

[3/30/17]

Dear Mr. Eastman:

I am sending you a copy of one of the recent Bulletins of the Institute containing on pages 9 to 23 a report of the President presented at the annual meeting of the Corporation in December last. If you have time to glance through this I hope you may find something of interest. On page 14 of that report there is a brief reference to the School for Chemical Engineering Practice, and I am glad to say that experience up to the present has more than justified the highest hopes regarding that experiment. All the students that I have met who have been working in the various plants have spoken with the greatest enthusiasm of the stimulating experience as in their judgment by far the most effective instrument of education that they have known. It has been most gratifying, too, to find the various industrial corporations with which we are cooperating showing the utmost readiness to help in the work. Of course, the experiment has not been tried long enough yet to be thoroughly tested. Some minor difficulties have already presented themselves, and doubtless there are more ahead; but so far, at least,

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the experiment has on the whole been singularly successful.

By this time we are thoroughly well settled in our new buildings and begin to feel as if we had been here for years. Upon the whole everything is working admirably and we have no unexpected difficulties of serious character to surmount except those arising from the phenomenal rise in the cost of materials and labor. The cost of coal, for example, has risen from \$4.50 to \$7.50 a ton, and as we use nearly ten thousand tons in the year the extra cost of this item is about \$30,000, a sum which, if it were available annually for research in one of our departments, such as chemistry, would place it in this important respect far in advance of most other institutions. We can at least hope that the present level of prices will not last for many years but I see no solid ground for the expectation that they will come down quickly.

Of late the thoughts of most people here have centered around the war and we are doing what we can to get ready for the emergency so that we can place the scientific resources of the Institute at the disposal of the country for the solution of some of the scientific problems that war presents. Personally, I think that this country must get into the war in order to retain its self-respect. It seems to me indecent that we should have to rely on the protection of the allied fleet, and it seems to me altogether unworthy of a great and generous people to rest content with making money when the free peoples of Europe are giving their very lives with the

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utmost lavishness for a cause that is just as much ours as theirs. However, this is rather a digression. What I set out to tell you was that our negotiations with the War Department over problems of preparedness seem to be bearing at least one good fruit, namely, the recognition by the Government of the great military value of this Institute. For years I have tried unsuccessfully to impress on different officials in the War Department the very obvious fact that as modern warfare in many of its agencies is nine-tenths a matter of straight engineering, the Government should make use of the resources of this Institute in the training of engineers for the Officers Reserve Corps in the various technical departments of the Army. Recently, however, the Secretary of War has followed my suggestion, and has set up a Board of Officers representing different technical departments and instructed this Board to examine carefully the courses at the Institute and its facilities for instruction, and report as to the military value of these courses. This Board has just reported that the courses in Civil Engineering, Sanitary Engineering, Mechanical Engineering, Electrical Engineering, Chemical Engineering and Engineering Administration are all of such value that they ought to be prescribed completely as they now stand as requirements for those who wish to become members of the Reserve Officers Corps. They have also suggested the addition to these

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departments of certain short courses of a more technical nature such for example as a course on the chemistry of explosives, the addition suggested amounting to not more than two hours per week. The acceptance of the recommendations of this Board will make it possible for all undergraduates at the Institute who wish to prepare themselves for the service of their country to become officers in the Reserve Corps by very slight additions to their regular work. I have no doubt that a large number will avail themselves of this opportunity and there will thus be built up the nucleus of a really strong corps of engineers ready to serve their country in time of stress. The Board of officers expressed themselves to me as having been greatly impressed with the unique facilities of this institution both in equipment and men, and they recognize that the Institute possesses in these respects far better resources than any <sup>that are</sup> available in the exclusively military academies of the country.

Yours sincerely,

March 30, 1917.

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

[10/2/17]

Dear Mr. Eastman:

As the war conditions have seriously affected the work of the School of Chemical Engineering Practice established here through your generosity, it would seem proper that I should tell you something of what has been done and of the plans for the future. The School opened at the beginning of this year and was most successful from every point of view. The trouble that has arisen has been due entirely to the urgent demand on behalf of the Government for the students in the School and the instructors. We felt here at the Institute that we must do all that could reasonably be expected to meet the national emergency, and there is, of course, tremendous need of competent chemists. The Professor who directed the work of the School and a considerable number of his most useful assistants have been called upon to conduct investigations for the Government by way of off-setting the German abuses of gas and fire. These investigations are leading to most interesting and valuable results and now absorb the whole time of the men employed in conducting them. Further than that, all but three or four of the students in the School had to be released to enable them to take up special Government work. Under these circumstances, there seemed nothing else for us to do but tem-

Mr. Eastman - 2.

porarily to suspend the School. You may be interested in extracts from a report made by the Director with reference to what has so far been accomplished. He says:

"The School of Chemical Engineering Practice opened on February 5th, 1917, with 30 selected men from the 4th year class in attendance. These men were divided into five equal groups and placed in the Institute Stations at the works of the following Companies:-

Eastern Manufacturing Co., Bangor, Maine  
N.E. Gas & Coke Co., Everett, Mass.  
Carborundum Co., Niagara Falls, N. Y.  
American Synthetic Color Co., Stamford, Conn.  
Atlas Portland Cement Co., Allentown, Pa.

"The organization consisted of a Director with the rank of Assistant Professor, and an Assistant Director with the rank of Instructor, at each Station. With one exception, and this happily was soon discovered, the selection of men for these positions was surprisingly successful. Each one has brought to the work ideas of much value and an enthusiasm which assured the success of the plan from the beginning. They have shown great tact in their dealings with the officers and men in the plants and have in every case commanded the respect and attention of the students. Some anxiety was felt at first lest the presence of the students in the factories would cause jealousy and ill feeling among the superintendents, foremen, and other employers. Exactly the opposite effect has resulted. The factory men at all times quickly assumed a most friendly attitude toward the

Mr. Eastman - 3.

students and their work, and have been more helpful than we have had any reason to expect.

"From the officers of the Companies concerned we have received the most hearty co-operation in every way. While we at first experienced some difficulty in getting our aims as educators adjusted to their desires as manufacturers, these difficulties have been straightened out and have now entirely disappeared.

"From both an educational and a research point of view I can state without qualification that the plan has been most successful. The aims of the course as enumerated in our original outline have been in great measure realized, and other advantages not anticipated have appeared. I append extracts from some letters written by the students to their fellows at the Institute which reflect more clearly than I could dictate, the advantages they have enjoyed."

The five manufacturing companies with which we are associated have expressed a willingness to hold our teaching facilities and equipment in statu quo and to welcome the students when they again take up the work.

The Eastern Manufacturing Company has offered Mr. Hanson, our Director there, the position of chief of their research laboratory and will welcome us back whenever we are ready to go.

The New England Gas & Coke Company writes a most

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appreciative letter and hopes to see us back soon.

The Carborundum Company has made Dr. Wescott, our Director, chief of their research laboratory and agrees to continue our arrangement with them so far as the future can be foreseen.

The American Synthetic Color Company is not on a very firm foundation financially, but we hesitate to give up our connection with it as we do not know where we should have equally good facilities for studying commercial organic chemistry.

The Atlas Portland Cement Company has asked Mr. Salisbury, our Director, to organize a research department and be its Director. This is a real triumph for us as when we began work with the Atlas Company, although the President and higher officers in New York were cordial, the Northampton management was distinctly hostile. Slowly, but surely, we have demonstrated our ability to be of service to the Company, and now they do not want us to leave.

Not only has the School of Chemical Engineering Practice been successful, in itself, but it has had a most beneficial re-action on the general course in Chemistry at the Institute, and I think our Director is right in stating that "the success which has at every turn met our efforts in organizing and conducting this School of Chemical Engineering Practice is proof



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of the soundness of the fundamental principles upon which it is founded, and we eagerly await the opportunities to again take up the work".

So much for Chemical Engineering. You may be interested to know some of our special activities arising out of the war. From the beginning we have been conducting a number of schools apart from the regular work of the Institute, and perhaps an enumeration of these will be helpful.

1. We arranged with the Secretary of War to maintain for the Government an Army School of Aeronautics. This School has been attended constantly by 200 students, 25 reporting each week and remaining here for two months. I have just received word from Washington asking us to increase the number to 300. All of these men are lodged and fed by the Institute within its buildings and the necessary instruction given in our laboratories.

2. By a similar arrangement with the Secretary of the Navy, we are maintaining a similar School of Aeronautics for that branch of the service, 200 being now in attendance, and the number is shortly to be increased to over 300. These men are also lodged and fed by the Institute within its buildings and instructed here by our officers.

3. During the summer we maintained a Naval Reserve School leading to an Ensign's commission in the Naval Reserve.

4. By arrangement with the United States Shipping

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Board we are maintaining a School of Instruction for Navigating Officers in the merchant marine. This School has a constant attendance of 40 men sent to us by representatives of the Government. In addition to maintaining the School here we have, through one of our officers, supervised more than a dozen other similar schools located on the Atlantic, Pacific and Gulf coasts.

5. Also by arrangement with the Shipping Board, we are maintaining schools for engineers in the merchant marine, having a constant attendance of 60 men, and we have also through one of our officers to exercise supervision over all the other similar schools that are being conducted in different parts of the country.

6. From the beginning of the war, recognizing that the speeding of ship-building was one of the greatest national needs, we set up special intensive courses in Naval Architecture designed for men who had received training in other branches of engineering and could be qualified by short courses to be of greater use in ship-building. A large number of men have taken these courses and every one <sup>who has graduated</sup> is in the service of the Bureau of Construction and Repairs of the Navy.

7. During the summer we maintained a military camp at our Civil Engineering Camp in East Machias, in which we gave instruction to about 100 of our sophomores in military engineering.

Mr. Eastman - 7.

8. During the summer we maintained special courses for about 200 members of our junior class to enable them to anticipate some of the work that would normally come later, and obtain a considerable amount of special military instruction.

9. Our laboratories have been in great demand for researches, particularly in chemistry, mechanical engineering, and electrical engineering, a large part of it being for the Ordnance Department. Men have been specially active in trying to find means of off-setting German methods of warfare, but they are also making many tests of materials for the War Department. Some of the investigations that are being conducted here by the Government could not be done anywhere else in the country as nowhere else is there the necessary engineering equipment.

10. The War Department has established four different units of the Reserve Officers' Training Corps here, namely, Coast Artillery, Signal Service, Engineers and Ordnance. This is not merely a war measure, but it will continue indefinitely and enable our graduates, by doing a certain amount of special military work while they are here, to obtain commissions in the Reserve Corps. If there had been more foresight, this should have been done many years ago and the present scramble to train officers in the technical branches of the service would have been very much diminished.

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All this special service due to the war is being carried on in addition to our regular work which is fortunately little affected<sup>thereby.</sup> Our main difficulties here are financial due chiefly to the increased cost of materials, especially coal, and the diminished returns from student fees. The reduction of our students is, however, very much less than most of the colleges have suffered. Our entering class is larger than ever and the reduction for all classes is 13 per cent as compared with 40 per cent in the case of Harvard and Yale. This, of course, is but a temporary set-back.

A much more serious matter is the recent action of the Constitutional Convention in this State which has passed, by a very large majority, a proposal to amend the constitution so as to make it unconstitutional for the State to grant aid to any educational institution that is not entirely under State control. This means a loss to us of \$100,000 a year, equivalent to the income of more than two million dollars - serious reduction under any conditions, but especially serious in war times. There are only two educational institutions in Massachusetts not under State control that receive contributions from the State, this Institute being one of them. The politicians, at least some of them, think that they can force Technology to come under State control, but, of course we shall resist this most strenuously, as under the present conditions in political

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circles, our efficiency as an educational machine would be most seriously diminished if we were subservient to the pettiness of politicians.

I must not presume too long upon your patience and run on indefinitely, but you might be interested to know of another experiment that we are trying along the line of cooperation with industrial concerns suggested by the success of our experiments in Chemical Engineering. We have made an arrangement with the General Electric Company whereby our students in Electrical Engineering are to spend a considerable portion of their time under direction of our instructors in the work of the G. E. Company, the Company undertaking to defray the cost of the experiment at least for long enough to give it a reasonable trial. The results so far are quite promising.

The somewhat bald enumeration that I have given you will, I hope, present at least a rough picture of our war activities. It should be noted that we could have scarcely rendered any of this service had we not had our new buildings. Their erection was singularly opportune, for they were finished just in time <sup>for us</sup> to get well settled before we were called upon to render a great national service in the present emergency. There can be no doubt that the call will be continued in the industrial world when the country begins to realize the need of well-trained men to cope with the innumerable problems that after the war conditions will present.

Mr. Eastman - 10.

I hope, of course, that in the near future I may have the pleasure of seeing you here. We are occupying the President's House that was presented to the Institute by Mr. Stone and Mr. Webster, but we are not yet properly settled there and can not expect to be so for a month or so. It will, of course, be a great pleasure both to me and Mrs. Maclaurin to welcome you there at any time.

Yours sincerely,

October 2, 1917.

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

Extracts from Letters of members of the  
School of Chemical Engineering Practice to their friends  
at the Institute

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" ----- The Cement Works offered a splendid opportunity to get a line on plant design, power distribution, conveyor systems, grinding machinery, and the procedure of commercial laboratories. We had a free run of the place, and the workmen were invariably friendly and anxious to help us. Each fellow had to spend a week with the repair gang, and that meant getting up at five every morning for the six o'clock train. The fine cement powder got pretty well onto everything and hardened on rainy days, but being dirty means nothing at all to us by this time".

"Every member of the group is impressed with the change from the theoretical viewpoint of the classroom to the practical viewpoint of this course. Especially those of the group who have had no previous practical training often remark how greatly this course has added to their ability both to attack problems and to accomplish their solution. In short, the greatest contribution of this course seems to be that of obtaining self-confidence and the ability to do things."

"It is very interesting in this connection to watch and analyze the men who hold the bigger, the more responsible positions. What qualities has this one leading to success, what gives that one his position of command? Comparisons arise unconsciously between the methods of this man here, and that one of the plant we last left, in his different relation to the organization as a whole, and to the men working with him. Likewise the part a man's technical training plays in his advancement as compared with other factors is of import to us".

"Conveying systems, transmission of power by shafting and the use of the belt, rope and other drives are details of mechanical engineering not usually obtained by students in chemical engineering. Industrial practice in the field of electrical engineering has been illustrated at practically every plant visited. Generating machinery for power and electro-chemical work, transmission systems, motors adapted to various uses especially those of the induction type, are but a few applications that have been studied".

"The writing of detailed reports must be considered of the utmost importance in this course not merely for the preservation and classification of actual data but also for the training obtained in expressing one's thoughts logically, accurately, and rapidly".

"Study of plant organization and experience obtained by working side by side with laborers is of great value to us."

"The general principles of chemical engineering calculations, including such valuable methods of attack as the pound mol system and the principles of fluid flow, are impressed much more vividly by using data obtained by ourselves during plant operations. Not only is experience obtained in calculation, but valuable training is secured in the planning and execution of tests of apparatus and processes. Efficiency in time and labor is obtained by applying the principles of precision before the performance of a test".

"One of the most far-reaching effects of this course is the help gained from personal contact with the men who have been in the profession into which we are about to enter. The personal experiences of the Directors and Assistants, together with the influence of their personality form no mean part of the course in Chemical Engineering Practice".

"What we have gained may be described, roughly, as:

1. Contact with men, from the men of our own group to all the diverse character of labor employed in the different industries.
2. An appreciation of the difficulties and limitations of industrial practice and operation in contra-distinction to the necessities of the laboratory methods to which we have been trained.
3. A familiarity with the tremendous units of production used in "big business", that feeling of being at home amid the crash and bang of large scale production, which is in itself invaluable and which can only come through direct contact.
4. A very keen sense of the gulf between the applied practice and the theory of many industrial processes, and of the very great advantages of having a grip on the theory sufficiently firm to bridge the gulf.
5. The ability to visualize machines, units, processes, etc., by the mere reading of descriptive text, something which was previously impossible as there was no basis on which to build up these mental pictures.
6. A groundwork of knowledge of industrial appliances, tools, and apparatus, on which to build and correlate the mass of seemingly unconnected and otherwise confusing details and facts which we are supposed to assimilate from our studies and reading.



" ----- you can hardly realize what a difference there is between a picture or drawing, and the real piece of apparatus itself. An electric furnace or a scrubber are now old friends to us, instead of being somewhat awesome objects. We are beginning to see how varied chemical industries are."

"At Everett the facilities for handling great quantities of gas strongly impressed us - 8,000,000 cubic feet of gas a day means something to us now. We can see yet the size of those intake pipes from the batteries."

"The Cochrane Chemical Plant is a wonderful place. Here for the first time I saw and understood how acids are conveyed and handled. The immense towers and chambers in the sulphuric acid plant are indelibly impressed on my memory:- for to say a Gay-Lussac Tower is 80 feet high is one thing but to climb to the top of it is another."

"At Niagara Falls our work is mostly electrical..... ..  
.. The other day we ran a test on a small Aloxite furnace. We kept Aloxite at a temperature of 1600 degrees C for five hours with an electrical expenditure of only 550 K.W. hours. I had no idea before that so much heat was contained in 100 K.W.; but after standing over that furnace for an hour one has an idea, and a very different idea it is, as to the meaning and value of 100 K.W..... To-morrow we run a test on 1,000 H.P. Carborundum furnace. Electricity, that name which in the past I have usually associated with a shock, or when I was very ambitious with a motor, is beginning to take on a new significance, - that of energy easily convertible into very high temperatures."

"The friendliness of the workmen in the various plants is noteworthy. We have yet to receive our first rebuff. They are willing to help us on all occasions and to tell us all they know, in fact even eager. That is the trouble, they sometimes tell a good deal more than they know".

"We have learned much as to what is essential and what is negligible in a commercial test, and much about the complete interpretation of test data".

"We have learned much as to what is essential and what is negligible in a commercial test, and much about the complete interpretation of test data".

"We have close contact with the commercial operations; we live in the atmosphere and think in terms of profit and loss; and yet our time is our own. We can idealize without wasting the company's time. I believe that this is an immensely important feature of our work."

[Oct. 1917?]

4.

"To sum up the student's point of view, we feel that we are gaining a working knowledge of chemistry and of engineering. We are gaining an interest in our work which has never been equalled. We are learning our weaknesses and our strong points, and we are put in a position where with the proper kind of efforts they may both be improved. We are gaining a friendship with men of importance in our profession, and we are learning the value of such friendship."

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

October 12th, 1917.

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

Dear Dr. Maclaurin:-

I duly received your letter of the 2nd inst. and thank you very much for all the information contained therein, which is naturally very interesting and gratifying to me.

I am glad to hear that you and Mrs. Maclaurin are in your new house and it will give me pleasure to accept your invitation the next time I am in Boston.

Our company seems to have been more unsuccessful in dealing with the Government than the Institute, we having offered to establish a photographic school for aviators here and furnish the equipment and materials. The reason the Government gave for turning down our offer was that it could not send men away from camps for instruction. Of course we have facilities here that could not be obtained elsewhere and we believe that we could teach the men much more effectively than could be done anywhere else as we would have a staff of instructors such as they could not possibly get together in any other place. It may be that the Government is afraid to accept any favors from one of the so called "trusts". Of course we are not paying any attention to such discrimination but are trying to help wherever we can. We are especially devoting ourselves to aerial photographic work and have already devised special emulsions and apparatus for the purpose, some

[10/12/17]

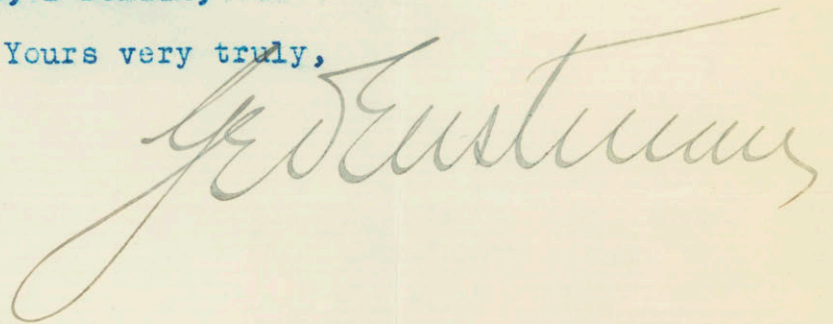
OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

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of which are very promising. Among other things we have an automatic film camera which will make fifty exposures, six inches square, in succession which are equal to anything that can be taken singly with glass plates. This instrument is going to Langley Field early next week for trial and it is expected that it will be carried by the big Caproni machine in its flight from Washington to New York, which it is anticipated will take place very shortly. The camera has already been tried out at the Curtiss field in Buffalo. The Allies are using plates almost exclusively because they have been unable to get the photographic results required on films. This is partly because they have been trying to use the ordinary camera films which are quite unsuitable for the work. They also have not been able to handle the films mechanically.

With kind regards, I remain,

Yours very truly,

A large, elegant handwritten signature in cursive script, reading "G. Eastman". The signature is written in dark ink and is positioned below the typed name "Yours very truly,".

[12/13/17]

Dear Mr. Eastman:

I enclose a copy of my annual report to the Corporation on the affairs of the Institute during the past year, this report having been presented yesterday. If you have time to glance through it, you will see that it deals for the most part with matters that I have already brought to your attention. The most important exception is to be found on pages 16, ~~17 & 20~~ where reference is made to the agreement entered into nearly three years ago between the Institute and Harvard University. The Supreme Court of Massachusetts has recently decreed that this agreement can not be carried into effect in so far as it involves the use of the income of the Gordon McKay Endowment. The judicial decision is contrary to the opinions given by lawyers of the highest eminence at the time that the agreement was entered into, but that does not help matters as the Court's decree is final. I should like very much to have an opportunity in the not distant future to discuss with you some of the problems that arise out of the decision of the Court. It seems clear to me that in the broad interests of education the combination that was effected was eminently desirable. Perhaps we can obtain about the same result by other means. I should value your judgment in the

Mr. Eastman - 2.

matter very highly indeed and in view of what you have done to build up this Institute it is highly proper that your attitude in the matter should be ascertained.

Yours sincerely,

December 13, 1917.

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

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

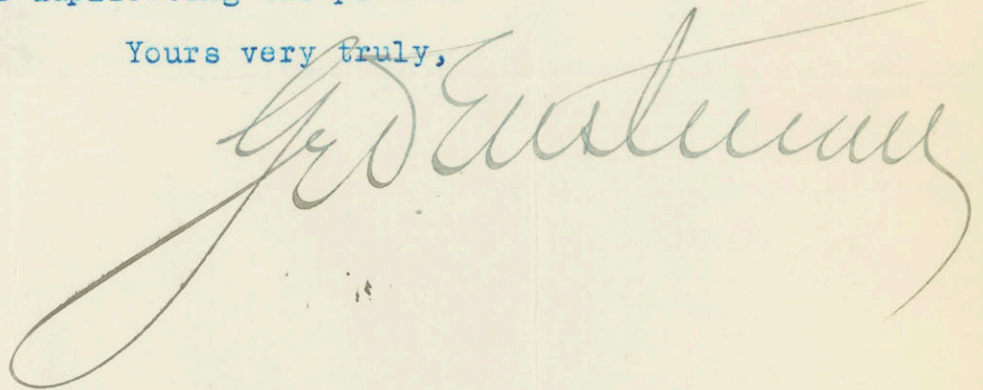
December 15th, 1917.

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

Dear Dr. Maclaurin:-

I was sorry to see the court decision against the Harvard-Tech combination and trust that it does not put an end to the hope of any kind of an alliance which will avoid the necessity of duplicating the plants.

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 a long, sweeping tail that loops back under the main body of the name.

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4132 M

December 15th 1917.

W.S.

Paul J. Lockman

68 Remond St

Dover

4314 M

*[Faint, illegible handwriting, possibly a signature or address]*



[2/20/18]

Dear Mr. Eastman:

I enclose a reprint from the Journal of Industrial and Engineering Chemistry, that has just been sent to me. It deals, as you will see if you have time to glance through it, with our experience in the School of Chemical Engineering Practice.

Regarding the relations between Harvard and Technology that we discussed last week, there is no progress to report. The Corporation at Harvard is still divided in its opinion, being pulled in different directions by different groups. The forces derived from the feeling amongst certain Harvard men that it should conduct its schools entirely independently may prevail over what I should regard as the forces of common-sense. No institution, at least no educational institution that I know of, is so strong that it can not be made stronger by a proper alliance, and if there be any institutions of this type in the field of engineering most certainly Harvard is not one of them. Whatever the issue, Technology will pursue its course, and as far as the near future is concerned, will have no cause for disquietude except through the loss of \$100,000 of income - an income that it needs if it is to meet the national requirements. The more serious results of a break-

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ing off of cooperative effort between Harvard and Technology  
would be not immediate but in the more distant future.

Yours sincerely,

February 20, 1918.

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

Dear Mr. Eastman:

I must thank you for your telegram. If you are to be in New York during the first half of next week, I could see you there most conveniently, but if during the latter half it might not be so convenient and perhaps in that case I had better see you at your home. If this is to be the case will you be good enough to write or telegraph me telling when I should go to Rochester.

Our discussion need not take up very much time, but the problem presented calls for early solution and in some of its aspects is the largest problem affecting technical education in this country in the future.

Yours sincerely,

February 6, 1918.

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

Dear Mr. Eastman:

Your telegram has just been received. I shall leave for New York tomorrow night and hope to see you at the Belmont on Wednesday morning.

Yours sincerely,

February 11, 1918.

Mr. George Eastman,  
Hotel Belmont,  
New York, N. Y.

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

February 25th, 1918.

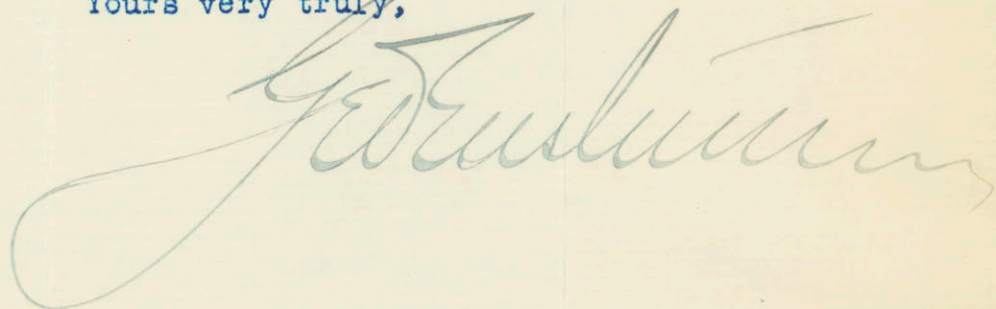
Dr. Richard C. Maclaurin,  
Cambridge, Mass.,

Dear Dr. Maclaurin:-

Your letter of the 20th received and I am much obliged for the reprint of the Walker article. I shall not give up hope as to the Harvard alliance until she has actually drawn away.

If there has been any front view photograph made of the Institute since the court was finished I should much appreciate it if you would send me one as the last one I have was taken before the permanent work was done on the terraces.

Yours very truly,

A large, elegant handwritten signature in dark ink, which appears to be "G. Eastman", written in a cursive style with a long, sweeping underline.

[2/28/18]

Dear Mr. Eastman:

It will, of course, be a pleasure to send you some front view photographs of the Institute. On inquiring with reference to the matter this morning, I am told that a photograph taken a few days ago promises to be one of the best, and I have asked to have this and others brought to me within a day or two and will make a selection. I note, by the way, that you speak of a photograph of the Institute "since the court was finished". As a matter of fact, it is not yet finished. I did not feel sure about the architect's scheme for developing the court and as something had to be done and done quickly and inexpensively, to prepare for the dedication, most of the structures that were put in were of a temporary character, merely wood painted to harmonize with the stone. Since this was done there has been so much else to occupy our attention and such a drain on our financial resources for things that were absolutely essential that it has seemed well to postpone any further expenditure on the court at least until after the war. I still feel the same objection to the architect's scheme of the court as I did originally. It is admirable and effective as viewed from ~~the~~ inside the court, for example, from my office window. As viewed from the Esplanade, however, the

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structures in the court seem to me to cut off the bases of the columns and pilasters in an unfortunate way and to do away with the effect that was formerly so admirable of a huge building solidly based and rising apparently naturally from the ground. I have since discussed this matter with Mr. Bosworth and I think that he shares my view at least to the extent of agreeing that further study of the problem is desirable.

Yours sincerely,

February 28, 1918.

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

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

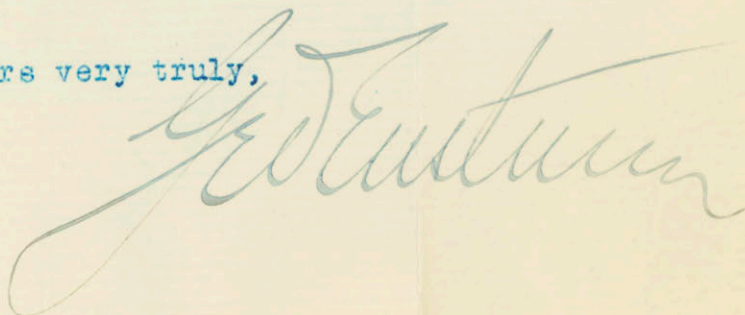
May 28th, 1918.

Dr. Richard C. Maclaurin,  
Cambridge, Mass.,

Dear Dr. Maclaurin:-

Yours of the 25th received. If I do not change my mind before the \$400,000  $4\frac{1}{4}$  Third Liberty Loan bonds are delivered I will turn them over to the Institute, to be added to the endowment as a special fund to be used for the general purposes of the Institute during the war, and thereafter the income is to be used for the development of courses in chemistry, chemical engineering, and physics; the principal to be available at any time for adding to the main building after the funds which I have already contributed for that purpose are exhausted. The understanding is that such additions to the main building, as needed, are to be made first out of the funds contributed by me heretofore, except the \$300,000 fund which I furnished for the chemical engineering course, and next out of this present fund in preference to funds contributed from any other sources, my intention being that the main building shall continue to represent the funds furnished by me until all of these funds are exhausted.

Yours very truly,





[5/31/18]

Dear Mr. Eastman:

I must thank you for your letter of May 28. The Corporation of the Institute will, of course, most willingly accept your gift and hold it in trust for the purposes indicated in your letter.

I had hoped to have a few words with you after the dinner on Wednesday, but you left before a suitable opportunity presented itself. I wanted in particular to thank you personally for your generous offer and to tell you something of the progress of our negotiations with Harvard.

I was much interested in what you said at the dinner. As far as industrial research is concerned, you made it clear that you needed no argument to convince you that it is indispensable for the future development of the country. Most of the leading men in business have either seen this for some time or begin to see it now. The real difficulty, as I said at the dinner, is to provide an adequate supply of well trained scientific men. In this matter industry is ~~already~~ ahead of the schools, at least in this respect that it recognizes the need of a larger number of well trained men than the schools can supply. A generation ago the schools could be content with training men in scientific knowledge. The need of such men was then inadequately appreciated

Mr. Eastman - 2.

and there was an enormous gap between scientific knowledge and existing industrial practice. Now that gap has been, at least in many places, filled up and industry calls now for more than scientific knowledge; it calls for men with the power of extending that knowledge and it calls for such men in large numbers. It is not, I think, sufficiently generally understood that men can be trained for such tasks just as they can for anything else. Of course, the greatest advances are made by the highly gifted few, those men of genius who make original contributions to science or industry almost irrespective of their training. As things are today, however, research is largely a matter of organization. Unusually brilliant men are, of course, as highly prized as ever before, indeed they are more valuable than ever before because through proper organization they can accomplish more than formerly. One brilliant man can contribute enough ideas to keep a large force working but this force requires preliminary training and it is not exactly the same training as men get in the ordinary curriculum of a university or technical school. They must have, of course, the foundation of sound scientific knowledge, but they must be trained more thoroughly than is the average man in exact methods of observation and in what may be called the strategy of investigation. This Institute and others ought, therefore, to have research divisions in all its leading departments, particularly in the fundamental ones of physics and chemistry, and these research departments should train not a small

Mr. Eastman - 3.

number but a large number of men in the methods of research and fit them for later service in the research departments of the leading industries.

Yours sincerely,

May 31, 1918.

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

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

June 3rd, 1918.

Dr. Richard C. Maclaurin,  
Cambridge, Mass.,

Dear Dr. Maclaurin:-

I enclose copy of order for the disposition of the \$400,000 Third Liberty  $4\frac{1}{4}\%$  bonds which I have sent to the Bankers Trust Company. These bonds are offered to the Institute on the following conditions: They are to be added to the endowment as a special fund to be used for the general purposes of the Institute during the war, and thereafter the income is to be used for the development of courses in chemistry, chemical engineering, and physics; the principal to be available at any time for adding to the main building after the funds which I have already contributed for that purpose are exhausted. The understanding is that such additions to the main building, as needed, are to be made first out of the funds contributed by me heretofore, <sup>for building purposes</sup> (except the \$300,000 fund which I furnished for the chemical engineering course), and next out of this present fund in preference to funds contributed from any other sources, my intention being that the main building shall continue to represent the funds furnished by me until all of these funds are exhausted.

I was sorry I did not have an opportunity to talk with you Wednesday night but I had to come home on the 11:30 train. I rather expected that a concrete program, or an outline of a program, would be presented at the dinner but I conclude that that is the next step contemplated.

Yours very truly,

*Geo Eastman*

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

C O P Y .

June 3rd, 1918.

Bankers Trust Company,  
New York City,

Gentlemen:-

As soon as you receive the balance of the \$350,000 4½% Third Liberty bonds from the Security Trust Company of Rochester, making, with the \$150,000 delivered by the Fidelity Trust Company, a total amount of \$400,000, please notify Dr. Richard C. Maclaurin, President of the Massachusetts Institute of Technology, that a client of yours who wishes his name withheld has ordered these bonds placed at the disposal of the Institute, and you are hereby authorized and requested to deliver them to the Massachusetts Institute of Technology on proper order from that institution.

Yours very truly,

(Signed) George Eastman.

[6/11/18]

Dear Mr. Eastman:

I shall bring the generous offer contained in your letter of June 3d to the attention of the Executive Committee of the Corporation at its next meeting, and I have no doubt that the offer will be gratefully accepted with the conditions stipulated.

With regard to the research problem and the discussion at the dinner in New York, I, too, expected that more concrete suggestions would be made. I understand, however, that the main purpose was to set a few leading people of influence thinking over the problem so that they might be better able to criticize the concrete suggestions that would come later. The fundamental problem, as I see it, is the educational one and here the only concrete suggestion that was made implied action on the part of the Rockefeller Foundation and no formal action has yet been taken. I understand that the President of the Foundation, Dr. Vincent, and a few of the other Trustees have discussed the matter with representatives of the National Research Council and expressed a keen interest in the main problem. Dr. Vincent is in Europe at present but is expected back in a week or so and he is to be approached

[6/11/18]

Mr. Eastman - 2.

on the matter as soon as possible after his return. It does not seem to me probable that there will be any immediate action and in any case nothing much but planning can be done while the war lasts if for no other reason than because nearly all the men most active in scientific research will continue to devote their energies to war problems. In spite of this I think it is wise to be thinking seriously of the educational problem even now and it would be a great help if we had something definite to look forward to immediately after the war. Meanwhile, the necessary buildings could be planned and what is still more important, steps could be taken to secure the men with which to build up an effective organization for research. The experiences of the war are putting the scientific men of the country to an unusual test and doubtless some excellent new material will be revealed in the process.

Yours sincerely,

June 5, 1918.

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

Dear Mr. Eastman:

At a meeting of the Executive Committee of the Corporation held to-day it was voted that the generous offer contained in your letter of June 3d be accepted under the conditions set forth in that letter. At the same time I was asked to convey to you the appreciation of the Executive Committee of your continued generosity and the great value of your support at this critical period of the Institute's development.

Yours sincerely,

June 11, 1918.

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



[10/21/18]

Dear Mr. Eastman:

I spend the greater part of my time now in Washington so that your letter of October 14 has been delayed in reaching me. Little, if any, progress has been made recently with regard to the research plan that we discussed three months ago. Difficulties presented themselves with the Rockefeller Institute, the trustees of which have not yet made up their mind what action they will take in the matter. Before the meeting in New York the president of the trustees, Dr. Vincent, had been interviewed and had expressed himself as very favorable to the scheme outlined. Since then, however, other members of the Board have expressed themselves as opposed to making appropriations for research at institutions that the Rockefeller trustees did not control. I may say that up to the present the Rockefeller Foundation has spent a good deal of money for research but this has been for the most part at the Rockefeller Institute in New York and it is evident that at least some of the trustees wish to keep everything very much within their own control. They may come around to a more liberal and in my judgment a wiser attitude but progress has been stopped for the time by the fact that some of the members of the trustees who are most interested in research have gone to Europe in connection with the war activities of the

Mr. Eastman - 2.

Rockefeller Foundation and nothing can be done until their return. I am not very hopeful that a satisfactory solution will be found with regard to the Rockefeller people as there are some rather narrow-minded officials in practical control there. However, some solution must be found, for the need of providing adequate facilities to train men in considerable numbers in the fundamental sciences so that they may be useful to industry later grows daily more obvious.

Early in the summer the Secretary of War asked me to take up the position as Educational Director of the Student Army Training Corps. This has tied me almost continuously to Washington ever since and proves to be a very exacting task. The problem is to provide about 150,000 officers for the Army and Navy within the next nine months and to provide them through training in the colleges. Arrangements have been made with between five and six hundred colleges in all parts of the country to participate in this work and the problem of re-modeling the college curricula to meet the needs of the Army and finding the necessary instructors in subjects with which many of the colleges have little familiarity is, of course, a complex one. I need hardly add that it is not made easier by the cumbersomeness of the war machine in Washington and the difficulty of getting things done in a business-like way with reasonable speed.

Here at Technology we are devoting ourselves, as we have been ever since the war began, practically exclusively to war-like ends and are, I think, doing really useful work. Last year, in spite of high costs, we managed to get through without a deficit, but that,

[10/21/18]

Mr. Eastman - 3.

I am afraid, will be impossible this year. War conditions have decreased somewhat the number of our students and, of course, very much increased the cost of their instruction, and this is the first year when the change in the constitution of Massachusetts will deprive us of the \$100,000 that we have been in the habit of getting annually through the State legislature.

The problems arising out of our relations with Harvard have not yet been solved, but I think a reasonably satisfactory solution will be found in the near future. I had a conference with the President of Harvard this morning when we agreed on most things, and I do not anticipate any serious opposition from the corporations of either institution or from the courts. There has been a great deal of delay in bringing things to an issue, but this delay has been not wholly unintentional, and has, I think, justified itself, by the change in attitude that has come over those on the Harvard side who opposed a combination of forces. With Harvard's prestige in other fields than engineering, it is difficult for a Harvard man to realize that there are other institutions more powerful than Harvard in certain fields. I think most of the Harvard men who have any responsibility in the matter now see that any competition between Harvard and Technology would almost inevitably result to the benefit of Technology rather than to that of Harvard, and the better men amongst them have long recognized that the good of the community rather than the glory of any particular institution is the one thing that should

Mr. Eastman - 4.

really be considered.

Yours sincerely,

October 21, 1918.

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

FRANK W. LOVEJOY  
ROCHESTER, N.Y.

Jan. 5, '99

Dear Dr MacLaurin: -

In response to  
your request, the following gives  
the information you ask for: -

James H. Haste, Manager Kodak Park Works

H. H. Tozier, <sup>Genl</sup> Supt. of Sensitized Papers Mfg.

C. K. Flint, Chief Engineer Construction & Maintenance  
Kodak Park Works.

A. F. Sulzer, General Supt. of Film Manufacture

F. W. Loring, Vice Pres. in Charge of Manufact.

E. H. Woodworth, <sup>writing</sup> Supt. Works, Canadian <sup>Kodak Co. Ltd</sup> <sub>route</sub>

There are several more in less responsi-  
ble positions and there have been others  
like Mr. Eisenhart who have had promi-  
nent positions and are not with us now.

I hope this list will serve.

Yours sincerely,

Frank W. Loring

[1/17/19]

Dear Mr. Eastman:

I think I told you when I had the pleasure of seeing you recently that the problem of raising funds to provide an adequate endowment fund for the Institute had been referred by the Corporation at its last meeting to a special committee. That Committee asked me to prepare a statement regarding the Institute that might be printed and sent out to those that the Committee hopes to interest. I am anxious to receive criticisms on this statement and suggestions for its amendment before it is finally printed and distributed. If you can possibly find time to read it through, I should, of course, greatly value your suggestions. I may say that although the statement is mine, I believe that I am entirely free from any pride of paternity and shall welcome criticisms, however trenchant. I think myself that the statement is rather long, but having submitted it to Mr. Otto Kahn, a member of the Committee, and having expressed doubts as to the propriety of so lengthy a statement, he replies: "All you say in it is material and important. If the appeal is 'gotten up' in attractive and easily readable form, with short paragraphs, etc., I am not afraid of making it a little long. The man

See  
file  
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Mr. Eastman - 2.

who is interested in the subject will read it. The man who is not interested will read a short statement just as little as a long one, and for the man who may be interested we want more facts and arguments than could possibly be contained in a statement of which brevity would be the controlling element."

Yours sincerely,

January 17, 1919.

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

Dear Mr. Eastman:

I enclose a copy of the statement regarding the Institute that you were good enough to revise before its publication. The original statement contained an Appendix the appropriateness of which you questioned and on further reflection I recommended to the Committee that this Appendix be omitted from the published statement, but set up separately and sent only to those individuals who there was reason to believe would be interested in the opinions that were quoted.

Yours sincerely,

February 12, 1919.

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



[4/4/19]

Dear Mr. Eastman:

I remember having the pleasure of meeting you at a dinner at the University Club in New York given by Dr. Hale at which there was discussion by Senator Root and others of the needs of promoting scientific research in this country. References were there made to the hope that the Rockefeller Foundation would help forward this movement and negotiations to bring about this desired result have recently been brought to a successful conclusion. I enclose a statement issued by the National Research Council setting forth what has been done. The Foundation, through its President, has stated that if the experience during the next five years is reasonably satisfactory, the Foundation will continue its endowment of research and be ready if necessary to considerably increase the amount of money to be appropriated annually for this purpose. Two of the alumni of the Institute - Doctors Hale and Noyes - have taken the leading part in bringing about this arrangement and I have been in frequent consultation with them regarding the matter. The plan originally suggested was that the Rockefeller Foundation should assist a small number, three or four perhaps, of institutions that would be specially selected to develop research in Physics and Chemistry. I was

Mr. Eastman - 2.

never favorable to this suggestion deeming it better from the point of view of the national interest to give the affair a broader scope and permit participation in the benefits of the scheme to any educational institution that could satisfy the National Research Council that it was properly equipped with men and materials to carry on research.

I think that the action of the Rockefeller Foundation is an extremely important one for the future of science in this country. Clearly we cannot build a superstructure without laying the foundations adequately and there is consequently great need for the development of the fundamentals of science on which the industrial applications depend. This Institute will, of course, participate in the scheme to the fullest extent of its capacity.

Yours sincerely,

April 4, 1919.

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

[4/9/19]

Dear Mr. Eastman:

I have read with great interest the account in the Rochester Herald of your proposed gift to the employes of the Eastman Kodak Company. It seems to me both generous and wise. Human ingenuity will doubtless always be striving towards an ideal solution of the problem of the relations between capital and labor, and although always striving will never quite reach the goal. The practical problem is, however, not to attain the ideal, but to find something that appeals to the sense of fairness and justice of the majority of the men and women directly concerned. Your plan has the great merit of supplying the employe with something of the same motive for faithful work as the man at the top has. If he realizes that he is a partner in the business he will be less inclined to "loaf on the job" and encourage similar loafing in his fellows, and he will be much more keenly anxious to help every effort towards efficiency and to discourage everything that makes for slackness and waste. I suppose that there will always be differences of opinion as to how much of a partner the workman<sup>should</sup> be and that we are likely to be pessimistic or otherwise regarding the future according as we expect the majority of the workmen to believe or not to believe that they are really the whole thing.

Mr. Eastman - 2.

The doctrine of the extremists that all wealth comes from the efforts of the workmen (meaning by that the men who labor with their muscles) is so palpably false that we may hope that reason and common sense will ultimately prevail and down it. If this be so, the main question will be one of fairness, namely, what is a fair division of profits. Much of the present unrest seems to arise from a sense of unfairness whether this be well founded or not. One sees it even in the relative calm of academic life. There has been much comment of late on the prevalence in our schools and universities of pernicious teaching regarding social and economic questions. The amount of this teaching is perhaps exaggerated, but the evil undoubtedly exists and will have grave effects. It is due, mainly, as I see things, to the sense of unfairness under which many professors labor when they compare their incomes with those of other men of like intellectual qualities, and their consequent feeling that there is something radically wrong with the social order that makes possible such inequalities. It seems to me especially unfortunate that this feeling should be strong in places that train "picked" young men at a critical period of their lives and that is one of the reasons why I am anxious to see better salaries prevail in a place like this Institute.

Yours sincerely,

April 9, 1919.

Mr. George Eastman,  
900 East Avenue,

Rochester, N. Y.

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

June 18th, 1919.

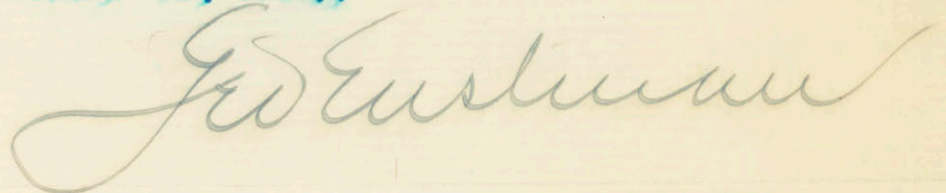
Dr. Richard C. Maclaurin,  
Cambridge, Mass.,

Dear Dr. Maclaurin:-

Your letter of the 14th received. Just to have the matter on record I repeat my oral offer, as follows: That I will give the Institute, for endowment purposes, five thousand (5,000) shares of Kodak common stock, providing the Institute will raise an additional sum of three or four million dollars. I prefer to set the sum at four million but leave that to you. The time limit is December 31, 1919. In case the Institute is not able to raise the sum I will donate a lesser number of shares, in proportion to the amount raised.

I enclose a copy of the Company's annual statement for 1917. The 1918 statement has been delayed on account of foreign affairs but it will be published in about a week and I will then send you a copy.

Yours very truly,

A handwritten signature in cursive script, reading "Geo Eastman". The signature is written in dark ink and is positioned below the typed name "Yours very truly,".

[6/18/19]

Memorandum

The gift is made with the provision that the Institute will raise an additional sum of three or four million dollars. I prefer to set the sum at four million, but will leave that to you. The time limit is December 31, 1919. In case the Institute is not able to raise the sum, I will donate a lesser sum in proportion to the amount raised."

OFFICE OF  
GEORGE EASTMAN  
ROCHESTER, N.Y.

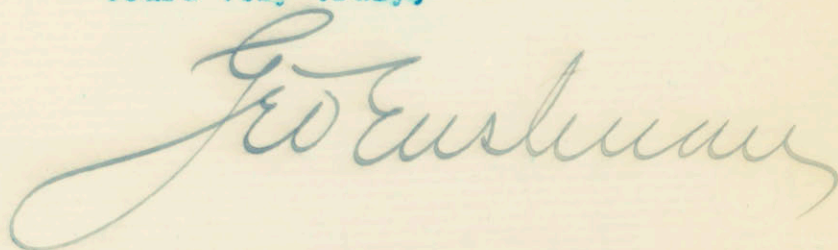
June 18th, 1919.

Dr. Richard C. Maclaurin,  
Cambridge, Mass.,

Dear Dr. Maclaurin:-

I forgot to ask you whether any decision has been arrived at as to the way the terraced front of the Institute is to be treated. I truly hope that some way will be devised of keeping it open and avoiding the use of balustrades.

Yours very truly,

A handwritten signature in cursive script, reading "George Eastman". The signature is written in dark ink and is positioned below the typed closing "Yours very truly,".

[6/18/19]

Memorandum

"I truly hope that some way will be devised of keeping the front of the Institute open to avoid the use of balustrades."



Dear Mr. Eastman:

I have been away for a few days and on my return find your letter of June 18 with reference to the modification of the terraced front of the Institute. Before your letter reached me I had arranged to see the architect, Mr. Bosworth, in New York tomorrow about this matter. It has been in my mind for a long time and changes would have already been made except for the policy of the Executive Committee to refrain as completely as possible from all construction during the war, <sup>what</sup> ~~except~~ <sup>was</sup> absolutely required for war purposes. There is, of course, no longer any such reason for delay and I hope that the architect will find a thoroughly satisfactory solution of the problem. Fortunately, the objectionable balustrades are for the most part merely temporary structures made of wood. I think it would improve matters simply to remove them, but it would seem well to have the architect's suggestions before settling the matter.

Yours sincerely,

June 23, 1919.

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

Dear Mr. Eastman:

I must thank you for your letter of June 18 putting on record the generous offer that you made when I had the pleasure of seeing you recently.

Yours sincerely,

June 23, 1919.

Mr. George Eastman,  
900 East Avenue,  
New York, N. Y.

Dear Mr. Eastman:

I am sending you some photographs of our buildings taken from an airplane recently. You may be interested to know that we opened the new year a few days ago with more than three thousand students - more than fifty per cent increase on any previous record. We are now really crowded and it does us all good to have to devise expedients to overcome the difficulties of the problems presented.

Yours sincerely,

October 10, 1919.

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

EASTMAN KODAK COMPANY

ROCHESTER, N. Y.

October 15th, 1919.

Dr. Richard C. Maclaurin,  
Cambridge, Mass.,

Dear Dr. Maclaurin:-

Thank you very much for the aeroplane pictures of the Institute. I am very glad to have them and also to see that the difficulties of the approach to the grand court have been solved in a satisfactory manner by Mr. Bosworth.

Enclosed is a clipping from a local paper. I conclude that you were pestered yesterday by a flock of telegrams from this town inquiring about the Boston rumor. The only reason I ever had for withholding my name from connection with my original gifts to the Institute was to avoid the nuisance of the notoriety of big giving. My connection with several transactions lately has by force of circumstances done away with this reason and in any event the transfer of stock involved in my last offer would make my name public; so this is to let you know that you are now at liberty to make any announcement you choose in regard to my share in the whole affair. I consider that I have saved myself annoyance somewhat at your expense heretofore and it will no doubt be a relief to you to get the matter off your mind.

With kindest regards, I am,

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 at the bottom right of the page, below the typed name "Yours very truly,".

[10/31/19]

Dear Mr. Eastman:

I have been away for a fortnight visiting various alumni associations in the effort to secure contributions to the Institute's endowment fund to meet the conditions of your generous offer. On my return I find your letter of October 15th awaiting me. There is really no ground for your fear that I have been annoyed by the efforts made by newspapers in various parts of the country to discover your identity as a generous benefactor of Technology. Of course, efforts in this direction have been numerous and occasionally pressing, but they have never been troublesome.

I always understood that your primary motive in not disclosing your identity was to protect yourself from the notoriety and importunities that come from benefactions on a great scale. Incidentally, however, the mystery that has surrounded your great gifts has been beneficial to the Institute, and I am sure that it will be helpful not to disclose your identity until the conditions of your recent gift are met. When you actually transfer your stock your gift will become known to too many to make it practicable to guard the secret any longer. Until quite recently no one in this neighborhood has known it except Mrs. Maclaurin and my secretary. Recently, however, it

P.S. I suppose you are accustomed to having people guess who  
the mysterious "Mr. Smith" really is. My guess is that he is Mr.  
Eastman of the Kodak fame.

J. Parker Fisher's letter  
Oct 7, 1919

[10/31/19]

Mr. Eastman - 2.

has seemed necessary to speak of the matter confidentially to members of the Executive Committee of the Corporation and to the members of the Corporation's committee on endowment. Mr. Otto Kahn is a member of this latter committee and I learned incidentally through a third party a few days ago that Mr. Kahn expects shortly to visit you in Rochester. I mention the fact that Mr. Kahn knows of your gift in case in the course of discussion there should happen to be any reference to the Institute of Technology. I regret to have to add that I have been much disappointed in the assistance that Mr. Kahn has given to the Institute since he became a trustee. So far he has done little more than plead extreme poverty when questions of endowment had to be discussed, and of course this attitude is not helpful, especially in a member of the Endowment Fund Committee. In spite of the tremendous load that the income tax imposes on rich men I can hardly take Mr. Kahn's pleas of poverty very seriously, and I am hopeful that some other influence than mine may induce him to look at matters from a different point of view. I mention all this, of course, in high confidence in order that you may know exactly how the land lies in case there should be any discussion of the problems of Technology.

We have about 3100 students here now as compared with less than 2000 in any previous year, and I think that the effort to meet the new conditions is doing good all round. We shall, however, have to face a real problem next year unless we arbitrarily

Mr. Eastman - 3.

limit our numbers.

With kind regards, I am,

Yours sincerely,

October 31, 1919.

Mr. George Eastman,

900 East Avenue,

Rochester, N. Y.



[11/6/19]

Dear Mr. Eastman:

We have often spoken of the difficulties of making proper provision for the maintenance of the highest type of technical training in this country, and no one has contributed more than you to the practical solution of these difficulties as far as this Institute is concerned. A great deal of time and effort is being spent in securing funds for meeting the conditions of your last great offer, but money is coming slowly and we shall need to exercise all our ingenuity to reach the desired goal. One of the matters that I am pushing now is that of obtaining substantial support from corporations that depend largely for their success on technically trained men. As the corporations profit directly from the services of technical men they will suffer severely if the training of these men is not of the highest grade practicable. It seems reasonable to suppose that the corporations should be supporters, and perhaps in the long run the main supporters of institutions such as this. The difficulties are to get those who control the corporations to see that their interest lies in this direction, and in addition to devise legal ways of enabling them to support such an institution as this.

Mr. Eastman - 2.

I enclose a suggested form of contract and should very much value your frank criticism of its fundamental idea and of its details if you have time to consider these details. The enclosure is only a tentative draft and can, of course, be modified to meet the needs of different corporations. If only we can get a few of the larger concerns to lead the way, I think great results may follow. We want, however, to be on the right track at the outset and your judgment in the matter would be of the greatest value.

With kind regards, I am,

Yours sincerely,

November 6, 1919.

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

EASTMAN KODAK COMPANY

ROCHESTER, N. Y.

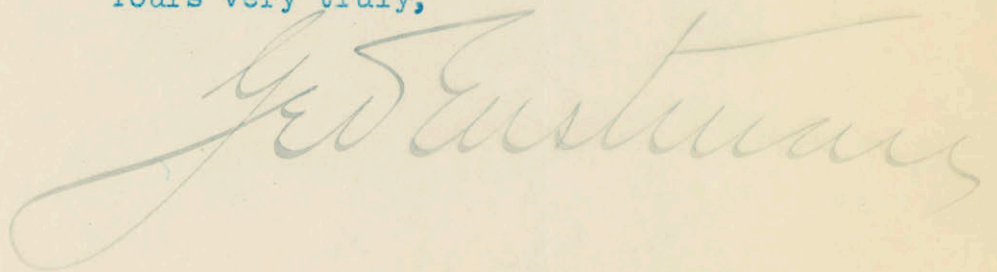
November 8th, 1919.

Dr. Richard C. Maclaurin,  
Cambridge, Mass.,

Dear Dr. Maclaurin:-

Replying to your letter of November 6th, I think the proposed contract would serve as a legal excuse to enable any corporation that desired to do so to contribute to the Institute but I doubt very much whether it will prove to be much of a help in getting concerns to subscribe that are lukewarm about it. I believe that the broad, general argument that this country cannot progress industrially without plenty of highly trained technical men, and that every manufacturer must be vitally interested in seeing that these men are trained, would be more powerful than any argument attempting to point out what the specific advantages would be to any given corporation.

Yours very truly,

A large, elegant handwritten signature in cursive script, which reads "Geo Eastman". The signature is written in dark ink and is positioned below the typed name "Yours very truly,".

Dear Mr. Eastman:

I am glad to have your opinion regarding the contract between the Institute and industrial corporations. What you say concurs exactly with my own views on the subject. I do not think we shall get any support in this way from corporations that are lukewarm but it seems to make an appeal to at least some who probably only want an excuse for helping in a corporate way.

The representatives of the Institute who are in charge of the problem of securing support of this kind from corporations are making a somewhat general appeal, and I happened to find today on the list of corporations that either had been approached or were about to be approached the name of the Eastman Kodak Company. I could not very well interfere without embarrassment, but if the matter ever gets as far as you, I should like you to know that I did not initiate it.

Yours sincerely,

November 13, 1919.

Mr. George Eastman

900 East Avenue,

Rochester, N. Y.

EASTMAN KODAK COMPANY

ROCHESTER, N. Y.

November 17th, 1919.

Dr. Richard C. Maclaurin,  
Cambridge, Mass.,

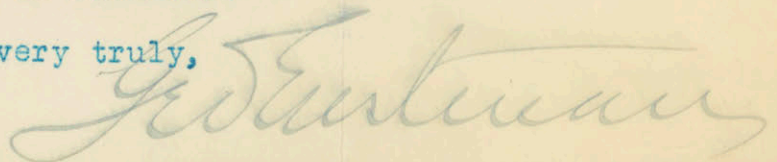
Dear Dr. Maclaurin:-

A friend of mine is head master in a large military school out west where they are contemplating building him a house. I told him how nicely your house is arranged for entertaining and while he does not contemplate any such elaborate outfit I thought perhaps if he could see the floor plan of your house it would help him in laying out his own. Would it be feasible therefore for you to get me from Mr. Bosworth some blue prints showing your floor plans only?

Confidentially what would you think of Mr. Bosworth as associate architect for our new music school and auditorium? A local firm of architects and a firm of consulting theatre engineers in New York are doing the engineering and floor plans. What we want the associate architect to do is to design the exterior, and the interior of the two auditoriums (one seating 3,300 and the other 480). We want a man who is particularly strong on scale for the outside, detail and color for the interior, and an agreeable man to work with. We made a satisfactory arrangement with Messrs. McKim, Mead & White but they finally drew out because we would not let them alter our floor plans, which had been very carefully studied for months in connection with the advice of some of the best theatre experts in the country. We are considering several names before we make any decision.

Kindly address your reply to me at Ringwood, N. C., where I shall be until about the middle of December.

Yours very truly,



[11/24/19]

Dear Mr. Eastman:

It will, of course, be a pleasure to send floor plans of my house and I am having a set of blueprints made for that purpose. I don't know whether I told you that the house itself was a gift to the Institute from Mr. Charles A. Stone and his partner, Mr. Edwin S. Webster, both Technology graduates.

I think Bosworth would do well for the purpose you indicate. There is no question that he is unusually capable in the matter of proportion and he has a fine and highly restrained taste as regards detail both for exterior and interior work. I don't think that he is specially strong on color, but that of course is a matter of taste about which it is useless to dispute. I have found him an agreeable man to work with and I think that has been the experience of most, if not all, of his clients. I should, however, expect difficulties with the problem that you present. I think Bosworth really believes that he has as much interest in practical convenience as in form and appearance, but if so, he misleads himself. Like most other architects, he really thinks primarily of what a thing will look like, particularly from the outside, and he will struggle in all kinds of ways

Mr. Eastman - 2.

to convince his client that some change in floor plans should be made when what he really has in his mind is the effect of these floor plans on external appearance. In fact in these matters I am afraid Bosworth is no better than most architects but he is amenable to discipline and he is agreeable. More than that, with his artistic temperament he is quite ambitious financially and otherwise and he will be very quick to appreciate the importance to him of turning out something that is satisfactory to you.

I have set forth what I regard as his limitations frankly but on the other hand it is only fair to say that I know of no architect that could do better the work that you have in mind, as I understand it.

Yours sincerely,

November 24, 1919.

Mr. George Eastman,

Ringwood,

North Carolina.

P. S. Since dictating the above a letter to you addressed to my care has come from the Secretary of the Alumni Association. This letter I enclose as it speaks for itself. Of course, all connected with Technology would be immensely gratified if you could accept this invitation.

OAK LODGE  
HALIFAX COUNTY, N.C.

Dec 10/19

P.O., RINGWOOD,  
R.R. AND TELEGRAMS;  
ENFIELD.

Dear Dr. MacLaurin

I congratulate  
you on the splendid  
Frick bequest - I hope  
it won't and don't  
believe it will make  
it harder to finish  
up your drive -

If it eventually  
releases some of  
my former contribu-  
tions for building



Sincerely yours  
Henry Eastman

I am leaving for home  
this week

OAK LODGE  
HALFAY COUNTY, N. C.

P. O. RINWOOD,  
R. F. AND TELEGRAMS  
ENFIELD

purpose I shall not  
be sorry because I  
am sure you will  
soon be needing  
more room

I can imagine  
what a relief it  
is to you to see  
such a lot of money  
in prospect when  
you see so clearly  
what good work  
can be done with  
it



FRANK W. LOVEJOY  
ROCHESTER, N.Y.

Dec. 26, 1919

Dear Dr. MacLaurin, -

I have secured  
and am sending herewith a photograph  
of Mr. Eastman which is a recent  
and excellent one; and trust you  
will find it to be what you require.

The following are  
some of Mr. E's notable gifts. Unfortunately  
I am unable to send you newspaper  
clippings.

Building for Rochester Chamber of Commerce  
valued at \$500,000 and completed in '97.  
Recently he has offered to build an addition  
to this building which is much needed if  
the Chamber will provide the land. The  
latter is estimated to cost the Chamber  
of Commerce in the neighborhood of

2  
\$200,000, so that Mr. E's part will probably  
be as large as before. [12/26/19]

Eastman Building, Mechanics Institute, Rochester  
- one of the first benefactions - \$225,000

Science Building, University of Rochester  
\$75,000

University of Rochester for Women's College  
Fund \$500,000.

University of Rochester Endowment Fund  
now being raised \$100,000.

Nurses Home, Rochester Homeopathic Ho-  
pital \$60,000.

Libbi Hill Park, Rochester \$60,000.

Durand-Eastman Park, Rochester \$50,000.

Building for Children's Society, Rochester \$45,000

Rochester General Hospital \$400,000.

Y.M.C.A. Building Fund \$250,000

Rochester Friendly Home \$50,000

Hahnemann Hospital \$50,000

Rochester War Chest 1918, \$500,000

Red Cross Fund, 1917 \$250,000

Dental Dispensary, Rochester see P.S.

Eastman School of Music now under way

Building and Endowment about \$3,500,000 <sup>[1226/19]</sup> (3)

You will note that these are all Rochester projects and institutions. When you make your announcement it will be the first known gift of Mr. E. outside of Rochester.

So far I have been able to get any interest here in the Cashier Plan. Bausch & Lomb were not interested. I asked Eisenhart if he thought if you came here it would help. He seemed to think not. I hope to do something with a few large Kodak shareholders before Jan 10<sup>th</sup>. They have been tapped pretty heavily lately and may be adamant. Had Col. Stung lived he would have been good for a tidy sum.

I trust the data concerning Mr. E's gifts is what you need. Hope to be in Britain for the time. Yours sincerely

Frank W. Loring

P.S. Mr. Eastman is supporting the Rochester Bureau of Municipal Research

at \$25,000 to \$30,000 per year. This has been going for four years or so.

The Rochester Dental Dispensary was built & equipped by Mr. E at a cost of around a half million and is also endowed for \$750,000 or thereabouts.

F. W. L.

[12/31/19]

Dear Mr. Eastman:

You wrote to me on June 18th last putting on record the very generous offer that you had made to me verbally a few days before when I had the pleasure of seeing you in Rochester. In that letter you stated "I will give the Institute for endowment purposes five thousand shares of Kodak common stock provided the Institute will raise an additional sum of three or four million dollars. I prefer to set the sum at four million but leave that to you. The time limit is December 31, 1919." In the exercise of the discretion that your letter thus left me I announced to the alumni and other friends of the Institute that your gift was conditional on the raising of three million dollars before the end of this year and on a strenuous effort being made to raise another million within a reasonable time thereafter. The time limit that you set expires today and I am glad to say that we are well over the three million dollar mark, and I do not think it will be long until we reach four millions.

The campaign has been in many respects an unusually arduous one and, as always happens, there have been numerous disappointments, but on the whole the alumni have responded

Mr. Eastman - 2.

well. It is certainly most gratifying to observe how much your great generosity has stimulated interest in Technology and made it possible to provide for its future growth.

With best wishes for the New Year, I am,

Yours sincerely,

December 31, 1919.

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