STATEMENT OF THE ANONYMOUS BUILDING FUND.

By gift	-	June, 1912	-	\$1,000,000.	
"	"	"	"	1913	- 1,000,000.
"	"	Jan.	1914	500,000.	
"	"	June	1915	500,000.	
"	"	Nov.	1915	<u>300,000.</u>	\$3,300,000.

Int. & Earnings	1912-13	17,701.66	
"	"	1913-14	71,636.78
"	"	1914-15	78,437.53
"	"	1915-16	<u>10,337.88</u>
			178,113.85
			<u>\$3,478,113.85</u>

21,886.15

DETAIL OF INTEREST AND EARNINGS.Anonymous Building Fund1912-13

Interest	-	Maine Cent. R.R. Notes	\$2,200.	
"	-	du Pont Note (Received)	4,000.	
"	-	Allowed a/c Gen. Investments (net)	<u>11,501.66</u>	\$17,701.66

1913-14

Interest	-	City of Lowell Notes	4,000.	
"	-	Mass. Elec. Co. Notes	2,250.	
"	-	N.Y.C.&H.R.R. "	2,250.	
"	-	" " "	1,375.	
"	-	du Pont Notes (pd)	12,000.	
"	-	Savings Dept. O.C.T.Co.	21,250.	
"	-	" " "	21,701.56	
"	-	a/c Bank Deposits	<u>6,810.22</u>	\$71,636.78

1914-15

Interest	-	Savings Dept. O.C.T.Co.	40,222.55	
"	-	a/c Bank Deposits	14,348.32	
"	-	a/c du Pont Notes	<u>23,866.66</u>	\$78,437.53

1915-16

Interest	-	Savings Dept. O.C.T.Co.	386.88	
"	-	a/c Bank Deposits	<u>9951.</u>	\$10,337.88
				<u>\$178,113.85</u>

Dear Mr. Eastman:

I have been away for a few days, but on my return find your letter dealing with the future of the Institute and generously offering to make further great contributions to its development. I shall, of course, bring the matter to the attention of the Corporation and communicate with you more fully later when the Corporation has had an opportunity to express its sense of obligation.

Yours sincerely,

June 6, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, N. Y.

[6/15/16]

Dear Mr. Eastman:

We have just completed a three days celebration of the opening of our new buildings. I am told that between forty and fifty thousand people were present and the utmost enthusiasm prevailed. For the first three days of the week admission was confined to invited guests, but for the rest of the week the buildings are to be open to the public. I shall have forwarded to you some newspaper accounts of the proceedings. Since I wrote to you last a special meeting of the Corporation of the Institute has been held to accept the extremely generous offer contained in your letter of June 3d. The Corporation appointed a committee to draw up a statement expressing the thanks of the Institute for your continued liberality and its appreciation of the splendid opportunity that is thus presented to Technology to become the greatest school of applied science in the world. A copy of this formal resolution will, of course, be forwarded to you after the next meeting of the Corporation which does not take place, however, until the fall.

The public announcement of your great gift was made by me at the banquet held in Symphony Hall last evening. The banquet was in itself a notable affair, especially as we had the opportunity of speaking to thirty-six different groups of alumni

[6/15/16]

Mr. Eastman - 2.

scattered throughout the length and breadth of the country. The announcement of your gift was received with the greatest enthusiasm everywhere, and I think that you would have been interested in hearing the cheers that were given simultaneously from the thirty-six cities that were on the lines. During the evening the President of the Alumni Association, Mr. Stone (of the firm of Stone & Webster, and also President of the American International Corporation), presented a volume of original drawings representing different aspects of the new buildings and charged me with the pleasant duty of transmitting this to you with the compliments and the most hearty appreciation of the Alumni Association. I hope that I may have the pleasure of conveying this to you in person at any time that suits your convenience.

The announcement of your great gift so stirred the enthusiasm of the alumni present that a million dollars was subscribed during the evening. Of this, \$800,000 came from members of the du Pont family, \$50,000 from Messrs Stone & Webster, \$50,000 from Mr. E. D. Adams, (banker in New York), and \$100,000 from Mr. Charles Hayden (of the firm of Hayden, Stone & Company, bankers and brokers). It also stirred the smaller men to contribute sums varying from ten dollars to five thousand dollars. Apart from these immediate financial results, it has made such an impression on everyone who has heard of it that the lasting benefit to the Institute must be great indeed.

Mr. Eastman - 3.

With most hearty appreciation and good wishes, I am,

Yours sincerely,

June 15, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, New York.



[10/11/16]

Dear Mr. Eastman:

As long ago as January 1913 you were good enough to write me as follows: "When the time comes I am going to offer to do everything needful in connection with your photographic installation". Bearing this in mind I instructed the professor in charge of our photographic laboratory, Professor Derr, to segregate apparatus that might be obtained from the Kodak Company when he was making up a list of the desirable equipment in his laboratory. I now have before me the list thus prepared for apparatus suitable for laboratory work in photography, and enclose a copy. The cost totals about \$565. I am sorry to trouble you with a matter of such detail, but I am really at a loss to know how to proceed in order to take advantage of your generous offer and at the same time avoid ~~the~~ dangerous ground in the disclosure of your identity. Should I have the list sent as if it were a regular order to some officer of your Company, or what other method would be proper and safe under all the circumstances?

By this time we have got well settled in our new buildings and although all the wheels are not yet running smoothly the greatest satisfaction prevails. Labor conditions during the summer have made progress with the instal-

Mr. Eastman - 2.

lation of equipment abnormally difficult but except for the fact that this condition has led to increased cost in the installation of machinery, we have come out on the whole very well indeed.

I hope that by this time you are completely recovered. With kind regards, I am,

Yours sincerely,

October 11, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, New York.

PHOTOGRAPHIC APPARATUS  
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Page-numbers refer to the 1916 edition of the Eastman Kodak Company's catalogue of Professional Photographic Apparatus and Materials.

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1 Century Semi-Centennial Stand, with 54-inch platform, for 11 x 14 F. & S. Commercial camera (p. 20);	list, \$30.50
1 11x14 F. & S. Commercial camera (p. 42); with case and 1 Sterling plateholder;	list, 80.00
2 extra Sterling plateholders for above;	list, 12.00
2 extra lens boards for above;	list, 1.50
1 8x10 F. & S. Commercial camera (p.42); with case and 1 Sterling plateholder;	list, 65.00
3 extra Sterling plateholders for above;	list, 7.50
2 extra lens boards for above;	list, 1.20
1 8x10 Century multiplying back (p.66) for above camera; with 1 Eastman View plateholder;	list, 12.00
2 extra 5x7 Eastman View plateholders;	list, 2.50
1 11x14 F. & S. Enlarging, Reducing and Copying camera (p.48); including combination plateholder and kits;	list, 78.00
1 F. & S. lantern-slide attachment (p.88) for above camera; including 1 lantern-slide plateholder;	list, 15.00
3 extra lantern-slide plateholders;	unlisted
1 5x7 Universal Laboratory outfit (p.68); including laboratory stand, copying camera, combination plateholder, copy or negative holder, set of kits, ground glass, spring finger copy holder;	list, 50.00
3 extra double plate holders for above camera,	list, 3.75

1 Bromide Paper Easel, No. 3 (p. 80);	list, \$14.00
1 R. O. C. tripod No. 3 (p.81);	list, 3.00
1 R. O. C. tripod No. 4 (p. 81);	list, 4.00
1 Crown tilting tripod top, No. 2 (p. 85);	list, 2.50
1 8x10 Eastman plate tank, complete (p. 94);	list, 10.00
1 4x5 Eastman plate tank, complete (p. 94);	list, 3.50
1 No. 1 R. O. C. fixing box (p. 96);	list, 5.20
1 No. 2 R. O. C. fixing box (p. 96);	list, 6.00
6 Eastman standard hard rubber trays (p. 98); 5 1/2 x 8 1/2;	list, 6.30
4 ditto, 8 1/2 x 10 1/2;	list, 6.60
2 ditto, 12 x 16;	list, 7.50
4 Eastman enameled trays (p. 99); 5 1/2 x 8 3/4;	list, 2.40
4 ditto, 13 1/2 x 17 1/2;	list, 10.40
2 Century negative racks, without troughs; (p.102);	list, 2.00
4 R. O. C. negative racks, No. 4 (p. 103);	list, 2.40
1 Eastman 6-inch special squeegee (p.105);	list, .30
1 Eastman single-print-roller (p. 107);	list, 2.00
1 R. O. C. retouching desk (p. 108);	list, 2.50
1 etching tool outfit (p. 126);	list, 1.00
1 Eastman timer, (p. 108);	list, 2.00
1 Century printing frame, 16 x 20 (p. 109);	list, 3.50
2 ditto, 8 x 10;	list, 1.50
1 ditto, 6 1/2 x 8 1/2;	list, .60
2 ditto, 5 x 7;	list, 1.00
4 ditto, 4 x 5;	list, 1.80
4 Plateholder kits (p. 112), 11x14 to 8x10;	list, 2.00
2 ditto, 8 x 10 to 5 x 7;	list, .80

-3-

4 ditto, 5 x 7 to 4 x 5;	list, \$1.00
4 ditto, 5 x 7 to 3 1/4 x 4 1/4;	list, 1.00
1.11 x 14 Kodak dry mounting press (p. 118);	list, 50.00
1 15-inch Eastman trimmer (p. 122);	list, 8.00
12 Eastman film clips (p. 127), 5-inch;	list, 1.50
2 Eastman professional focusing cloths (p.130);	list, 1.50
3 yards ruby fabric (p. 131);	list, 1.20
3 yards orange fabric (p. 131);	list, 1.20
4 sheets flashed opal glass, (p. 132); 14x14;	list, 8.00
2 sheets flashed opal glass, 14x17;	list, 4.50
4 sheets ruby glass (p. 132), 11x14;	list, 2.60
Wratten and Wainwright filters (p. 144), 3 inches square, in B glass, one of each, as follows:	
K <sub>1</sub> , K <sub>2</sub> , G, A, B, C;	list, 15.00
Wratten Experimental Film Filter Book (p. 144);	list, 5.00
1 Eastman filter test chart (p. 145);	list, .75
1 Eastman adjustable filter holder, 3-inch (p. 145);	list, 2.50

EASTMAN KODAK COMPANY

ROCHESTER, N.Y.

October 13th, 1916.

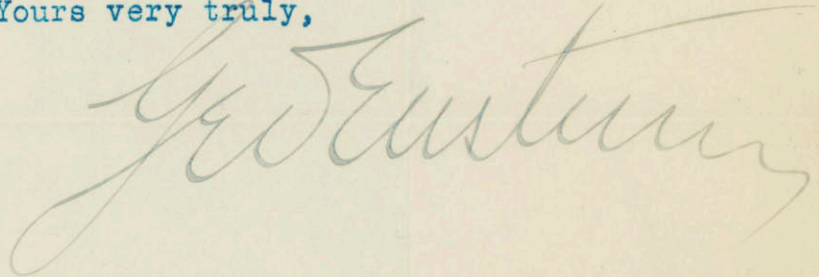
Dr. Richard C. Maclaurin, President,  
Massachusetts Institute of Technology,  
Boston, Mass.,

Dear Dr. Maclaurin:-

I am in receipt of yours of the 11th inst. with list of photographic apparatus, which I have entered as an order. The company will be very pleased to send these goods without charge as a contribution to the Institute's outfit.

In reply to your kind inquiry, I have fully recovered my health.

Yours very truly,

A handwritten signature in cursive script, appearing to read "G. Eastman", written in dark ink. The signature is fluid and extends across the width of the page, with a long, sweeping tail.

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

October 23rd, 1916.

Dr. Richard C. Maclaurin,  
Boston, Mass.,

Dear Dr. Maclaurin:-

This is to confirm my telegram as follows: "Perhaps what I am writing you today will be satisfactory. Have engagement Tuesday evening. Could see you any other time if you think necessary."

The idea in making my contribution was to have all of my money go for one purpose, viz: building the main educational building. Until you want to extend that building I am willing to have the income go for current expenses but I would not be willing to have somebody else contribute money for the extension of the building, leaving mine in the endowment fund. If what the General Educational Board wants is a promise that you will not use my money for building until you get money to replace it in the endowment fund it seems to me that you only can make that agreement. I am perfectly willing to let you be the judge as to when the building shall be extended.

Hoping that this expression will serve the purpose you have in mind, I remain,

Yours very truly,

A handwritten signature in cursive script, appearing to read "G. Eastman", written in dark ink.

Dear Mr. Eastman:

I hope that I may have the pleasure of seeing you in the near future. I have three things to communicate. First, the book of drawings of our new buildings presented to you by the Alumni Association in June last. Second, a copy of the formal resolutions of the Corporation of the Institute setting forth its appreciation of your benefactions; these resolutions were passed at the annual meeting of the Corporation and I was instructed to deliver them to you in person. Third, a statement regarding our endowment fund. This I can make by letter as the main point is that the total amount of the million and a half that we have been trying to obtain before the end of the year has now been promised although it has not yet all been paid in. I am assuming that we can accept the conditions imposed by the General Education Board with regard to which I wrote to you some time ago. A slightly new aspect has been placed upon this matter by the Board but this does not, I think, affect the position materially. I should, however, like to discuss it with you in person so as to avoid any possible misunderstanding. I may add that we are, of course, continuing our campaign for endowment, our main endeavor now being to obtain sufficient to offset



Mr. Eastman - 2.

the certain loss five years hence of the annual grant of \$100,000 from the Commonwealth of Massachusetts. If we could sell our Boylston Street property this loss would be largely offset. We may hope, but can scarcely expect, to sell this property within the next five years, but I think we might reasonably expect to find some solution of the numerous difficulties involved within the next ten years. It would, of course, be a great relief if we did not have the prospective loss of the state grant hanging over us as we could then make full use of the extra endowment that has recently been secured, and that is, of course, very much needed if we are to take full advantage of our great plant and splendid equipment. The difficulty of the Boylston Street property, as I think I have explained, is that we must make terms with a large number of abutters any one of whom by adopting a dog in the manger attitude can make progress impossible. We are now working on a scheme which, if successful, will enable us to dispose of this property in three years but a good many formidable difficulties must be overcome before we can regard this scheme as feasible. Meanwhile, we are using the Rogers Building as a School of Architecture, and the Walker Building we have placed at the disposal of Boston University under conditions which bring us a slight financial return. I could go to see you almost any time after Thursday of next week. If Sunday is a convenient day

Mr. Eastman - 3.

for you, I would suggest either the 3d or the 17th of  
December.

Yours sincerely,

November 22, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, New York.

Dear Mr. Eastman:

The following letter from Professor Derr, of our Department of Physics, may interest you:-

"Dear President MacLaurin:

I have unpacked the apparatus recently received from the Eastman Kodak Company, assembled most of it, and put some pieces into immediate service; and I desire to express my most grateful appreciation of the kindness which has prompted the gift. Heretofore the equipment owned by the Institute and the funds at my disposal for this work were very limited, with the impending removal and the certainty of changed and partly unpredictable conditions in our new quarters it did not seem to me wise to then to lay out an expensive program which might call for equally expensive alterations later. I therefore did what I could with the material at hand. Now, however, more is expected of us and our classes will grow larger so that the timeliness of the Eastman Company's gift greatly enhances its initial considerable value; and I therefore beg to present my most sincere thanks for the handsome and serviceable apparatus and accessories which I had the privilege of selecting, all of which was sent according to my wishes."

Yours sincerely,

December 1, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, N. Y.

[12/2/16]

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Dear Mr. Eastman:

When I had the pleasure of seeing you yesterday I explained the conditions under which the General Education Board, representing Mr. John D. Rockefeller, has agreed to contribute \$250,000 to the endowment fund of the Institute. Those conditions are two: first, that the total amount of four million dollars that we are now endeavoring to raise be secured before the first of January, 1917, the date that you have set. Of course, this four million includes the two and one-half million that you have generously offered to subscribe towards a building fund and also the quarter of a million that the General Education Board proposes to contribute. As I mentioned in a recent letter the rest of the money has already been promised and the greater part of it paid. The other condition imposes a restriction on the freedom of the Institute in its use of the capital of your gift, requiring us not to use that capital for building until we have added to our funds that are applicable to other purposes than building an amount equal to the cost of the proposed building. This restriction is, I think, in accordance with what our practice would be even if no such condition were imposed, and the Executive Committee having care-

Mr. Eastman - 2.

fully considered the matter has agreed to accept the contribution from the General Education Board provided such acceptance meets with your approval. Having just occupied a great group of buildings it is improbable that there will be an urgent call for their extension in the immediate future and there can be no question that the General Education Board is right in its conclusion that we shall need the income of the four million dollars that will have been added to our resources since the end of our last fiscal year, the 30th of June 1916, if we are to take full advantage of our splendid plant and rise to the level of the great opportunity presented by the nation's industrial position. It will surely be several years before there can be any great need of an addition to our buildings costing a million dollars and since the 30th of June last we have received nearly that amount apart from what has been contributed towards the special endowment fund that we have been endeavoring to raise in order to meet the conditions of your gift. The main addition to our funds apart from this special endowment has come from the receipt of \$800,000 from the Pratt Estate.

Yours sincerely,

December 2, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, N. Y.

Dear Mr. Eastman:

I enclose a statement covering the points raised in our discussion on Friday regarding the advisability of taking a college course before entering the Institute of Technology. I shall be glad to answer any further questions that may arise.

Yours sincerely,

December 4, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, N. Y.

A few students enter the Institute of Technology as young as 17, but the average age on entrance is nearly 19. The regular course covers four years. It is all prescribed except that there is a certain choice of options at various stages in the course. The pace is reasonably swift and the nature of the work of such a character that men must keep up to the average pace or get themselves into serious difficulties. The school is pervaded by a professional spirit and hard work is the rule and not the exception. All this forms an excellent discipline for those who are to come to the front through their own efforts in the competition in later life. In many cases, however, it is deemed advisable to take the discipline of Technology as a supplement to the life in college. This has some advantages for the boy who can afford the time and money and has sufficient strength of character not to acquire habits of idleness or worse in the less strenuous atmosphere of college life. There are between five hundred and six hundred students at the Institute of Technology to-day who have come to the Institute from various colleges and more than three hundred of them who have graduated from these colleges. If these men have graduated from a college of good standing and during their later years have shaped their course with reference to what they will have to do at Technology, they can graduate from the Institute in two years. Most college courses are of four years duration so that the plan of graduating from a college first and coming to the Institute of Technology means normally six years instead of four. It is possible, however,

in many cases to reduce this by a year. This can be done, for example, both at Harvard and Yale. Thus, the Yale University catalogue states: "As eighteen hours of work may be taken in Sophomore year and again in Junior year, and one or more courses may be anticipated at the beginning of a year, it is possible for a good student to have completed the required sixty hours at the end of his third year. This completion of the course in three years is open only to those who have taken a high rank in Freshman year, and only by special vote of the Faculty in each case."

There is a similar arrangement at Harvard and a considerable number of men there take the course in three years and it is well-known that a young man of reasonably good capacity can graduate there in three years and still have sufficient time for participating in the social life of the institution. It is important to emphasize the fact that in all cases men coming from other colleges who expect to graduate from the Institute of Technology in two years must during their college course have paid some regard to the requirements of the Institute. Unless they have done this, they will almost surely find themselves so deficient in some of the fundamental subjects such as mathematics or chemistry as to make it impracticable to complete their course within two years.



Dear Mr. Eastman:

I wrote to you some time ago to the effect that the Corporation of the Institute had placed on its permanent records a vote expressing its appreciation of your benefactions to the Institute and had asked me to deliver a copy of that vote to you, if possible in person. Circumstances with which you are familiar have made this difficult, and I feel sure that you will not think that any lack of courtesy is intended if I send a copy of the vote by mail. This I am now doing.

Yours sincerely,

December 11, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, New York.

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

December 14th, 1916.

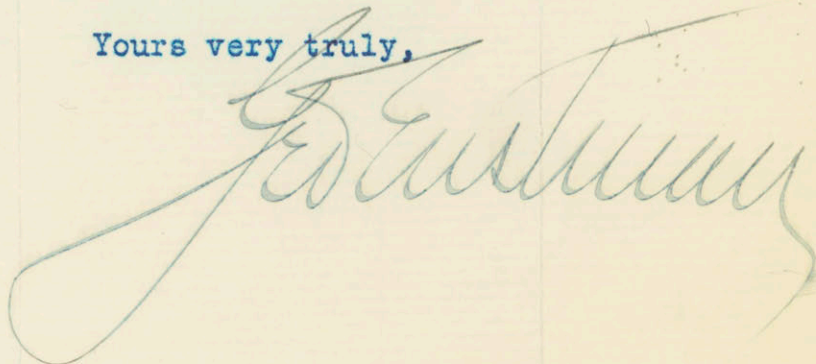
Dr. Richard C. Maclaurin,  
Boston, Mass.,

Dear Dr. Maclaurin:-

On my return home I find your letters of November 24th, December 1st, 2nd and 4th. First let me thank you for the one of November 4th enclosing information about the preliminary college course.

In regard to the contribution of \$250,000 from the General Education Board, I approve the conditions set forth in yours of the 2nd; that is to say, that my last contribution of \$2,500,000 is to be held temporarily as a part of the endowment fund until it is needed for extending the main building. Then the money contributed by me is to be used for that purpose in preference to money from any other source, but that such extension is to be held up until the money taken for that purpose can be replaced in the endowment fund from other sources.

Yours very truly,

A large, elegant handwritten signature in dark ink, which appears to be "G. Eastman", written over the typed name "George Eastman". The signature is highly stylized with long, sweeping flourishes.

Dear Mr. Eastman:

I enclose a copy of the Annual Report that I presented on Wednesday last to the Corporation of the Institute. This report will be printed in due time, but it may be that you will care to glance at it even in its present form. The first part gives a brief review of the accomplishments of recent years with special reference to the year that has just closed, and the second part considers some of the larger problems of the future. The most important of these is the organizing of our great group of laboratories so as to make them an efficient engine not only of teaching but of investigation over a great range of practical affairs, and the matter of next importance is the establishment here of an Institute of Public Health that would be national in its scope and influence and would do its work through the cooperation of the Institute of Technology, Harvard University, and the State Department of Health.

Yours sincerely,

December 15, 1916.

Mr. George Eastman,

900 East Avenue, Rochester, N. Y.

Enclaves for letter of Dec 15, 1916 from  
Mr. Smith to D. Franklin

MASSACHUSETTS  
INSTITUTE OF TECHNOLOGY

~~Smith, Dec 17, 1916~~

BOSTON, ..... 191

~~Recknowledges, as follows, the Cup funds~~

"~~As~~ When my first contribution to the  
Cup fund was made, I had been carefully  
looking over the field for some time ~~and~~ I  
had formed the opinion that there was no  
other place where a large sum of money  
could be invested with more effectiveness.  
That opinion has not since been changed in  
the least, in fact it was the <sup>greater</sup> strength  
of this conviction that led me to make my second  
contribution. I heartily congratulate the  
Cup fund & you upon the broadmindedness  
with which the same has been conserved with  
about the wisest plans have been consid-  
ered. I warmly feel great satisfaction  
in being instrumental in helping you to  
carry out such far seeing plans for  
the development of the <sup>as</sup> ~~country~~ I feel very  
strongly that the progress of this country  
is to be affected greatly by the men  
who are turned out of the ~~country~~  
N. Y.

"When my first contribution to the M. I. T. was made, I had been carefully looking over the field for some time. I formed the opinion that there was no other place where a large sum of money could be invested with more effectiveness. That opinion has not since been changed in the least, in fact it was the growing strength of this conviction that led me to make my second subscription. I heartily congratulate the Corporation and you upon the broadmindedness and at the same time the conservatism with which the building plans have been carried out. I naturally feel great satisfaction in being instrumental in helping you to carry out such far-seeing plans for the development of the Institute, as I feel very strongly that the progress of this country is to be affected greatly by the men who are turned out of the M. I. T."

Dear Mr. Eastman:

I have just received a check from the General Education Board, representing Mr. John D. Rockefeller, for \$250,000. This completes the payment of the million and a half dollars required to meet to the full the conditions of your most generous offer made in June last.

Yours sincerely,

December 28, 1916.

Mr. George Eastman,  
900 East Avenue,  
Rochester, N. Y.

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

December 30th, 1916.

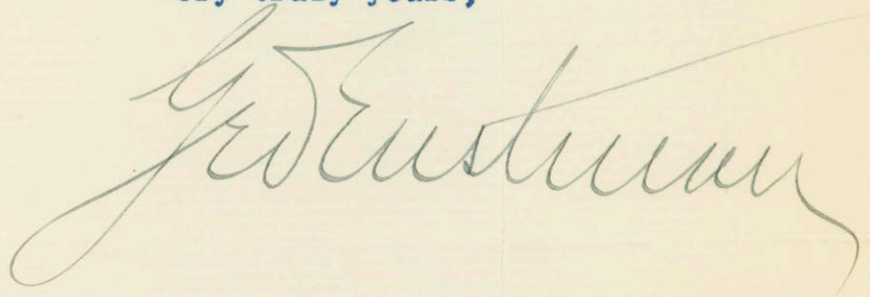
Dr. Richard C. Maclaurin,  
Boston, Mass.,

Dear Dr. Maclaurin:-

Your letter of the 28th received and I am requesting the Bankers Trust Company, of New York, to transfer to the Institute the sum of one million dollars, which I understand completes the payment of my subscription.

Congratulating you upon having secured the full amount in such good time, and with best wishes, I am,

Very truly yours,

A handwritten signature in cursive script, reading "G. Eastman". The signature is written in dark ink and is positioned below the typed closing "Very truly yours,".

Dear Mr. Eastman:

I beg to acknowledge the receipt of your letter of June 2d enclosing a check for \$300,000 for the purposes indicated in that letter. I wish to express, on behalf of the Corporation, the thanks of the Institute for this great gift and for your readiness to modify its conditions so as to meet our change of plans. We all feel most hopeful that the new school of chemical engineering practice will be an important factor in preparing for the development of the chemical industries of the country.

Yours sincerely,

June 6, 1916.

Mr. George Eastman,  
Eastman Kodak Company,  
Rochester, N. Y.