

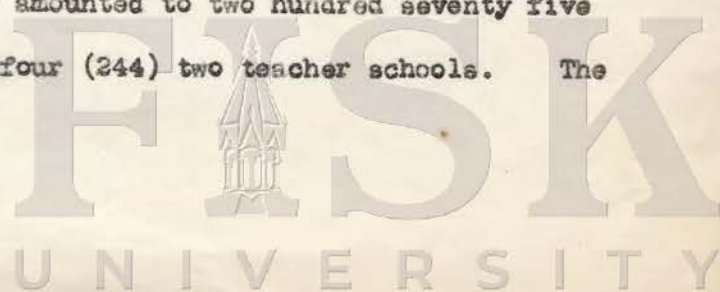
December 23, 1918.

To the Executive Council:-

The committee appointed to look especially after the distribution of the Rosenwald aid towards the improvement of Rural Schools suggest the following Budget for the year beginning November 14th, 1918 and ending November 14th, 1919:

State	No. of One teacher schools	No. of Two teacher schools	One half Agents' salary	No. of schools terms to be lengthened	Amount for teachers' salaries
Alabama	15	15	\$1,600	180	\$6,300
Arkansas	15	15	900	25	1,250
Georgia	15	10		16	640
Kentucky	15	10	750	30	900
Louisiana	15	20	900	50	2,000
Maryland	15	4		10	300
Mississippi	10	20	750	20	800
North Carolina	30	22	900	75	3,000
South Carolina	5	20		10	570
Tennessee	25	20	900	30	1,000
Virginia	10	25	750	15	300
	170	181	\$7,450	461	\$17,060
Assistant Director's salary . . . . . 1 1,200					
Stenographer and Bookkeeper, salary . . . . . 720					
Traveling expenses, Director and Assistant Director . . . . . 1,500					
Printing, circulars, pamphlets etc. . . . . 300					
Stationery and stamps. . . . . 400					
Maps, charts and photographs . . . . . 500					
Building Plans, Specifications . . . . . 400					
Miscellaneous expenses (such as holding conferences of workers at Tuskegee Institute and other places) . . . . . 1,000					
For 170 one-teacher school buildings at \$400 each. . . . . 68,000					
For 181 Two-teacher school buildings at \$500 each. . . . . 90,500					
For Agents salaries . . . . . 7,450					
Grand Total. . . . .					\$189,030

You will note that this Budget calls for 351 schools. One hundred seventy (170) one-teacher schools and one hundred eighty one (181) two-teacher schools. The request coming in from various State Agents of various states estimating the number of schoolhouses they may be able to build this year amounted to two hundred seventy five (275) one teacher schools and two hundred forty-four (244) two teacher schools. The





Committee, however, thinks wise that we recommend a total of three hundred fifty one (351) schools which included the fifty one (51) unused schools appropriated on last year's budget making an additional 300 schools to be built within the year November 14th, 1918 to November 14th, 1919. It is thought that the limitations on account of the war conditions will be greatly lessened during this year. If the Influenza or some unforeseen hinderance does not prevent, it will be possible, we think, to increase the number of schoolhouses erected this year and complete a larger proportion of the buildings.

Respectfully submitted:

Warren Logan,  
Alben L. Holsey,  
Clinton J. Calloway,  
Mrs. Washington,  
C O M M I T T E E.

COPY.

f



THE TUSKEGEE NORMAL AND INDUSTRIAL INSTITUTE

Tuskegee Institute, Ala.

January 17, 1919.

Mr. Wm. C. Graves,  
c/o Sears, Roebuck & Co.,  
Chicago, Ill.

Dear Sir:

I am sending you enclosed, copy of the budget which has been submitted by Mr. Calloway and approved by the Rosenwald Committee and the Executive Council. I am sending a copy of it also to Mr. Scott, at Washington.

We have had a very interesting visit today from Mr. Jackson Davis, Field Secretary of the General Education Board. It so happened that our Executive Council was in session, and he came in and spoke most interestingly of the work that was accomplished last year during the Summer School through the special instruction that was given to the Rosenwald teachers.

Plans are being drawn for another special course this coming Summer for the teachers in Rosenwald schools during the Summer School. At one or two recent meetings of the Rosenwald Committee the question of having a sort of educational supervisor for the Rosenwald schools has been discussed. The matter is however not worked out in such shape as to be officially presented, but it has occurred to me that it might be of interest to you to know how the Committee was looking forward to strengthening the work in every phase.



Plans for the Tuskegee Negro Conference are going forward with vigor, and we are anticipating a large attendance and will of course send you a copy of the full report of the meeting.

Dr. Bradford Knapp, of the United States Department of Agriculture will speak to the farmers on Wednesday and Bishop Thomas F. Gailor of Memphis, Tenn., who has very liberal views on the question of race relations will sum up the discussions on Thursday, when the question of the demobilization of soldiers comes up and their re-absorption into the trades and industries.

Your letter asking that we mail certain letters to the teachers in Rosenwald schools came today, and will have our very prompt attention.

We have hoped that Dr. Moton would return for the Conference, as he had planned to do this. We have had no word from him however, so it begins to look as though he will not be able to get here. It would add very much to the sessions if he were here to conduct the meetings, and at the same time bring us his impressions of the Negro soldiers in France, as well as other overseas conditions.

Very truly yours,

(Signed) Albon L. Holsey.  
Secretary to the Principal.

W/enc.





January 28, 1919.

Executive Council,  
Tuskegee Institute, Ala.

Dear Friends:

We have examined the budget for 1919 for rural school building and school term extension as submitted to you by the Committee.

Judging from last year's experience, Mr. Rosenwald questions whether teachers can be found promptly for all schools already completed, in addition to those which are under construction or promised, but not yet begun. If teachers are amply available, there would probably be no objection to including, in this year's budget, the 51 schools appropriated for (but not built) during 1918. However, if teachers are not amply available, it would seem highly advisable to reduce the number even below three hundred for this year.

The State Agent's estimate for 1919 that 519 communities are prepared to build schools would indicate that the demand is so great the added incentive of \$400 for a one-teacher school and \$500 for a two-teacher school was not necessary to get all the schools built for which the money is available. Would it not be wise, therefore, to reduce the offer \$100 in each case in such communities as have not

FISK  
UNIVERSITY



qualified up to this time, or to which no promise has been made? There are several reasons why this might be advisable. First of all about one-third more schools could be built with the fund available. Furthermore, the more self-reliant these communities are, the better for the people.

The enclosed copy of correspondence with Mr. Newbold would also indicate a great demand for school land, if given an opportunity, he might be successful on a \$300-\$400 basis, or possibly less. What would be your judgment in encouraging him along the lines he indicates, of course, under arrangements which you would make with him, all funds to be disbursed through Tuskegee and provided teachers could be secured?

May I ask you to let us know when the auditor is expected to be at Tuskegee again? We would like a complete audit made of the rural school accounts from the beginning.

Sincerely yours,

Secretary to  
Julius Rosenwald.

Encl.  
WCG-R

FISK  
UNIVERSITY



February 6th, 1919.

Executive Council:

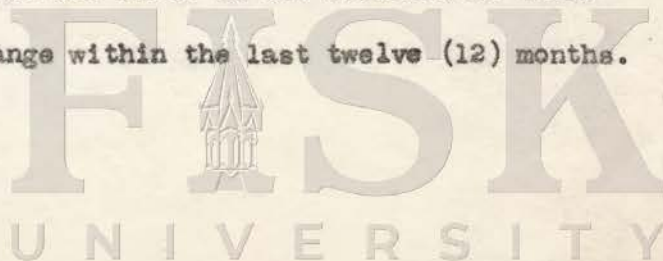
With reference to Mr. Graves' communication of January 28th, the committee makes the following suggestions:

1st - We do not believe that the same conditions with respect to securing teachers for Rosenwald schools will exist another year as was true of last year.

The demands and conditions created by the recent World War took a large number of teachers from the profession. Conditions are gradually returning to normal and prospects for securing teachers should, in our opinion, be much better another year. The State school officials pledge to offer larger inducements in salaries etc. to get the teachers needed for the schools.

Permit us to say just here, that the schoolbuildings aided by Mr. Rosenwald are not new locations or newly established schools. They are buildings, as a rule, to be put in places where schools are already being taught in churches or old dilapidated schoolhouses. Often good teachers are already teaching in these places and by reason of this fact the community is led to prepare better schoolbuildings in which the teacher or teachers may work.

2nd.-- The cost of building material and labor in the erection of these buildings has made very little change within the last twelve (12) months.





The ideal and plan used in the erection of these buildings has been raised greatly; thus making it more expensive to erect one of these buildings. In many cases it is necessary for the people to raise at least two dollars (\$2.00) for every dollar that Mr. Rosenwald puts into the building. We, therefore, suggest that the maximum amount of \$400 for a one-teacher school and \$500 for a two or more teacher school remain for the present.

We further suggest that the State Agents be asked to build, if possible, more schools than the number allotted with the amount of money available. That is, if North Carolina and some of the other states which are more able to do for themselves are allotted 35 schools under Mr. Rosenwald's offer, they will be asked to build 50 or 60 schools, if possible with the amount of money available. This could be urged, but left optional, in a way, with each state, and perhaps we could get the results suggested by Mr. Graves in encouraging self help.

Last year Virginia was allotted 27 schools and qualified for 38 with the money available. In Mississippi, Louisiana, Arkansas and some of the other Southern states conditions are so different that it is almost impossible to get some of the communities to qualify with the maximum of \$400 for a one-teacher school and \$500 for a two-teacher school.

Respectfully submitted:

(SIGNED)

Mrs. Booker T. Washington

Clinton J. Calloway  
R.R. Taylor

Warren Logan  
Albion L. Holsey



February 21, 1919.

Dear Dr. Moton:

Referring to your letter of Feb. 13, Mr. Rosenwald suggests it might be advisable to apportion to the more prosperous states, like North Carolina and Virginia, more schools at a reduced rate per school from him. This might cause the construction of a larger number of school houses. Should some of these states not meet their apportionment, the excess could be transferred later to other states, if there be such, that would build more schools than were apportioned to them.

It would seem to be not so much a question whether the schools are built in one state or another, as that the greatest number possible be built with the funds available. The estimate of state agents that they could build 519 in 1919 indicates a large demand.

With such interest and with prosperity in the South, it might well be possible to build this year all schools for which money would be available.

We await a further expression of your views.

Sincerely yours,

WCC-R

Secretary to  
Julius Rosenwald.

Dr. R. R. Moton,

Tuskegee Institute,  
Alabama.

FISK  
UNIVERSITY



# TRUSTEES

John A. Stewart, *New York City*,  
Wickliffe Rose, *New York City*  
Richard H. Williams, *New York City*  
William Lawrence, *Boston, Mass.*  
James H. Dillard, *Charlottesville, Va.*  
Charles Scribner, *New York City*.  
Fairfax Harrison, *Belvoir, Va.*  
John M. Glenn, *New York City*.  
Francis P. Venable, *Chapel Hill, N. C.*  
Francis Lynde Stetson, *New York City*  
James H. Kirkland, *Nashville, Tenn.*  
Charles S. Brown, *New York City*

## OFFICERS

James Hardy Dillard, *President*  
Richard H. Williams, *Vice-President*  
Miss G. C. Mann, *Secretary*  
Metropolitan Trust Company, *Treasurer*

# The John F. Slater Fund

61 BROADWAY  
NEW YORK

JAMES H. DILLARD, *PRESIDENT*  
Box 418, *Charlottesville, Va.*

B. C. CALDWELL, *FIELD DIRECTOR*  
*Natchitoches, La.*

W. T. B. WILLIAMS, *FIELD DIRECTOR*  
*Hampton Institute, Va.*

MISS G. C. MANN, *OFFICE SECRETARY*  
Box 418, *Charlottesville, Va.*

## EXECUTIVE COMMITTEE

Fairfax Harrison, *Chairman*  
William Lawrence,  
John M. Glenn,  
Francis Lynde Stetson.  
Charles S. Brown.

## FINANCE COMMITTEE

Richard H. Williams, *Chairman*  
John A. Stewart,  
Charles Scribner,

## EDUCATION COMMITTEE

James H. Dillard, *Chairman*  
Richard H. Williams.  
Francis P. Venable,  
Wickliffe Rose,  
James H. Kirkland.

March 11, 1919

Mr. Julius Rosenwald  
% Sears, Roebuck & Co.  
Chicago, Illinois

Dear Mr. Rosenwald:

After reading carefully the papers which you handed Dr. Flexner, and of which he sent me copy, I do not see that I can at present say much more than I wrote in my hurried letter from Baltimore. When I wrote I was uncertain when I could be in my office and feared you might be impatient to hear some word from me.

The general arrangement which I outlined still seems to me good. There should of course be a general committee, and I suggested the names which heppened to constitute the Executive Committee of the Jeanes Fund, as these men seem to me well representative. The names I gave from memory are correct. Of course a committee containing a different personnel could be formed if it were thought better, but all these men are thoroughly interested. I think that Mr. Calloway's services should certainly be retained if possible as at present, and I am sure that no better person could be found for this work than Mr. Newbold. He is no more enthusiastic and no abler in a way than Mr. Sibley, but he is far more systematic and businesslike.

I could not venture to recommend any vital change of policy without time to acquaint myself fully with the whole work in all the States. As I wrote you, my general impression is that the money has been well used. I have thought, as Mr. Newbold says in his letter, that there should be more oversight in the actual building. I have seen new school buildings in the South so poorly constructed and of such wretched material that in a year they seemed to be going to pieces.

I think that every effort should be made to get more and more money from the public tax funds for the buildings. In managing the Jeanes Fund I refused from the

FLORIDA  
UNIVERSITY



# TRUSTEES

John A. Stewart, *New York City.*  
 Wickliffe Rose, *New York City*  
 Richard H. Williams, *New York City*  
 William Lawrence, *Boston, Mass.*  
 James H. Dillard, *Charlottesville, Va.*  
 Charles Scribner, *New York City.*  
 Fairfax Harrison, *Belvoir, Va.*  
 John M. Glenn, *New York City.*  
 Francis P. Venable, *Chapel Hill, N. C.*  
 Francis Lynde Stetson, *New York City*  
 James H. Kirkland, *Nashville, Tenn.*  
 Charles S. Brown, *New York City*

# OFFICERS

James Hardy Dillard, *President*  
 Richard H. Williams, *Vice-President*  
 Miss G. C. Mann, *Secretary*  
 Metropolitan Trust Company, *Treasurer*

# The John F. Slater Fund

61 BROADWAY  
 NEW YORK

JAMES H. DILLARD, *PRESIDENT*  
 Box 418, *Charlottesville, Va.*

B. C. CALDWELL, *FIELD DIRECTOR*  
 Natchitoches, *La.*

W. T. B. WILLIAMS, *FIELD DIRECTOR*  
 Hampton Institute, *Va.*

MISS G. C. MANN, *OFFICE SECRETARY*  
 Box 418, *Charlottesville, Va.*

# EXECUTIVE COMMITTEE

Fairfax Harrison, *Chairman*  
 William Lawrence,  
 John M. Glenn,  
 Francis Lynde Stetson,  
 Charles S. Brown.

# FINANCE COMMITTEE

Richard H. Williams, *Chairman*  
 John A. Stewart,  
 Charles Scribner.

# EDUCATION COMMITTEE

James H. Dillard, *Chairman*  
 Richard H. Williams,  
 Francis P. Venable,  
 Wickliffe Rose,  
 James H. Kirkland.

#2 J. R.

first to accept any contributions from the people themselves, demanding that cooperation should come through the public school officials. At first we got very little, but this year the amount contributed from the public tax funds is a little more than what we give, the figures for the present year being \$40,657 from us and \$44,591 from the counties. It seems to me that it was very wise in managing your Fund not to make this restriction. My thought however is that effort should be made to get more and more from the public funds.

I do not know just how the money is handled at present. I have found that the method of the Slater Fund is very satisfactory. The voucher-cheques are made out to the proper person, usually the county superintendent, or are at least approved by some proper official, and are signed both by myself and the Treasurer in New York, which voucher-cheques show specifically just where and how the money is to be used.

If I can be of any possible service to you or Mr. Graves, and whether or not you decide upon any change of the arrangements, please command me at any time.

With best wishes and highest regard,

Very sincerely,,

*James H. Dillard*

FISK  
 UNIVERSITY



COPY

THE TUSKEGEE NORMAL AND INDUSTRIAL INSTITUTE

Tuskegee Institute, Ala.

February 13, 1919.

Mr. William C. Graves,  
c/o Sears, Roebuck & Co.,  
Chicago, Ill.

Dear Mr. Graves:-

On January 28 you wrote us concerning the budget for 1919 covering the rural schoolhouse building program. In one paragraph you especially referred to a possible reduction of the schools from a \$400-\$500 basis to a \$300-\$400 basis.

The regular Rosenwald Committee was appointed to go into the matter and make a recommendation to the Council. A copy of this report to the Council, which was approved, is being enclosed herewith.

Yours very truly,

H

(Signed) R. R. MOTON.

FISK  
UNIVERSITY



## BOARD OF TRUSTEES

WILLIAM G. WILLCOX, CHAIRMAN, MEMBER OF INVESTMENT COMMITTEE  
3 SOUTH WILLIAM STREET, NEW YORK, N. Y.  
W. W. CAMPBELL, VICE-CHAIRMAN, TUSKEGEE, ALA.  
WILLIAM J. SCHIEFFELIN, MEMBER OF INVESTMENT COMMITTEE  
170 WILLIAM ST., NEW YORK, N. Y.  
CHARLES E. MASON, MEMBER OF INVESTMENT COMMITTEE  
30 STATE ST., BOSTON, MASS.  
FRANK THURBULL, MEMBER OF INVESTMENT COMMITTEE  
61 BROADWAY, NEW YORK, N. Y.  
THEODORE ROOSEVELT, OYSTER BAY, N. Y.  
JULIUS ROSENWALD, ARTHINGTON ST. AND HOMAN AVE.  
CHICAGO, ILL.  
WILLIAM M. SCOTT, 19TH AND HAMILTON STS.  
PHILADELPHIA, PA.  
GEORGE MCANENT, 19 EAST 47TH ST., NEW YORK, N. Y.  
V. H. TULANE, 433 S. RIPLEY ST., MONTGOMERY, ALA.  
CHARLES W. HARE, TUSKEGEE, ALA.  
WARREN LOGAN, MEMBER OF INVESTMENT COMMITTEE  
TUSKEGEE INSTITUTE, ALA.  
A. J. WILBORN, TUSKEGEE, ALA.  
EDGAR A. BANCROFT, 606 S. MICHIGAN AVE.  
CHICAGO, ILL.  
ALEXANDER MANN, D. D., TRINITY CHURCH, BOSTON, MASS.  
ROBERT R. MOTON, TUSKEGEE INSTITUTE, ALA.  
CHARLES A. WICKERSHAM, ATLANTA, GA.  
C. E. THOMAS, PRATTVILLE, ALA.

# THE TUSKEGEE NORMAL AND INDUSTRIAL INSTITUTE

FOUNDED BY BOOKER T. WASHINGTON

FOR THE TRAINING OF  
COLORED YOUNG MEN AND WOMEN

CLINTON J. CALLOWAY  
DIRECTOR EXTENSION DEPARTMENT

TUSKEGEE INSTITUTE, ALA.

April 12th, 1919.

Mr. W. C. Graves,  
C/o Sears Roebuck Co.,  
Chicago, Ill.

Dear Mr. Graves:

Upon checking up our reports we have found that four applications for aid on school-house building have been duplicated; these schools were reported on Requisition 4, Schedule B, March 20th, 1919, and were previously reported as follows:

## Louisiana

## Caddo Parish

New Hill School  
Kiethville "  
Hart's Island

\$400	Req. 1, Schedule B
400	Req. 2, Schedule B
400	Req. 2, Schedule B

## Maryland

Frederick County  
Old Fields School

350	Req. 2 Schedule B
<u>\$1550</u>	

We regret very much this duplication of applications and trust that the change will not cause you very much trouble.

Yours truly,

*Clinton J. Calloway*  
Director Extension Dept.

FISK  
UNIVERSITY

*paid 7/17/18,  
8/20/18.*



## BOARD OF TRUSTEES

WILLIAM G. WILLCOX, CHAIRMAN, MEMBER OF INVESTMENT COMMITTEE  
3 SOUTH WILLIAM STREET, NEW YORK, N. Y.  
W. W. CAMPBELL, VICE-CHAIRMAN, TUSKEGEE, ALA.  
WILLIAM J. SCHIEFFELIN, MEMBER OF INVESTMENT COMMITTEE  
170 WILLIAM ST., NEW YORK, N. Y.  
CHARLES E. MASON, MEMBER OF INVESTMENT COMMITTEE  
30 STATE ST., BOSTON, MASS.  
FRANK TRUMBULL, MEMBER OF INVESTMENT COMMITTEE  
61 BROADWAY, NEW YORK, N. Y.  
THEODORE ROOSEVELT, OYSTER BAY, N. Y.  
JULIUS ROSENWALD, ARTHINGTON ST., AND HOMAN AVE.  
CHICAGO, ILL.  
WILLIAM M. SCOTT, 19TH AND HAMILTON STS.  
PHILADELPHIA, PA.  
GEORGE MCANENY, 19 EAST 47TH ST., NEW YORK, N. Y.  
V. H. TULANE, 433 S. RIPLEY ST., MONTGOMERY, ALA.  
CHARLES W. HARE, TUSKEGEE, ALA.  
WARREN LOGAN, MEMBER OF INVESTMENT COMMITTEE  
TUSKEGEE INSTITUTE, ALA.  
A. J. WILBORN, TUSKEGEE, ALA.  
EDGAR A. BANCROFT, 606 S. MICHIGAN AVE.  
CHICAGO, ILL.  
ALEXANDER MANN, D. D., TRINITY CHURCH, BOSTON, MASS.  
ROBERT R. MOTON, TUSKEGEE INSTITUTE, ALA.  
CHARLES A. WICKERSHAM, ATLANTA, GA.  
C. E. THOMAS, PRATTVILLE, ALA.

# THE TUSKEGEE NORMAL AND INDUSTRIAL INSTITUTE

FOUNDED BY BOOKER T. WASHINGTON

FOR THE TRAINING OF  
COLORED YOUNG MEN AND WOMEN

TUSKEGEE INSTITUTE, ALA.

May 21, 1919.

Mr. William C. Graves,  
Secretary to Mr. Julius Rosenwald,  
Arthington St. and Homan Avenue,  
Chicago, Ill.

My dear Mr. Graves:

I am sending you herewith copy of a memorandum which  
I have just received from Mr. Calloway; also a copy of a letter which  
he has received from Mr. Presson and Mr. Lambert.

In reply to your letter asking about my understanding of  
Mr. Rosenwald's wishes in connection with the schoolhouse building  
program, my impression is that it was his intention that we should  
continue as before until the auditors had completed their account-  
ing of all the Rosenwald accounts since we began the schoolhouse  
building. In fact, Mr. Rosenwald so stated to us in a special com-  
mittee meeting while he was here during the Trustee's Meeting--that  
is, he did not wish to embarrass or to retard the program of the  
campaign, and that we were to go right ahead and after the audit  
was made, then a statement would be submitted and the whole matter  
straightened out up to that time and until the final arrangements  
were made and agreed upon.

We are expecting the auditors very soon now.

Yours truly,

GLJ

Principal.

# FISK

UNIVERSITY



May 16th, 1919.

Dr. Moton:

Although Mr. Rosenwald has advised us to go right ahead with the building of schoolhouses; I do not understand that I am authorized or in position to reply intelligently to the attached letters from Mr. Presson and Mr. Lambert. Last fall Mr. Presson made special request that we recommend to Mr. Rosenwald \$900.00 as his share of the salary of the Rosenwald agent in Arkansas. Similar requests came from Louisians, North Carolina and Tennessee. On December 31st a budget for Mr. Rosenwald's approval was sent to your office including these items. As I understand it, this budget has not been approved by Mr. Rosenwald. If we are to push the work of schoolhouse building, it seems to me that we should have strong men to help and see after it. According to the two (2) letters attached from the State agents it seems that we will not be able to work on the old salary basis.

Yours truly,

(Signed) C. J. Calloway

CC/LL

Director Extension Department.





*Lambert*

STATE OF ALABAMA  
DEPARTMENT OF EDUCATION  
MONTGOMERY

Spright Dowell  
Superintendent

May 13, 1919.

Prof. C. J. Galloway,  
Director Extension Department,  
Tuskegee Institute.

Dear Sir:

I have had a conference with Mr. Feagin in regard to his releasing V. W. Barnett for the Rosenwald work. He has kindly consented to let me have him to begin not later than June 1st.

Mr. Feagin has been paying Barnett a salary of \$90 per month and expenses. In such a time as this a man cannot live comfortably on less than that and I really think he ought to have not less than \$100 per month. Upon investigation I find, unfortunately, that the State cannot contribute anything under the present law toward this work, so we must face the situation as it is and not as we should wish it.

It has been about eight months since you have had to pay out anything on this account. I therefore hope that the Tuskegee Committee may see its way clear to pay Barnett not less than \$100 per month for the remainder of this scholastic year, that is, from June 1st to October 1st. \$400<sup>00</sup>

I have just read a good report from Prof. W. M. Rakestraw about the situation in Conecuh County, but this is only one of many counties to be looked after and where the work needs to be pushed with all possible urgency.

Please let me hear from you as soon as you decide what provision can be made for Barnett's salary and expenses.

Very truly,

Rural School Agent.





*Presson*

STATE OF ARKANSAS  
DEPARTMENT OF PUBLIC INSTRUCTION

J. L. Bond  
State Superintendent

Little Rock May 12, 1919.

Prof. C. J. Calloway,  
Tuskegee Institute, Ala.

Dear Mr. Calloway:

We are now making arrangements for employing our Rosenwald agent for another year, and desire information as to the amount that we may expect from the Rosenwald fund to apply on his salary and expenses. Some time ago, in accordance with your request I made a formal statement of what we would desire from the Rosenwald fund, and requested \$900 for the year. We have completed arrangements by which the State will pay him \$900 for the year, and that is about what will be required for his salary and expenses.

Prof. Dorman is a very efficient man, and is doing good work, and we must pay him a reasonably salary or we cannot retain him. Also we must have expense money enough to enable him to look after the work.

Please advise me what amount you will be able to provide for the above mentioned purpose.

Very truly yours,

State Supervisor Negro Schools.

FISK  
UNIVERSITY



May 27, 1919.

Dear Dr. Moton:

In compliance with the request in your letter of May 22nd, I am sending you herewith, by Mr. Rosenwald's direction, his check, to the order of the Tuskegee Normal and Industrial Institute, for \$20,319.32, account rural schools, as follows:

Salaries and Exp. Req. #4, Sched. "A"-	- \$3,560.82
45 1-teacher schools " " " "B"-	- 16,000.00
Extension School	
terms, " " " "D"-	- <u>758.50</u>
	\$20,319.32

You will note that this is \$1,550 less than the amount you asked for. The reason for the reduction is that the four schools mentioned in your letter of April 12th as being duplicated in Requisition #4, Schedule "B", submitted on March 20, 1919, are included in the total of \$21,869.32 you asked for. The subtraction of \$1,550 for these four schools makes \$20,319.32, the amount of the enclosed check.

Sincerely yours,

Encl.  
WCG-R

Dr. R. R. Moton,  
Tuskegee Institute,  
Alabama.

FISK  
UNIVERSITY



June 4, 1919.

Dear Dr. Moton:

Referring to the first paragraph of your letter of May 21st, Mr. Rosenwald will be glad to approve the expenditure during the current year (beginning Nov. 14, 1918) of not to exceed \$900 each in Arkansas, Louisiana, North Carolina and Tennessee for one-half rural school agent's salary and traveling expenses.

We are not quite clear from the Lambert letter that the \$100 a month for the remainder of the scholastic year, from June 1st to October 1st, is a part of the \$1600 item for Alabama in the budget prepared for this year. If our inference is correct that it is part of the \$1600, it will be all right for you to go ahead. Kindly let me know.

In re-examining this budget we note that no amount is provided for one-half agent's salary and expenses for Georgia, Maryland and South Carolina although in the budget for the year before \$750 was provided in each case. Will you kindly write us why these omissions were made for the current year?

Sincerely yours,

WCG-R

Dr. R. R. Moton,  
Tuskegee Institute,  
Alabama.

FISK  
UNIVERSITY



ROBERT R. MOTON  
PRINCIPAL

EMMETT J. SCOTT  
SECRETARY

WARREN LOGAN  
TREASURER

BOARD OF TRUSTEES

WILLIAM G. WILLCOX, CHAIRMAN, MEMBER OF INVESTMENT COMMITTEE  
3 SOUTH WILLIAM ST., NEW YORK, N. Y.  
W. W. CAMPBELL, VICE-CHAIRMAN, TUSKEGEE, ALA.  
WILLIAM J. SCHIEFFELIN, MEMBER OF INVESTMENT COMMITTEE  
170 WILLIAM ST., NEW YORK, N. Y.  
CHARLES E. MASON, MEMBER OF INVESTMENT COMMITTEE  
30 STATE ST., BOSTON, MASS.  
FRANK TRUMBULL, MEMBER OF INVESTMENT COMMITTEE  
61 BROADWAY, NEW YORK, N. Y.  
THEODORE ROOSEVELT, OYSTER BAY, N. Y.  
JULIUS ROSENWALD, ARTHINGTON ST., AND HOMAN AVE.  
CHICAGO, ILL.  
WILLIAM M. SCOTT, 19TH AND HAMILTON STS.  
PHILADELPHIA, PA.  
GEORGE MCARENHY, 19 EAST 47TH ST., NEW YORK, N. Y.  
V. H. TULANE, 433 S. RIPLEY ST., MONTGOMERY, ALA.  
CHARLES W. HARE, TUSKEGEE, ALA.  
WARREN LOGAN, MEMBER OF INVESTMENT COMMITTEE  
TUSKEGEE INSTITUTE, ALA.  
A. J. WILBORN, TUSKEGEE, ALA.  
EDGAR A. BANCROFT, 606 S. MICHIGAN AVE.  
CHICAGO, ILL.  
ALEXANDER MAHN, D. D., TRINITY CHURCH, BOSTON, MASS.  
ROBERT R. MOTON, TUSKEGEE INSTITUTE, ALA.  
FRANK J. PARSONS, TREASURER OF INVESTMENT COMMITTEE  
55 CEDAR ST., NEW YORK, N. Y.  
CHARLES A. WICKERSHAM, ATLANTA, GA.

# THE TUSKEGEE NORMAL AND INDUSTRIAL INSTITUTE

FOUNDED BY BOOKER T. WASHINGTON

FOR THE TRAINING OF COLORED  
YOUNG MEN AND WOMEN

TUSKEGEE INSTITUTE, ALA.

July 21, 1919.

Mr. Julius Rosenwald,  
Sears, Roebuck & Co.,  
Chicago, Ill.

My dear Mr. Rosenwald:

I am inclosing herewith a copy of a letter which I am today sending Dr. Flexner. I am writing Dr. Flexner because he and I discussed the matter when he was here and he and I had discussed it previously when I was in New York and I was at that time not very strong either one way or the other but rather simply wanted to do what you thought best. That of course we would gladly do now, but as I said to him, there are just now certain reasons for which I think it would be very unfortunate to make the change.

The effect on Tuskegee in the minds of a great many colored people and white people would be that things were going to pieces, and that your interest in the School was not as strong as hitherto. As I say, the moral effect of that would be rather serious. Then there are other reasons also which I hope to talk over with you.

I think we can work out with Dr. Flexner and Dr. Dillard a plan that will be entirely satisfactory. It is a wonderful movement and is accomplishing great good along a great many lines.

I think the fact of having nearly six hundred forty teachers here this summer and that fact that the group of Rosenwald teachers were of a higher grade generally than others from every view-point, was in itself significant and of course an inspiration, and there is no institution in the country as you know, where so many prominent people visit as is true of Tuskegee Institute--unless it be Hampton--and in some ways Tuskegee is ahead of Hampton in that particular.

Excuse me for writing so frankly about this, but I wanted you to know my inner feelings. Let me say again, we will do whatever, of course seems to you best.

GLJ

Always sincerely,



Principal.



July 19, 1919

Dr. Abraham Flexner,  
General Education Board,  
61 Broadway,  
New York City.

My dear Dr. Flexner:

I have thought much since you were here about the transfer of the Rosenwald Fund from Tuskegee Institute.

I have been surprised since the Rosenwald teachers have been here and the Rosenwald Agents last week, how strong the feeling is among that group of people that Tuskegee owes it to itself and to the colored people to continue to administer the Fund, and there is a feeling also that I would be derelict in my duty if it were taken away, especially now. In view of those facts and others, I very much hope that no change will be made in the arrangements for the present.

I have some other reasons also which I shall give you and Mr. Rosenwald too when I have a chance to talk the matter over.

When the auditors are through their audit, which is in progress now, I hope with them to organize the management in such a way as to handle with a very little additional burden to Tuskegee Institute and in such a way as to make it wholly satisfactory to Mr. Rosenwald and all concerned. The truth of the matter is, we are working out plans now looking towards that kind of organization. The moral effect on the whole Southern situation of having this Fund administered through a Negro school is very great in bringing about better race relations. This feeling, as I say, is very strongly shared by these Agents and there are some phases of the situation also which I will talk over very frankly and freely with you and Mr. Rosenwald.

I am therefore hoping that whatever happens, no change will be made now as to the location, except to perfect the present machinery of management which we will be very glad to do in such a way as it will be entirely satisfactory.

Yours very sincerely,

GLJ

(Signed) R. R. Moton

Principal.





Officers of the Board

Wallace Buttrick  
*President*  
Abraham Flexner  
*Secretary*  
E. C. Sage  
*Assistant Secretary*  
L. G. Myers  
*Treasurer*  
L. M. Dashiell  
*Assistant Treasurer*

# General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY  
NEW YORK

Members of the Board

Frederick T. Gates  
J. D. Rockefeller, Jr.  
Albert Shaw  
Wallace Buttrick  
Starr J. Murphy  
Edwin A. Alderman  
Harry Pratt Judson  
Wickliffe Rose  
Jerome D. Greene  
Anson Phelps Stokes  
Abraham Flexner  
George E. Vincent  
James H. Dillard  
Frank E. Spaulding  
Charles P. Howland

July 30, 1919

Dr. Abraham Flexner  
General Education Board  
New York, N. Y.

Dear Dr. Flexner:

From time to time I have written you of my observations on the Rosenwald schools in North Carolina. The authorities at Shelby have under consideration plans for a colored county training school, providing four regular classrooms, a domestic science room, a library, and a principal's office. The two classrooms on the second floor are divided by movable partitions, thus providing an auditorium. The plans for this building were prepared at Tuskegee.

A casual study convinced Mr. Newbold, the state agent for colored schools, Mr. Griffin, superintendent of the Shelby schools, and myself that the plans submitted by Tuskegee were seemingly defective as follows:

(1) There is no provision for a basement, in which might easily be provided, at a small cost, inside toilets, furnace, and a play room for the children in inclement weather.

(2) The building is to be heated by stoves, and the chimneys are so placed in the classrooms that they are in front of the children, and cut off part of the blackboard space. To substitute for these stoves a simple basement heating plant - hot air or steam - would seem desirable.





(3) An attempt is made to light the rooms from one side, which is the accepted and approved method of lighting, but in at least two instances, if not four, windows have been added on a second side, giving objectionable cross-lighting.

(4) The front part of each classroom, as now planned, has a broken wall; that is, there are one or more doors, whereas in well planned school buildings the front classroom wall is unbroken. The walls in two of the schoolrooms are unnecessarily broken by a door leading from the principal's office directly into one classroom, and a door from the library into the other, whereas it would seem that a single door from the principal's office and a single door from the library leading into the main hall would be sufficient.

(5) The proposed industrial room for girls is a single story extension at the rear of the building, and, as planned, has only about two-thirds the needed light. If the basement were excavated, this extension might easily be eliminated, and the cost of the proposed extension would probably take care of a large part of the cost of excavating the basement.

These plans contain other defects, but the foregoing are the chief ones. By reason of these apparent defects, Mr. Griffin and Mr. Newbold are convinced that the school ought not to be built according to the plans submitted.

For the erection of this building the town has raised \$3,800, and the state authorities have promised \$1,200 from the Rosenwald funds, an amount which, under present conditions, would seem inadequate to erect a structure of this size. Moreover, there is no money in sight for the equipment of this building. Not only is it desirable that the plans for this building be redrawn, but a larger amount of money, in my opinion, should be available before its construction is undertaken.

Very sincerely yours,

*Frank P. Bachman*

FPB:T





Officers of the Board

Wallace Buttrick  
President  
Abraham Flexner  
Secretary  
E. C. Sage  
Assistant Secretary  
L. G. Myers  
Treasurer  
L. M. Dashiell  
Assistant Treasurer

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY  
NEW YORK

Members of the Board

Frederick T. Gates  
J. D. Rockefeller, Jr.  
Albert Shaw  
Wallace Buttrick  
Starr J. Murphy  
Edwin A. Alderman  
Harry Pratt Judson  
Wickliffe Rose  
Jerome D. Greene  
Anson Phelps Stokes  
Abraham Flexner  
George E. Vincent  
James H. Dillard  
Frank E. Spaulding  
Charles P. Howland

July 31, 1919

Mr. Julius Rosenwald  
Sears, Roebuck & Company  
Chicago, Illinois

Dear Mr. Rosenwald:

I am trying to get into communication with Quinland and I shall let you have his address as soon as I get it.

Meanwhile, I am sending you a letter which I have just had from Bachman which bears on a new and somewhat elaborate Rosenwald school to be erected at Shelby, North Carolina. I am not sure as to the best disposition to make of this letter. You will see it is written in the most friendly spirit and at the same time it suggests the question as to whether the planning of these buildings should not be in more experienced hands. I doubt if Major Moton quite takes in the situation. Would it give any offence if Major Moton were shown the letter in confidence? Of course it may be that Dr. Bachman is mistaken, but I have very great confidence in his judgment and knowledge. Undoubtedly Mr. Dresslar's report will decide the issues involved. Meanwhile, the school at Shelby ought not to be proceeded with except on <sup>a</sup> sound basis.

Sincerely yours,

*Abraham Flexner*

P.S.

AF/ESB

Since writing the above letter I have obtained Dr. Quinland's address which is Dr. W. S. Quinland, 3550 Forrest Avenue, Chicago, Illinois. If you are interested in helping him, I suggest that the question of what he is to do and where he is to do it should be left open until I can confer with him.

A.F.





Officers of the Board

Wallace Buttrick  
*President*  
Abraham Flexner  
*Secretary*  
E. C. Sage  
*Assistant Secretary*  
L. G. Myers  
*Treasurer*  
L. M. Dashiell  
*Assistant Treasurer*

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902  
61 BROADWAY  
NEW YORK

Members of the Board

Frederick T. Gates  
J. D. Rockefeller, Jr.  
Albert Shaw  
Wallace Buttrick  
Starr J. Murphy  
Edwin A. Alderman  
Harry Pratt Judson  
Wickliffe Rose  
Jerome D. Greene  
Anson Phelps Stokes  
Abraham Flexner  
George E. Vincent  
James H. Dillard  
Frank E. Spaulding  
Charles P. Howland

August 27, 1919.

Mr. Julius Rosenwald,  
Sears, Roebuck & Company,  
Chicago, Illinois.

My dear Mr. Rosenwald:-

When Mr. Dresslar was in last week, I suggested that I would request you to send him a check which he could use to defray his traveling expenses on his tour of the Rosenwald Schools. At that time he thought that this would not be necessary. He now finds, however, that he would prefer an arrangement of that kind. I would suggest, therefore, that a check for \$500 be sent him at George Peabody College at Nashville, for which he will account in the usual way.

I shall take up with members of the Committee the question of Dr. Quinlan's appointment to the Rosenwald Medical Fellowship the coming year and let you know the result. I am still a little in doubt as to the sum - \$1,200, which is Embree's and Edsall's calculation, seems to me a very large sum, and though these men ought to be made comfortable, the arrangement should not be lavish. I shall think the thing over a little, however, and let you hear more definitely.

Mrs. Flexner and I have just had a week's motor trip which represents my vacation this year. I am, however, in first rate shape. Mrs. Flexner joins me in sending kind regards.  
Very sincerely yours,



August 29, 1919.

Dear Dr. Dresslar:

By suggestion of Dr. Abraham Flexner to Mr. Rosenwald I am sending you, enclosed herewith, by Mr. Rosenwald's direction, his check to your order for \$500. to cover traveling expenses on your tour of inspection of the Rosenwald Rural Schools in the South.

Sincerely yours,

Secretary to  
Julius Rosenwald.

WCG-S  
Enc.

Dr. Fletcher B. Dresslar,  
c/o George Peabody College,  
Nashville, Tenn.

FISK  
UNIVERSITY



## BOARD OF TRUSTEES

WILLIAM G. WILLCOX, CHAIRMAN, MEMBER OF INVESTMENT COMMITTEE  
3 SOUTH WILLIAM ST., NEW YORK, N. Y.  
W. W. CAMPBELL, VICE-CHAIRMAN, TUSKEGEE, ALA.  
WILLIAM J. SCHIEFFELIN, MEMBER OF INVESTMENT COMMITTEE  
170 WILLIAM ST., NEW YORK, N. Y.  
CHARLES E. MASON, MEMBER OF INVESTMENT COMMITTEE  
30 STATE ST., BOSTON, MASS.  
FRANK TRUMBULL, MEMBER OF INVESTMENT COMMITTEE  
61 BROADWAY, NEW YORK, N. Y.  
THEODORE ROOSEVELT, OYSTER BAY, N. Y., DECEASED  
JULIUS ROSENWALD, ARTHINGTON ST., AND HOMAN AVE.  
CHICAGO, ILL.  
WILLIAM M. SCOTT, 19TH AND HAMILTON STS.  
PHILADELPHIA, PA.  
V. H. TULANE, 433 S. RIPLEY ST., MONTGOMERY, ALA.  
CHARLES W. HARE, TUSKEGEE, ALA.  
WARREN LOGAN, MEMBER OF INVESTMENT COMMITTEE  
TUSKEGEE INSTITUTE, ALA.  
A. J. WILBORN, TUSKEGEE, ALA.  
EDGAR A. BANCROFT, 606 S. MICHIGAN AVE.  
CHICAGO, ILL.  
ALEXANDER MANN, D. D., TRINITY CHURCH, BOSTON, MASS.  
ROBERT R. MOTON, TUSKEGEE INSTITUTE, ALA.  
CHARLES A. WICKERSHAM, ATLANTA, GA.  
C. E. THOMAS, PRATTVILLE, ALA.  
V. EVERIT MACY, 68 BROAD ST., NEW YORK, N. Y.

# THE TUSKEGEE NORMAL AND INDUSTRIAL INSTITUTE

FOUNDED BY BOOKER T. WASHINGTON

FOR THE TRAINING OF  
COLORED YOUNG MEN AND WOMEN

*Recd  
10/27/19*

TUSKEGEE INSTITUTE, ALA.

October 25, 1919

Mr. William C. Graves,  
c/o Sears, Roebuck & Co.,  
Chicago, Ill.

Dear Mr. Graves:-

In your letter of May 29th when you said that Mr. Rosenwald had authorized you to confirm our understanding of a verbal statement that we should go ahead with the Rosenwald work "until final arrangements are made," we assumed of course that that meant that we were to go ahead with the budget as of November 14, 1918, which had been submitted but which had not been approved. It was with that understanding that we went ahead with the work, and that will explain the additional 46 two-teacher schools.

In this connection I think it might be well to refer to a conversation I had with Mr. Rosenwald during the last Trustee meeting in New York. While the meeting was in session, he asked me if I thought it would be possible for us to complete a thousand of these Rosenwald schools this year, and I told him we were quite willing to make the effort. Soon after that he came to Tuskegee with Dr. Flexner, and he repeated the same statement in one of his public addresses.

In the meeting of our Rosenwald Committee yesterday, it developed that applications have been received for a sufficient number of schools to complete the third 300, while there were on file 60 more, making a total of 960 schools either qualified or in course of erection or completed. And with two months yet to go before the end of the year, I am sure there will be little difficulty in completing the one thousand which Mr. Rosenwald was so anxious to have us do.

FISK  
UNIVERSITY



In the meeting of the Rosenwald Committee yesterday, I also requested Mr. Calloway to see that I have brought to my desk each month not only a statement of the bank balance, but also the number of the schools which have qualified, and requisitions covering them. This will enable us to keep the requisitions going to your office at least once a month and will prevent our having an occasional overdraft.

I was interested in a letter which was read at the meeting yesterday, describing a condition in Louisiana where although the \$300 was appropriated under the first 300 and was held over until a later period, the \$300 which came from Mr. Rosenwald has made it possible for the people to raise \$1100 to complete the building. I thought this was rather significant and that you would be pleased to see this letter and perhaps call it to Mr. Rosenwald's personal attention.

I am enclosing herewith requisition for 39 one-teacher schools of the third allotment of three hundred.

Yours very truly,

H

*H. H. H. H. H.*  
Principal.



October 27, 1919.

Arthur Young & Co.,  
71 Broadway,  
New York.

Gentlemen:

Enclosed herewith please find New York  
check, to your order, for \$1799.41, in payment of  
bill for services auditing the rural school fund  
at Tuskegee, as per your bill of Sept. 15, 1919.  
The bill is enclosed herewith. Kindly receipt  
same and return to me.

Very truly yours,

Encl.  
WCG-R

Secretary to  
Julius Rosenwald.

FISK  
UNIVERSITY



October 27, 1919.

Dear Dr. Moton:

In compliance with the request in your letter of October 17th, I am sending you herewith, by Mr. Rosenwald's direction, his check, to the order of Tuskegee Normal and Industrial Institute, for \$11,600, covering the following described items, re rural schools:

Requisition No. 5	Sched. B-	-	\$3800.
"	" 1	"	B- - 2400.
"	" 1	"	C- - 6000.
			<u>\$11,600.</u>

Sincerely yours,

Encl.  
WCG-R

Secretary to  
Julius Rosenwald.

Dr. R. R. Moton,  
Tuskegee Institute,  
Alabama.

FISK  
UNIVERSITY



*Snell* *lv*

November 7, 1919.

Dear Dr. Moton:

Enclosed herewith please find Mr. Rosenwald's check, to the order of the Tuskegee Normal and Industrial Institute, for \$15,500, covering requisition No.2, schedule "B", third 300 one-teacher schools. I have corrected the \$900 figure for the Tooke School in Bienville Parish to \$400.

Noting your monthly statement showing the number of third 300 schools under construction and completed, as of November 1, 1919, Mr. Rosenwald asked me to inquire whether money sent by him is paid out on schools before they are completed. The language in your foot note defining the words "under construction" proves a little perplexing to him. With the small real bank balance of \$766.43 on October 31st one would think disbursements are made before buildings are completed and, perhaps, that we pay before work is begun.

Will you kindly ask the proper official to go into details in answering so that we may thoroughly understand the policy at Tuskegee, regarding the status of building operations, when requisitions are made on us and when payments are made by you?

Thanking you for this information, I am

Sincerely yours,

Encl.  
WCG-R

Secretary to  
Julius Rosenwald.

Dr. R. R. Moton,

Tuskegee Institute,

Alabama.

FISK  
UNIVERSITY



BOARD OF TRUSTEES

WILLIAM G. WILLCOX, CHAIRMAN, MEMBER OF INVESTMENT COMMITTEE  
3 SOUTH WILLIAM ST., NEW YORK, N. Y.  
W. W. CAMPBELL, VICE-CHAIRMAN, TUSKEGEE, ALA.  
WILLIAM J. SCHIEFFELIN, MEMBER OF INVESTMENT COMMITTEE  
170 WILLIAM ST., NEW YORK, N. Y.  
CHARLES E. MASON, MEMBER OF INVESTMENT COMMITTEE  
30 STATE ST., BOSTON, MASS.  
FRANK TRUMBULL, MEMBER OF INVESTMENT COMMITTEE  
61 BROADWAY, NEW YORK, N. Y.  
THEODORE ROOSEVELT, OYSTER BAY, N. Y., DECEASED  
JULIUS ROSENWALD, ARTHINGTON ST., AND HOMAN AVE.  
CHICAGO, ILL.  
WILLIAM H. SCOTT, 19TH AND HAMILTON STS.  
PHILADELPHIA, PA.  
V. H. TULANE, 433 S. RIPLEY ST., MONTGOMERY, ALA.  
CHARLES W. HARE, TUSKEGEE, ALA.  
WARREN LOGAN, MEMBER OF INVESTMENT COMMITTEE  
TUSKEGEE INSTITUTE, ALA.  
A. J. WILBORN, TUSKEGEE, ALA.  
EDGAR A. BANCROFT, 808 S. MICHIGAN AVE.  
CHICAGO, ILL.  
ALEXANDER MANN, D. D., TRINITY CHURCH, BOSTON, MASS.  
ROBERT R. MOTON, TUSKEGEE INSTITUTE, ALA.  
CHARLES A. WICKERSHAM, ATLANTA, GA.  
C. E. THOMAS, PRATTVILLE, ALA.  
V. EVERIT MACY, 58 BROAD ST., NEW YORK, N. Y.

*Daily*

WARREN LOGAN, TREASURER

THE TUSKEGEE  
NORMAL AND INDUSTRIAL INSTITUTE

FOUNDED BY BOOKER T. WASHINGTON

FOR THE TRAINING OF  
COLORED YOUNG MEN AND WOMEN

TUSKEGEE INSTITUTE, ALA.

November 13th, 1919

*No enc*  
*in EF*  
*Rec'd under*  
*separate cover*  
*11/22/19.*  
*ney*

Mr. Julius Rosenwald,  
Arthington St., and Homan Ave.,  
Chicago, Illinois.

Dear Mr. Rosenwald:

I am enclosing herewith budget for the ensuing year as submitted by our Rosenwald School Building Committee, with explanations which I think you will probably find clear.

(You will notice that the Committee does not approve of the recommendations of the Agents who met here last Summer, regarding your permitting them to build 350 one teacher schools and 295 two teacher schools, a total of 645 schools for the ensuing year, -for the reason that the Agents have spent so much time and energy getting communities to qualify that we feel that enough time has not been given to the following up of the communities that have qualified, so that we are endeavoring during the year to devote as much time as possible to completing some of the schools already arranged for, and we feel that 300 for the year, which the Committee is recommending, is all that can be done with the present machinery at the disposal of the individual states.)

I have discussed both of these matters somewhat with Dr. Flexner, also with Dr. Dressler of Peabody College.

FISK  
UNIVERSITY



## BOARD OF TRUSTEES

WILLIAM G. WILLCOX, CHAIRMAN, MEMBER OF INVESTMENT COMMITTEE  
3 SOUTH WILLIAM ST., NEW YORK, N. Y.  
W. W. CAMPBELL, VICE-CHAIRMAN, TUSKEGEE, ALA.  
WILLIAM J. SCHIEFFELIN, MEMBER OF INVESTMENT COMMITTEE  
170 WILLIAM ST., NEW YORK, N. Y.  
CHARLES E. MASON, MEMBER OF INVESTMENT COMMITTEE  
30 STATE ST., BOSTON, MASS.  
FRANK TRUMBULL, MEMBER OF INVESTMENT COMMITTEE  
61 BROADWAY, NEW YORK, N. Y.  
THEODORE ROOSEVELT, OYSTER BAY, N. Y., DECEASED  
JULIUS ROSENWALD, ARNTHINGTON ST., AND HOMAN AVE.  
CHICAGO, ILL.  
WILLIAM M. SCOTT, 19TH AND HAMILTON STS.  
PHILADELPHIA, PA.  
V. H. TULARE, 433 S. RIPLEY ST., MONTGOMERY, ALA.  
CHARLES W. HARE, TUSKEGEE, ALA.  
WARREN LOGAN, MEMBER OF INVESTMENT COMMITTEE  
TUSKEGEE INSTITUTE, ALA.  
A. J. WILBORN, TUSKEGEE, ALA.  
EDGAR A. BANCROFT, 606 S. MICHIGAN AVE.  
CHICAGO, ILL.  
ALEXANDER MAHR, D. D., TRINITY CHURCH, BOSTON, MASS.  
ROBERT R. MOTON, TUSKEGEE INSTITUTE, ALA.  
CHARLES A. WICKERSHAM, ATLANTA, GA.  
C. E. THOMAS, PRATTVILLE, ALA.  
V. EVERIT MACY, 68 BROAD ST., NEW YORK, N. Y.

# THE TUSKEGEE NORMAL AND INDUSTRIAL INSTITUTE

FOUNDED BY BOOKER T. WASHINGTON

FOR THE TRAINING OF  
COLORED YOUNG MEN AND WOMEN

TUSKEGEE INSTITUTE, ALA.

Mr. Rosenwald #2

TP You will notice also that we have provided in the budget for part of the salary of the Director and the Accountant's Assistant, and for the full salary of a suitable man, with experience in school house building, to follow up these schools directly and through the Agents and County Superintendents, to see that the buildings are constructed in accordance with the plans, and also to see that the property is kept up after the buildings have once been completed.

With this additional provision for supervision of Agents we ought to be able to make a very satisfactory report, especially now that the ban is off of war materials, etc., which undoubtedly hampered the past two years school building program, at least to some extent.

TP Let me repeat that there is no movement in America that is doing more, not only in providing larger and more satisfactory school equipment for the Negro race, but doing equally as much in stimulating white people towards making more adequate provisions for the education of their own children, so that you are not only helping Negroes but whites as well. What is perhaps of more importance still, these Rosenwald schools are bringing the two races together in a way that nothing else in the South is doing today.

I think I am justified in congratulating you on the magnificent

UNIVERSITY



## BOARD OF TRUSTEES

WILLIAM G. WILLCOX, CHAIRMAN, MEMBER OF INVESTMENT COMMITTEE  
3 SOUTH WILLIAM ST., NEW YORK, N. Y.  
W. W. CAMPBELL, VICE-CHAIRMAN, TUSKEGEE, ALA.  
WILLIAM J. SCHIEFFELIN, MEMBER OF INVESTMENT COMMITTEE  
170 WILLIAM ST., NEW YORK, N. Y.  
CHARLES E. MASON, MEMBER OF INVESTMENT COMMITTEE  
30 STATE ST., BOSTON, MASS.  
FRANK TRUMBULL, MEMBER OF INVESTMENT COMMITTEE  
61 BROADWAY, NEW YORK, N. Y.  
THEODORE ROOSEVELT, OYSTER BAY, N. Y., DECEASED  
JULIUS ROSENWALD, ARTHINGTON ST., AND HOMAN AVE.  
CHICAGO, ILL.  
WILLIAM M. SCOTT, 19TH AND HAMILTON STS.  
PHILADELPHIA, PA.  
V. H. TULANE, 433 S. RIPLEY ST., MONTGOMERY, ALA.  
CHARLES W. HARE, TUSKEGEE, ALA.  
WARREN LOGAN, MEMBER OF INVESTMENT COMMITTEE  
TUSKEGEE INSTITUTE, ALA.  
A. J. WILBORN, TUSKEGEE, ALA.  
EDGAR A. BANCROFT, 606 S. MICHIGAN AVE.  
CHICAGO, ILL.  
ALEXANDER MANN, D. D., TRINITY CHURCH, BOSTON, MASS.  
ROBERT R. MOTON, TUSKEGEE INSTITUTE, ALA.  
CHARLES A. WICKERSHAM, ATLANTA, GA.  
C. E. THOMAS, PRATTVILLE, ALA.  
V. EVERIT MACY, 68 BROAD ST., NEW YORK, N. Y.

# THE TUSKEGEE NORMAL AND INDUSTRIAL INSTITUTE

FOUNDED BY BOOKER T. WASHINGTON

FOR THE TRAINING OF  
COLORED YOUNG MEN AND WOMEN

TUSKEGEE INSTITUTE, ALA.

Mr. Rosenwald #3

gift which Mr. DuPont recently made to Delaware; a gift of Two Million Dollars I believe, a half million of which is to be used for the education of the Negroes in the little state of Delaware.

I think the success of your movement in school building in the South inspired Mr. DuPont to do the same sort of thing for white and colored in that state.

With the cooperation of Dr. Flexner, Dr. Dillard, Dr. Dressler, and with the re-arrangement which we are proposing, there is no reason why Tuskegee should not continue this work in a way at once satisfactory to you and the cause which it represents.

With all good wishes,

Very sincerely and gratefully,

*Robert R. Moton*  
Principal.

W/

# FISK

UNIVERSITY



December 12, 1919.

Dear Dr. Moton:

Herewith please find the following items:

1. Mr. Rosenwald's check, to the order of Tuskegee Normal and Industrial Institute, for \$7140.19, covering Mr. Carter's Requisition 2, Schedule A, for salaries and expenses a/c third 300 schools, final payment under temporary appropriation 1918-19;

2. Distribution of cost, showing percentages, among Colored, White, State and Mr. Rosenwald for the first 300, second 300 and first 600 rural schools; also like data for the 62 schools of the third 300, as to one-teacher and two-teacher separately and together. Administration expenses (expenses, salaries and half-salaries paid by Mr. Rosenwald) are not included in the above figures.

3. Table showing appropriations for 1917-18 and for 1918-19 amounts drawn on requisitions and unexpended balances; also proposed budget as to totals for 1919-20.

The basis for our figures is the requisitions we have paid.

Will you kindly have Mr. Carter check over these figures and see whether they agree with his; and if not, indicate wherein there are differences?

Also please inform us in detail how the term extension figures are arrived at in the appropriations for 1918-19 and 1919-20.

Thanking you and with the compliments of the holiday season, I am

Sincerely yours,

Encl.  
WCG-R

Dr. R. R. Moton,  
Tuskegee Institute,  
Alabama.

Secretary to  
Julius Rosenwald.

FISK  
UNIVERSITY



12/27/19

Mr. Rosenwald:

The Rosenwald Rural School Fund Committee at Tuskegee recommends for 1919-20 the following budget:

One hundred 1-teacher schools @ \$400	- - - - -	\$40,000.
Two " 2- " " @ 600	- - - - -	120,000.
Three " schools-	- - - - -	160,000.
Term Extensions-	- - - - -	20,350.
Salary & Traveling Exp. State Agents-	- - - - -	8,810.
Administration and general expense-	- - - - -	11,300.
		200,460.

Supplemental, if Texas is included with 40 one-teacher and 35 two-teacher schools, one colored state agent and 10 term extensions- - - - - 38,050.  
\$238,510.

These recommendations are a modification of the recommendations of the State Agents' and Rosenwald School Building Agents' Conference, which asks for 350 one-teacher schools and 295 two-teacher schools, a total of 645 schools.

Because of higher cost of labor, material and furniture, the Committee has requests from practically every state served for an increased appropriation from you. The Committee keeps the maximum for one-teacher schools at \$400 but increases for two-teacher schools from \$500 to \$600. These mean "about 1/3 or 1/4 the cost of the building".

The most expensive two-teacher school built this year was the Hoy school in Beauregard Parish, Louisiana. It cost \$5,903, of which you paid \$500 or 8.47%. The least expensive two-teacher school was the Vaughan, Baldwin Co., Alabama costing \$900 of which you paid \$200 or 22.22%.

The most expensive one-teacher school built this year cost \$2570, of which you paid \$400 or 15.56%. This was the Perryville School in Boyle County, Kentucky. The least expensive one-teacher schools were the Tooke, in Bienville Parish, Louisiana, which cost \$900, of which you paid \$400, or 44.44%, and the Pine Level School, in Coffee County, Alabama, which cost \$900, of which you paid \$300 or 33.33%.

For 107 schools built this year the average cost of a two-teacher school was, in round figures-	- - - - -	\$2,300.
of a one-teacher school-	- - - - -	1,400.
excess cost 2-teacher school-	- - - - -	\$ 900.

The average cost of one of these two-teacher schools to you was \$557, or 20%; of one 1-teacher school \$397, or 28.5%.

Our Mr. Ruckelshausen suggests that percentages of the cost to be borne by various contributors should be:

State-	- - - - -	40%
Colored-	- - - - -	33%
White-	- - - - -	7%
Mr. Rosenwald	- - - - -	20%

Twice as many two-teacher schools are recommended for 1919-20 as were recommended for 1918-19. Consolidation is advocated where possible.





Accounting is provided at Tuskegee and construction supervision at the schools.

Dr. Flexner, to whom the budget was submitted by your direction, made these suggestions:

- 1st. Inasmuch as Dr. Dresslar's report will be ready about January 1st, it would seem to me inadvisable at this time to authorize new expenditures to support a supervisory or assistant supervisory staff.
- 2nd. If additional buildings are authorized, it should be with the understanding that their planning and construction may be subject to modification in the light of such suggestions of Dr. Dresslar's as are adopted.
- 3rd. I should be favorably inclined in extending work into Texas, providing the schools built in Texas are located in that part of the state which is comparable in the matter of population to Louisiana and similar states.

As an evidence of the trend of thought, please note that the Committee of the Conference of Rural School Agents and Rosenwald School Building Agents, held at Tuskegee, last July, recommended from you "\$800 (or more)" for rural schools larger than two-teacher and for consolidated schools; also that all two-teacher and large buildings be supplied at an early date with homes for teachers; also that money be provided for remodeling existing school buildings and for additions to schoolhouses built with aid from the Rosenwald Fund.

Respectfully,

12/27/19.

W.C.G.

FISK  
UNIVERSITY



STATE DEPARTMENT OF EDUCATION

Baton Rouge, La.

March 4, 1920

Supt. D. G. Lunsford,  
Clinton, Louisiana.

Dear Mr. Lunsford:-

I have read your letter of March 1 with a great deal of interest and wish very much that it were possible to secure the interest of the committee of the Rosenwald Fund in such a project as proposed. I regret to say, however, that past experience has shown me that the Rosenwald Fund lacks flexibility and that it is virtually impossible at this time to do things in any other than the old way.

Very truly yours,  
(Signed) Leo M. Favrot.

LMF/KC

Copy.





East Feliciana Parish School Board,

Clinton, Louisiana.

March 6, 1920.

Mr. Leo M. Favrot,  
Baton Rouge, Louisiana.

Dear Sir:-

I expect to begin on two additional building projects in the near future. Before beginning I want to find what will be the basis of distribution of Rosenwald funds for 1920. In at least one of these I should like to build upon a larger scale than heretofore, but it will be impossible to do so on a limit of \$800.00 from outside sources. In most of the houses built so far on this basis we could have enlarged by local appropriations had we had a larger margin.

I would like to be able to present two or three types of schools to a community, saying that such and such type will require certain local contributions and such and such a type would require so much, etc. In this way we could accomplish more, and get better support than by the present scheme.

I should be able to put up some good schools if I could have, say a parish allotment, based, of course, on certain minimum local requirements. I have one tract of seven acres and another with four acres already provided. These are ready to do some big things, but the Negroes seem to lose their nerve after raising \$800.00 in addition to the sites, and I can't take this with \$800.00 of Rosenwald money and a liberal appropriation by the Board and build even the plainest plan 11-A house.

If the Rosenwald Fund would allow to this parish \$3,000 or \$3,500, in addition to projects already approved, we could build and equip not less than \$7,000 worth, and at not fewer than two places, we to make the local distribution. I can assure you that we would show you some schools worth while.

Please let me know of any possible plan to get the results I am working for. I am into a big building game now and can handle these projects to better advantage right now than later, I am sure.

Hoping to hear from you in a very short while, I am

Sincerely yours,

(Signed) D. G. Lunsford, Supt.

UNIVERSITY





DEPARTMENT OF EDUCATION  
BATON ROUGE

12/1  
C-1)

March 6, 1920.

Mr. Julius Rosenwald,  
% Sears, Roebuck & Company,  
Chicago, Illinois.

My dear Mr. Rosenwald:-

Following his conference with you over the report of Dr. Dresslar, Dr. Moton has sent out a letter to all state agents, I presume, announcing an early conference at Tuskegee for a study of this report. Dr. Moton's letter hinted so strongly of a possible change of policy that would result in higher standards of building and fewer Rosenwald school buildings, that I was prompted to write him the letter, a copy of which I am enclosing.

You will pardon my frankness in sending this letter directly to you. I sometimes wonder whether you, yourself, have realized what a big thing you have started in the South. It is so big that the name, Rosenwald, has become a household word to our vast Negro population. The standards that were set in the beginning, although not too high, have with the increasing cost of building been almost out of reach of the poor Negro communities of my State. But they have made great sacrifices to meet these standards and today there are scores of communities that are laboriously engaged in raising money so as to meet present standards for Rosenwald schools.

Understand, therefore, that I am writing you in behalf of the Negro population of my State. Your philanthropy has done more to stimulate their own interest and the interest of the white school authorities and citizens than any other single philanthropy. I am solicitous lest this vastly improved Rosenwald school be placed out of reach of the people who can derive the greatest benefits from it.

The Louisiana delegation regretted very keenly not having the privilege of seeing you when they passed through Chicago en route from Cleveland, Ohio. I trust that the severe winter we are having has not used you harshly and that I may have the pleasure of seeing you at an early date.

Very sincerely yours,

LMF/KC





March 8, 1920.

Dear Dr. Moton:

Referring to your letter from New York, March 3rd, please let me state that Mr. Rosenwald approves the estimated total of \$1,087.50 a month, beginning with December, 1919, required to hold the rural school organization while a new plan is being considered.

Sincerely yours,

WCG-S

Secretary to  
Julius Rosenwald.

Dr. R. R. Moton,  
Tuskegee Institute,  
Alabama.

FISK  
UNIVERSITY



March 8, 1920.

Dear Dr. Moton:

Enclosed herewith please find Mr. Rosenwald's check to the order of Tuskegee for \$14,750 arrived at in the following way:

Requisition for

Forty-five (45) 2-teacher schools - \$20,850.

Twenty-three (23) 1-teacher schools - 8,900.  
\$29,750.

Advanced on account- (12/29/19) - - - 15,000.  
\$14,750.

Regarding requisition for extension of school terms totaling \$5,212.63, I am withholding payment, awaiting explanation of the matter set forth in my letter to you of February 12th, last, so that we may completely understand the requisition in all its details.

Sincerely yours,

WCG-S  
Enc.

Dr. R.R.Moton,  
Tuskegee Institute,  
Alabama.

*Receipt acknowledged  
in letter from R. R. M.  
3/11/20 in letter about  
extension of school terms.  
WCH*





March 6, 1920.

Dr. R. R. Moton,  
Tuskegee Institute, Ala.

My dear Doctor Moton:-

Your letter of February 24 bearing on the proposed budget for the present year for Rosenwald schools is at hand. Supt. Harris and I have read the letter with great interest. If a conference is called at Tuskegee Institute as you suggest, I shall attend and hope to induce him to attend also. I am waiting with interest the copy of Dr. Dresslar's report.

One note in your letter has given me some concern. It is a note implying a sort of change of policy in the administration of Rosenwald aid. Both your committee, through its director, Prof. Calloway, and Mr. Rosenwald, himself, have for the past several months urged upon us to build more Rosenwald schools. Through all the agencies at our command we have made the effort to arouse enthusiasm for more good schools for colored people. We have literally scores of communities in Louisiana raising money and setting it aside so that they may meet the requirements of a Rosenwald school. Every day the mail brings letters from school authorities and from the colored people in which the keenest interest is manifested in this desire for the improvement of Negro schools.

The note in your letter to which I refer is expressed in words like this: "Hereafter each new school building will be a model from every point of view of what a good country school should be; 'in very few cases have the schools been built and equipped in exact accord with the agreement; 'location, as regarding light, drainage, water supply, and other particulars, is not what it should be'. We are well aware that all of our own Rosenwald schools are not yet what they should be. We regard it as virtually impossible to put a model rural school, perfect in every detail, within the reach of the colored children in the communities that have sought Mr. Rosenwald's aid. Relatively speaking, all of our Rosenwald schools are marvels of excellence in comparison with the wretched schools that they have replaced. We have known all along that we could not put the best school, according to our own standards, in these communities within six months.

FISK  
UNIVERSITY



March 6, 1920.

We have not tried to do it. We have sought to get the best possible schools within that time and to get in these schools teachers with a vision who would educate the communities up to a better type of school and gradually get them to supply all that is needed in those schools. We argue that the process of educating the people up to a higher standard of rural schools is itself the most valuable feature of the Rosenwald school. We contend that even if it were possible to place this finished product in the midst of a community where ignorance and low ideals have prevailed all these years, they would not be capable of appreciating this school properly and the school could not serve its widest purpose.

A word about that statement "building and equipment in exact accord with the agreement". Your committee has never placed in our hands an exact agreement of any kind. I have not seen Dr. Dresslar's report, but I was with him for three days in Louisiana and I know that he, himself, expressed disapproval of some features of the plans which your committee has furnished for building schoolhouses. There is no objection to this. If Dr. Dresslar's ideas represent higher standards in rural school building, we want to adopt these standards and present them to our Rosenwald school builders. We contend, however, that up to this time we have been, we believe, in hearty accord with the views expressed by the director of the extension work in so far as we have been able to determine his views. We have frequently felt that the application blanks which we have been required to fill did not define clearly what we had tried to do. We have also felt that the lack of flexibility in the administration of the Rosenwald Fund has prevented its being of the largest possible service to us in our work of improving Negro schoolhouses. But with all of this we have known that this Fund has had a stimulating influence among the colored people and the white school authorities in our State which has been rivaled by no other fund. We have been employing a Rosenwald building agent, but the administration of this Fund has required all of his time and fully half of the time of myself, my assistant, Mr. A. C. Lewis, Mrs. Maggie A. Nance Ringgold and the sixteen Jeanes agents employed in Louisiana, to say nothing of the time of an office secretary.

I hope you will understand that I am only contending for the many communities in our State that are working for Rosenwald schools to be given a fair chance. These folks have to crawl before they can be expected to walk. They have had nothing in the past; they cannot be expected to go from this condition to full perfection at one bound. If Mr. Rosenwald wishes to be of the largest possible service to the South, it is my opinion that instead of making the requirements of a Rosenwald school more rigid, and thus placing it within the reach of only a very limited number of communities, he should make this Fund more flexible



March 6, 1920.

and permit men with forward looking ideas to initiate other movements among Negro schools. Enclosed is a copy of a letter which I have just received and with it my reply. We have in the past had opportunities to assist enterprising Negro communities and school authorities in projects that gave promise of large results, but we have been unable to secure aid from the Rosenwald Fund on account of its lack of flexibility. We feel now that the supreme demand at this time, with respect to the use of this fund, is to meet half way the spirit of enterprise and initiation that has been engendered by this noble philanthropy, that it may help to develop on the part of our school authorities a deeper and more lasting interest in the whole cause of Negro education.

Let me assure you of a lack of intent to criticise what has been done, but of a keen desire to see the work that has been started mature to full fruition.

With very best wishes, I remain

Yours sincerely,

*Lee H. Howard*

LMF/KC

FISK  
UNIVERSITY



Nashville, Tennessee.  
April 9, 1920.

Prof. Clinton J. Calloway,  
Tuskegee Institute, Ala.

Dear Prof. Calloway:

You will find enclosed the reports of Prof. B. M. Young's work, our Special Rosenwald Building Agent, from February 21-29, and from March 1-31. These reports are made out in two parts - "A" showing the daily itinerary and "B" giving some of the results of the work.

Will you please send check for the amount due from the Rosenwald Fund? The State voted \$ 1,000 a year for this work on condition that the Rosenwald Fund would give an equal amount. If you can allow is \$ 83.33 1/3 per month, an amount equal to that given by the State, please send the money for the full time up to April 1, as soon as possible. I was not sure whether you agreed to give us \$ 900 or \$ 1,000 so we asked the State for \$ 1,000 in order to be sure to have enough to cover that amount.

Very truly,

Signed: S. L. Smith.

Copy  
C.

1919-20 Budget  
Tennessee - \$1000  
part salary and exp.  
rural agent.

FISK  
UNIVERSITY



April 14, 1920.

Dr. R. R. Moton:

Mr. S. L. Smith, State Agent for Tennessee sends a communication, copy of which I am sending you. Mr. Smith asks that we send check for traveling expenses and half salary of the Rosenwald Schoolhouse Building Agent at work in Tennessee. I did not know when we asked Mr. Rosenwald to approve the Temporary Budget that Mr. Smith had secured the services of Mr. Young in Tennessee. Mr. Smith was evidently laboring under the impression that Mr. Rosenwald had approved the whole Budget for 1919 - 1920 when he employed Mr. Young. I am recommending that we ask Mr. Rosenwald to allow this additional expense to the Temporary Budget so as to help Mr. Smith keep the work in Tennessee together until a more permanent arrangement can be perfected.

Yours very truly,

*J. Ballouay*  
Director Extension Department.

CJC:C

Copy encl.



COPY

ARTHUR YOUNG & COMPANY

71 Broadway (Empire Bldg.)

New York, July 16, 1920.

Mr. Julius Rosenwald,  
Chicago, Ill.

Dear Sir:

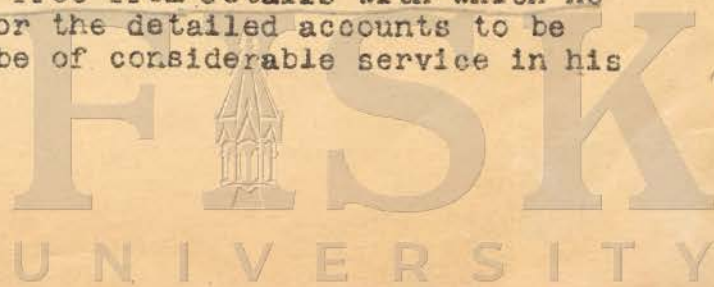
I have considered the plan of aid from the Rosenwald Foundation for building rural school houses in the South.

It appears from this plan that the actual disbursing of funds will be done by the State Department of Education, the Foundation placing sums of money in the hands of the state for this purpose. I suppose that the Foundation has good reasons for adopting this method which is open to the objection that the disbursing of the funds is in the hands of persons not directly responsible to nor under the control of the Foundation.

I assume that under the plan the Treasurer of the Foundation will make payments to the State Departments and will enter these payments in his books. The State Departments are expected to make monthly returns of disbursements. From these returns will be compiled the information required as to the final disposal of the money. Mr. Smith has been appointed Field Agent with supervision over the whole of the rural school work.

It will probably be found most convenient for the Treasurer to keep an account in his ledger of all payments to state departments and of all salaries and other expenses relating to the school work without any further classification and for Mr. Smith to keep in his office complete accounts with each school and with each State Department. The monthly reports to be sent in by the State Departments should be sent direct to Mr. Smith and will afford the information from which he will build up his accounts. Once a year complete schedules should be drawn off his books by Mr. Smith and should be reconciled with the corresponding account kept by the Treasurer.

In this way the total expenditure will be shown on the Treasurer's books and the details on Mr. Smith's books. This arrangement will keep the Treasurer's books free from details with which he is not acquainted and will provide for the detailed accounts to be kept by Mr. Smith to whom they will be of considerable service in his work.





As the payment of money to the State Departments will be done by the Treasurer of the Foundation it does not appear that Mr. Smith will have any payments to make and consequently no Cash Book or bank account will be required by him.

I recommend that the following records be kept in Mr. Smith's office:

- (1) A Register of Schools. A specimen of the form in use at Tuskegee is sent herewith. It is called a "Rester".
- (2) An account of each school. This can be of loose leaf form and the Tuskegee form is sent as a guide.
- (3) An account with each State Department in which the Department is charged with the money paid to it and credited with the payments made by it, the balance representing the unexpended balance in the hands of the Department.
- (4) A card index of schools.
- (5) A printed form of report which should be supplied to the State Departments upon which they should be requested to make their reports to Mr. Smith. These should be punched and filed in proper binders using a separate binder for each state. If it is desired a copy of the report could be sent to the Treasurer of the Foundation.
- (6) The usual files of correspondence - classified by schools and States.
- (7) A small petty expense book will be required to record the office expenses which will be reimbursed to Mr. Smith monthly by the Treasurer of the Foundation.

The above records carefully kept will afford all needful information both financial and statistical relating to the schools which have been aided by the Foundation and will enable the Foundation to show from time to time the results of its efforts in this field. They will also enable the Directors of the Foundation to assure themselves that the moneys of the Foundation have been disbursed in accordance with the conditions of the gift.

As regards the existing accounts at Tuskegee I suggest that when arrangements have been completed with the State Departments Mr. Carter be instructed to enter up and close the books at the end of the current month and to prepare a financial statement for the period ending that date. The Tuskegee bank account should be closed by drawing a cheque for the balance in favor of Mr. Rosenwald or the Treasurer of the Rosenwald Foundation according as you may direct him. The books and records relating to the schools should be transferred from Tuskegee to Mr. Smith's office at Nashville. The schools which are now in course of construction and for which aid has been already pledged should be reported to the State Departments who will make the required disbursements in the future.

Until the State Departments have agreed to receive and disburse the gifts of the Foundation provision must be made for fulfilling the



existing promises of aid in these states and for that purpose it would probably be most convenient to continue to operate at Tuskegee. As each state comes into the new plan the schools in that state would be transferred from the Tuskegee office which thus would be gradually closed.

It is to be noted that under the plan of administration Mr. Smith will have to depend on the reports from the State Departments for the information to be recorded on his books. It should be considered by the Directors of the Foundation whether any kind of verification or audit can be made into these reports. And every possible assistance should be given to the Departments in the preparation of these reports. It may be found that fewer reports at longer intervals can be more easily obtained.

The annual report and schedules to be prepared in Mr. Smith's office should be recognized as one of his important duties. Unless this is prepared and circulated among the persons properly interested, the labor on the office records is largely thrown away.

To carry out the foregoing suggestions it will be necessary for Mr. Smith to have an assistant who will be responsible for the keeping of the records.

Mr. Smith is not of course personally skilled in accounts and therefore some supervision from outside given to the bookkeeping and records would save him both trouble and worry.

Yours very truly,

(signed) Charles Judson.



July 19, 1920.

Dear Dr. Moton:

Regarding the requisition for term extension payment submitted with your letter of July 15th, enclosed herewith please find Mr. Rosenwald's check, for \$8429.25, to the order of the Tuskegee Normal and Industrial Institute, in payment of same. This is the final payment under the three-year offer of Nov. 14, 1917.

With kind regards, I am

Sincerely yours,

Encl.  
WCG-R

Secretary to  
Julius Rosenwald.

Dr. R. R. Moton,  
Tuskegee Institute,  
Alabama.

FISK  
UNIVERSITY



July 27, 1920.

Dear Dr. Moton:

Enclosed herewith please find Mr. Rosenwald's check, to the order of the Tuskegee Normal and Industrial Institute, for \$14,400, for 36 one-teacher schools under the budget for 1918-19, third 300 schools, as per requisition No.4, Schedule B.

Sincerely yours,

Encl.  
WCG-R

Dr. R. R. Moton,  
Tuskegee Institute,  
Alabama.

*Copy to Mr. Smith*

**FISK**  
UNIVERSITY



July 27, 1920.

Dear Dr. Moton:

Enclosed herewith please find Mr. Rosenwald's check, to the order of the Tuskegee Normal and Industrial Institute, for \$14,400, for 36 one-teacher schools under the budget for 1918-19, third 300 schools, as per requisition No.4, Schedule B.

Sincerely yours,

Encl.  
WCG-R

Dr. R. R. Moton,  
Tuskegee Institute,  
Alabama.

*Copy to Mr. Smith*

**FISK**  
UNIVERSITY



September 13, 1921.

My dear Mr. Smith:

A computation made on July 29th showed that up to that time 737 schools had been built under the Tuskegee regime, the distribution of outlay for such being as follows:

State-	-	-	-	-	\$407,353.43
White-	-	-	-	-	50,676.80
Colored	-	-	-	-	391,080.48
Mr. Rosenwald	-	-	-	-	258,065.00
Total-	-	-	-	-	\$1,107,175.71

Since that time you have reported four refunds charged against the Tuskegee regime. These refunds were-

Check for \$600 from E.C. Brooks, North Carolina State Superintendent of Public Instruction.

Check for \$1300 representing the following schools:

Autaugaville-	-	\$500
Bermuda Ridge	-	400
Pine Flat	-	400
		<u>\$1300</u>

These four deductions make the final figures given above incorrect. Will you please look at the copies of the audits which you have and indicate in each of the four cases above mentioned how much was credited to-

- (a) Negroes
- (b) White Friends
- (c) State
- (d) Mr. Rosenwald

Having these figures I can make the deductions and approximate the actual outlay for the 733 schools, which figure is gained by deducting the three Alabama schools and counting the North Carolina, \$600, as representing one school.

In case you have had reports indicating that any other schools supposedly built were not actually constructed, please let me have the same data as above regarding them. At your last report everything was in except Alabama.

I am trying to get absolutely accurate information for publication in the next edition of the Negro Year Book.



Mr. Smith--2

If figures for administrative expense are given in connection with the construction of the schools for which refund is made, please indicate the amounts.

By the way, just as soon as you are through with the audits which were sent you by Mr. Graves, we should be glad to have them in this office.

Yours very truly,

FWS-R

Secretary & Acting Director,  
THE JULIUS ROSENWALD FUND.

Mr. S. L. Smith,

Commercial Club Bldg.,

Nashville, Tenn.

CHIEF  
JULIUS ROSENWALD

FISK  
UNIVERSITY



Daily

September 15, 1920.

Dear Dr. Moton:

Your letter of September 9th with Mr. Carter's report of September 4th has come to hand along with check, to the order of the Julius Rosenwald Fund, for \$10,542.75, stated to be the unexpended balance of monies sent to Tuskegee Institute by Mr. Rosenwald, for assistance in the building of rural schools.

Mr. Carter's report shows that Mr. Rosenwald, from the beginning of rural school work to date of his report sent to Tuskegee \$314,874.96. Our records, however, show that we sent \$320,509.62, or \$5,634.66 more than Mr. Carter's total.

May I ask that you request Mr. Carter, if he has the data at Tuskegee, to send me a statement showing each amount received from us, with the date of receipt, from the beginning to the end of the rural school work at Tuskegee?

If the records have been transferred to Nashville, kindly advise me, and I'll ask Mr. Smith to request the auditor to reconcile this discrepancy when he audits the records from June 1, 1920, to September 4, 1920.

The above mentioned discrepancy is particularly perplexing as the total disbursement on our books agrees with that shown in the audit of the Messrs. Arthur Young and Co. for the period ended June 30, 1919, and the period ended May 31, 1920.

While awaiting to hear from Mr. Carter, through you, I shall not deposit for collection the check which you kindly sent.

Sincerely yours,

WCG-R

Dr. R. R. Moton,  
Tuskegee Institute,  
Alabama.

FISK  
UNIVERSITY



September 17, 1920.

Dear Dr. Moton:

Referring to my letter of September 15th, I am turning over to the Julius Rosenwald Fund for deposit and collection the check for \$10,542.75, stated to be the unexpended balance of monies sent to Tuskegee Institute by Mr. Rosenwald, for assistance in the building of rural schools. If there should be any real discrepancies in amount disclosed by the audit, an adjustment of any difference can be made thereon.

Sincerely yours,

WCG-R

Secretary to  
Julius Rosenwald.

Dr. R. R. Moton,  
Tuskegee Institute,  
Alabama.

FISK  
UNIVERSITY



THE JULIUS ROSENWALD FUND  
COMMERCIAL CLUB BUILDING  
NASHVILLE, TENNESSEE

S. L. SMITH  
GENERAL FIELD AGENT FOR RURAL SCHOOLS

November 5, 1921.

Dear Dr. Shepardson:

We have checked the totals given on your summary, page 121, and find that we agree in every item except the total administrative expenses, and the total summary of Mr. Rosenwald's aid. We show \$531.83 more administrative expenses than you, but your total of Mr. Rosenwald's aid is \$16,478.17 more than ours. Our records show the following:

1. Administration

Tuskegee to September 4, 1920 ( See Auditors' report)	\$53,707.63
Preliminary expenses S. L. S. prior to July 1, '20	
(See Mr. Graves' letter of Sept. 10, 1920)	400.00
Administrative expenses Nashville office from July 1, 1920 to June 30, 1921.	26,627.23
	<u>\$80,734.86</u>

2. Building Construction \$458,499  
to June 30, 1921.

Approved applications 1920-21 budget, to be completed by December 31, 1921.	250,200	\$708,699 .00
---	---------	---------------

Grand total Mr. Rosenwald's Aid \$789,433.86

Possibly you included some item of expense which our records do not show, and which is not in the items making up your grand total of Mr. Rosenwald's aid.

We are inclosing a page with same wording as yours but changing the amounts as shown above. I am also changing the word "States" to Public Funds and the phraseology of the schools under construction.

We are attaching for your convenience a grand summary of all buildings completed to June 30, 1921 and obligations for buildings approved on the 1920-21 budget prior to June 30, which were allowed to lap over to December 31, 1921. These figures are correct according to our records. Any further information or explanation you may desire from time to time, we shall be glad to give.

Sincerely yours,

Dr. Francis W. Shepardson,  
Secretary and Acting Director,  
The Julius Rosenwald Fund,  
% Sears, Roebuck and Company,  
Chicago, Ill.

*S. L. Smith*  
RISK  
UNIVERSITY

Ans 1921  
Nov 8 (5)



November 8, 1921.

My dear Mr. Smith:

Look at your letter of November 5 in which you give summaries of administration and building construction in connection with page 121 of my proposed report.

Under administration your first item, Tuskegee to September 4, 1920 (see auditor's report \$53,707.63), according to my records should be \$53,425.03. I take this amount from a sheet attached to the auditor's May 1, 1921 "statement of monies spent and schools built during the period from January 1, 1915 to September 4, 1920". This page bears the annotation in Mr. Graves' handwriting "final from auditor". The sheet originally presented by the auditor on May 1, 1921 has a similar annotation "superseded by report pasted hereon covering 737 schools, W.C.G."

Taking this revised figure, it is my opinion that a correct statement of administrative expenses up to July 1, 1921, would be:

Tuskegee to September 4, 1920	\$53,425.03
Preliminary expenses S.L.S. prior to July 1, 1920	400.00
Administrative expenses Nashville office from July 1, 1920 to June 30, 1921	26,627.23
Administrative expenses Chicago office (See my letter November 7, 1921)	<u>305.67</u>
Total	\$81,040.53

If you see no error in this calculation, let us fix on this as our working basis. Whether the Tuskegee summary did or did not include administrative expenses on the first six schools, I do not know. Perhaps your fresh investigation of the reports will enable you to tell. I sent you a copy of my tabulation on these first six schools some time ago so you have the data available on them.

Yours very truly,

FWS-P

Mr. S. L. Smith,  
Commercial Club Bldg.,  
Nashville, Tenn.

Secretary & Acting Director,  
THE JULIUS ROSENWALD FUND.

FISK  
UNIVERSITY



THE JULIUS ROSENWALD FUND  
COMMERCIAL CLUB BUILDING  
NASHVILLE, TENNESSEE

ans Nov 11 1921  
(5)

S. L. SMITH  
GENERAL FIELD AGENT FOR RURAL SCHOOLS

November 9, 1921.

Dear Dr. Shepardson:

By comparing Mr. Smith's letter of November 5th, concerning administrative expenses under the Tuskegee regime, with the last auditors' summary sheet submitted to us by the Chicago office, I find that the amount of such expense given in his letter agrees with the auditors - \$53,707.63. Possibly there has been some change made since we received the last summary.

Accepting your figures as being accurate for administrative expenses under Tuskegee and adding \$305.67, the amount of administrative expenses Chicago office in accordance with your letter of Nov. 7th, - we did not include this amount in our report of Nov. 5th to you- I should think that a correct statement of administrative expenses up to July 1, 1921, would be:

Tuskegee to September 4, 1920	\$53,425.03
Preliminary expenses S. L. S. prior to July 1, 1920	400.00
Administrative expenses Nashville office from July 1, 1920 to June 30, 1921	26,627.23
Administrative expenses Chicago office	<u>305.67</u>
Total	\$80,757.93

Sincerely yours,

*Bessie Carney*  
Secretary

Dr. Francis W. Shepardson,  
Secretary and Acting Director,  
The Julius Rosenwald Fund,  
% Sears, Roebuck and Company,  
Chicago, Ill.

FISK  
UNIVERSITY