Subscription to the Salary Fund establishing a Chair of the Economics of Agriculture in The University of Chicago.

Chicago, January 1, 1908.

WE, the undersigned each in consideration of the subscriptions made by the others hereto, do each of us hereby subscribe and agree to pay to The University of Chicago, for the purpose of paying the salary of a Professor of Economics of Agriculture in The University of Chicago, the sum of Three Hundred Dollars ($300.00) per year, payable on the First day of January of each year commencing at this date, for a period of five (5) years, provided that if either of the subscribers hereto shall provide or secure an endowment fund, the income of which is to be devoted to the purpose herein stated and be equal to the amount of his subscription hereto, he shall be released from this subscription, and provided further that if the Director of the work of Farm Management shall secure other subscriptions to this fund for any year the aggregate of these subscriptions shall be reduced to that extent and each of these subscriptions shall be reduced proportionately.

SIGNED:

BENJAMIN JOHNSON

ARTHUR MEKKER

J.K. DEERING

R.R. HAMMOND

SPENCER OTIS

H. STILLSON HART

E.S. KEELEY

H.I. MILLER

FRANK R. LILLIE

SAMUEL INSULL.
Improvement to the Faculty Fund pertaining to a Grant by the University of Chicago.

Chicago, January 1, 1906

The University of Chicago, for the purpose of paying the salary of a Professor of Economics of the University of Chicago, the sum of $500.00, has been deposited in the bank of the city of Chicago.

In consideration of the same, the University of Chicago hereby binds itself to pay the sum of $500.00 per annum, payable on the first day of January of each year, during the term of the period covered by the period of the grant, the interest of the Endowment Fund to be paid on the same annual basis and to be applied to the support of the Professorship of Economics.

The amount of the Endowment Fund to be paid to the Professorship of Economics is subject to the approval of the Board of Trustees.

The above fund shall accrue to the use and benefit of the University of Chicago.

WILLIAM HILY
DIRECTOR
COPY

Subscriptions to the Expense Fund of the Director of Farm Management in the University of Chicago.

-----------------

Chicago, January 1, 1908.

WHEREAS we, the undersigned, are desirous that The University of Chicago shall establish a chair of Economics of Agriculture, the holder of which shall serve as director of Courses in Farm Management and Advisor of the subscribers to this fund, and

WHEREAS, certain incidental expenses in securing apprentices and managers are expected to aggregate a sum not exceeding $2000 annually, a portion of which it is expected will be met by payments for services in securing managers and apprentices,

NOW THEREFORE, we, the undersigned, each in consideration of the subscriptions hereto by the others, do severally subscribe and agree to pay to The University of Chicago on the 31st day of December each year for the period of five years one tenth part of any deficit at that date between the amount realized for services rendered by the department in instruction and in securing managers and apprentices and the sum of $2000.

(SIGNED)

Arthur Meeker
J.K. Dering
R.R. Hammond
Spencer Otis
H. Stillson Hart
E.S. Keeley
H. Miller
Frank R. Lillie
Samuel Ince
Benjamin Johnson.
Support to the expansion of the Director of the Management of the University of Chicago

Chicago, January 1 1966

WHEREAS, the expansion of the University of Chicago would require the services of an expert to

achieve this objective, the President of the University hereby

appoints "expansion of the Management of the University of Chicago to

continue in his management and charge of the expansion in the same

funds, and

WHEREAS, certain important experience in securing

subsidies may be essential to its being able to achieve a

projecting $2,000. annually, a portion of which is expected

will be met by devices for services in securing subsidies and

apparatus,

NOW THEREFORE we, the undersigned, hereby

authorize the appointment of the above named person for the office of the

Secretary of the University of Chicago for a period of five, to the

expiration of the present term present the

year, and in all other respects, to serve in accordance with the

objectives of the University. The signature of the

Secretary of the University

(Signed)
The University of Chicago
Founded by John D. Rockefeller

The Agricultural Guild

Office of the Director

Paid
H. I. Miller $300.00
Samuel Insull 300.00
Spencer Otis 417.20
H. S. Hart 417.20
Benj. Johnson 417.20
E. S. Keeley 417.20
J. K. Dering 417.20
R. R. Harmon 417.20
F. R. Lillie 417.20

Owing
Deficit $117.20
Arthur Meeker $417.20

Expenses for 30 months at $34 per month $1,516.16

Office Expenses
Telephone 28.81
Inc. Papers 61.75
Stationary 49.33 198.89

Tuition collected from students $329.62
Bonuses forfeited by students leaving 14.54 344.16
Deficit due from each member $117.20
EXPENSES 1908

Director's expense, traveling, etc. .................. $407.95

Salary of Miss Epperson,
10 months at $50. per month 500.00

Expert Advice
Mr. Hoxie ....... $25.00
J.E. Wing 49.52
B.H. Crocheron 50.35 124.87

Advertising, printing circulars 58.60

Furniture
Typewriter
Desk
Chairs
Filing Cabinet 225.85

Office Expenses
Postage ................ $59.00
Telephone 28.81
Inc. Papers 61.75
Stationary 49.33 198.89

$1,516.16

Tuition collected from students ................. $329.62

Bonuses forfeited by students leaving 14.54 344.16

Deficit due from each member $117.20

$1,172.00
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Total income from estate tax is $58.19.
President H. P. Judson,

University of Chicago,

My Dear President Judson;—

The enclosed article clipped from the Saturday Evening Post shows that Mr. Allerton looks upon farming as something more than a fad, or an amusement in the same class with golf. I believe that there are other successful business men in the city who take the same serious view of the subject and that the University will miss an opportunity if it does not enlist their support now, before any mistakes and failures are made—mistakes that are inevitable in the working out of any plan. If their cooperation is once secured, failures will be less likely and their support retained. Mr. Insull of the Edison Electric Company will be at the luncheon on Monday.

Yours very truly,

Wm. H. Hill
CHICAGO

April 11, 1900

My Dear President Tanford:

The enclosed article, originating from the

University News shows that Mr. Allen, who formerly was

something more than a ten of an amount in the same office with

Mr. I. T. P., perhaps after accepting a position as a

Professor, may take the same serious view of the subject and that

the University and the more or less of the most of the

supporters have not yet wakened up to the fact that

their cooperation is necessary in the working out of this plan. If their cooperation

is once secured, University and private funds will be ready to

support the enterprises of the Nation Electric Company will be met

Your very truly,

[Signature]
I'm going to answer. I shall be very glad to correspond with you and tell you about my sort of things, if you happen to be interested in them. I warn you: they are not very exciting."

"They are yours," said he.

She half rose to bow in mock graciousness, caught herself, and sank back again.

"No, I won't," she said, more than half to herself. She sat brooding for a moment; then suddenly her mood changed. She sprang to her feet, raised her hands above her head, and seated herself at the piano. To Orde, who had also risen, she made a quaint greeting over her shoulder.

"Admire your handwriting!" she told him. "You are rapidly bringing me to 'tell the truth and shame the devil.' Oh, I am dying of mortification this evening!" She struck a great crashing chord, holding the keys while the strings reverberated and echoed down slowly into silence again. "It isn't too late yet," she said, "for you big, simple men to disarm us. I don't care! I have my private opinion of such brute strength. Je ne m'esouci!"

She wrinkled her nose and narrowed her eyes. Then ruthlessly she drowned his reply in a torrent of music. Like mad she played, rocking her slender body back and forth along the keyboard. Holding rigid her fingers, her hands and the muscles of her arms. The base notes roared like the rumbling of thunder, the treble flashed like the darts of lightning. Abruptly she muted the instrument. Silence fell as something that had been pent and suddenly released. She arose from the piano stool quite naturally, both hands at her hair.

"Aren't Mr. and Mrs. Hubbard dear old people?" she asked.

"What is your address in New York?" demanded Orde.

She sat in a chair near by with a pretty, uplifted gesture of despair.

"I surrender!" she cried, and then she laughed while the tears started in her eyes, and she had to brush them away with what seemed to Orde an absurd affair to call a handkerchief.

"Oh, you are delicious!" she said at last.

"Well, listen. I live at 12 West Ninth Street. Can you remember that?" Orde nodded. "And now any other questions the prisoner can reply to without inculpating herself she is willing to answer." She folded her hands demurely in her lap.

Two days later Orde saw the train carry her away. He watched the rear car disappear between the downward slopes of two hills, and then finally the last smoke from the locomotive dissipated in the clear air.

Declining Jane's kindly-meant offer of a lift he walked back to town.

FARLIEY that fall Orde packed his little sole-leather trunk and told Grandma Orde that business would take him away for about two weeks. She said nothing at the time, but later, when Grandpa Orde's skeleton figure had departed, very courteous, very erect, very dignified, with his old linen crumple flapping around it, she came and stood by the man leaning over the trunk.

"Speak to her, Jack," said she quietly. "She cares for you.

"I am only one of three or four times! It is absurd -yet."

"I know," nodded Grandma Orde wisely. "I know. But mark my words; she cares for you.

She said nothing more, but stood looking while Orde folded and laid away, his head bent low in thought. Then she placed her hand for an instant on his shoulder and went away. The Ordes were not a demonstrative people.

The journey to New York was at that time very long and disagreeable, but Orde bore it with his accustomed stoicism. He had visited the metropolis before, so it was not unfamiliar to him. He proceeded, however, to get away from the dust and monotonous of the railroad train. The September twilight was just falling. Through its dusk the street lamps were popping into illumination as the lamplighter made his rapid way down the street. Orde boarded a horse-car and jingled away down Fourth Avenue. He was pleased at having arrived, and stretched his legs and filled his lungs twice with so evident an enjoyment that several people smiled.

His comfort was augmented, however, by an influx of people boarding the car at Twenty-third Street. The knee against the seat, and heaved the interloper so rapidly to his feet that he all but plunged forward among the passengers sitting opposite.

"Your seat, Madison," said Orde.

The woman, frightened, unwilling to become the participant of a scene of any sort, stood looking here and there. Orde, comprehending her embarrassment, twisted his antagonist about, and before he could recover his equilib- rium sufficiently to offer resistance, propelled him rapidly to the open door, the passengers hastily making way for them.

"Now, my friend," said Orde, releasing his hold on the other's collar, "don't do such things any more. They aren't nice.

Trivial as the incident was, it served to draw Orde to the particular notice of an elderly man leaning against the rear rail. He was a very well-dressed man, dressed in garments whose fit was evidently the product of the highest art, well buttoned up, well brushed, well cared for in every way. In his handkerchief he wore a pink carnation, and in his gloved hand he carried a straight, gold-handled cane.

A silk hat covered his head, from beneath which showed a slightly emerald countenance with bushy white eyebrows, a white mustache, and a pair of rather bloodshot, but kindly, blue eyes. In the gentle curve of his somewhat peaked brow, he carried himself quite erect in a manner that bespoke the retired military man.

"Why?" said Orde, inclining his head gravely to Orde.

The young man laughed in his good-humored fashion.

"Not much courage required to fling out the kind of a slunk," said he cheerfully.

"I refer to the current of your convictions. The young men of this generation seem to prefer to avoid public disturbances. That breed is quite capable of making a row, calling the police among the deuce and all that."

"What of it?" said Orde.

The elderly gentleman puffed out his cheeks.

"You are from the West, are you not?" he stated, rather than asked.

"We call it the East out there," said Orde. "It's Michigan,"

"I should call that pretty far west," said the other.

Nothing more was said. After a block or two Orde descended on his way to a small hotel just off Broadway. The old gentleman saluted. Orde nodded good-humoredly. In his private self he was a little amused at the old boy. To his view, a man and clothes carried to a condition of refinement were contradictory terms.

Orde ate, dressed, and set out afoot in search of Miss Bisnap across. He arrived in front of the house a little past eight o'clock, and after a moment's hesitation mounted the steps and rang the bell.

The door swung silently back to framsen impassive anciently-dressed man in livery. To Orde's inquiry he stated that Miss Bisnap had gone out to the theatre. She had left with his name and a message of regret. At this the footman, with an irony so subtle as to be quite lost on Orde, demanded a card. Orde scribbled a line in his notebook, tore it out, and left it. In it he stated his regret, his short residence in the city, and desired an early opportunity of calling. Then he departed down the slope totally unconscious of the contempt he had inspired in the heart of the livered man behind him.

He retired early and arose early, as he had become his habit. When he descended to the office of the eight clock, who had not yet been relieved, handed him a note delivered the night before. Orde ripped it open carefully.

My dear Mr. Orde;

I was so sorry to miss you last evening because of a stupid play. Come around as early as you can to-morrow morning. I shall expect you.

Sincerely yours,

[Signature]

Bisnap.

Orde glanced at the clock, which pointed to seven. He breakfasted, read the morning paper, finally started leisurely in the direction of West Ninth Street. He walked slowly, so as to consume more time; then at University Place was seated with a pane and hurried rapidly to his destination. The door was answered by the same man who had opened the door before; but now, in some indefinable way, his calm, level, fatherly face had somehow lifted to a more ashen surface, as though he might hastily have assumed his coat. To Orde's inquiry he stated with great brevity that Miss Bisnap was not at home.

"You are mistaken," said Orde with equal brevity, and stepped inside. "I have an engagement with Miss Bisnap. Tell her Mr. Orde is here."

The man departed in some doubt, leaving Orde standing in the gloomy hall. That young man, however, quite cheerfully parted the heavy curtains leading into a parlor and sat down in a spindled-legged chair. At his entrance, a man clad in spotless white entered, carrying with her the implements of dusting and brushing.

For quite three-quarters of an hour he waited without hearing any sound or movement. Then, breaking the stillness with almost startling abruptness, he heard a clear, high voice saying something at the top of the stairs cutaneous. A flash of skirts, punctuated by the light pat-pat of a girl tripping downstairs, brought him to his feet. A moment later the curtains parted, and she entered, holding her hand.
A Square Deal for the Soil

W HAT is the biggest business problem in America to-day? One man will speak up quickly and say: 'The question of an elastic currency, of course;' his neighbor will declare that the attitude of the Administration toward corporations overtops everything else in importance to the people of this country. A little later we are likely to be told that the readjustment of the tariff is the overshadowing question.

But all the time a problem bigger than any of these is being overlooked by the politicians of all parties, by the press of the entire country, by the political economists and by most of the people themselves. Only a few men recognize the existence and the bigness of this question, and they are of the kind that makes very little noise in the world. However, if they are not listened to and their words taken to heart by the men who make up the greatest industrial class in the United States, we, as a nation, will suddenly wake up to the fact that we have been committing industrial suicide.

The reckless and wholesale depletion of the fertility of the soil, in this good land of ours, is beyond all question the biggest and the most serious question now facing the American people—and it is bound to remain the big problem for many years to come. I am so sure of this, and feel so deeply on this matter, that I have determined to devote the remaining years of my life to doing all I can to arouse the farmers of this country to the fact that, if they go on taking everything they can out of the soil and putting next to nothing back, they are in the position of deliberately and knowingly creating a hopeless run on the greatest and richest bank in the world—the marvelous soil of the United States—a run which can result only in wreck and disaster as wide as the country.

This is the dark side of the picture, the thing which will surely happen if we do not wake up and give the soil a square deal. There is another side to the problem as bright as this one is dark—a reward for well-doing just as great in proportion as the punishment for wrongdoing. If only twenty-five per cent. of the farmers of this country would wake up to the situation and do their level best in giving the soil a square deal, they would not only save the absolute loss of millions of dollars, but they would make millions more—and make themselves rich in the bargain. Unless there is a general and widespread reform in this matter of the mistreatment of our soil we are going literally to put millions of acres of good land out of business. All we have to do, to cut out of our national wealth land enough to make a dozen European kingdoms, is to keep right on doing what we are doing, and what we have been doing ever since the first reaper and binder was put into the field. In the matter of soil depletion the farmers of this country have been going the pace that kills—that kills land and robs the nation of a yearly power to produce a volume of wealth almost beyond the power of the average man to understand.

This problem is not a theory with me; I haven’t come at it from the theoretical side. To the contrary, I have bumped against it from the practical, the active side. I did not leave the farm until I was twenty-six years old, and there hasn’t been a year of my life since I haven’t been in some kind of business which was close to the soil. And for many years I have owned and operated several thousands of acres of farm land—and so do now. And I may add that I have not a single farm which I have not made to pay a good and satisfactory percentage on the investment year after year. I say this simply because the farmers do not take kindly to advice from mere theorists; they naturally wish to know that advice comes from a practical and successful farmer before they attach enough importance to it to act upon it. This is right and natural, and it is because I am so anxious to have them give to my plan the weight which it deserves that I say to them: I am entitled to talk about farming because I was brought up on a farm, and operate several thousand acres of farm land, divided into farms of 160 acres each, in a way which makes them pay me a handsome profit.

Building Up the Land

R IGHT from the start I made up my mind to buy good farms and keep them and run them for profit. This meant that I looked at them as a long-time investment, not as something on which to speculate or make a quick turn. In other words, the task before me was that of building up and making the farms better each year, stronger in their ability to produce profitable crops. How many farmers treat their land in this way? Fewer, by far, than you would suppose! Of course, they intend to do this—but there is a wide gap between their intentions and their practices. It is no exaggeration to say that the majority of farmers in this country are living on their "principal" instead of their "interest," so far as their treatment of their soil is concerned; they are raising fair to excellent crops, putting up good buildings and making, perhaps, a fine showing on the profit side of the ledger, but in doing this they are literally bankrupting the soil—robbing it of the capacity to keep up the pace of production in the future.

In any State of the Union, from the richest to the poorest, the casual observer can see for himself how the soil is being bankrupted by heavy cropping and poor fertilization. There are large tracts in Virginia, for example, where farm after farm can be bought at an almost absurd price. Not very long ago these same acres were the pride of Old Dominion farmers and produced fortunes to their owners in their unending tobacco crops. Now they are next door to useless as tillable land and about all their value is in the way of fine scenery. I have been dejected by taking from them the elements required to grow crops, while continually nothing has been put back into them to prevent bankruptcy. The same thing can be seen in Southern Illinois, where there are large districts which produce scant crops and where farms can be bought at one-third—even a fourth—of the price of good farm lands in the middle and northern part of the State. Ordinarily those Southern Illinois farms were nearly, if not fully, as productive as any in the State. They have been under the give-nothing-and-take-everything system of cultivation, and the result is that the land has been put out of business because of mistreatment. And so you will find it in every State where the land has been worked on this plan for any considerable number of years.

But we are not left to sit up in a general way the results of this suicidal method of land cultivation; the scientists who are working in the field of agriculture have produced some very exact information which tells the story in a pointed and a precise way. A careful reading of these authorities points to the fact that the grain crops are reducing the productivity of the soil, under present methods of cultivation, at the rate of two per cent. a year. Few men in America have gone into the subject more deeply than Professor Hopkins, of the University of Illinois, and he does not hesitate to declare his conviction that, if we keep on farming as we are now doing it in Illinois, the State will be an unproductive desert within a century. He has not come to this conclusion by guesswork, but by a most careful system of actual experiments. In one piece of land under his charge corn has been raised for twenty-eight consecutive years—raised according to methods common throughout the State. The productivity of that piece has steadily declined, and it is certain that, in a very few years, it will not have enough power left to produce either corn or oats. Our grain farmers seem to feel that crop rotation consists in alternately corn and oats on their land. How does this work out? Professor Hopkins has put this to the test. The land on which he has tried this system was as good, originally, as any in Illinois, and yet it produces only thirty bushels of corn and thirty bushels of oats to the acre. Now what does the other side of this scientific work show? Practically alongside the strips of land on which these experiments have been conducted are strips not a whit better or richer, naturally. They have been handled on a different system of cultivation. The plots which have been subjected to true crop rotation—dover, corn and oats—and have been intelligently fertilized have produced ninety bushels to the acre. As showing what can be done without the use of fertilizer I cite the fact that he gets sixty bushels to the acre on land planted to successive crops of clover, corn and oats. My own experience is that I can raise seventy-five bushels of corn to the acre on land subjected
Sandy soils are most generally deficient in phosphorus. This is not uncommonly a very minor short on all the soil elements. Here is another case where lime will do much to help correct it.

When it comes to getting phosphorus into the soil we need a great deal of opinion as to the most profitable form in which to handle it. Personally, I believe that phosphate rock is a good thing—although there are many who are not so well disposed towards it. It is not quite as nice as some say due to the fact that they do not combine with enough phosphoric acid to make it profit from the rock. This may be done by sowing it on grass to get all the value out of it with fresh haymow manure and then plowing it under.

Naturally, the farmer who has been interested enough to read this article thus far will ask, "What is the value of my land?" To say that you know what soil needs the way of fertilizer to balance it up right? There are two ways to find this out and, the thorough man will use both of them. One, write to your State agricultural experiment station, giving a brief and simple description of your soil and the "haymaking" method, which is a brief description of what, if anything, has been done to it in the last few years. Along with this, give together with a statement of what crops have been grown upon it. Be sure to tell the experiment station expert will be able to give you the proper advice with regard to future fertilization and crop rotation. The other method is for you to do what you should to restore to your soil the elements of which it has been deprived.

Home Experiment Station

The next thing is to conduct a little experiment on your own land. If you try out for yourself the value of various fertilizers—both "natural" and "commercial"—you can easily cross the stumps across your smallest field and treat it with one kind of fertilizer. The next year, let it be an equal strip with another combination of fertilizer, and so on, until you determine which one of your crops shows the greatest difference between fertilization and non-fertilization. By going through this procedure you should get the best of the sharp contrast.

This is a very simple and inexpensive experiment, and the farmer who makes it will be greatly grateful that he was urged to do so. And if he is broad and earnest enough to do so all the way up to the last step at this point, he will make a few tests in crop rotation along the same line.

For example, I saw a certain plot to clover, applied phosphate and plowed it in and then the next year, I added a layer of his clover and that was eighty-two bushels to the acre. The test was repeated the following season again planted that identical piece of ground to corn again and got a hundred and sixty-two bushels to the acre. As this season was practically as good as the preceding one, the test taught me a lesson which has brought me, in hundreds, not to say thousands, of dollars since. But the lesson was not completed without contradicting my results with those of a neighbor whose land is unfurnished. He had been cropping it on the alternating oats and corn plots, and had paid no attention to fertilization. The test best be done would be a yield of less than thirty bushels of corn to the acre. He might just as well have secured seventy-five to eighty bushels to the acre, but the corn, as I have pointed out, the corn itself would have been chemically better, too.

You may also try in the way of testing fertilizers in a much smaller way. Saw some lumps of ground, mix fifty pounds of fine washed sand, mixed with the various kinds of fertilizer, and then plant a few kernels of corn in each. Of course, the sand alone would not grow any corn, but the growth gained is plain to be credited to the fertilizer in this case, according to the experiment.

It works, and then it comes to crop rotation I am a firm believer in the five-field system. Most farms are one hundred and fifty acres large and then you spread the field into five fields of thirty acres each. This will leave ten acres for grass to rotation, fifty acres for the oats, sixty for the hay, thirty acres into cotton, thirty acres to grass, and forty acres to Eleven, because, for instance, if you begin with the most strong "set" after forty. Then keep shifting the method each year as the season progresses. You will find that the most intelligent fertilization you can apply. As you proceed and work in this way you will each year become more expert in the matter of selecting and applying fertilizers.

Earnings of the Modern Farm

But this is not all. Keep twenty good pigs, which will bring one hundred pigs in February or March, also keep seventy-five hogs, which would yield $600 worth of lams and $150 in wool. Your pigs should yield you $120 per head. You should get forty-five hundred bushels of corn, feeding twenty-five hundred bushels and selling two thousand bushels for $800, the rye should bring $400, and your own corn $800. Those figures are not theoretical; they are practical. I know, for I divide my lands into 100-acre farms and work many of them in just this way. But, in making up the results, do not forget that, in wording to this plan, your land and money, at the dose of each year. You will have put money away in the bank at the end of the year, instead of having drawn something from your principal.

There is just one other fact to which I feel bound to call attention: the annual shipment of an enormous amount of corn from this country to France, Germany and England. And here we are, we are not the front rank of all the grain growing nations on earth in the race for the bankrupting of the shipping. Every ounce of this corn is so cleverly spread over the soil of the United States to save it from wrongs, and it is the same time to give us our own farm yields of all the grain beyond what we will ever dream of getting.

Already I have tried to tell how deeply I feel on this matter of the acres of our awful breastbone depletion of our soil; I say for me, as a farmer, I have been made so earnestly, that I have put my observations on experience and practices, to make every one of us one in a business system along modern common-sense and scientific methods—into a little booklet for free distribution to farmers who really wish to learn their methods—and give you a square deal.

Again I say, this biggest business question before the American people today.

Grasshopper Diet

The high appreciation in which grasshoppers are held in South Africa, Australia and New Zealand is confirmed by an advertisement printed a few weeks ago by the Cape Department of Agriculture, which read, "The Department have been strongly invited by the Department for a supply of invertebrates (grasshoppers) to insect fanciers for the coming season, in bags of not less than seventy-five cents, and for these sums, they will be thoroughly dried before being bottled." It appears that the insects are wanted for poultry feed, the method of utilizing them being to give them in a warm mash, in place of meat scraps. Inasmuch as the scraps for which they are substituted are a commercial article imported in large quantities from the United States, it would seem that an exceptionally plentiful supply of grasshoppers in South Africa may actually have a damming effect upon the business of our grain States.

It might be mentioned incidentally that the fixation of May-flies in the cities in Austria as feed for birds and fishes. However, when these insects, which both finny and feathered creatures, especially where fish are served alone, give a disagreeable and unsavory and to the animal it is altogether at all events, to chickens and ducks—and on the account they are not consumed, mixed with or more or less barley.

Recent analyses made of samples of grasshoppers have revealed that they possess a food value sufficiently high to recommend them for the use by man as an emergency diet. They contain a great deal of fat, which has a fine flavor, firm and utilized in the manufacture of soap. As everybody knows, they are the human beings in one part of the world since prehistoric times, and even now are eaten by Hottentots and others.
WARM AIR and Winter form a comfortable combination more than ordinarily cheerful when you can get out your little bank book and figure on the surplus that is yours because you've a furnace that is not only giving you clean, even heat, but is earning you a 68 3/4% dividend. The

Peck-Williamson Underfeed Furnace
Saves One-Half to Two-Thirds of Coal Bills

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THE SATURDAY EVENING POST

January 4, 1908

My dear M. Lapierre,

We have had a terrible voyage. A horrible storm broke loose in mid-ocean, endangering all on board.

The waves, like mountains, threatened every instant to swallow us all; the spectacle was terrifying. I fell from the top of the stairs' way down into the hole (aer), hurting my right leg in the centre of the ribs bone. The ship's doctor, who is nothing but a stupid fool, left me alone.

Yours truly,

{Signature}

---

years after, were worth in the neighborhood of five hundred million dollars! The General paused for the effect, solemnly nodding his head at his astounded auditors in affirmative.

"Five hundred million dollars! No more—and no less! Then he once more took up the thread of his narrative.

Tessier's lands, originally farms, were to-day occupied by huge maisons, government buildings, palaces and hotels. He had been a cruel, hard-working, far-seeing man of affairs whose money doubled itself year by year. Then had appeared one Emmeric Lespinasse, a Frenchman also from Bordeaux, who plotted to rob him of his estate, and the better to accomplish his purpose entered the millionaire's employ. When Tessier died, in 1884, Lespinasse had seized his papers and the property, destroyed his will, dispersed the clerks, secretaries, "notaries" and accountants of the deceased, and quietly gotten rid of such persons as stood actively in his way. The great wealth thus acquired had enabled him to defy those who knew that he was not entitled to the fortune, and the real heirs were in far-away France.

He had prospered like the bay tree. His daughter, Marie Louise, had married a distinguished English nobleman, and his sons were now the richest men in America. Yet they lived with a kind of shame, covering over their heads, suspended by a single thread, and the General, in the knife wherewith to cut it. Lespinasse, among other things, had caused the murder of the husband of Madame Lapierre, who was in possession of conclusive proofs which at the proper moment could be produced to convict him of his many crimes, or at least to obstruct his sons and daughter from the stolen inheritance.

It was a weird, bizarre nightmare, no more astonishing than the novel the Lapierres had read. America, they understood, was a land where the rivers were full of gold—a country of bronzed and handsome savages, of birds of paradise and ruined Aztec temples, of vast tobacco fields that they visited Bordeaux and the neighboring towns and broke the news gently to the other heirs. They were: M. Petit, the veterinary at Mormand; Tessier, the blacksmith in Bordeaux; M. Pelegue and his wife, M. Rozier, M. Casenava and his son, and others. One branch of the family lived in Brazil—the Joubin Frères and one Tessier of "Saint Benezelle."

These last had to be reached by post, a most annoyingly slow means of communication—mais que voulez-vous? Those were busy days in and around Bordeaux, and the General was the centre of attraction.

What a splendid figure he cut in his tall silk hat and gold-headed cane! But they were all very careful to let no inkling of their good fortune leak out, for it might spoil everything—give some opportunity to the spies of the impostor Lespinasse to fabricate new chains of title or to prepare for a defense of the fortune. The little blacksmith, being addicted to white wine, was the only one who did not keep his head. But even he managed to hold his mouth sufficiently shut. A family council was held; M. le General was given full power of attorney to act for them, and each having contributed an insignificant sum toward his necessary expenses, they waved him a tremendous good-by as he stood on the upper deck of the steamer, his silk hat on one hand and his gold-headed cane in the other.

"Will you get it, if any one can!" cried the blacksmith enthusiastically.

"It is as good as ours already!" echoed Rozier.

"My friends," Madame Lapierre assured them, "a General of the armies of Spain and a Chevalier of the Order of Jimena would die rather than fall in his mission. Besides," she added, her French accent not being perfect, "he is to get nineteen per cent. of the inheritance!"

As long as the steamer remained in sight the General waved encouragingly, his hat raised toward Heaven.

"Mais," says Lapierre, with another shrug as he lights his pipe, "even you would have believed him. Vraiement!"
THE SATURDAY EVENING POST

to right crop rotation and right fertilization as against thirty bushels per acre raised by my immediate neighbors working by the old methods on land naturally as good as my own. This I have done right along and on a large scale, too. What is more, my land under proper treatment is growing better year by year, while theirs is steadily going down in productiveness—and consequently in price. If they stick to their methods their land will, in a few years, reach a grade of unproductiveness at which it will not pay for cultivation.

An nearly as I can arrive at it, about seventy per cent. of the farm land in Illinois, for example, has been cultivated for thirty years under a "crop rotation" consisting of alternating corn and wheat, with almost nothing save the stubble put back into the soil. This is one important reason why Eastern States—Maine, New Hampshire, Connecticut and others—get a very much higher average yield of corn to the acre than the great corn States of the Middle West. In the East they practice crop rotation and intelligent fertilization.

Before leaving this question of how our soil is depleted, let me emphasize the fact that the United States—the newest and greatest of all agricultural countries—is admitted by soil scientists to stand first in the list in the rapidity of its soil exhaustion, and that we are rapidly adding to our area of abandoned agricultural land.

And it may be well to add to what I have said of the experiments under Professor Hopkins a suggestion of what has been done in the same line of demonstration in England, where they have had more time in which to try out things. At the famous Rothemstead Station they have grown wheat on the same piece of ground for fifty years—with the result that "the phosphorus actually removed from one of the best yielding plots in fifty years is equivalent to forty per cent. of the total phosphorus originally contained in the soil to a depth of seven inches."

**ROTHEMSTEAD EXPERIMENTS IN CONTINUOUS WHEAT FOR FIFTY-ONE YEARS - AVERAGE YIELD OF WHEAT PER ACRE**

<table>
<thead>
<tr>
<th>Fertilizer</th>
<th>Yield (bushels)</th>
</tr>
</thead>
<tbody>
<tr>
<td>No fertilizer</td>
<td>13.1</td>
</tr>
<tr>
<td>Farm manure —14 tons per acre</td>
<td>35.7</td>
</tr>
<tr>
<td>Commercial fertilizer:</td>
<td></td>
</tr>
<tr>
<td>Acid phosphate 302 lbs, per acre</td>
<td>37.1</td>
</tr>
<tr>
<td>Sulphate of potash 200 lbs, per acre</td>
<td></td>
</tr>
<tr>
<td>Sulphate of ammonia 600 lbs, per acre</td>
<td></td>
</tr>
</tbody>
</table>

The manure used on an acre contained nearly double the plant food contained in the commercial fertilizer used on corn-

The results. In a word, his fertilization cost has been thirty-five cents for the production of twenty bushels of corn, and he has had five hundred per cent. left for investment. This matter of treating the soil is much like a bank account. If you keep drawing out and put little or nothing in, time will sooner or later write "no funds" across the face of the draft which you attempt to make against it.

A farmer does not need to have an elaborate scientific education to understand the really necessary things about the elements which go into the making of a crop. The main ones are phosphorus, nitrogen and potash. Phosphorus is the element which makes things mature and go to seed—which makes the ears of corn and heads of wheat fill with plump and ripe kernels. Nitrogen gives size to the plant and potash contributes the element of health, or stamina. When your crop is yellow and does not grow to size it lacks nitrogen; when it grows rank and dark green and keeps on growing but doesn’t mature and produce grain it lacks phosphorus; if, in addition, it is inclined to lodge and the stalk or straw is soft and lacks polish you know your land is short on potash.

Speaking roughly, a clay soil is generally deficient in nitrogen and phosphorus, but contains potash. The tendency is for clay soil to load and get hard, and the addition of a little lime is calculated to correct this. Then the addition of nitrogen, either in the form of plant legumes—as clover, for instance—or in commercial phosphorus (or potash), will balance up the soil.

Black soils are commonly strong in nitrogen and short of phosphorus and potash and have a tendency to become sour. Drainage, together with a supply of the lacking elements and an addition of a little lime, is the remedy needed.

(Concluded on Page 26)
Mr. H. F. Judson,  
pres., The University of Chicago.  
Chicago  

Dear Sir:—

You may be interested to know the reception with which our plans are meeting at the hands of those most interested in agricultural education. I am therefore sending you copies of a few of the letters that have been received as result of my visit to agricultural colleges and to the Department of Agriculture at Washington. From these you will see that there is a general feeling that the work is important and timely. In my personal interviews with these men, this feeling has been even more strongly expressed than it is in letters. There is no question about the need for the work. All of the people with whom I have consulted seemed to feel that Chicago is the right place for the work to begin. At Washington and in other places, I have been strongly urged to extend the work into other regions especially into the South, but, of course, this is out of the question. Great difficulties must be overcome in organizing the work on the scale we have undertaken so that practical results shall be secured and educational advantages offered.

I wish to thank you for the hearty support you have given the work.

Yours very truly,

[Signature]

Director
COPY

UNIVERSITY OF WISCONSIN
COLLEGE OF AGRICULTURE

Madison, Wis. Feb. 11, 1908

Dear Prof. Hill:—

I have been much interested in the plan you are developing for the establishment of a practical school of agriculture. You are entering a virgin field of great opportunity. You are beginning right, because you are getting close to the people that need help. You will find yourself opposed by many educators, who cannot see why education should start from the bottom and work upward, rather than from the top and work downwards, as they have always held in the past. Do not be dismayed and remember that a pioneer though not recognized at first, comes to be honored after a time. It is a splendid thing to be in a new fresh field of enterprise and opportunity. Such is before you and I wish you Godspeed. I will not mention the discouragements that will surely come. If you contemplated them all at this time, you would never make a start. That is one of the blessings brought about by concealment of what is ahead of us.

Very cordially,

W. A. Henry
University of Illinois

Urbana, Ills., Jan. 31, 1908

Prof. Wm. Hill,

University of Chicago.

My Dear Prof. Hill:

I am very glad you have been kind enough to unfold your plan for a Farm Trade School in which the University of Chicago and several prominent land owners in Chicago co-operate. The work you propose to do will fill a very unique and thus far very largely unoccupied field of agricultural education. As you already know, it is a line of work which I had at some time hoped to carry on under a slightly different plan on my farm near Ann Arbor, Michigan, where I am breeding Jersey cattle, Berkshire and Duroc-Jersey swine. I would be glad to have my farm associated with this work, if such a plan is feasible. I wish to congratulate you on the launching of this enterprise and assure you that I will be glad to aid you in every way consistent with my position in the University of Illinois, in developing the livestock interest of your school.

Very sincerely yours,

Herbert W. Mumford

Professor of Animal Husbandry
COPY

UNIVERSITY OF ILLINOIS

Urbana, Ills., Jan 30, 1908

Prof. Wm. Hill,
University of Chicago.

Dear Sir:

I am greatly interested in the proposition which you have just laid before me touching the development of a farm school in connection with the University of Chicago, and I take this opportunity to assure you that I will be glad to render you any service within my power any time when it is possible to do so. There is no reason why such a school should not be an exceedingly profitable institution, especially from the standpoint of developing young men who are greatly in demand at the present time for operating various lines of farm work. I wish you success in your undertaking.

Yours very truly,

J. C. BLAIR

Horticulturist
Prof. Wm. Hill,

University of Chicago.

Dear Prof. Hill:

I was extremely interested in your presentation on Thursday of the purposes and methods of The Agricultural Guild. The movement represents an attempt to meet in an effective way one of the well recognized defects in our present educational system -- that is, the lack of anything that can be compared to a trade school, such as exists in Germany. While there are, of course, a number of difficulties in organizing and carrying out such a plan, I am sure they are not insurmountable and that the movement will not only result in great good in the region in which you are working but I believe it will be taken up in other sections of the country as well. We shall be very glad indeed to assist you in any way possible in the developing of this good work. I have requested the Secretary, through Dr. Galloway, to send to the library of The Agricultural Guild all of the Department publications.

Trusting that we may hear from you often as the work progresses, I am,

Yours truly,

A.P. Woods

Pathologist & Physiologist & Asst. Chief of Bureau
KANSAS STATE AGRICULTURAL COLLEGE

AGRICULTURAL EXPERIMENT STA.

Manhattan, Kans. Feb. 26, 1908

Prof. Wm. Hill,

University of Chicago

Dear Prof. Hill:

You must let me congratulate you on the new movement you are inaugurating in connection with the agricultural work in your Department. I had some very interesting correspondence with President Harper some years ago in reference to agricultural work in your great institution. The time is coming when every institution will be teaching agriculture, in my judgment. Agriculture has proved itself valuable from an educational standpoint.

When followed concretely and long enough, it becomes a fit subject to bring power and culture to the student. Your movement will certainly bring power to those for whom the work is intended, and I believe you will find that culture will manifest itself in a degree satisfactory to all concerned.

I wanted to say these few words, and to congratulate you upon this broad policy and magnificent work you are now undertaking.

Yours truly,

C.W. BURKETT

Director
U.S. DEPARTMENT OF AGRICULTURE  
Bureau of Plant Industry.  

Washington, D.C. April 6, 1908  

Dr. W. Hill,  
University of Chicago.  

Dear Dr. Hill:—

Ever since you were here the other day I have been thinking of your plan for training men in the practical side of agriculture. They seem to me to be entirely practical and to supply a deficiency in our system of agricultural education in this country. We all realize that when a young man has taken what the schools have to give him on the subject, he is not yet prepared to take charge of agricultural properties, and we have long needed some institution such as you are organizing to give these men the training needed to enable them to get properly in touch with the practical side of their business.

In the first place, I think I am in position to assure you that all the men who receive the training you offer and become competent to manage farms can find good positions. In fact, I am sure that it will be impossible for you to supply the demand for men of this kind. I am in thorough sympathy with your plans, and you may count upon the office of Farm Management and the 26 men on the staff to render you every assistance possible.

Yours very truly,

W. J. SPIILTER
Agriculturist
DELAWARE COLLEGE

Newark, Dela., March 11, 1908

Prof. Wm. Hill,
The Agricultural Guild, Chicago

Dear Sir:—

I am in receipt of your letter of March 9th and assure you that you have our most hearty approval and co-operation in your new movement in the behalf of Agricultural education. If we can be of any service to you in any way, I trust you will not hesitate to call upon us.

Yours truly,

H. HAYWARD
Director

AGRICULTURAL EXPERIMENT STATION
RHODE ISLAND COLLEGE OF AGRICULTURE & MECHANICAL ARTS

Kingston, R.I. March 24, 1908

Mr. William Hill,
Director, Agricultural Guild,
Chicago

Dear Sir:—

Permit me to express my thanks for your having called my attention to The Agricultural Guild of The University of Chicago. This ought to furnish a splendid opportunity for the city man to find his true way of coming into touch with agriculture, and to fit himself for its pursuit. Such an opportunity supplemented by collegiate training in agricultural lines ought to make a good practical agriculturist out of a city man, and it would not come amiss for many of the men who are raised in the country.

It will give me pleasure to refer the matter to Pres. Edwards of the college who will doubtless likewise be interested in your work.

Yours truly,

H. J. WHEELER Ph. D. Director

MICHIGAN EXPERIMENT STATION

E. Lansing, Mich. March 13, 1908

Director William Hill
University of Chicago

Dear Sir:— I have your circular. I admire your aim and respect your plan. I hope that you will succeed most abundantly. This college will co-operate with you I am sure. Is there anything direct and specific which we can do?

Yours truly,

C. D. SMITH
Director
May 5, 1908.

Mr. H.P. Judson,

President, The University of Chicago.

My Dear President Judson:—

In my conversation with you a short time ago with reference to my appointment, I understood you to say that you would recommend to the Board that my new appointment should date from January 1st, 1908 and that I should be paid in full for the vacation credit that was then due me. This was also the understanding that I had with Messrs. Heckman and Arnett. In talking with Mr. Arnett about the matter, he stated you had written him a letter advising the payment of the vacation credit in full but did not raise the question of the date of the other appointment. You understand that I changed my plans and began work for the men interested in the Guild January 1st. I thought from my conversation with you that you expected to recommend that my salary should begin at that date. As I did not receive but $250. on May 1st, I fear that there had been another misunderstanding.

Please let me know if my understanding in this matter is incorrect?

The work of the Guild seems to be increasing all the time. I will send you in a short time a reprint from an article of the work of the Guild that recently appeared in the "Breeder's Gazette". I will also send you copies of extracts from some letters we have been receiving.

Yours very truly,

Wm. Hill
Director
Mr. F. Johnson

Professor, The University of Chicago

I feel it my duty to commend you to the Board of Directors of the Chicago Intercollegiate Science Conference. I know that you have been active in the Field of Science and have done much to further scientific education.

You may express your own views and let me hear from you.

Yours truly,

[Signature]

President
June 1, 1908

Mr. H.P. Judson,
President, The University of Chicago,
Chicago

My Dear President Judson:

I am enclosing you copy of the Minutes of the meetings of the Directors and Stockholders of The Agricultural Guild.

I am sorry you were not able to be present.

Yours very truly,

[Signature]

A.J. Epperson

The incorporation papers to the Secretary of State and that it was necessary to sign another subscription list for the records of our Secretary. Ten Directors were elected by unanimous ballot as follows:

Spencer Otis, Mr. Otis, the Secretary was instructed to report on a plan of promoting the produce
J.K. Dering
Arthur Hoeker
Frank R. Lillie
H. Stillson Hart
E.S. Keeley
R.R. Hammond
Benjamin Johnson
Samuel Insull
H.I. Miller

The Secretary was instructed to prepare and present to the next meeting of Directors suitable By-laws and the Directors were authorized to adopt said By-laws.

The meeting of the stockholders then adjourned.

Spencer Otis, Chairman
William Hill, Acting-Secretary
A Meeting of the Directors of The Agricultural Guild was called.
Mr. H.I. Miller was elected President, Mr. R.R. Hammond, Vice-president, Mr. William Hill, Director, Miss A.J. Apperson, Secretary, The University of Chicago Treasurer, and Pursuant to a call the stockholders of The Agricultural Guild met in the office of Mr. H.I. Miller, May 19th, 1908, at 11 o'clock A.M.

Mr. Miller presented the proxy of Mr. Benjamin Johnson; Mr. J.K. Dering presented the proxy of Mr. R.R. Hammond; Mr. William Hill presented the proxy of Mr. Arthur Meeker. Messrs. H.I. Miller, Spencer Otis and William Hill and J.K. Dering were present in person. Mr. Otis was elected Chairman of the meeting; Mr. Hill was elected Secretary of the meeting.

In the Guild Mr. Miller reported that our attorney had submitted the incorporation papers to the Secretary of State and that it was necessary to sign another subscription list for the records of our Secretary. Ten Directors were elected by unanimous ballot as follows:

- Spencer Otis
- J.K. Dering
- Arthur Meeker
- Frank R. Lillie
- H. Stillson Hart
- Mr. Otis, the Sec. E.S. Keeler
- R.R. Hammond
- Benjamin Johnson
- Samuel Insull
- H.I. Miller

The Secretary was instructed to prepare and present to the next meeting of Directors suitable By-laws and the Directors were authorized to adopt said By-laws.

The meeting of the stockholders then adjourned.

Spencer Otis, Chairman
William Hill, Acting-Secretary
A Meeting of the Directors of The Agricultural Guild was called. Mr. H.I. Miller was elected President, Mr. R.R. Hammond, Vice-president, Mr. William Hill, Director, Miss A.J. Epperson, Secretary, The University of Chicago Treasurer, and Messrs. H.I. Miller, Spencer Otis and William Hill were elected as Executive Committee for the ensuing year.

The Director reported that seven (7) students from the four year course of the different agricultural colleges had enrolled as students with the Guild; eight (8) students from the short course of the different agricultural colleges were already at work on the farm of the Guild; that four (4) college men were at work on the farm and that the number of applications for membership in the Guild exceeded Fifty (50). He reported further that as rapidly as the farms were organized under managements competent to render satisfactory instructions to the students, the work of the Guild should be expanded and additional students selected from the present waiting list.

On motion of Mr. Otis, the Secretary was instructed to report on a plan of advertising and marketing the products of the Guild.

On motion of Mr. Miller the Secretary was instructed to report on the production of mint and essence of oil of mint.

The meeting of the Directors then adjourned.
William Hill, Director,
Chicago
Dear Mr. Hill:—

I was at my farm last week for the purpose of completing arrangements for the coming year’s work. I have looked over matters there very thoroughly and decided it was not best to put the management of the farm under Mr. Schwenker’s care this year. I arranged for Mr. Clippinger, the man whom I have had there for the past two years, to remain another year. I studied the situation over thoroughly and am sure that I am right in this matter.

Mr. Schwenker felt considerably disappointed, thinking that he ought to be in charge of the farm at once. He and I spent two evenings talking the matter over and I told him I was willing to pay him whatever was right and wished him to remain and have charge of the cattle and become more familiar with my interests there. I have now a fine lot of young cattle on hand, quite a number of which should be sold this coming season, and whoever has charge of the cattle would be the proper one to sell them, and I wanted him to say what he would want in the way of salary to remain, and he said he was not ready to make me a proposition, as he had to write home first and wanted to look around a little and wanted to know if 30 days notice would be satisfactory to me if he did not remain.

I answered Mr. Schwenker that it would not be at all satisfactory, as it might take me thirty or sixty days to get some suitable person to take his place and then would want him to remain long enough for the person taking his place, to become familiar with the cattle. He did not show just the kind of disposition that I like in the matter and do not know as yet what he will do. I told him I did not want to set a price on his labor and desired that he should make me a proposition, and that I would let him know soon whether I would accept it or not.

He brought up the matter as to what authority you had over him and whether you had any authority in the management of the farm, and stated confidentially that there were quite a number of the students that had become dissatisfied. I told him I knew nothing of that and did not go into details of it, but that your relations so far were in connection with being advisor, and I explained so far as he was concerned, that if he performed to satisfaction of the Guild, he would receive a diploma after a certain number of years. He seemed to think that would not amount to anything.

I learned from his conversation that he was in correspondence with a number of the young men that had either graduated or were in attendance at the school at Madison. I write you this strictly confidential. I am sure there is not a man belonging to the Guild that is more willing and anxious to help the young men along than I am but am not willing to pay too dearly for it. I must have a man of broad mind and one that can readily adjust himself to the different kinds of stock and look after the farm interests as well. If I let the family go that are there now, I would have no one to keep house and Mr. Schwenker proposed to bring his father and mother there and to give his father work at $30. per month. He is a mechanic and has had no experience in farm work for a number
of years, and I have my doubts about his being just the kind of a family I would want there.

I have no complaint to make of Mr. Schwenker but on the contrary am well pleased with the way he has handled the cattle so far, and will be glad to have him remain with me. He has never had any experience with horses and virtually knows nothing about horses, which would be a pretty serious draw-back although in time I suppose he would learn to know how to handle them.

I do not think it would be well for you to write him unless he writes to you in reference to the matter as I gathered from his conversation that he and a number of the other students thought you were not working to their interest. If he does not stay, of course, I will have to look up some one else as there is plenty there to do for a farmer and hardsman both.

Yours truly,

Benjamin Johnson
February 1, 1909

Mr. Benjamin Johnson,
Richmond, Ind.
Dear Mr. Johnson:

I have just returned from a trip through the East where I visited a number of interesting places and made an address to the State Agricultural Society of Pennsylvania at Harrisburg.

I am much disappointed at the attitude Mr. Schwenker takes. I feel that it would probably be taking more risk than you are warranted in taking to give him full charge of the farm now. If he is not willing to put in another year in the manner you have suggested, it would be necessary for us to begin all over again with some other well trained young man who is not quite so self-confident and ambitious. Of the students in the Guild, I looked upon Mr. Schwenker as the most able, energetic and ambitious. Those good qualities exag-gerated are about to lead him into a very serious mistake.

I am enclosing you copy of the letter I have written Mr. Schwenker. I am also writing to Professor Henry and Professor Otis of the University of Wisconsin telling them the situation and trying to impress upon them for the good of their graduate students, the necessity of making these students see how they must be satisfied with a moderate rate of advancement.

Yours truly,

William Hill
Hartford City, Ind. Jan. 26, 1909

Prof. Wm. Hill,
Chicago
Dear Sir:

You may have already received a letter from Mr. Johnson in regard to the disposition of the Renner proposition and therefore know that no agreement between us was affected. He was here last Wednesday and Thursday and we spent both evenings discussing the situation here and trying to ascertain each others ideas as to how this farm ought to be run. Mr. Johnson wishes me to remain in my present capacity and manage the whole of the Cattle business. I do not consider that I have received a square deal in allowing the final discussion to lapse as long as it did for the reasons he gave - not one of which I had any power to change - so I told him I would make no agreement until I had thought the matter over and seen what other openings there might be. He says he is satisfied with my work thus far but does not know how much farther he can count on me to make good.

As for myself, after getting this line on his ideas and his way of doing business here, the management of this place is no inducement to me and if I stay here it will be for other reasons.

I expect to be in Chicago the last of this week and will try to see you and talk this matter over. There is much to say and little time to act so I think a personal interview will serve best.

Yours truly,

P.F. Schwenker.
February 1, 1909

Mr. Philip F. Schwenker,
Hartford City, Ind.

Dear Mr. Schwenker:

I have your letter of January 26th and also one from Mr. Johnson dated 27th.

I have just returned from a most interesting trip thru the East. In New York and Pennsylvania, I visited some of the best farms in America and discussed our plans of practical education with these farm owners and with the leading educators of the East. I was amazed at the universal interest in this plan of practical education. It is an attempt to do for agriculture what they are all trying to do for the other interests. Columbia University is just completing a magnificent building in which they expect to teach Dressmaking, Millinery, Cooking and House-keeping in the practical concrete way that we are trying to teach farming and farm management. They are also contemplating a plan similar to ours for agricultural training.

To show the general interest in the plan, the Editor of the Century Magazine, World's Work, Country Life in America and The Outlook all asked me to write a series of articles about our plan of education. I told them that it was only in the initial stages, that we were not through with the difficulties that until we could either find or train managers competent to organize and handle these farms on the best basis and find graduate students who were willing to do in agriculture what the technical graduates do in railways, engineering, banking, etc. that the plan would develop very slowly. The best and most experienced of them are just as confident as I am that our plan is right. Mr. Page, Editor of World's Work, who is a member of President Roosevelt's Country Life Com's told me that in all their hearings throughout the country, they did not have anything suggested which seemed to him as sane and full of hope for real rural improvement as our plan of practical training. If we can get a few of the best men that our agricultural colleges are turning out to see that it is worth while for them to work for a few years at a slower rate than they think they are capable of working, our success will be assured.

In view of all these facts, I was much disappointed to find from your letter and Mr. Johnson's that there is danger of your not being willing to work at the slower rate for another year. I have great faith in your ability. I feel however that your energy, ambition and intellectual training are distinctly in advance of your practical experience. In my own work I have suffered so severely from trying to go faster than conditions warrant or than those in control of positions thought they warranted, that I am beginning to be somewhat more conservative. I had hoped that you and some of the other able young men in the Guild would be willing to develop at the rate which we could make those in controlling positions see was justifiable.

From my own experience in various lines, I do not hesitate to say that you are making a very serious mistake if you do not remain with Mr. Johnson and develop the Cattle Department for another year, with the opportunity to show and sell cattle and familiarize yourself thoroughly. In studying the Hereford Cattle industry and the farm situation at Kenner, I think you could find abundant employment for your intelligence and energy and be in a position to take a more important position in another year with greater certainty of immediate success than if you were given the management of the farm at present.

With all the opportunities open to well trained energetic and ambitious young men that America offers, it is very hard for me to hold myself down to a moderate rate of growth and progress. I sincerely hope that you will most carefully reconsider your decision, consult with the men at Wisconsin or
your best friends who have age and experience and decide to spend another year in developing the Cattle Department at the Farmer Stock Farm.

I take it you understand my position is simply Advisory. At times during the past year it has chafed me seriously to feel that I had no authority to do the things that I could see clearly should be done. Some of the things that I was most anxious to do and would have done if the authority had been mine, subsequent developments have shown would have been mistakes. The tendency of the college man is to condemn existing conditions and strive to change them radically and suddenly. Often this is the only way, but just as often the existing conditions are the result of much experience and thought on the part of practical men. The older we get, if we study with open-minded honesty, the less certain we become that our way is the only right way and the more willing we are to learn from the practical and successful men.

There is, on the part of practical and successful men who have hired college graduates to manage their farms, a widespread distrust of their efficiency due for the most part to placing them in positions of responsibility before they had the age and practical training which fitted them for these positions. Your decision involves something more than your personal interests. The failure of any college man to hold himself down to the rate of growth which we can make the farm owners believe practical renders it more difficult for other college students to obtain like opportunities.

If you are going to be in Chicago in the near future, I hope to see you and discuss all of these questions fully with you but if you are not and you are not coming this way for other reason, I will visit you at the farm and go over the whole situation with you. For your own sake as well as for the interests of other college graduates and of the Guild, I hope you will reach the conservative conclusion.

Yours sincerely,

William Hill

Director
Dear Professor Hill:

Yours about Schwenker received. There is nothing new in what you write. I have gone over cases like this again and again—so often that it has made me heart-sick. All the time my boys are pushing ahead so fast that in leaning over many of them fall down, some of them unfortunately never to rise again. My lack of popularity with many of my students was for the very reasons you hit upon. I talked plainly to them, told them the truth and tried to hold them back, while really helping them ahead as fast as I dared to see them go. You will find that the class which have always stood by me are those who saw the wisdom of my course, but there is a goodly percentage of mankind that in youth will take no counsel from any one and chafe at any restrictions, and a good many of these have at times "had it in for me."

If Schwenker writes me or I can get any word to him indirectly, I assure you I will do all I can to hold him straight.

Keep on with your good work for the rewards will be great despite many discouragements. I think in no class will you find the lines about which you write so discouraging as in Agriculture but it will all come out right

Yours truly,

W.A. Henry
Dear Professor Hill:

I have several requests that I believe may be of interest to you. Please consider contributing to the following:

1. **Update to the Catalogue of Courses**: Our university is currently reviewing its course offerings for the upcoming academic year. We are looking for contributions from faculty members to update and expand the catalogue. Your expertise in [Field] would be greatly appreciated. If you are interested, please provide me with your updated course descriptions and any new courses you wish to add.

2. **Collaboration on Research Projects**: We are currently exploring potential collaborations with an international research institute. Your experience in [Field] and your expertise in [Specific Area] would be invaluable. If you are interested in exploring this opportunity, please let me know.

3. **Sabbatical Proposal**: I am considering a sabbatical leave for the upcoming year. I am interested in spending time at our university's [Institution] in [City]. If you are aware of any opportunities or resources that may be helpful, please share them with me.

4. **Student Advising**: I am in the process of advising a group of first-year students. I am looking for advice on how to best support their academic and personal development. Your guidance would be highly valued.

If you are interested in any of these opportunities, please let me know, and we can discuss further details.

I look forward to hearing from you.

Sincerely,

[Your Name]
February 12, 1909

Mr. H.P. Judson,

President, The University of Chicago.

My Dear President Judson:

I am sending you a copy of the Report which was requested by Professor J. Lawrence Laughlin on the progress of the Guild up to date. I enclose copies of correspondence with one of our ablest students, Mr. P.F. Schwenker, his employer, Mr. Benjamin Johnson of Richmond, Indiana, and Professor Henry of the University of Wisconsin, where Mr. Schwenker graduated. This correspondence sets forth one of the serious problems which the Guild has to face.

I am also sending copies of the report to Professor Laughlin and to Messrs. H.I. Miller and Spencer Otis, members of the Executive Committee of the Guild.

I hope to have an opportunity to discuss the situation fully with you at your convenience.

Yours very truly,

William Hill.

Director
Dear President of California:

I understand your goal of the report which I have attached to this letter. I appreciate the need to present a comprehensive report on the progress of our work. I have also prepared material that includes our findings and recommendations. I would be happy to discuss these with you and the Board of Regents at your convenience.

I am sending a copy of the report to the Board of Regents for their review.

I hope to have an opportunity to discuss the situation with you soon.

Yours very truly,

[Signature]
To Dr Henry Pratt Judson

March 19, 1909

Professor Hill has peremptorily dismissed Miss Epperson. Latter was employed I think by agricultural guild not by Hill he demand her keep she thinks he wants possession of them for destruction of certain important.
The Western Union Telegraph Company

THE LARGEST TELEGRAPHIC SYSTEM IN THE WORLD.
OVER ONE MILLION MILES OF WIRE IN THE UNITED STATES AND CANADA.

It has over 24,000 Telegraph Offices, including Branch Offices.
It has also Direct Connection by Telegraph or Telephone with as many more remote and smaller stations, making a total list of over 50,000 in the United States, Canada and Mexico, and this number is rapidly increasing.

Seven Atlantic Cables,
Connecting North America with all points in Europe and beyond, including Two Cables of the American Telegraph and Cable Company, Four Cables of the Anglo-American Telegraph Company, and One Cable of the Direct United States Cable Co.
Direct Wires to Galveston, Texas, connecting at that place with the Cables of the Mexican, the Central and South American Telegraph Companies for all points in Mexico and Central and South America.
Direct Wires and Cables to Havana, Cuba, connecting at that place with the Cuba Submarine and West India and Panama Telegraph Companies for all points in the West Indies.
Connects at San Francisco with Pacific Cables to the Sandwich Islands, Honolulu, Guam, the Philippines, China, Japan, etc., and at Victoria, B.C., with Pacific Cable to Australia and New Zealand.
Connects at Seattle, Wash., with U.S. Government Lines and Cables to and in Alaska.
Exclusive connection with the Great North-Western Telegraph Co. of Canada.

Domestic and Foreign Money Orders by Telegraph and Cable
papere Dr. Goodefead is writting him requesting that matters be left in statue quo until your return monday you will know whether matter important enough to direct miss Epperson to turn over her records and
The Western Union Telegraph Company

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with U. S. Government Lines
and Cables to and in Alaska.

Exclusive connection with the Great
North-Western Telegraph Co. of Canada.

Domestic and Foreign Money Orders by Telegraph and Cable
The Western Union Telegraph Company
Incorporated
23,000 Offices in America. Cable Service to All the World.

This Company TRANSMITS and DELIVERS messages only on conditions limiting its liability, which have been assented to by the sender of the following message. Errors can be guarded against only by repeating a message back to the sending station for comparison, and the Company will not hold itself liable for errors or delays in transmission or delivery of Unrepeated Messages, beyond the amount of tolls paid thereon, nor in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

This is an UNREPEATED MESSAGE, and is delivered by request of the sender, under the conditions named above.

Robert C. Clowry, President and General Manager.

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Dated

To

Papers to the Secretary of the University pending your return

Wallace Heckman
The Western Union Telegraph Company

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OVER ONE MILLION MILES OF WIRE IN THE UNITED STATES AND CANADA.

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Connects at Seattle, Wash., with U.S. Government Lines and Cables to and in Alaska.

Exclusive connection with the Great North-Western Telegraph Co. of Canada.

Domestic and Foreign Money Orders by Telegraph and Cable.
Chicago, March 19, 1909.

Prof. Wm. Hill,
Faculty Exchange,
My dear Prof. Hill:

It has come to my knowledge that you have discharged Miss Epperson, the Secretary of the Agricultural Guild. As the President is out of the City, the matter cannot be referred to him before Monday. I am taking the liberty of suggesting that no further steps be taken in the matter until after his return.

Very truly yours,

D. A. Robertson
Secretary to the President
Secretary.
Opposite, March 10, 1900.

Dear Mr. Hill,

I am at present in the Department of the Secretary of the City.

I have been informed that the appointment of the Secretary of the City's Department of the City cannot be referred to the Boro Board.

I am therefore of the opinion that this matter cannot be referred to the Board of the City.

Very truly yours,

[Signature]

Office of the Secretary
March 18th, 1908

Miss A.J. Jefferson:

You are hereby notified that the Agricultural Guild has no further need of your services.

If you do not come to the office again I will direct the University to send your checks for the month of March and for the month of April to your address.

Wm. Scallon
Director

Please leave your keys at the faculty exchange.
302.51.81

I am not sure what I want to do.

I was thinking of going to New York but I don't know if I should.

Please let me know what you think.

Sincerely,

[Signature]

[Date]
Dear President Judson,

I have now made a hurried survey of the agricultural conditions and agricultural education in England, Denmark and Holland. The work has been most enjoyable and has furnished material and ideas for a short course of lectures that might be of interest to many of the people in Chicago during the Summer Quarter. I have been well received and asked to deliver some lectures in two places in England and one in Denmark.

The budget, with its tax on unearned increment, its proposal for a new Domesday book in which the value of every piece of land in the four kingdoms is entered, apart from the value of the improvements and its tax on unused land, has drawn the lines for a struggle between the Liberals and the Tories that is most interesting.

The tariff question is also involved. The protection party realize that if this budget goes through, the machinery is prepared for indefinite increases in the revenue from rents and royalties, thus destroying their chief argument for a tariff, i.e. the revenue argument.
Dear President T放松・

I have now made a preliminary survey of the
extraneous conditions and extraneous relations in England.

The work has been most interesting and fascinating.

Printed material and ideas for a score or course of lectures
that might be of interest to many of the people in Chicago and
in the summer quarter. I have been well received and received

in several some lectures in two places in England and one in

Darmstadt.

The budget, with the tax on necessary ingredients, the problem

if for a new Domestica good in which the value of every piece
of land in the two Kingdoms in actual, apart from the value
of the improvement and its tax on necessary land, the growth of
the improvements and the taxes on necessary land, have grown.

there for a mixture between the liberate and the toter that

in most interesting.

The question is also involved.

The budget results are if the budget rose through the necessity
of paying for improvements, increase in the revenue from rates
and loan revenue. The germinating their direct employment for a far-

the revenue statement.
I have met a number of the leading men and discussed these problems briefly with them. I have opportunities to follow up the first hand investigation, especially that relating to the effects on land and agriculture, that make me think it worth while to remain here a few months longer in the hope of getting enough material for a few articles or possibly a small book on the comparative effects of the English and American systems of land tenure. I should hope to show something of the economic differences and a little of the social and educational differences.

The interest generally aroused by the budget makes it easy just now to get personal opinion and first hand information on these subjects.

I do not know if the members of the Guild who by paying my salary, made it possible for me to be here, have any desire for my services during the next few months. I am quite sure Prof. Laughlin does not desire them at the University.

If you will be so good as to make what inquiries you deem necessary and advise me as soon as possible what I should do I shall be greatly obliged to you. I have my passage engaged for Oct. 1st., but will postpone it if you think wise to do so.

Yours very truly,

[Signature]

O/o American Express Co,
Haymarket,
London.
I have not a number of the teaching men and occasional these problems greatly with them. I have opportunities to follow up the first hand investigation, especially that relating to the

effects on land and sericulture, that make me think it worth

while to remain here a few more months longer in the hope of getting

more data. I should hope to show something of the economic

alterations and a little of the social and educational effects.

The interest generated seems to be genuine everywhere in

every part you go to and personal opinion and interest tend influence

them on both sides.

I go not knowing if the mechanics of the cutting work by paying

my salary may make it possible for me to go to a few years work

for my researches gaining the next few thousand.

I am doing more.

My intention is to get better from the university

If you will be so kind as to make me a little information when you can

I will be exceedingly obliged to you. I have my business engaged for

next. Let me know if you think wise to go on.

Yours very truly,


C. E. American Exchange Co.

Henry Kelley

London
September 15, 1909

Dear Mr. Hill:-

Yours of the 3d inst. received. I am glad that your trip is proving interesting, and hope you will come back with new ideas for your work. I think the matter of the time of your return you can decide for yourself in accordance with your best judgment. I had supposed that you were to undertake the school in Indiana at an early date. So far as anything here is concerned, there will be nothing to prevent your delaying if you think wise.

With best regards, I am,

Very truly yours,

H. P. Judson

Professor William Hill,
	% American Express Company,
	Haymarket, London.
September 15, 1935

Dear Mr. Hill:

Your note of the 14th enclosed. I am glad
that your trip to America was successful and hope you will come back
with new ideas for your work. I think the matter of the time of
your return you can arrange for yourself in accordance with your
own convenience. I am sorry I was not able to write to your
father in time to inform him of your arrival on the 14th. I hope you
will do nothing to prevent your getting in touch with him.

Yours very faithfully,

H.E. Judson

Professor William Hill
Aberdeen University Company
Haymarket, London
THIS MEMORANDUM OF AGREEMENT made and entered into this tenth day of May A. D. one thousand nine hundred and ten, by and between The University of Chicago, party of the first part, and H. I. Millier, Spencer Otis, E. S. Kelly, J. K. Dering, R. R. Hammond, Arthur Meeker, Benjamin Johnson, Frank R. Lillie, Samuel Insull, and H. Stillson Hart, parties of the second part, and William Hill, party of the third part, witnesseth: 

First, that the party of the first part is hereby released from its obligation in connection with the Chair of Economics of Agriculture in The University of Chicago and the employment of a Professor thereof to serve as Director of Farm Management. 

Second, that the subscription paper signed by the parties of the second part, dated January 1, 1908, agreeing to pay certain sums of money to the party of the first part, shall be cancelled. 

Third, that the party of the third part, as Associate Professor in the Department of Economics in The University of Chicago, shall be in residence and deliver lectures only one quarter in each year, namely, during the summer quarter, for three years from the date hereof, the salary therefor being One Thousand Dollars per year, and that such compensation is the limit of the liability of the party of the first part to the party of the third part. 

Fourth, that the notes of the parties of the second part in the sum of Three Hundred Dollars each, payable to the party of the first part on January 1st, 1910, 1911, and 1912, shall be surrendered and cancelled, and the makers thereof do each hereby severally agree to pay to the party of the third part, the sum of One Hundred Dollars on the first day of January in the years 1910, 1911, and 1912, and the party of the third part agrees to continue for the period of three years from January 1, 1910, to render such services to the Agricultural Guild as he has rendered for the year preceding the date hereof. 

This contract shall become effective when, and only when, this memorandum shall have been signed by all of the parties hereto. IN WITNESS WHEREOF the parties hereto have set their hands the day and year first above written.

By THE UNIVERSITY OF CHICAGO

Acting-President

[Names and seals]

In Witness Whereof the parties hereto have set their hands the day and year first above written.

[Names and seals]

[SEAL]

[SEAL]

[SEAL]

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[SEAL]
Subscriptions to the Expense Fund of the Director of Farm Management in The University of Chicago.

---

Chicago, January 1, 1908.

WHEREAS we, the undersigned, are desirous that The University of Chicago shall establish a chair of Economics of Agriculture, the holder of which shall serve as Director of Courses in Farm Management and Advisor of the subscribers to this fund, and

WHEREAS, certain incidental expenses in securing apprentices and managers are expected to aggregate a sum not exceeding $2000. annually, a portion of which it is expected will be met by payments for services of securing managers and apprentices,

NOW, THEREFORE, we, the undersigned, each in consideration of the subscriptions hereto by the others, do severally subscribe and agree to pay to The University of Chicago on the 31st day of December of each year for the period of five years one-tenth part of any deficit at that date between the amount realized for services rendered by the department in instruction and in securing managers and apprentices and the sum of $2000.

Arthur Skidmore

J. L. Brein

W. F. J. Stimmens

J. F. Boggs

H. F. Yii

J. W. Hobbs

James A. Tullis

Samuel Dunlop

Benjamin Johnson
Subscriptions to the Salary Fund Establishing a Chair of the Economics of Agriculture in the University of Chicago.

Chicago, January 1, 1908.

We, the undersigned, each in consideration of the subscriptions made by the others hereto, do each of us hereby subscribe and agree to pay to the University of Chicago, for the purpose of paying the salary of a Professor of Economics of Agriculture in the University of Chicago, the sum of Three Hundred Dollars ($300.00) per year, payable on the first day of January of each year, commencing at this date, for a period of five years, provided that if either of the subscribers hereto shall provide or secure an endowment fund, the income of which is to be devoted to the purpose herein stated and be equal to the amount of his subscription hereto, he shall be released from this subscription, and provided further that if the Director of the work of Farm Management shall secure other subscriptions to this fund for any year the aggregate of these subscriptions shall be reduced to that extent and each of these subscriptions shall be reduced proportionately.

[Signatures]

Arthur Meeker
Benjamin Johnson
E. H. Hamann
William C. B. McCullough
Millard H.
James A. Lee
Samuel Russell
STATE OF ILLINOIS
DEPARTMENT OF STATE

James A. Rose
Secretary of State

To all to whom these Presents Shall Come, Greeting:

Whereas, it being proposed by the persons hereinafter named, to form a Corporation under an Act of the General Assembly of the State of Illinois, entitled "An Act concerning Corporations," approved April 16, 1873, in force July 4, 1873, and the amendments thereto, the object and purposes of which Corporation are set forth in a Statement duly signed and acknowledged according to law and this day filed in the office of the Secretary of State.

Now Therefore, I, JAMES A. ROSE, Secretary of State of the State of Illinois, by virtue of the power vested in me and the duties imposed upon me by law, do hereby empower, empower and license F. J. Miller

William Hill and L. L. Lathrop

The persons whose names are signed to the before-mentioned statement, as commissioners, to open books for subscription to the Capital Stock of Agricultural Guild of the University of Chicago

which being the name of the proposed Corporation, as contained in the statement, at such times and places as the said Commissioners may determine.

In Testimony Whereof, I have hereunto set my hand and caused the Great Seal of State to be affixed at the City of Springfield, this 24th day of February, 1873.

By the Governor of the Independence of the United States the 53rd year of the independence of the United States the

James A. Rose
Secretary of State
STATE OF ILLINOIS
DEPARTMENT OF STATE

James A. Rose
Secretary of State

To all whom the present shall come, Greetings:

Whereas, a petition, duly signed and acknowledged, has been filed in the Office of the Secretary of State, on the 24th day of February, AD 1868, for the organization of the AGRICULTURAL GUILD OF THE UNIVERSITY OF CHICAGO.

under and in pursuance of the provisions of "An Act Concerning Corporations" approved July 14, 1867, and all acts amendatory thereof, a copy of the same is hereto attached.
And whereas, certificates have been issued to: R. F. Miller,
and
A. L. Lathrop,

a commission to subscribe to the capital stock of the said Company.
And whereas, the said commissioners have on the Twenty-second day of May, 1868, filed in the Office of the Secretary of State a report of their proceedings and sworn, a copy of which report is hereto attached.

Now therefore, I, James A. Rose, Secretary of the State of Illinois, by virtue of the power vested in me by law, do hereby certify that the said AGRICULTURAL GUILD OF THE UNIVERSITY OF CHICAGO.

is a Corporation created under the laws of this State.

In Testimony Whereof, I have set my hand and cause to be affixed the great seal of State.

Dated at the city of Springfield this 22nd day of May, 1868, and of the Independence of the United States the one hundred and Thirty-second.

James A. Rose
Secretary of State
To JAMES A. ROSE, Secretary of State:

We, the undersigned, H. S. Miller, William Hill, and A. L. Lathrop, propose to form a corporation under an Act of the General Assembly of the State of Illinois, entitled, "An Act Concerning Corporations," approved April 18, 1872, and all acts amendatory thereof; and, for the purpose of such organization, we hereby state as follows, to-wit:

1. The name of such corporation is Agricultural Guild of the University of Chicago.

2. The object for which it is formed is to furnish expert advice, instruction, and training on agricultural subjects; to collect and publish data concerning cost of producing farm products, and to purchase and sell live stock, farm products, and implements.

3. The capital stock shall be Fifteen Thousand Dollars.

4. The amount of each share is One Hundred Dollars.

5. The number of shares One hundred Fifty.

6. The location of the principal office is in Chicago in the County of Cook, State of Illinois.

7. The duration of the corporation shall be Fifty years.

H. S. Miller
William Hill
A. L. Lathrop
STATE OF ILLINOIS.

County of Cook.

I, Edward H. Sereff, a Notary Public in and for the County and State aforesaid, do hereby certify that on the 21st day of February, A.D. 1908, personally appeared before me N. J. Miller, William Hice, and A. L. Lathrop, to me personally known to be the same persons who executed the foregoing statement, and severally acknowledged that they executed the same for the purposes therein set forth.

IN WITNESS WHEREOF, I have hereunto set my hand and seal the day and year above written.

[Signature]
Edward H. Sereff
Notary Public.

[Seal]

Noted: Feb. 1, 1908.

James A. Rose,
Secy. of State.
To JAMES A. ROSE,  
Secretary of State of the State of Illinois:

The Commissioners, duly authorized to open Books of Subscription to the Capital Stock of Agricultural Guild of the University of Chicago pursuant to license heretofore issued, bearing date the 24th day of February A.D. 1908, do hereby report that they opened Books of Subscription to the Capital Stock of said Company, and that the said Stock was fully subscribed; that the following is a true copy of such subscription, viz:

We, the undersigned, hereby severally subscribe for the number of shares set opposite our respective names, to the Capital Stock of Agricultural Guild of the University of Chicago and we severally agree to pay the said Company, for each share, the sum of $100.00.

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<td>E. S. Kelley</td>
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<td>J. K. Derings</td>
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<td>A. R. Hammond</td>
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<td>Arthur Meeker</td>
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<td>Frank R. Fillie</td>
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<td>Samuel Insull</td>
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<td>H. Stillman Hart</td>
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<td>1500.00</td>
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Amount of capital stock actually paid in - $15,000 in cash.
Amount of capital stock not paid in - - $
Stock subscribed and not paid, disposed of as follows:

Capital paid in property, appraised as follows
That on the 19th day of May A.D. 1904, at the City of Chicago, Illinois, at the hour of 11 o'clock A.M., they convened a meeting of the subscribers aforesaid, pursuant to notice required by law, which said notice was deposited in the post-office, properly addressed to each subscriber, ten days before the time fixed therein, a copy of which said notice is as follows, to-wit:

To

You are hereby notified that the Capital Stock of Agricultural Guild of the University of Chicago has been fully subscribed, and that a meeting of the subscribers of such stock will be held at Room 613, LaSalle St. Station, Chicago, Ill., on the 19th day of May A.D. 1904, at 11 o'clock A.M., for the purpose of electing a Board of Directors for said Company and for the transaction of such other business as may be deemed necessary.

Signed.

N. D. Miller

William Hill

A. L. Lathrop

Commissioners.

That said subscribers met at the time and place in said notice specified, and proceeded to elect Directors, and that the following persons were duly elected for the term of year, viz:

N. D. Miller

Spencer Otis

E. S. Leeley

J. H. Dering

R. R. Hammond

Arthur Meeker

Benjamin Johnson

E. R. Lillie

Emanuel Insull

W. Stilson Hart

And that the postoffice address of the business office of said Company is at Number 63 LaSalle Street, in the City of Chicago in the County of Cook and State of Illinois.

N. D. Miller

William Hill

A. L. Lathrop

Commissioners.
STATE OF ILLINOIS,
County of [illegible]

On this 19th day of May, A.D. 1908, personally appeared
before me, a Notary Public in and for said County, in said State.

A. J. Miller
William Hills
A. L. Thatcher

and made oath that the foregoing report by them subscribed is true in substance and in fact.

[Signature]
Notary Public.
Chicago, January 25, 1910.

My dear President:—

I am sending with this a statement from Mr. Arnett in regard to the Guild matter for your inspection before sending out the statements, as you might have in mind to reach some final adjustment whereby the men would close up the matter by one payment if that is practicable.

Very truly yours,

Enclosures.

[Signature]
June 30, 1946

Mr. John Doe:

With reference to your letter of June 20th, I am forwarding herewith the required information together with the necessary documents as per your request.

Very truly yours,

(Signature)
My dear Mr. Heckman:

I am sending you herewith statements of the expenses of the Agricultural Guild for the year 1909, which are payable under the guarantee of the ten members of the Guild, by which they agreed to pay a sum not exceeding $2000 annually for an expense fund. Nine of these statements call for a payment of $37.41 from each member, and one for $117.41. The statement for $117.41 should go to Spencer Otis, the extra amount due from him being his personal guarantee towards the salary of the former secretary of the Guild.

Will you kindly have the statements sent out to these gentlemen so that the University may be reimbursed for the expense. These expenses were incurred prior to May 1st of last year. I also send you a copy of the original agreement.

Yours truly,

[Signature]

Mr. Wallace Heckman.
My dear Mr. Peterson,

I am writing to extend my appreciation of the
experience at the University of California for the year 1929-30, which
was highly effective in the development of the few months of the
writing. It is a great pleasure to know that my work exceeded $5000
smearly for
with which I am grateful. I am glad to know of your attendance at
the statement
of $70 from each section, and one for fifty. The statement
for fifty is entirely to be interpreted. The extent of the
from the stage the payment of the balance the reason for the

Walter Carter

Yours truly,

Walter Peterson
The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER
Office of the Auditor

STATEMENT OF EXPENSES OF THE AGRICULTURAL GUILD
FOR THE YEAR 1909.

Director's Travelling Expenses, etc. 184.64
Salary of Miss Epperson, Secretary 200.
   4 months at $50 per month
Postage 14.
Telephone Calls 8.
Miscellaneous Office Expenses 10.22
   Total 416.86
Less Credit 42.75
By tuition collected from students
   Deficit $374.11

Amount of assessment to each of ten 37.41
members of the Guild

APPROVED

William Hills
Director.
STATEMENT OF EXPENSES OF THE VETERINARY SURGEON

FOR THE YEAR 1906

186.64

Direct, Postage, Traveling Expenses, etc.

200

Secretarial Expenses, Secretary

1.6

Section of Zoo Department

16.69

Telephone Calls

Accommodation Office Expenses

747.34

Telephone

10.00

Cost of Service from Students

153.47

Amount of money paid for each of ten

Auditors of the City
STATEMENT OF EXPENSES OF THE AGRICULTURAL GUILD

FOR THE YEAR 1909.

Director's Travelling Expenses, etc. 184.64
Salary of Miss Epperson, Secretary 200.
4 months at $50 per month
Postage 14.
Telephone Calls 8.
Miscellaneous Office Expenses 10.22
Total 416.86

Less Credit
By tuition collected from students 42.75

Deficit $374.11

Amount of assessment to each of ten
members of the Guild 37.41

APPROVED

[Signature]
Director.
STATEMENT OF EXPENSES OF THE AGRICULTURAL GUILD

FOR THE YEAR 1909.

Item
Amount

Director's Travelling Expenses, etc.
200

Secretary's Mileage at 60 per month
14

Telephone Call
8

Miscellaneous Office Expenses
10.25

Telephone Call
1.25

Total
37.75

Less Credit
5.75

Amount to be assessed to each of ten members of the Guild
31.75

APPROVED

[Signature]

Director.
April 21, 1910

Dear Mr. Heckman:

Hereewith I am returning the correspondence with Mr. Seneff. I found it after all in my files. What Mr. Seneff overlooks is this: In consideration of the plan of the Guild the University obligated itself to employ Mr. Hill for a term of years, and to pay him a fixed salary. The conditions are changed by the agreement reached by the Guild members. The University is still under obligation to Mr. Hill unless this second agreement can be carried out in full. Therefore it seems to me that the consummation of the arrangement by the Guild members with Mr. Hill is a material part of the whole arrangement, and should be made before, not after, the closing out of the other Guild matters.

Very truly yours,

H. P. Judson

Mr. Wallace Heckman,
1204 - 206 LaSalle St., Chicago.
April 20, 1939

Dear Mr. Huggins:

I am forwarding the correspondence with Mr. Senate. I found it after all in my files. What Mr. Senate overrode is not the plan of the plan of the City. The City's attitude is that as a result of the University, applied research is an effort to employ Mr. Huggins, a team of experts in the City. The University is aiding the City's endeavors in the City's interests. The University is aiding the City's endeavor to employ Mr. Huggins, a team of experts in the City. The City's interests are such that certain cutbacks in City funds are necessary. Therefore, it seems to me that the correspondence of the City with Mr. Huggins is necessary. Part of the whole arrangement and report make possible our further

very truly yours,

[Signature]

Mr. William Huggins

1524 E. 30th Street Office
May 3, 1910.

My dear President,-

I am sending with this the memorandum suggested in regard to the closing up of the Agricultural Guild matters. I am sending a copy of it to Mr. Hill. If it meets his approval and yours, I will then send a copy of it to each of the members of the Guild for execution.

Very truly yours,

1 Enc.

[Signature]
May 7, 1910

Dear President,

I am sending with this the memos on the suggested
in regard to the location of the Administrative Chief Matter.
I am sending a copy of it to Mr. Hill. If it meets your approval
my request I will send many another to show the memos
of the Chief for execution.

Very truly yours,

[Signature]
May 3rd, 1910.

My Dear President Judson:

I wish to present for your consideration possibilities that have presented themselves for the development of the Agricultural Guild. I have not sought these opportunities. I agreed with you and Mr. Otis that it was more important to get the work at Bloomingdale well started and make good on some of the farms with which we are working than to make an effort to expand. I have responded to the calls of several Agricultural Colleges for addresses on our kind of education. In every case I have met with the greatest interest. Few of the best colleges have expressed a desire to cooperate with us. At the request of present members I have visited a number of the best farms in the country to buy live stock or to look up men. These visits have led to a discussion if our plan with Mr. Pabst of Oconomowoc, Mr. Barber, Mr. Wick, Mr. Marks of Akron, Ohio and Mr. John R. Thompson, all of whom have asked to join the Guild, and expressed a willingness to contribute to it as an educational movement in addition to paying for the specific services it could render them. Two of these men have estates organized on quite the scale of Mr. Oglebays'. The others have small places of special
I am to present for your consideration the preliminary plan for the development of the department. I have come to the conclusion that the department needs a more comprehensive approach to its work. I believe that the department should be organized in such a way that it can function more effectively and efficiently.

I have carefully reviewed the reports of the various committees and have made a careful study of the department's current operations. I believe that the department needs a more structured approach to its work.

I am confident that with the proper planning and organization, the department can achieve its goals and objectives. I am committed to working with the department to achieve these goals.

I would like to express my gratitude to you for the opportunity to present this plan. I look forward to working with you to implement this plan.

Thank you for your attention.
excellence in some line.

Mr. Oglebay and Mr. Barber have asked me to find for them managers competent to organize their farms on the best modern business lines and at the same time develop them as practical training schools in Agriculture. Each of these farms and also Mr. Pabst's, have livestock and equipment better than most of the Agricultural colleges can show. Their owners are giving to the development of their farms an amount of study and personal attention that should bring success. They are very serious and broad minded in their desires to develop the educational work and to do what they can to strengthen the Agricultural foundation on which our whole industrial structure rests. Mr. Pabst expects to develop a regular Agricultural High School at his place. Mr. Oglebay is going to develop his farm to give a good apprenticeship training in several lines. Mr. Barber says that he expects to leave his farm to the state or to some educational institution to be carried on as a practical training school. He has much money and only one heir. I have spent three days with him and find that he is very serious in his desire to give the rest of his life and much of his fortune to the development of a demonstration farm that will show the possibilities of intelligent intensive farming.

I have found among the men teaching in Agricultural Colleges five men fitted to do the work that Mr. Oglebay
EXPLANATION OF CONDITIONS

[Text is not clearly legible due to the quality of the image provided]
and Mr. Barber want done. These men are heads of departments who combine practical knowledge, organizing ability and teaching power. Their present salaries range from $3,000 to $5,000. They realize so keenly the need for practical training to supplement the work the Agricultural Colleges are doing that they are ready to accept the positions we offer at a reasonable advance over their present salaries, if they can be assured that the work has the degree of permanence assured by connection with some great University.

As a business proposition Mr. Oglesbay prefers to pay his manager as farm manager $2,500, for which sum he can secure a competent practical man; he is ready to pay $2,500 additional for a man who can also organize the farm so as to utilize its educational possibilities. He has further said repeatedly that he will be one of ten to pay $10,000 per year to hire three good men and organize our office force on an adequate and efficient basis. I have told all of these men that the University authorities are not much interested in agriculture. That the difficulties we have already encountered make you believe the plan impracticable, and that it is the most difficult kind of educational work. This does not lessen their enthusiasm. I believe they will work out the problem. Perhaps it is worth while for the University authorities
to consider whether they wish to encourage these men with the prestige that the University name can give, and with the assistance and advice that some of the University staff can give. If this is wisely done I have no doubt that these and other very wealthy men will furnish any reasonable amount of money for teaching and scientific investigation on their farms. If the work can be so organized that the University can best direct very large properties with their endowments can easily be secured by the University.

In addition to what these wealthy Agriculturists are doing and are planning to do, Charles L. Hill of Wisconsin, W. J. Gillette, E. W. Strawbridge of Pennsylvania, and a dozen other farmers who are conducting their own farms on thoroughly practical lines have agreed to cooperate closely with us, to pay each $100 per year, and to take one or more students each, who will be given better training in many respects than the big estates can offer.

A conference has been called at Ames, Iowa in connection with the Graduate School of Agriculture, to consider the whole question of practical training for farm management. A great deal is certain to be done in this line in the near future. This and the pressure upon me from the men I have mentioned above
must be my excuse for thrusting the matter upon your attention again at this time. I had fully determined after my last interview to say nothing more to you until we had a year or two of successful work behind us. The demand for the work is insistent and comes to us because we have been in this field for two years. I think the University authorities should at least examine the field.

Yours very truly,

Wm. Hill
The University of Chicago
E. R. Oldfather

[Handwritten note]

[Signature]
May 17, 1910

Dear Mr. Hill:

Your favor of the 3d inst. I have read with interest. It seems to me that, as I have said before, the undertaking could be better conducted by an institution which has an agricultural college as a foundation. So far as we are concerned we will carry out the agreement just made within the limits of the Guild period, but I shall not be disposed to recommend that the University incur any further obligations in Guild matters.

Very truly yours,

[Signature]

H. P. Judson

Mr. William Hill,
The University of Chicago.
May 17, 1930

Dear Mr. Hill:

Your letter of the 14th inst. I have long with

interest. It seems to me that we have both reached the

point where the work needs to be directed towards a

more advanced college and a board meeting. We are as we are concerned

with the advancement of the student, but I am not disposed to recommend

the addition of another college. The University of Chicago and

Yours very truly,

H.P. Hudson

Mr. William Hill,
The University of Chicago
THIS MEMORANDUM OF AGREEMENT made and entered into this
day of May A. D., one thousand nine hundred and ten, by and between
The University of Chicago, party of the first part, and E. I.
Miller, Spencer Otis, E. S. Kelly, J. K. Dering, R. R. Hammond,
Arthur Keeler, Benjamin Johnson, Frank R. Lillie, Samuel Insull,
and E. Stillson Hart, parties of the second part, and William
Hill, party of the third part, witnesses:

First, that the party of the first part is hereby released
from its obligation in connection with the Chair of Economics in Agriculture in The University of Chicago and the employment of a
Professor thereof to serve as Director of Farm Management.

Second, that the subscription paper signed by the parties of
the second part, dated January 1, 1908, agreeing to pay certain
sums of money to the party of the first part, shall be cancelled.

Third, that the party of the third part, as Associate
Professor in the Department of Economics in The University of
Chicago, shall be in residence and deliver lectures only one
quarter in each year, namely, during the summer quarter, for
three years from the date hereof, the salary therefor being One
Thousand Dollars per year, and that such compensation is the
limit of the liability of the party of the first part to the
party of the third part.

Fourth, that the notes of the parties of the second part in
the sum of Three Hundred Dollars each, payable to the party of the
first part on January 1st, 1910, 1911, and 1912, shall be sur-
rendered and cancelled, and the makers thereof do each hereby
severally agree to pay to the party of the third part, the sum of
One Hundred Dollars on the first day of January in the years
1910, 1911 and 1912, and the party of the third part agrees to
continue for the period of three years from January 1, 1910, to
render such services to the Agricultural Guild as he has rendered
for the year preceding the date hereof.

This contract shall become effective when, and only when,
this memorandum shall have been signed by all of the parties
hereto.

IN WITNESS WHEREOF the parties hereto have set their hands
the day and year first above written.

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Chicago, February 27, 1912

Dear Sir:-

I have examined the document relating to the proposed plan for establishing an agricultural college, etc., in Chicago. The plan may or may not be successful in its results. So far, however, as my own connection with it is concerned it would be quite impossible, as it is based on a stock company. The material can be obtained at my office at any time.

Very truly yours,

[Signature]

Mr. Andrew B. Hulit,
Lexington Hotel, Chicago.
Dear Sir:

I have examined the Government records of the property
by the book and have not been successful in the research. So far,
the plans may or may not be connected with the records. If necessary,
I may be of assistance with it. Concerning its value at this time.

Very truly yours,

[Signature]

Mr. Andrew H. Niff,
[Address] Chicago.
SPECIAL REQUEST.

WHILE THE HEREIN DISCUSSED PROPOSITION IS BEING SUBMITTED CONFIDENTIALLY TO THE HONORABLE GOVERNORS, PRESIDENTS OF COLLEGES AND STATE IMMIGRATION OFFICIALS OF THE VARIOUS STATES THAT IT IS ASSUMED WILL BECOME INTERESTED--IT IS ALSO BEING SENT TO A CAREFULLY SELECTED LIST OF PROMINENT MEN AND WOMEN WHO ARE KNOWN TO BE ACTIVELY ENGAGED IN GENERAL SOCIAL, PHILANTHROPIC AND EDUCATIONAL WORK WITH A VIEW OF SECURING THE INDIVIDUAL OPINIONS AND FREE CRITICISM OF THE WHOLE MATTER TREATED. FOR OBVIOUS REASONS IT IS NOT DESIRED THAT THE MATTER BE MADE GENERALLY KNOWN AT THIS TIME. IT IS VERY MUCH DESIRED THAT THOSE ADDRESSED GIVE US THE BENEFIT OF THEIR COUNSEL AND ADVICE ON THIS VERY IMPORTANT MATTER AT THE EARLIEST POSSIBLE MOMENT.

RESPECTFULLY SUBMITTED,

ANDREW B. HULIT,

FEBRUARY 1ST, 1912.

LEXINGTON HOTEL, CHICAGO.
## INDEX

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>WHY NOT ADOPT BUSINESS METHODS IN DOING PHILANTHROPIC WORK?</td>
<td>3</td>
</tr>
<tr>
<td>PLANS AND SPECIFICATIONS OF THE BUILDING</td>
<td>5</td>
</tr>
<tr>
<td>THE BASEMENT</td>
<td>5</td>
</tr>
<tr>
<td>STREET OR EXPOSITION FLOOR</td>
<td>6</td>
</tr>
<tr>
<td>THIRD OR BALCONY FLOOR</td>
<td>7</td>
</tr>
<tr>
<td>FOURTH OR COLLEGE FLOOR</td>
<td>7</td>
</tr>
<tr>
<td>REVIEW OF SPACE</td>
<td>8</td>
</tr>
<tr>
<td>LOCATION OF BUILDING</td>
<td>8</td>
</tr>
<tr>
<td>COST OF BUILDING</td>
<td>8</td>
</tr>
<tr>
<td>THE CHARACTER OF WORK TO BE DONE</td>
<td>9</td>
</tr>
<tr>
<td>THE GENERAL PLAN OF ORGANIZATION</td>
<td>9</td>
</tr>
<tr>
<td>THE BOARD OF TRUSTEES</td>
<td>9</td>
</tr>
<tr>
<td>DIVISION OF THE REAL WORK</td>
<td>10</td>
</tr>
<tr>
<td>ORGANIZATION OF AGRICULTURAL COLLEGE ASSOCIATION</td>
<td>10</td>
</tr>
<tr>
<td>FUNDS FOR EDUCATIONAL WORK</td>
<td>10</td>
</tr>
<tr>
<td>THE EXPOSITION ASSOCIATION</td>
<td>11</td>
</tr>
<tr>
<td>BUREAU OF INFORMATION</td>
<td>11</td>
</tr>
<tr>
<td>THE SOCIAL FEATURE</td>
<td>12</td>
</tr>
<tr>
<td>THE RECREATION FEATURE</td>
<td>12</td>
</tr>
<tr>
<td>ADMINISTRATION COMMITTEE</td>
<td>12</td>
</tr>
<tr>
<td>AGRICULTURAL LIBRARY</td>
<td>12</td>
</tr>
<tr>
<td>GENERAL FINANCES</td>
<td>13</td>
</tr>
<tr>
<td>SOURCES OF INCOME</td>
<td>13</td>
</tr>
<tr>
<td>ESTIMATED EXPENSES</td>
<td>14</td>
</tr>
<tr>
<td>IN CONCLUSION</td>
<td>15</td>
</tr>
</tbody>
</table>
A PROPOSED PLAN FOR THE ESTABLISHMENT OF AN AGRICULTURAL COLLEGE,
PERMANENT EXPOSITION, SOCIAL AND RECREATION CENTER IN CHICAGO.

INTRODUCTION

At no period since the foundation of the American Nation has the problem of providing homes and employment for those who need assistance been more serious than it is today, with the cost of living continually advancing and the conditions which surround the wage-earners in our congested cities becoming correspondingly more unfavorable.

Eliminating all ideas of personal profit, there is no more promising field for substantial and enduring philanthropy than is involved in providing ways and means of assisting our brothers and sisters who are finding life's struggle, under present conditions, a losing fight; for when the honest laborer is not able to lay aside a little reserve for his old age, the future looks dark.

Those of you living in and out of the city and having comfortable homes ask yourselves the question, what is to become of yonder city laborer when he has reached the days when a younger man takes his place? Have you no sympathy for him and his wife and children? Do you not have a desire to aid him and in so doing help society in general? If not, your blood has grown cold and this matter will not appeal to you.

Do you not think that under ordinary circumstances the average laborer and his family would be far better off, if they owned and lived on a little self-sustaining farm where there were no land-lord and no bills for the necessities of life which a kind providence has so abundantly provided out in the country?

The city is all right for the strong and able, but it is a mad-house for the weak and old who are dependent.

In presenting this proposition to you, it is desired to reach the innermost sympathy of your heart, with an appeal for your consideration of the matters herein discussed.

This is not a proposition emanating from men who have lands to sell or who will profit directly or indirectly by whatever you do for the cause, but men who have a desire to help, but who, alone, do not
possess all the means required either socially or financially to do that which they think ought to be done. Neither is it a scheme to send these worthy people to the country, irrespective of whether they should go or not, on the theory that by their going, society will be benefitted. Not many of them would be far worse off if left on a farm. It is wrong to assume that every man is by nature a farmer and therefore should farm. Men are not all alike.

Farming, today, is a profession which requires study to master. It is the biggest, broadest and by far the best of all the professions, employing more and still offering opportunities for an unlimited number of others. In our efforts to really help those who need and deserve it, we plan to impress upon them the necessity of acquiring a knowledge of, at least, the basic underlying principles governing successful farming before undertaking to engage in it.

While we are planning in this exposition a substantial, permanent means by which they can learn, without cost, of the relative merits of one location over another for certain kinds of farming, we are also planning to supply them with a means of actually learning from competent teachers the fundamental laws which they must encounter as farmers.

We are contemplating a magnificent building, equipped with every modern facility for imparting not only information but authentic, reliable knowledge, which will be, first of all, helpful in assisting not only these men but their wives and families to arrive at an honest, intelligent decision as to whether they want to go to the country and whether they are, by nature, calculated to make happy, contented citizens after they get there.

We are working for the permanent good of all who now or may, in after years, contemplate going to the farm or who may be considering the purchase of land or land securities as an investment for hard earned money.

We are going still further and endeavoring to protect those, who, by force of circumstances, are over-anxious and inexperienced, but who want homes or land upon which to build their little castles, from being imposed upon by unscrupulous men. Yes, while we cannot actually take these people to the country, we are doing the next best thing by bringing
these influences which certainly will prove helpful where they can be used without cost or obligation.

In this building the truthful story of the farm with its fields and meadows will be told over and again and in language all may understand and enjoy. There will be free, illustrated lectures on farm subjects by men who are not interested financially in selling land, but who are educated as teachers in this line of work.

WHY NOT ADOPT BUSINESS METHODS IN DOING PHILANTHROPIC WORK?

Have you any real knowledge of the amount of money that is now being spent annually for philanthropic work in Chicago? Did it ever occur to you that a very large percent of it was innocently misused, or that by adopting certain methods a good deal more of it could be made to reach the real end sought?

To give you some idea of what this means, we want to call your attention to the fact that there are held annually from two to three hundred conventions in Chicago with a splendid prospect that the number will exceed four hundred this year; and that a very large percent of the conventions have their origin in the minds and hearts of people representing every section of the country, who are actuated solely from the spirit of wanting to help mankind without expecting personal benefit.

Nearly all of these conventions have an organization behind them, which, like the conventions, cost in the aggregate vast sums of money to maintain. This money is nearly all donated by individuals or organizations of individuals and often by those who can hardly afford their portion.

Is it not a fact that these organizations must rent offices and halls, not always adapted to their use, which cost tremendous sums of money? Can not at least a part of it be saved? Let us point to a well known case or two.

Last Summer, one of the leading philanthropists of Chicago very generously offered to and did provide the means of giving a Child's Welfare exhibition, which proved to be one of the most interesting and beneficial exhibitions from an educational standpoint ever given in the city. One of the large halls was used for which she paid, we are informed, $9,000
for rent alone. This money went to a landlord who profits by it. Under our plan, it could go toward buying coal to keep these children warm or some other just as worthy purpose. We have in mind another instance where a few liberal hearted gentlemen interested in boy's work are now paying office rent and are about to use a hall at a cost of, we will say $350. for one evening.

If they had a free hall, no doubt but they would meet oftener and the work be further advanced. These are but two of say five hundred or more such cases of more or less similarity. The recent Land Show paid $11,000 rent for twenty-two days; the National Irrigation Congress must have paid $5,000 for rent.

In each or at least most cases the money is donated and a few here in the city get it for rent; consequently, it does not actually reach the purposes for which it was calculated it should. But it does provide a means to an end, we will admit, which under the circumstances is justifiable.

Would it not appear to be good business to, if possible, provide a building where these splendid workers could have offices at a rental not in excess of what they are now paying, but which, by paying to one central body, would give them ample halls for all kinds of meetings, and other desired facilities, free of cost? Assuming that such a plan would result in saving only $500, per year for each of the five hundred organizations, it would mean a net saving of $250,000 per annum, or a sum equal to ten percent on $2,500,000; a good dividend on the amount of capital required to erect the building.

Large as this sum is, it does not represent, by any means, the real advantages to be gained in concentrating these organizations, for if they were all, or at least the majority of them, located in one building, such an arrangement would facilitate not only the work of the employes, but of those who were behind the movements.

Unfortunately, there is not a building in Chicago calculated to give the kind of services required; but the proposition to build a beautiful structure, as stated, for an agricultural college, permanent exposition, social and recreation center would provide such a building.

Would not such a building, as herein contemplated, become a monu-
ment to the philanthropically disposed and a credit to the city and the pride of all the people? Would it not have a wholesome influence on not only those who visited it, but on society as a whole? Would it not be an inspiration for greater efforts among those who are actually employed in the detail work of these organizations? Would it not have a tendency to increase the membership of these associations, thus adding to their usefulness by providing not only more funds but more active workers?

PLANS AND SPECIFICATIONS OF THE BUILDING.

The building will occupy an entire city block, 425 feet long and 375 feet wide, giving it a ground floor space of 156,950 square feet or about three times the entire floor space of the Coliseum and its annex. It will have four stories, so constructed, that others may be added as needed, with comparatively little expense as the land and administration forces will have been provided.

In the four floors, after deducting the court space, there are approximately 600,000 square feet or about ten times the usable space in the Coliseum and annex. Occupying an entire block will give it ample street frontage of 1,300 feet. This with the glass covered court will afford splendid light and ventilation with a beautiful scenic effect. To give some idea of what facilities will be afforded, we have but to describe the size and character of the various rooms.

THE BASEMENT.

Will have a total floor space of 156,950 square feet and a ceiling height of about fourteen feet. As now planned, it will have one large hall 128 by 274 feet or 33,672 square feet, one-half as large as the entire Coliseum and annex. A room 77 by 98 feet is set aside for a ladies gymnasium; another 56 by 64 feet as a ladies natatorium, with ample provision for toilets, lockers, etc. For men, a room 72 by 96 feet is provided for a natatorium; another 80 by 90 feet for a gymnasium, with plenty of space for toilets, lockers, etc. There is also provided a room 32 by 96 feet for boys and girls entertainments.

There is a general storage room 110 by 135 feet; a kitchen 110 by 200 feet; a refrigeration room 40 by 110 feet; engine room, lighting plant, etc. 72 by 166 feet; a laundry and drying room 72 by 73 feet; and
offices for many purposes; thus making it the most commodious quarters ever provided in Chicago for these purposes. It will become the real recreation center for a vast number of people, the magnet which will draw many thousands of our city raised boys and girls to the building and under wholesome influences.

STREET OR EXPOSITION FLOOR.

This floor with its twenty foot ceiling contains one immense room 316 by 375 feet, giving it a floor space of 118,125 square feet or about twice the entire space in the Coliseum and annex. This space is lighted from the outside by thirty-eight double windows and in the center by means of a great glass covered dome 150 by 173 feet, giving it an opening of 26,700 square feet to the skylight. This provides, exclusive of passageways of all kinds, 77,300 square feet or considerably more than has the entire Coliseum and its annex for displays.

This space to be used entirely for exposition purposes; and if it is all rented on the basis of $5.00 per square foot, per year, will produce the enormous sum of $388,000 per annum. In addition to all this space 40,325 square feet are used for passageways, giving the room an immense capacity.

On this same floor is located a theatre with a seating capacity of 1,400 people on its main floor and 782 in the balcony or in all 2,182 people. In this will be provided educational entertainment and a facility for large conventions. This theatre has a stage 35 feet wide and 100 feet long; ample check, toilet and office rooms, besides a beautiful foyer 40 by 110 feet or 4,400 square feet. It is one of the main entrances to the building and exposition.

Directly in front of the theatre, across the foyer and on the same floor with the exposition is a large dining room 80 by 100 feet capable of seating 800 guests at one time; also a large service room. There is a lounging room, for men, 24 by 50 feet; a reception room, for ladies, 24 by 50 feet; two large toilets; ample space for telegraph, telephone and check rooms with news and cigar stands; making, with the theatre and exposition, one of the most modernly equipped entertainment quarters in the city, or, in fact, the United States.
There are four beautiful entrances to this floor and ample stairways and elevators, more, in fact, than are really required, but which will add to the general comfort and safety of the public.

THIRD OR BALCONY FLOOR.

Built as it is around a court 160 by 178 feet gives it, with the outside windows and fourteen foot ceiling, plenty of light and fresh air. On the north end, it is arranged to have four large lecture rooms, each in size 74 by 100 feet, giving the four rooms, which can all be thrown together for special occasions such as the Flower Show, Child Welfare, or even the Charity Ball or large conventions, a combined space of 22,600 square feet, or about one-half the floor space of the Coliseum and annex. Besides this immense space, there is a large double banquet room 80 by 180 feet which will seat about 1,200 people at one time. Off of the banquet room is a reception parlor 28 by 80 feet, with large check and toilet rooms for both men and women.

There is another room 60 by 145 feet which can be used for special exhibitions or other purposes; a library room 60 by 116 feet; a room 25 by 100 feet to be used as an emergency hospital and nursery; a lounging room for ladies 30 by 60 feet and a smoking room for men 30 by 60 feet; a Child Welfare room 30 by 60 feet; and fifteen office rooms of an average size of 20 by 23 feet. A balcony fifteen feet wide extends around the entire court overlooking the exhibits on the main floor.

FOURTH OR COLLEGE FLOOR.

This, like the third floor, is built around the court but has no balcony space. On this floor are provided twenty-three large, well lighted, comfortable class rooms, which, in case they are not all used for class work, could, in an emergency, be used for meetings of one kind or another. They have a combined floor space of 27,456 square feet or one-half the space of the Coliseum and annex. Besides this space, there are seven large lecture rooms with a total floor space of 20,820 square feet or one third the entire space of the Coliseum and annex.

There is also a special assembly room 60 by 190 feet or 7,800 square feet, which can be used for a lecture room, etc. as desired, but which is provided for college work. An immense room 100 by 125 feet is.
set aside for an agricultural library; another 60 by 130 feet for an agricultural or natural history museum; a dining room 60 by 70 feet with a kitchen 40 by 30 feet. There are twelve offices for the faculty and a great scenery loft.

REVIEW OF SPACE.

As provided for, there is, including the theatre, drill, class and lecture halls, a total floor space of 152,048 square feet divided into thirty-four rooms which can be used, if desired, for lecture halls, conventions or conference purposes, and if all were used at one time would accommodate thirty-four gatherings or 30,000 people; a combined space equal to three times the entire space in the Coliseum and annex. It is estimated that with the other spaces used for exposition, library, passageways, balcony and amusement and recreation purposes, another 30,000 people could be accommodated in comfort.

This building will have facilities for practically every gathering, with the exception of, perhaps, the national political conventions, held in Chicago and given those in attendance absolutely modern conveniences. Such a building will bring more conventions to the city. The exhibitors will derive a direct benefit by having all these people pass through or come in contact with their exhibits, which will insure them a daily attendance of the very highest class of people, at a very nominal cost to them.

LOCATION OF BUILDING.

It is thought advisable to locate this building in or very near the center of Chicago's business activity, so that the people can reach it with as little expense and inconvenience as possible. A site, admirably located, is now under consideration, but for obvious reasons, it is not thought best to here name the location at this time, as the property has not been secured. If it should develop that it cannot be had, there are many other good locations that can.

COST OF BUILDING.

As now planned, this building will cost, when completed, approximately $2,000,000 and the land about $700,000 more, leaving $300,000 with which to furnish the building and provide working capital, on the theory that the combined enterprise is capitalized at $3,000,000. It is
now planned to have this structure erected and ready for use by November first, 1912.

THE CHARACTER OF WORK TO BE DONE.

While the main purpose of the combined enterprise is to provide an agricultural educational system, it is intended to supply facilities for general charitable and philanthropic work.

To do this, it becomes necessary to divide the work and to create special organizations to do that part of it for which no provision has been made up to date; allowing existing organizations to do the things not contemplated by these specially organized bodies we will create. As our work has to do more with the unorganized forces, we will confine our discussion to their organization and requirements.

THE GENERAL PLAN OF ORGANIZATION.

First, to effect a practical working alliance between the leaders in social and educational work in the country, smaller cities and towns, and the individual and organized workers in Chicago, on a broad, comprehensive basis, mutually advantageous to all.

THE BOARD OF TRUSTEES.

To create the nucleus of a working force and to provide a base, it has been decided to suggest the organization of a temporary Board of Trustees, to be composed of fifteen prominent social and educational workers in or about Chicago. This Board to assume administration over all the work in hand, becoming morally responsible for the funds placed in its charge.

This Board to outline and enforce the policies to be followed in bringing the various organizations into existence; to have the power to make the selection of the site for building, as well as to finally decide on just what kind of a building will be constructed and to fix the terms upon which it can be used; to control all matters pertaining to the work in hand until such time as it is desired to incorporate a holding company under the laws of Illinois; then this Board to dictate the terms set forth in the charter, constitution and by-laws, and to act as the permanent Board of Directors of this company.

For convenience in presenting this matter, we have named this
proposed corporation The National Agricultural College and Exposition Building Company, and it will be referred to hereafter as the Building Company. It is planned, that this company will own and manage the building and assume general supervision over all that pertains to or transpires in it. The various organizations desiring to use space of any kind for any purpose will become tenants on terms to be agreed upon and subject to the rules and regulations laid down by the Building Company.

DIVISION OF THE REAL WORK.

Having provided an organization to take care of the business at the beginning and afterwards control the building and its affairs, we will now proceed to divide the work proposed to be done. To do this, it becomes necessary to provide for the creation of four incorporated associations, as follows:

First: The Agricultural College Association.
Third: The Social Association.
Fourth: The Recreation Association.

ORGANIZATION OF AGRICULTURAL COLLEGE ASSOCIATION.

Create a Board of Regents composed of the Governors of the several states finally affiliating. This Board to become the responsible head of the college or educational association, assuming the ordinary duties usually imposed upon such bodies.

Besides this Board, create an active Board of Control, to be composed, if possible, of the Presidents of the various Agricultural colleges or Universities, one from each state. This Board of Control to elect the managing President, Vice-President, Second Vice-President, Secretary and Treasurer, and such other officers and officials as it may deem proper, fixing the compensation of each. This Board to decide upon the curriculum to be used; in fact, have actual detail control of all the educational work.

FUNDS FOR EDUCATIONAL WORK.

While it is thought that the various states interested will sooner or later provide for their proportion of the necessary expenses of this educational work, it is planned, in event they do not, that the money needed will be derived in part from the rent of space, as shown in
another part of this paper. To this will be added the revenue from
tuition and from contributions made from time to time. To facilitate
the work at the start, it is believed, that each of the various agricul-
tural colleges will assign one professor or instructor who will give, at
least, a portion of his time to the work as a part of the extension work
done by his college.

It is assumed, that there will be enough such assignments to
make up the officers and faculty of the institution. If such an arrange-
ment can be consumated, a great saving will be effected and the future
of the college feature assured. As there will be no expenses for rent,
light, water, heat, janitor service or supervision, it is contemplated
the initial expenses for conducting the college will be very small.

THE EXPOSITION ASSOCIATION.

Owing to the important part this feature of the combined propos-
tion will have, not only in providing an unusual exhibit, but in pro-
vucing revenue, we desire to go very carefully into the details. In pro-
ducing an organization to control it, plans have been laid to have the
now existing National Association of State Immigration Officials assume
this responsibility; the individual members to rent the spaces and pro-
vide the exhibits, as well as take care of them afterwards.

Under these general plans only states or the people of the states
acting under official authority, the Federal Government and territories,
which would, of course, include the island possessions, could make ex-
hibits, unless it was found that there was more room than needed by those
named, in which case, the extra space could be rented, preferably, to
that class of manufacturers whose products were used on the farm; on the
theory, that they would become educational factors of very great impor-
tance. No private land men or land companies to be allowed to exhibit.
The exposition to be open, free of admission, all the year around.

BUREAU OF INFORMATION.

As each state and territory and the island possessions will of
necessity have a representative in the building all the time and as there
is ample room provided in each booth, it is advised, that these repres-
entatives maintain a Bureau of Information where data concerning not only
the agricultural and horticultural but every other industry and especially those enterprises selling stocks or securities can be secured, free of cost. In fact, they should be in position to give any and all kinds of information wanted by homeseekers and investors. The reason for this must be apparent to all.

THE SOCIAL FEATURE.

This work covers such an immense field, that ample provision must be made to take care of it and the most competent people obtainable placed in charge. The very success of the whole enterprise depends largely upon the social atmosphere surrounding it. Therefore, it is planned to create an Association of not less than seven directors, who will have general charge of the work. They to determine what class of social organizations will be permitted and have general supervision over same. It will be the duty of this Board to entertain public guests, etc.

THE RECREATION FEATURE.

This is also an important part of the work and to provide a responsible head, it is proposed to create a legally incorporated association with not less than seven directors, men and women who have had experience in this kind of work, who will have charge of the natatorium, gymnasium, drill and the various other recreation rooms. They to have general supervision over this part of the work.

ADMINISTRATION COMMITTEE.

In conducting so large an enterprise with so many interests involved, and where such large numbers of people will be entertained, there will arise many questions demanding prompt attention; therefore, it is thought advisable to have an Administration Committee composed of one representative from each of the four affiliated associations and the Building Company. This Committee to have certain general powers delegated to it, which will enable it to act, in fact, as the Executive Committee in charge; each member reporting to his own association from time to time.

AGRICULTURAL LIBRARY.

It is planned to here provide facilities for the accommodation of all the reports issued by the Federal and State Governments or agricultural subjects; also all the books and newspapers dealing with the sub-
jects, which will be made available through a system of indexing by sub-
jects; the idea being to place every authority before the public - a work
in itself of the most importance.

GENERAL FINANCES.

In order to not only raise the necessary funds but to provide a
permanent working organization with headquarters in Chicago, it has been
proposed to create a legally incorporated company under the laws of Illinois
to be known as the National Agricultural College and Exposition Building
Company, with a capital stock of $2,000,000 divided into shares of the
par value of $100. each, to be issued fully paid and non-assessable.
$1,000,000 to be issued as 7% preferred, retirable, participating stock
and $1,000,000 as common stock. This stock to be sold at par, providing
$2,000,000. To secure the other $1,000,000 required, issue $1,000,000
first mortgage, twenty year, six per cent Bonds, made retirable at any in-
terest paying date after five years.

Up to this time, partial arrangements have been made to dispose
of approximately one-half of these securities and it is believed the re-
mainder will be placed as soon as it is known that the various state
officials will cooperate to the extent of their individual ability.
However, it is desired that at least a small block of this stock be sold
to the people of each state and then pooled and intrusted for voting pur-
poses to the state's representative, thus giving them official representa-
tion in the Building Company.

SOURCES OF INCOME.

Owing to the fact that the various states and the Federal Govern-
ment, as well as private exhibitors will derive a direct benefit from the
exhibits, and that they are all deeply concerned in the educational and
social work to be done and the further fact, that all the various associa-
tions contribute the benefit of their attendance, it is planned to base
the revenue on the rent of exhibition space and the necessary concessions
that will have to be granted, most of which will be on the ground or ex-
position floor. In contemplating what this revenue will be, we based
these calculations on the fact, that those in charge of the recent Land
Show in Chicago derived $2.00 per square foot for floor space for twenty-
two days use; notwithstanding, the exhibitors were called upon to pay all kinds of charges for extras in installing their exhibits; and the fact, that, in addition to this income, there was an admission fee of fifty cents per person, which greatly increased the revenue.

After consulting with those of the prospective exhibitors, who were easily reached, and ascertaining that they all insist upon the exposition being opened daily, free of cost, it was decided to fix the rate at $5.00 per square foot, per annum, which covers all expenses of exhibitions and eliminates the necessity of making any admission charges. Of course, the cost of securing the exhibits and that of a personal attendant will have to be taken care of by the exhibitors themselves.

On the basis of $5.00 per square foot, it is estimated, that there will be an annual revenue from the exposition space of $389,000 or enough to pay all fixed and operating charges and leave a balance, without expecting any revenue from the other three floors or concessions. It is calculated, that these three floors and the concessions can be made to earn, if thought advisable and it is required, $100,000 or more per annum.

ESTIMATED EXPENSES.

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest @ 6% on $1,000,000 Bonds</td>
<td>$60,000</td>
</tr>
<tr>
<td>Divided on Preferred Stock, 7% interest</td>
<td>$70,000</td>
</tr>
<tr>
<td>Divided on Common Stock, 6% interest</td>
<td>$60,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>$10,000</td>
</tr>
<tr>
<td>Heating and Lighting</td>
<td>$40,000</td>
</tr>
<tr>
<td>Advertising Account</td>
<td>$25,000</td>
</tr>
<tr>
<td>Salary Account</td>
<td>$35,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$300,000</strong></td>
</tr>
</tbody>
</table>

Deducting $300,000 expenses from the income account of $389,000 leaves $89,000 surplus, per year.

In estimating the expense, it is calculated that the Building Company will assume the attitude of landlord toward the various tenants, supplying heat, light, water, janitor service and supervision, with a certain amount of general advertising.

NOTE: Owing to the fact that the building is erected and operated for
educational purposes, eliminates the necessity of paying taxes.

Throughout this paper, we have repeatedly referred to the Chicago Coliseum and annex in comparing the sizes of the two buildings, simply because the general public is acquainted with the Coliseum and with no disposition on our part of criticising the Coliseum.

IN CONCLUSION.

It would be an exceedingly difficult problem to even form an opinion of the real intrinsic value of such a combination of working forces, as is herein contemplated. No one can estimate the value of the moral influences it would have on society and posterity. Nor can any one make a reliable statement of the time and money that would be saved by such an arrangement. In fact, it is not a matter wherein dollars form the real base upon which to place a calculation.

This building, with all its desirable influences, would, by being opened free of cost to the public, soon become the most popular institution in the city and the real home of the "Back to the Farm", as well as an endless number of worthy movements; the rallying place for all those, from one end of the country to the other, who are interested in the welfare of mankind.

This building of tremendous proportions and beautiful architecture would take first rank in the field of usefulness in Chicago; a great, perpetual inspiration for a better and higher life. Look at the picture of this magnificent building, study the plans and then become an integral part of the great forces that are to carry out this work.
The University of Chicago
The School of Commerce and Administration

March 15, 1922

OFFICE OF THE DEAN

President Harry Pratt Judson
The University of Chicago
Chicago, Illinois

My dear Mr. Judson:

I transmit for your information and for such comment as you desire to make to me a memorandum of the proposed Department of Agricultural Commerce in the School of Commerce and Administration.

The details are rather poor and I think I can get at the essential proposition from our point of view by asking you to look at the paragraph at the bottom of page 3 and the list of organizations at the top of page 4, and then ask you this question:

Waiving aside the impossible aspects of the proposal with respect to how it would fit in with our organization, has the time arrived when the School of Commerce and Administration ought to begin to get in touch with organizations with the idea of having special ventures financed? That seems to be the method used at Northwestern and at Harvard. I feel quite clear that we should not have followed this method in the past. We had to build up our own organization first, but is it a method which the University of Chicago ought ever follow?

I shall appreciate it if you will return the memorandum.

Yours very sincerely,

[Signature]

L. O. Marshall
March 21, 1922.

My dear Mr. Marshall:—

Your note of the 15th instant relating to the proposed Department of Agricultural Commerce is received. I shall be glad to examine it.

Very truly yours,

Mr. L. C. Marshall,
The University of Chicago.

HPJ:CB
Mr. President,

Your note of the 17th instant referring to the proposed Department of Agricultural Commerce in connection with the bill to relieve it of its present disabilities will be regretted to examine.

Very truly yours,

[Signature]

Chairman of the Committee on Agriculture

The University of Ottawa,
MEMORANDUM
of a Proposed
DEPARTMENT OF AGRICULTURAL COMMERCE
in
THE SCHOOL OF COMMERCE AND ADMINISTRATION
THE UNIVERSITY OF CHICAGO

*****
MEMORANDUM
of a proposed
DEPARTMENT OF AGRICULTURAL COMMISSIONER
in
THE SCHOOL OF COMMERCE AND ADMINISTRATION
THE UNIVERSITY OF CHICAGO

* * *
Agriculture is today as it has ever been the one great basic industry in the United States. Yet its economic problems and its relations to the rest of our national life are not understood as well as they should be. One great authority has recently written, "America's greatest need today is a more complete understanding of her industries in their relation to agricultural production and prosperity."

In furthering it on the production side through teaching, research and extension work we spend in this country approximately $100,000,000 a year. On the distribution side very little is being spent in constructive study; though about $6,000,000 is put annually into censoring commerce and industry. There is, therefore, an opportunity for a really important work to be done in the scientific study and teaching of the fundamental relations of agriculture to manufacturing industry and commerce, the misunderstanding of the sort which has caused or is causing much trouble and loss of the marketing of farm products, agricultural financing, and so on. Such work is not being done and cannot be done in agricultural colleges whose business is rightly restricted to technical study of productive methods. It can only be done in great centers where the problems of distribution are prominent and certainly the best place to begin to carry on such an educational program in the largest livestock
MERICANIZATION OF A FARMERS' DEPARTMENT OF AGRICULTURAL COMMISION
IN THE SCHOOL OF COMMERCE AND ADMINISTRATION
IN THE UNIVERSITY OF CHICAGO

Sericulture is today as it was even some 200 years ago an
one great pastoral industry in the United States. Yet it seems
we are not making the same progress in raising the yield of
the best breeds of sheep and the relation of the long or our national
life are not improving as well as they should be. The great

sericulture has recently written, "America's greatest need
not only in the more complete mechanization of the important in
silk production, but in the utilization of its products. The
in mechanizing, is for the production of silk by the process of
research and extension work we need in the country as a whole.

In 1900, 700,000 a year on the production site were
male. In 1900, 5,000,000 to be annually into commercial commerce and industry.

There is, therefore, no opportunity for a really important
work to be gone in the meantime, either by any power of the

incentive to the advancement of sericulture to mechanize the industry
and commerce. In the mechanization of the new methods and machinery
are to come into use in the future, and if the results of the

promotion, etc., and the advancement of the advancement of
participation in the commercial of the commercial of the commercial

sericulture. It can only be gone in the direction of making the commercial
of sericulture the advancement and permanence of the commercial.

To know as much on commercial programs in the future.
centre in the world, namely, Chicago. For in Chicago the apparatus of distribution is most highly developed and is functioning at maximum efficiency. This city is one vast laboratory for the student of problems of distribution.

After careful thought and consultation with a number of men experts in several branches of industry and agriculture, I believe that the University of Chicago has a rather unique educational opportunity in preparing the ground for working out a better understanding of the economics and technique of agricultural commerce.

In my judgment this could be done by the ultimate establishment of a Department of Agricultural Commerce in connection with the School of Commerce. This would involve four features which will be elaborated later. The four features would be:

(1) Special optional courses for employees of industries based on agriculture who would take the regular commerce course, e.g. meat packing, agricultural implements, fertilizer, stock feed, leather, etc.

(2) A one-year post graduate course for graduates of agricultural colleges, leading to a degree which might be known as Master of (or in) Agricultural Commerce.

(3) Research in Agricultural Commerce in cooperation with agencies of corporations, e.g. Armour's Bureau of Agricultural Research and Economics, and the extension work of the International Harvester Company, and the Commercial Research Department of Swift & Company.

(4) The building up of a library, a central bureau of the best and latest information in agricultural economic development using, if possible, the now private McCormick Agricultural Library as a basis. This library is in my judgment one of the best in the country and ought to be a part of a university library.

There might also be courses for training men who are to be farm bureau executives throughout the country.
In my judgment this can be done only by the ultimate establishment of a Department of Agricultural Commerce in connection with the School of Commerce. The money involved in your project is the money involved in the entire establishment of a Department of Agricultural Commerce.

A one-year course preparatory to a degree of Agricultural Commerce would be known as a Master of Agricultural Commerce. (2) Promotion in Agricultural Commerce in cooperation with Extension Service of cooperating states. (3) Publication of a periodical, a journal or a quarterly of a similar kind to the American Journal of Agricultural Economics. (4) Annual conference of agricultural economists and extension workers on the Industrial Development of every country.
There are certain basic courses which all students should take. These are e.g.

(1) The Relations of Agriculture to Manufacturing Industry and Commerce.

(2) Agricultural Financing (Accounting, Banking, Agricultural credits, Cattle Loan Companies, Federal Farm Loan Banks, etc., etc.)

(3) Marketing of Farm Products (Central Markets, Functions of Chicago Board of Trade, Wholesale and Retail Stores).

(4) Development of Special Industries e.g. Meat Packing, Agricultural Implements, etc.

For the students e.g. those employed in industries based on agriculture, taking the regular commerce course, any of these could be optional courses. For the one-year graduate student the following is a wholly tentative plan of courses:

<table>
<thead>
<tr>
<th>First Semester</th>
<th>Second Semester</th>
<th>Summer Session</th>
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<tbody>
<tr>
<td>Relations of Agriculture to Manufacturing Industry and Commerce.</td>
<td>Agricultural Financing</td>
<td>Agricultural Financing</td>
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<td>Agricultural Financing</td>
<td>Agricultural Financing</td>
<td>Agricultural Financing</td>
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<tr>
<td>Marketing of Farm Products</td>
<td>Marketing of Farm Products</td>
<td>Marketing of Farm Products</td>
</tr>
<tr>
<td>Law</td>
<td>Law</td>
<td>Corporation Finance</td>
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<tr>
<td>Statistics</td>
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</table>

There is no question as to obtaining support from the various industries. For the past two years I have been in very intimate and confidential contact with developments in the livestock and meat packing industries and I know such a program would receive hearty cooperation. The following is a list of just a few organizations who would help that gladly, for it would be doing
what they are anxious to have done:

The Institute of American Meat Packers.
The International Harvester Company.
The National Live Stock Association.
The American Hide and Leather Company.
The Stock Food Industry.
The Fertilizer Industry.
The Cotton Seed Crushers Association.
Agricultural Colleges.
Illinois Agricultural Association.
American Farm Bureau Federation, etc. etc.

This program which has been briefly outlined is one which will take a considerable time and will involve a good deal of work. It has been outlined here in broad, sweeping strokes to give an idea of the scope of its ultimate possibilities. But the present is in my judgment a most opportune time to begin to work toward the realization of these possibilities.

University Club of Evanston,
March 1, 1923
What they are willing to have gone:
The Institute of American Meat Inspectors
The International Waxer Company
The National Live Stock Association
The American Hunt and Leather Company
The Stock Yard Committee
The Leather Industry
The Cottonseed Crushers Association
Illinois Agricultural College
American Pern Burton Foundation, etc.

This program which has been pretty outlines
the one which will face a considerable time and will involve
a good deal of work. It has been outlined were in point
"sweeping strokes to give an idea of the scope of this effort"
and the present to in my judgment is
more a possibility to begin to work toward the realization
of these possibilities

University of Illinois at Urolog.
March 7, 1939