

The Agricultural Guild  
OF  
The University of Chicago

WILLIAM HILL  
DIRECTOR

C O P Y

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 MEEKER

J.K. DEERING

R.R. HAMMOND

SPENCER OTIS

H. STILLSON HART

E.S. KEELEY

H.I. MILLER

FRANK R. LILLIE

SAMUEL INSULL.

The Agricultural College  
of  
The University of Chicago

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WILLIAM HILL

ARTHUR M. WELLS

J. K. HERRING

R. H. HARRISON

STEWART OTIS

H. WILLIAM HART

F. B. KERRY

H. I. MILLER

FRANK R. LITTLE

SAMUEL H. HILL



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 Insall

Benjamin Johnson.

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(SIGNED)

Arthur Harker

L. K. Dering

R. R. Hammond

Spencer Otis

H. Stillman Hall

E. S. Keeley

H. Miller

Frank R. Mills

Samuel Israel

Benjamin Johnson



# The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

## The Agricultural Guild

OFFICE OF THE DIRECTOR

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	)	Stationary	49.33
			198.89
			\$1,516.16
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THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF POLITICAL ECONOMY

THE JOURNAL OF POLITICAL ECONOMY

EDITORS

J. LAURENCE LAUGHLIN

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WILLIAM HILL       L. C. MARSHALL    CHESTER W. WRIGHT

7  
*Agriculture*

CHICAGO Jan. 17 1908.

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~~ 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. will also be Mr. Insull of the Edison Electric Company will be at the luncheon on Monday.

Yours very truly,

*Wm Hill*



*Copy sent*

THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF POLITICAL ECONOMY

THE JOURNAL OF POLITICAL ECONOMY  
EDITORS  
A. J. BARTHOLOMEW  
J. H. COOPER  
L. C. HARRIS  
WILLIAM H. HARRIS

CHICAGO JAN. 17 1908.

President H. P. Johnson,

University of Chicago,

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Mr. Insull of the Edison Electric Company will be at  
the luncheon on Monday.

Yours very truly,

*Wm. H. Hall*



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.

"No, I won't," she said, more than half to herself. She sat brooding for a moment; then suddenly her mood changed. She sprang up, shook her skirts free, and seated herself at the piano. To Orde, who had also risen, she made a quaint grimace over her shoulder.

"Admire your handiwork!" she told him. "You are rapidly bringing me to 'tell the truth and shame the devil.' Oh, he must be 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 fair," she went on, "for you big, simple men to disarm us. I don't care! I have my private opinion of such brute strength. *Je me moque!*" 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 bass notes roared like the rumbling of thunder, the treble flashed like the dart of lightnings. 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?" said she.

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

She sank into a chair near by with a pretty, uplifted gesture of despair.

"I surrender!" she cried, and then she laughed until the tears started from 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 incriminating 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 dissipate in the clear blue.

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

## II

EARLY 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 slender figure had departed, very courteous, very erect, very dignified, with its old linen duster 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."

Orde looked up in astonishment, but he did not pretend to deny the implied accusation as to his destination.

"Why, Mother!" he cried. "She's only seen me three or four times! It's absurd—yet."

"I know," nodded Grandma Orde wisely. "I know. But you 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 was very glad, however, to get away from the dust and monotony 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 soon disturbed, however, by an influx of people boarding the car at Twenty-third Street. The

seats were immediately filled, and late comers found themselves obliged to stand in the aisle. Among these were several women. The men nearest buried themselves in their papers, after the almost universal metropolitan custom. Two or three arose to offer their seats, and among them Orde.

When, however, the latter had turned to indicate to one of the women the vacated seat, he discovered it occupied by a chubby and flashily-dressed youth of the sort common enough in the vicinity of Fourteenth Street: impudent of eye, cynical of demeanor, and slightly contemptuous of everything unaccustomed. He had slipped in back of Orde when that young man arose, whether under the impression that Orde was about to get off the car or from sheer impudence it would be impossible to say.

Orde stared at him, a little astonished.

"I intended that seat for this lady," said Orde, touching him on the shoulder.

The youth looked up coolly.

"You don't come that!" said he.

Orde wasted no time in discussion, which no doubt saved the necessity of a more serious disturbance. He reached over suddenly, seized the youth by the collar, braced his



"Admire Your Handiwork!" She Told Him. "You are Rapidly Bringing Me to 'Tell the Truth and Shame the Devil'"

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, Madam," 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 equilibrium 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-groomed 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 buttonhole he wore a pink carnation, and in his gloved hand he carried a straight, gold-headed cane.

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

"You have courage, sir," said this gentleman, inclining his head gravely to Orde.

The young man laughed in his good-humored fashion.

"Not much courage required to root out that kind of a skunk," said he cheerfully.

"I refer to the courage 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, raising 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 soul he was a little amused at the old boy. To his view, a man and clothes carried to their last refinement were contradictory terms.

Orde ate, dressed, and set out afoot in search of Miss Bishop's address. 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 frame an impassive man-servant dressed in livery. To Orde's inquiry he stated that Miss Bishop had gone out to the theatre. The young man left 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, folded it, and left it. In it he stated his regret, his short residence in the city, and desired an early opportunity to call. Then he departed down the steps totally unconscious of the contempt he had inspired in the heart of the liveried man behind him.

He retired early and arose early, as had become his habit. When he descended to the office the night clerk, who had not yet been relieved, handed him a note delivered the night before. Orde ripped it open eagerly. It read:

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,

CARROLL BISHOP.

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 seized with a panic and hurried rapidly to his destination. The door was answered by the same man who had opened the night before; but now, in some indefinable way, his calm, while flawless externally, seemed to have

lifted to a mere surface, as though he might hastily have assumed his coat. To Orde's inquiry he stated with great brevity that Miss Bishop was not yet visible.

"You are mistaken," said Orde with equal brevity, and stepped inside. "I have an engagement with Miss Bishop. 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 spindle-legged chair. At his entrance, a maid disappeared out another door, carrying with her the implements of dusting and brushing.

For quite three-quarters of an hour he waited without hearing any indications of life.

Then, breaking the stillness with almost startling abruptness, he heard a clear, high voice saying something at the top of the stairs outside. A rhythmical swish 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 out her hand.

(Continued on Page 25)



# The Greatest Business Problem in America—By Samuel W. Allerton



## A Square Deal for the Soil

**W**HAT is the biggest business problem this nation is facing 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 confronting 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 when 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 do so 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 plea 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

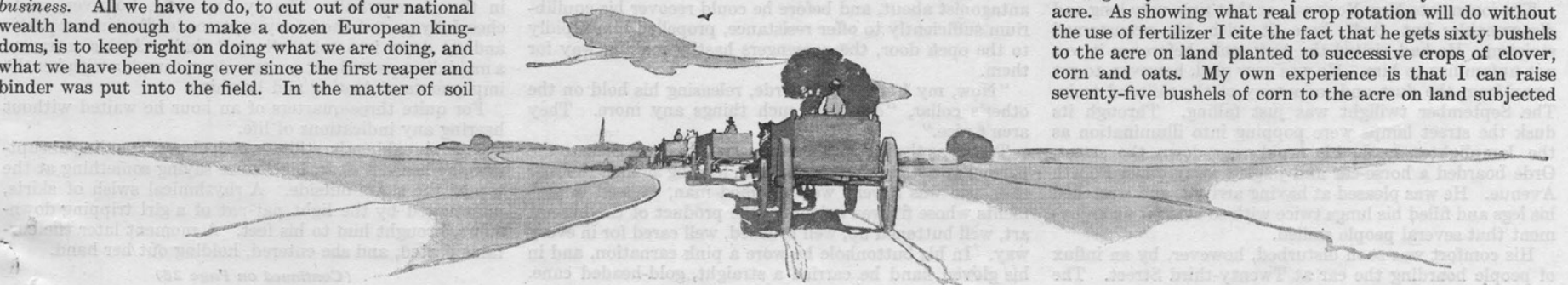
**R**IGHT from the start I made up my mind to buy good farms and keep them and run them for profit. This meant that I looked at them as a long-time investment, not as something on which to speculate or make a quick turn. In other words, the task before me was that of *building up* and making the farms 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, most of them intend to do this—but there is a wide gap between their intentions and their practice. 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 the Old Dominion State 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. They have been depleted by taking from them the elements required to grow crops, while comparatively 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 these 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 size 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 productiveness 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.

On one piece of ground under his charge corn has been raised for twenty-eight consecutive years—raised according to methods common throughout the State. The productiveness 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 clover. Our grain farmers seem to feel that crop rotation consists in alternating 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—clover, corn and oats—and have been intelligently fertilized have produced ninety bushels to the acre. As showing what real crop rotation will do 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





# The Greatest Business Problem in America

(Concluded from Page 9)

Sandy soils are most generally deficient in potash; in fact, they are not uncommonly short on all the soil elements. Here is another case where lime will prove a sweetener and will help to retain moisture.

When it comes to getting phosphorus into the land there is quite a difference of opinion as to the most profitable form in which to use this element. Personally, I believe that phosphate rock is a good thing—although there are many who are not successful with it. I believe their failure is due to the fact that they do not combine it with enough acids to set the phosphate free from the rock. This may be done by sowing it on green clover or other vegetation, or mixing it with fresh barnyard manure and then plowing it under.

Naturally, the farmer who has been interested enough to read this article thus far will ask: How am I to know what my soil needs in 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. First, write to your State agricultural experiment station, giving a brief and simple description of your soil and the "lay" of it; also a very brief description of what, if anything, has been done to it in the way of fertilization, tilling and the like, together with a statement of what crops have been grown upon it. Be sure to tell the yield secured for several years, and also to give any marked defects or peculiarities shown by the crops. With this data the experiment station expert will be able to give you sound and sensible advice with regard to future fertilization and crop rotation. In a word, he will suggest what you should do to restore to your soil the elements of which it has been deprived.

## A Home Experiment Station

The next thing is to conduct a little experiment station of your own, in which you will try out for yourself the value of various fertilizers—both "natural" and commercial. Take a narrow strip across your smallest field and treat it with one kind of fertilizer. Next treat an equal strip with another combination of fertilizer, and so on, so that you may see with your own eyes the difference between fertilization and non-fertilization. By having these strips right alongside each other you get the benefit of the sharp contrast.

This is a very simple and inexpensive experiment, and the farmer who makes it will be grateful that he was urged to do so. And if he is broad and earnest enough to do so he will not stop at this point; he will make a few tests in crop rotation along the same plan.

For example, I sowed a certain plot to clover, applied phosphate and plowed it under. The yield of corn on this clover sod was eighty-two bushels to the acre. The next year I applied no fertilizer, but again planted that identical piece of ground to corn again—and got only fifty-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 complete without contrasting my results with those of a neighbor whose land adjoined. He had been cropping it on the alternating oats and corn plan, and had paid no attention to fertilization. The best he could do was a yield of less than thirty bushels of corn to the acre. He might just as well have secured seventy-five to eighty bushels—more than double what he realized—and the corn itself would have been chemically better, too.

There is still another way of testing fertilizers in a much smaller way. Saw some barrels in halves, fill these half-barrels with fine washed sand, mixed with the various kinds of fertilizer under test, and plant a few kernels of corn in each. Of course, the sand alone would not grow any corn, and therefore the growth obtained in each case is plainly to be credited to the fertilizer in that particular half-barrel—and to nothing else.

When it comes to crop rotation I am a firm believer in the five-field system. Most farms are one hundred and sixty acres in extent. Divide your farm into five fields of thirty acres each. This will leave ten acres for buildings, garden, yards, orchard and the like. Start with sixty acres in corn, sow thirty acres to oats or rye and thirty

acres to grass or clover. Follow the rye crop with clover, because clover gets a good strong "set" after rye. Then keep shifting the cornfield each year, always with the most intelligent fertilization you can apply. As you proceed and watch your results carefully 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 brood sows, which will bring one hundred pigs in February or March; also keep one hundred ewes—these should produce \$500 worth of lambs and \$150 in wool. Your pigs should yield you \$1200; 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 whole income from sales would amount to \$3050. These figures are not theoretical; they are practical. I know, for I divide my lands into 160-acre farms and work many of them in just this way. But, in figuring up the results, do not forget that, in working to this plan, your land will be better, instead of poorer, at the close of each year. You will have put money away in the bank of the soil, 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 tonnage of phosphate from this country to France, Germany and England. And here we are taking front rank of all the countries of the earth in the race for the bankrupting of the soil! Every ounce of this phosphate ought to be spread upon the soil of the United States to save it from wreck and depletion, and at the same time to give our own farmers yields of all the grains beyond what they now dream of getting.

Already I have tried to tell how deeply I feel on this matter of preventing the awful breakneck depletion of our soil; but let me add, as a further evidence of my earnestness, that I have put my observations and experiences as a practical farmer—working thousands of acres on a business system along modern common-sense and scientific methods—into a little book for free distribution to farmers who really wish to reform their methods and give their soil a square deal.

Again I say, this is the biggest business question before the American people to-day.

## Grasshopper Diet

THE high appreciation in which grasshoppers are held in South Africa is shown by an advertisement printed a few weeks ago by the Cape Department of Agriculture, which says: "Quotations are invited by the Department for a supply of locusts (grasshoppers) during the forthcoming season, in bags of not less than seventy-five pounds, net. The locusts must be thoroughly dried before being bagged."

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 damaging effect upon the business of our Beef Trust.

It might be mentioned incidentally that a species of May-fly is largely sold in Austria as feed for birds and fishes. However, when these insects, which both finny and feathered creatures devour greedily, are served alone, they give a disagreeable flavor to the animals consuming them—at all events, to chickens and ducks—and on this account they are commonly mixed with more or less barley.

Recent analyses made of samples of grasshoppers have proved that they possess a food value sufficiently high to recommend them for the table—at any rate, as an emergency diet. They contain a great deal of fat, which has been extracted and utilized in the manufacture of soap. As everybody knows, they have been eaten by human beings in many parts of the world since prehistoric times, and even nowadays by Hottentots and Bushmen.





**W**ARM 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 66⅔% dividend. The

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

This isn't a financial dream. *Slack* is cheaper than anthracite or lump coal. *Cheapest* slack, which would smother a top-feed fire, yields just as much heat in the Underfeed as *high-priced* coal. YOU save the difference in cost. In the Underfeed *all the fire is on top*. Smoke and gases, wasted in other furnaces, must pass thru the flame, are converted into heat units and consumed.

*Illustration shows furnace without casing, cut out to show how coal is forced up under fire — which burns on top.*

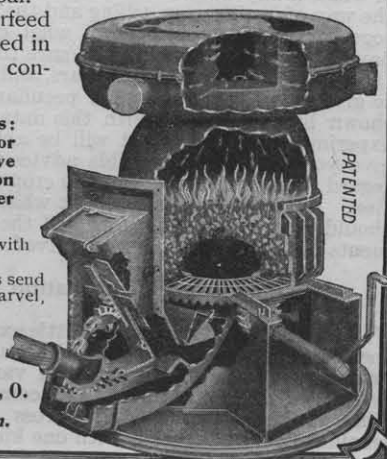
George A. Warden of Ottumwa, Ia., writes: "Having used your Underfeed Furnace for two years, in a 9 room house, can only say we have had perfect heat and perfect satisfaction in every respect. It has cost about \$28 per season to heat the house."

We could fill a book as big as an encyclopedia with testimonials just as strong.

If *saving* money on your coal bill is any object, let us send you our Underfeed Booklet describing this furnace marvel, and a lot of fac-simile letters from delighted owners. Heating plans and services of our Engineering Department are yours—FREE. Write today, giving name of local dealer with whom you prefer to deal.

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Dealers—Write for Our New Year's Proposition.



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Great fortunes, almost without exception, are the slow growth of safe investment. Fortunes that come quickly usually go quickly. Invest your money at fair interest and take no risk. Save the interest and invest that. You can be sure of absolute safety if you buy our \$500. Guaranteed First Mortgage Certificates. Interest 4½%.

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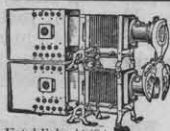
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Send 10c (silver) for colored picture, 18x25 in., of this historic engine. Captured by the Andrews Raiders during Civil War. "Story of the General" free.

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## MEILINK'S HOME SAFE

A perfect safe and made for the home (or small office). Just as fire-proof as a big safe, in fact, lined with a much better filling—our **Cement Asbestos** filling—which enables us to guarantee what no other safe (large or small) can, viz.: Against the common difficulties of interior dampness, rusted bolt-work and swollen walls. Double steel walled and fitted with the very highest grade combination lock (all brass). Sold for

**\$8 and up Fire Proof** Documents Silver Jewelry

SAFE FROM FIRE AND THIEVES

Elegantly finished, adapted for any room; 30,000 in use; cheaper protection than fire insurance.

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MEILINK MANUFACTURING CO., 103 Jackson Street, TOLEDO, OHIO

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 affiance. Yes, it was even so.

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 *magasins*, government buildings, palaces and hotels. He had been a frugal, hardworking, 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 the sword of Damocles over their heads, suspended by a single thread, and the General had the knife wherewith to cut it. Lespinasse, among other things, had caused the murder of the husband of Madame Luchia, and she 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 oust his sons and daughter from the stolen inheritance.

It was a weird, bizarre nightmare, no more astonishing than the novels the Lapierrés 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

they visited Bordeaux and the neighboring towns and broke the news gently to the other heirs. There was M. Pettit, the veterinary at Mormand; Tessier, the blacksmith in Bordeaux; M. Pelegue and his wife, M. Rozier, M. Cazenava and his son, and others. One branch of the family lived in Brazil—the Joubin Frères and one Tessier of "Saint Bezeille." 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 Général was given full power of attorney to act for all the heirs; and each having contributed an insignificant sum toward his necessary expenses, they waved him a tremulous good-by as he stood on the upper deck of the steamer, his silk hat in one hand and his gold-headed cane in the other.

"He will 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 Jimenez would die rather than fail in his mission. Besides," she added, her French blood asserting itself, "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. *Vraiment!*

in the office as living witnesses to the fact. What wonderful person could this General Moreno be, who could hypnotize a hard-headed, thrifty farmer from the Gironde and a clever little French woman from Bordeaux into believing that five hundred million dollars was waiting for them on the other side of the Atlantic! I expressed my surprise. Madame Reddon shrugged her sloping shoulders. Well, perhaps it was hard for M'sieu' to believe, but then there were the proofs, the documents, the *dossier*, and, most of all, there was the General himself. Oh! if M'sieu' could see the General in his tall silk hat and gold-headed cane!

I asked for the documents. Madame Reddon opened her bag and produced a package of nearly one hundred letters, written in a fine Spanish hand. Oh! he had been a wonderful writer, this gorgeous Count de Tinoco and Marquis de la d'Essa. She had met him herself when he had been in Bordeaux. Madame Lapierre had introduced him to her, and she had heard him talk. How beautifully he talked! The stories of his experiences as General of the armies of Spain under Don Carlos and as Brigadier-General in the Philippines were as fascinating as a romance. But it was his letters which had really led her to take a personal interest in the undertaking. With a sigh Madame Valois untied the little blue ribbon which bound up the pitiful little history. If M'sieu' would be good enough to grant the time she would begin at the beginning. Here was his first letter written after the General's return to America:

*My dear M. Lapierre:*

JUNE 25, '02.

We have had a terrible voyage. A horrible storm broke loose in mid-ocean, endangering all our lives. . . . 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 (*sic*), hurting my right leg in the centre of the tibia bone. The ship's doctor, who is nothing but a stupid fool, left me helpless



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

(Concluded on Page 26)

WILLIAM HILL  
DIRECTOR

The Agricultural Guild  
OF  
The University of Chicago

April 18, 1908.

Mr. H.P. 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,

Wm Hill.  
Director



C O P Y

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

C O P Y

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 live stock interest of your school.

Very sincerely yours,

HERBERT W. MUMFORD

Professor of Animal Husbandry



C O P Y

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

U.S. DEPARTMENT OF AGRICULTURE

Washington, D.C. March 28, 1908

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.F. 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. SPILLMAN

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



DELAWARE COLLEGE

Newark, Del., March 11, 1908

Prof. Wm. Hill,

The Agricultural Guild, Chicago

U.S. DEPARTMENT OF AGRICULTURE

Bureau of Plant Industry

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. It is our hope that you will not hesitate to call upon us. I trust you will not hesitate to call upon us.

Yours truly,

H. HAYWARD

Director

University of Chicago

Dear Sir:--

I have been thinking of your plan for training men in the practical side of agriculture. They seem to

me to be exactly what is needed in this country. We all know that the Agricultural Station

at the University of Chicago is not yet prepared

Mr. William Hill,

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 his 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.

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

H. J. WHITELER, Ph. D. Director

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 28

MICHIGAN EXPERIMENT STATION

Yours very truly,

W. L. BRILLMAN

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



WILLIAM HILL  
DIRECTOR

~~4~~ 2  
The Agricultural Guild  
OF  
The University of Chicago

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 re-print 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

Urb. Agricultural Guild  
The University of Chicago

WILLIAM HILL  
DIRECTOR

May 2, 1908.

Mr. H. P. Jackson,

President, The University of Chicago.

My Dear President Jackson:--

In my conversation with you a short time ago with reference to my appointment, I was asked you to say that you would recommend to the Board that my new appointment should date from January 1st, 1909 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. Jackson and Arnold. In talking with Mr. Arnold 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 appointment. You understood 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 re-print from an article of the work of the Guild that recently appeared in the "Brooklyn Gazette". I will also send you copies of extracts from some letters we have been receiving.

Yours very truly,

William Hill  
Director



WILLIAM HILL  
DIRECTOR

The Agricultural Guild  
OF  
The University of Chicago

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,

(WHP) A. J. Epperson.  
Secretary

Mr. Miller reported that our attorney had submitted the incor-  
poration 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 Sec	E.S. Keeley	instructed to report on a
J.K. Dering		R.R. Hammond	
Arthur Meeker	the produc	Benjamin Johnson	
Frank R. Lillie		Samuel Insull	
H. Stillson Hart		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,  
William Hill

Chairman  
Acting-Secretary

WILLIAM HILL  
DIRECTOR

The Agricultural Guild  
OF  
The University of Chicago

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. 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. Resolutions for membership 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	Mr. Otis, the Secretary, was instructed to report on a
J.K. Dering	plan of advertising the products of the Guild.
Arthur Meeker	Benjamin Johnson
Frank R. Lillie	Samuel Insull
H. Stillson Hart	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



**The Agricultural Guild**  
**OF**  
**The University of Chicago**

**WILLIAM HILL**  
**DIRECTOR**

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.

THE JUDICIAL OFFICE OF THE  
OF  
THE JUDICIAL OFFICE



C O P Y

Richmond, Ind. Jan. 27, 1909

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 a 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 herdsman 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 exaggerated 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 w- 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~~ 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 Renner, 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.~~ <sup>will</sup>

With all the opportunities open to well trained energetic and ambitious young men that America offers, it is very hard for ~~one~~ to hold himself 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 Remer Stock Farm.

I take it that 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 wide spread 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 reasons, 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



THE UNIVERSITY OF WISCONSIN.

Madison, Wis. Feb. 5, 1909

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

THE UNIVERSITY OF WISCONSIN.

Madison, Wis. Feb. 5, 1909

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 I am learning 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."

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W.A. Henry



The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Agricultural Guild

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. Laurence 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

February 12, 1909

Mr. H.P. Johnson,

President, The University of Chicago.

My Dear President Johnson:

I am sending you a copy of the Report which was requested by

Professor J. Lawrence Smith on the progress of the Guild up to date. I

enclose copies of correspondence with one of our oldest students, Mr. P.F. Sch-

wenker, his employer, Mr. Benjamin Johnson of Richmond, Indiana, and Professor

Henry of the University of Wisconsin, where Mr. Schwenker resided. This

correspondence sets forth one of the serious problems which the Guild has to

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the Guild.

I hope to have an opportunity to discuss the situation fully with

you at your convenience.

Yours very truly,

Willis Hall

Director



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ROBERT G. CLOWRY, President and General Manager.

NUMBER	SENT BY	RECEIVED BY	CHECK
20	ic	79 Paid	

RECEIVED at

Dated

To

Hotel Manhattan  
March 19, 1909  
Ch Chicago Ills  
Dr Henry Pratt Judson  
Mt Ny  
Professor Hill has peremptorily dismissed  
Miss Epperson. Latter was employed I think  
by agricultural guild not by Hill he demands  
her keys she thinks he wants possession of  
them for destruction of certain important

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## The Western Union Telegraph Company

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ber is rapidly increasing.

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Direct Wires to Galveston, Texas, con-  
necting 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.

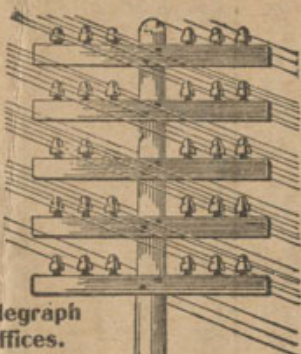
Direct Wires and Cables to Havana,  
Cuba, connecting at that place with the  
Cuba Submarine and West India and Pan-  
ama Telegraph Companies for all points  
in the West Indies.

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and at Victoria, B. C., with Pacific Cable  
to Australia and New Zealand.

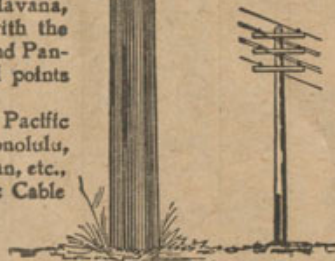
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ROBERT C. CLOWRY, President and General Manager.

NUMBER 20	SENT BY	REC'D BY	CHECK
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**RECEIVED at**

Hotel Manhattan

190

Dated

To

papers Dr Goodspeed is writing him  
requesting that matters be left in status quo  
until your return Monday you will know  
whether matter important enough to direct  
Miss Epperson to turn over her records and

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## The Western Union Telegraph Company

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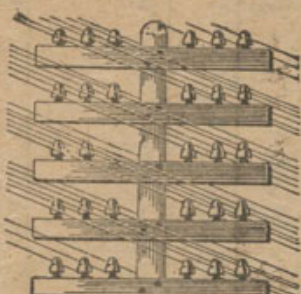
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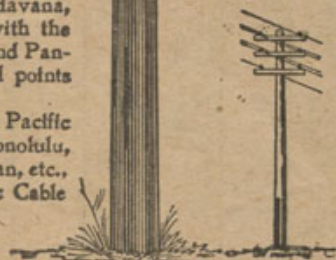
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ROBERT C. CLOWRY, President and General Manager.

NUMBER	SENT BY	REC'D BY	CHECK

**RECEIVED at**

Hotel Manhattan.

190

Dated

To

papers to the secretary of the university  
 pending your return  
 Wallace Heckman

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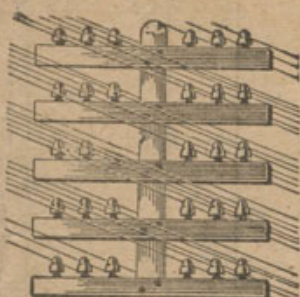
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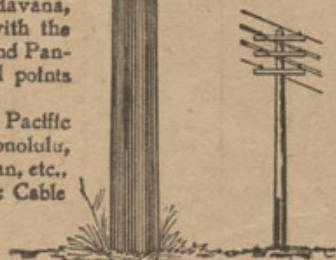
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The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

OFFICE OF THE SECRETARY

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.

The University of Chicago  
FOUNDED BY JOHN A. SCHERER  
The Board of Trustees

OFFICE OF THE SECRETARY

Chicago, March 12, 1902.

Prof. Wm. Hill,

Faculty Exchange,

My dear Prof. Hill:-

It has come to my knowledge that

you have discharged Miss Hopper, 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,

W. A. Robinson  
Secretary to the President  
Secretary.



OFFICE OF THE DIRECTOR

*Zapignier*

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Agricultural Guild

March 18<sup>th</sup> 1908.

Miss A. J. Efferson:

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. H. Hill  
Director

Please leave your keys at the  
Faculty Exchange.

March 18 1893

Wm. H. H. H.

Dear A. J. Coffey:

You are hereby notified  
that the Agricultural College has  
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 amount of  
your salary and for the amount of  
your expenses.

Very truly  
yours  
Director

Please have your keys at the  
front of exchange.



*J. Ag. Guild* *788*

President H.P. Judson.. University of Chicago.

University of Chicago.

Oxford,

England.

Sep. 3rd. 1909.

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.

88  
W. G. Phillips  
8

Oxford,  
England.  
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Sep. 3rd. 1909.

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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,

*William Hill*

c/o American Express Co,  
Haymarket,  
London.

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 subject 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,

William H. Hall

c/o American Express Co.  
Haymarket,  
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

*H. P. J.*

Professor William Hill,  
American Express Company,  
Haymarket, London.

September 12, 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

H.P.J.

Professor William Hill,  
American Express Company,  
Haymarket, London.



*Mr. H. C. H. H. H.*

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. Miller, 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.

THE UNIVERSITY OF CHICAGO  
By Robert A. Taft Acting-President, (SEAL)  
of its Board of Trustees.

H. I. Miller (SEAL)

R. R. Hammond (SEAL)

Benjamin Johnson (SEAL)

Frank R. Lillie (SEAL)

Samuel Insull (SEAL)

Arthur Meeker (SEAL)

J. K. Dering (SEAL)

Spencer Otis (SEAL)

E. S. Kelly (SEAL)

H. Stillson Hart (SEAL)

William Hill (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 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 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 M. Meehan*

*J. K. Dering*  
*Edmund Hammond*

*James H. Hill*  
*William H. Hill*

*Chas. H. Hill*

*Wm. H. Hill*

*Frank R. Hill*

*Samuel S. Hill*

*Benjamin Johnson*



4. Cuneellod. Suture.

No. 21.

12-10-10



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.

Benjamin Johnson

Arthur Hecker

J. K. Dering

R. R. Hammond

Spencer Otis

William Hart

Edmund

W. Miller

Frank A. Lillie

Lamuel Russell



4- Canceled Subno.

77. 71



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 18, 1872, in force July 1, 1872, 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 and the duties imposed upon me by law, do hereby authorize, empower and license H. J. Miller

William Hill and A. 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 such 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 to be affixed the Great Seal of State. Done at the City of Springfield, this 24<sup>th</sup> day of February A.D. 1908 and of the Independence of the United States the one hundred and 32<sup>nd</sup>



James A. Rose

SECRETARY OF STATE.



3. *Heimer*

220.71.

THE UNIVERSITY OF CHICAGO PRESS



3

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

To all to whom these presents shall come, Greeting:

Whereas, STATEMENT, duly signed and acknowledged, has been filed in the Office of the Secretary of State, on the 24th day of February AD. 1908 for the organization of the

AGRICULTURAL GUILD OF THE UNIVERSITY OF CHICAGO.

under and in conformity with the provisions of "AN ACT CONCERNING CORPORATIONS" approved April 18, 1892, and in force July 1, 1892, and all acts amendatory thereof, a copy of which instrument is hereto attached;

And Whereas, the same having been issued to H. I. Miller,

and

A. L. Lathrop,

as Commissioners to cooperate with the provisions of the said Act, for subscription to the capital stock of the said Company, And Whereas, the said Commissioners have on the Twenty-second day of

May AD. 1908 filed in the office of the Secretary of State a report of their proceedings under said License, a copy of which report is hereto attached.

Now Therefore, I, JAMES A. ROSE, Secretary of State 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 lawfully organized Corporation under the laws of this State.

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

Done at the City of Springfield, this 22nd day of May AD. 1908 and of the Independence of the United States the one hundred and Thirty-second.

James A. Rose

SECRETARY OF STATE



Cook

County,

\$2,500 to \$5,000..... 50.00  
Each additional \$1,000..... 1.00

To JAMES A. ROSE, Secretary of State:

We, the undersigned,

H. L. 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. L. Miller  
William Hill  
A. L. Lathrop



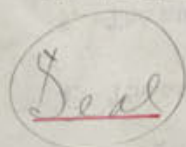
STATE OF ILLINOIS.  
County of Cook } ss.

I, Edward H. Seneff  
a Notary Public in and for the County and State aforesaid, do hereby certify that on the 21<sup>st</sup>  
day of February A. D. 1908, personally appeared before me

H. 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.



Edward H. Seneff  
Notary Public.

Filed Feb. 24, 1908.  
James A. Rose,  
Secy. of State

for Pecuniary Profit.

TABLE IN ADVANCE.

OF INCORPORATION

OF THE

PRINTING CO., DANVILLE, ILL.





Amount of capital stock actually paid in - \$ 15,000<sup>00</sup> 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

Secretary of State of the State of Illinois:

TO JAMES A. ROSE,

That on the 19th day of May A. D. 1908, 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

La Salle St. Station, Chicago, Ill

on the 19th day of May A.D. 1908, 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.

H. J. 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 one year, viz:

H. J. Miller

Spencer Otis

E. S. Lealey

J. K. Dering

R. R. Hammond

Arthur Meeker

Benjamin Johnson

Frank R. Lillie

Samuel Insull

H. Stillson Hart

And that the postoffice address of the business office of said Company is at Number 613 La Salle Street, in the City of Chicago in the County of Cook and State of Illinois.

H. J. Miller

William Hill

A. L. Lathrop

Commissioners.

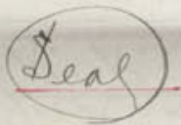


STATE OF ILLINOIS,  
County of Cook } ss.

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

H. J. Miller,  
William Hill and  
A. L. Lathrop

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



Edward H. Seneff Notary Public.

Dr. J. B. Williams

of the

of the

of the

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of the

of the

of the

of the

of the

of the



2. Charter.

No. 71

H. J. Miller

613 La Salle St. Station

Chicago, Ill.

Agricultural Guild  
University

4207817

STATE OF ILLINOIS  
COOK COUNTY  
FILED FOR RECORD

MAY 23 A.M. 1891. 3-PM

AND RECORDED IN BOOK  
OF RECORDS PAGE

125 of  
100  
Corp. of H. J. Miller

15 m

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of the Counsel and Business Manager

ROOM 1204, 206 LA SALLE ST.  
TELEPHONE FRANKLIN 214

*paper given*

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.

*Wallace Heckman*



Chicago, January 25, 1910.

My dear President:-

I am sending with this a statement from Mr. [redacted] in regard to the Guild matter for your inspection before sending out the statement, 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.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of the Auditor

Chicago, January 21, 1910.

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,

*Frederic Amett*

Mr. Wallace Heckman.



The University of Chicago

OFFICE OF THE REGISTRAR

Office of the Registrar

Chicago, January 21, 1910.

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. Five 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 entire 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,

John D. Smith

Mr. Wallace Heckman.

# 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 4 months at \$50 per month	200.
Postage	14.
Telephone Calls	8.
Miscellaneous Office Expenses	<u>10.22</u>
Total	416.86
Less Credit By tuition collected from students	<u>42.75</u>
Deficit	\$374.11
 Amount of assessment to each of ten members of the Guild	 37.41

APPROVED

*William Hilly*  
Director.



The University of Chicago  
OFFICE OF THE MASTER

STATEMENT OF EXPENSES OF THE AGRICULTURAL GUILD  
FOR THE YEAR 1903.

184.64	Director's Traveling Expenses, etc.
200.	Salary of Miss Epperson, Secretary 4 months at \$50 per month
14.	Postage
8.	Telephone Calls
10.32	Miscellaneous Office Expenses
418.98	Total
42.78	Less Credit by tuition collected from students
\$376.11	Deficit
37.41	Amount of assessment to each of ten members of the Guild

APPROVED

Director.

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

Director's Travelling Expenses, etc.	184.64
Salary of Miss Epperson, Secretary 4 months at \$50 per month	200.
Postage	14.
Telephone Calls	8.
Miscellaneous Office Expenses	<u>10.22</u>
Total	416.86
Less Credit By tuition collected from students	<u>42.75</u>
Deficit	\$374.11
 Amount of assessment to each of ten members of the Guild	 37.41

APPROVED

*William Hill*  
Director.



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

184.84	Director's Travelling Expenses, etc.
200.	Salary of Miss Hopperson, Secretary 4 months at \$50 per month
14.	Postage
8.	Telephone Calls
<u>10.22</u>	Miscellaneous Office Expenses
418.86	Total
<u>42.75</u>	Less Credit By tuition collected from students
\$376.11	Deficit
37.41	Amount of assessment to each of ten members of the Guild

APPROVED

*William H. H.*  
Director.

*Agri: Guild*

April 21, 1910

Dear Mr. Heckman:-

Herewith 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

*H.P.J.*

Mr. Wallace Heckman,  
1204 - 206 LaSalle St., Chicago.



Apr. 21, 1910

April 21, 1910

Dear Mr. Heckman:-

Herewith I am returning the correspondence with Mr. Senell. I found it after all in my files. What Mr. Senell 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. Jackson

Mr. Wallace Heckman,  
1204 - 206 LaSalle St., Chicago.

ROOM 1204, 206 LA SALLE ST.  
TELEPHONE FRANKLIN 214

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of the Counsel and Business Manager

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.

Walter H. Hume



The University of Chicago

Office of the Council and Business Manager

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,

I Enc.

WILLIAM HILL  
DIRECTOR

The University of Chicago  
The Agricultural Guild

*Ag Guild*

109

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. <sup>a</sup> 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 of 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



May 21, 1915

My dear Mr. Hill:

I am so pleased to hear

from you and the fact that you have

written for the development of the

I have not thought these suggestions

you and Mr. Hill that it was more important to get

the work at Illinois State well started and make good

on some of the items which we are working than to

make an effort to expand. I have responded to the

notice of several Agricultural Colleges for address

on our kind of education. I am very glad I have met

with the greatest interest. Now at 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 get live stock or to

look at the. These visits have led to a discussion

of our plan with Mr. Robert H. Thompson, Mr. Brown

Mr. Hill, Mr. Barker of Kansas, Ohio and Mr. John A.

Thompson and of whom have asked to join the Ohio, and

expressed a willingness to contribute to it as an

educational movement in relation to agriculture for the

expansion of the (which is the main purpose of the

and have suggested suggestions on the part of

Mr. Hill. The state has well shown its interest

## The University of Chicago

### The Agricultural Guild

(2)

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 live stock 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



(2)

experience in some line.

Mr. Glendon and Mr. Barker have asked us to find for them men who are competent to organize their farms on the best modern scientific lines and at the same time having them as practical training schools in agriculture. Some of these have a son, Mr. Barker's son, who is now in the army and has just better than most of the agricultural colleges and know their own minds as to the development of their farms. An amount of study and personal attention that would bring success. They are very serious and broad minded in their desire to develop the educational work and to do what they can to strengthen the agricultural foundation on which our whole industrial structure rests. Mr. Barker expects to develop a regular Agricultural High School at his place. Mr. Glendon is going to develop his farm to give a good apprenticeship training in several lines. Mr. Barker says that he expects to leave his farm to the state or to some educational institution to be used 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 do the best of his life and work of his lifetime for the development of a demonstration farm that will show the possibilities of intelligent intensive farming.

I have found that the men working in agricultural colleges have no more to do with the state than they

## The University of Chicago

### The Agricultural Guild

(3)

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



(2)

and Mr. Barber want to know, "What is the value of the  
who combine practical knowledge, scientific ability and  
teaching power. Their present salaries range from \$5,000  
to \$8,000. They realize no need for practical  
training to supplement the work the theoretical colleges  
are doing that they are ready to accept the position as  
after a reasonable advance over their present salaries,  
if they can be assured that the work and the degree of  
performance awarded by comparison with some great univer-  
sity.

As a business proposition Mr. Barber prefers  
to pay his manager as farm manager \$2,000, for which  
and he can secure a competent principal and it 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 necessarily that he will be one of the  
to pay \$10,000 per year to him, that he will not organize  
any other farm in an attempt to outdo him. I  
have told all of those who read the University magazine  
are not even interested in the subject. That the differ-  
ential in salary is not a matter of principle but a matter of  
fact of educational work. This does not mean that  
an increase in salary will not be all the more  
valuable if it were with the University magazine.

## The University of Chicago

### The Agricultural Guild

4

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 <sup>it</sup> 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 ~~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



to consider whether they wish to undertake these and with  
the possibility that the University may give, and with  
the realization that giving that kind of the University  
staff can give. It will be wisely done I have no doubt  
that these and other very worthy men will find it  
possible amount of money for building and maintaining  
investigation on their terms. If the work can be so  
organized that the University can find very large  
proportion also their efforts can easily be secured  
by the University.

In addition to what these wealthy Agriculturalists  
are doing and are planning to do, Charles L. Hill  
of Wisconsin, W. J. Gillette, E. W. Stevenson of  
Kentucky, and a dozen other farmers who are con-  
sidering their own farms as thoroughly equipped if not  
have agreed to contribute largely with us. In my own  
mind, and in mine one of our own men, and  
and will be given better results in my opinion than  
the big estates can offer.

A department has been created at the University  
connected with the Institute of Agriculture, and  
to consider the whole question of practical farming  
for the country. A committee is being set up  
and to take care of the new department. This and the  
proceedings have been the most I have mentioned above

WILLIAM HILL  
DIRECTOR

The University of Chicago

The Agricultural Guild

(5)

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

The Department of

(2)

must be my excuse for being so late upon your  
attention again at this time. I had fully intended  
after my last interview to say nothing more to you  
until we had a year or two of substantial work behind  
us. The demand for the work is insistent and comes  
to us sooner or later in this field for the  
years. I think the University authorities should  
at least examine the field.

Yours very truly,

Wm. Miller

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,

*H. P. J.*

H. P. Judson

Mr. William Hill,  
The University of Chicago.



May 17, 1910

Dear Mr. Hill:-

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Mr. William Hill,  
The University of Chicago.











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,

J.P.G.

Mr. Andrew B. Hulit,  
Lexington Hotel, Chicago.



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,

*H. P. J.*

Mr. Andrew B. Hufsch.  
Lexington Hotel, Chicago.

SPECIAL REQUEST.

WHILE THE HEREIN DISCUSSED PROPOSITION IS BEING SUBMITTED CONFIDENTIALLY TO THE HONORABLE GOVERNORS, PRESIDENTS OF COLLEGES AND STATE IMIGRATION 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.



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*Argument*

A PROPOSED PLAN FOR THE ESTABLISHMENT OF AN AGRICULTURAL COLLEGE,  
PERMANENT EXPOSITION, SOCIAL AND RECREATION CENTER IN CHICAGO.

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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 158,950 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 1,600 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 158,950 square feet and a ceiling height of about fourteen feet. As now planned, it will have one large hall 128 by 274 feet or 30,072 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 55 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 206 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 315 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 178 feet, giving it an opening of 26,700 square feet to the skylight. This provides, exclusive of passageways of all kinds, 77,600 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 792 in the balcony or in all 2,192 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 150 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 29,600 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 160 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 115 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 26 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 130 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 give 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.

Second: The Exposition 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 tuitions and from contributions made from time to time. To facilitate the work at the start, it is believed, that each of the various agricultural 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 arrangement can be consummated, 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 proposition will have, not only in providing an unusual exhibit, but in producing revenue, we desire to go very carefully into the details. In providing 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 provide 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 exhibits, 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 importance. 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 representatives 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 subjects; 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 interest 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 remainder 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 purposes to the state's representative, thus giving them official representation in the Building Company.

#### SOURCES OF INCOME.

Owing to the fact that the various states and the Federal Government, 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 associations 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 exposition 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.

Interest @ 6% on \$1,000,000 Bonds. . . . .	\$ 60,000
Divided on Preferred Stock, 7% interest. . . . .	70,000
Divided on Common Stock, 6% interest . . . . .	60,000
Insurance. . . . .	10,000
Heating and Lightiug . . . . .	40,000
Advertising Account. . . . .	25,000
Salary Account . . . . .	35,000

Total. . . . . \$300,000

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.



+194

The University of Chicago  
The School of Commerce and Administration

OFFICE OF THE DEAN

March 15, 1922

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,

LCM:M

*LC Marshall*

The University of Chicago  
The School of Commerce and Administration

March 22, 1924

Page 1 of 2

Dear Mr. [Name]

Thank you very much for

the University of Chicago

Chicago, Illinois

Very truly yours,

I am very glad to hear that you are interested in the  
University of Chicago and that you are planning to visit  
the University of Chicago in the near future.

I am sure that you will find the University of Chicago  
very interesting and that you will have a very pleasant  
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L. W. Marshall

Page 2



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

March 21, 1922.

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relating to the proposed Department of

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HB:CS



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 COMMERCE  
in  
THE SCHOOL OF COMMERCE AND ADMINISTRATION  
THE UNIVERSITY OF CHICAGO

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MEMORANDUM OF A PROPOSED DEPARTMENT OF AGRICULTURAL COMMERCE  
IN THE SCHOOL OF COMMERCE AND ADMINISTRATION  
IN THE UNIVERSITY OF CHICAGO

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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 <sup>for the most part</sup> 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



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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 employes 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.*



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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 employes 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:

<u>First Semester</u>	<u>Second Semester</u>	<u>Summer Session</u>
Relations of Agriculture to Manufacturing Industry and Commerce.		
Agricultural Financing	Agricultural Financing	Agricultural Financing
Marketing of Farm Products	Marketing of Farm Products	Marketing of Farm Products
Law	Law	
Statistics	Corporation Finance	

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



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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, 1922

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