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Oak Hill Becomes the River Campus

By ARTHUR J. MAY

On the sixtieth birthday of President Rush Rhees and at the end of his twenty years in the executive chair, Professor John R. Slater reviewed his Rochester career in verse, entitled "Keeping the Score."

*Here he stands today,
When twenty years have passed away;
Years full of labor, hard, unseen, unknown;
Years when the task seemed always half undone;
But years whose record lies between the lines,
Brave years we see them, now that they are gone,
Years of large visions, years of bright designs,
Now that we see the newer, brighter dawn
Of greater years to come.*

And on to the conclusion:

*From toil to triumph may you clearly see
This is our wish: 'the best is yet to be.'*

The Eastman Music Center loomed large in the best that the future held; so did the great institution for healing and the advancement of medical knowledge. Vast though these enterprises were, rich though they were with potentialities for the

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cultural and physical well-being of metropolitan Rochester and the world beyond, they were but chapters in the exciting post-First World War expansion of the University of Rochester.

Month by month, visions of a radical transformation of the facilities for collegiate education and of the development of full-fledged graduate training passed from the minds of men into the work of their hands. Almost unconsciously, it might appear, by a succession of peristaltic waves, what had been a good small college, catering essentially to ambitious young men and women of the Rochester area, grew into a genuine university, nationwide, even international, in esteem and prestige.

Prompted by Raymond N. Ball, then university alumni secretary, the *Campus* of February 13, 1920, carried a story urging a new home for the college along either the Genesee River or Irondequoit Bay. Perhaps the new location might satisfy the needs of men only, leaving the Prince Street Campus as an enclave for women, primarily. At about the same time, Rhees confidentially disclosed to George W. Todd the program for a medical institution which George Eastman had promised to finance in part. Todd knew Eastman well and indeed had represented him in several important transactions connected with the construction and staffing of the Music Center. Along with a directorship in the Kodak Company, Todd collaborated with Eastman as a trustee of the Dental Dispensary, on the Bureau of Municipal Research, and at the Chamber of Commerce; during Todd's term as president of the Chamber, Eastman agreed to finance the construction of its present (1967) home. Neither was college trained; both were self-made men, as the saying goes, and cherished much the same basic outlook on life.

Although born near Rochester, Todd spent his youth and early manhood in the Middle West, engaging in a variety of real estate and manufacturing operations. Not long after return-

ing to Rochester, he teamed up with his brother, Libanus, in establishing in 1899 a small shop which turned out reliable protective devices for bank cheques, invented by Libanus. The firm prospered, rapidly acquired an international reputation, and absorbed smaller companies producing office supplies.

A major builder of twentieth century Rochester, Todd was a person to whom the city owed a great deal. It was said correctly that few community undertakings lacked his helping hand and that "once he was interested in an institution his interest in it never flagged." Top place among those institutions in the 1920's was the university of which he became a leading patron.

Todd and Rhees lived on terms of friendly intimacy, and his family occupied the presidential residence when the Rhees' were abroad while a new Todd home was being finished. "I want to tell you about a brainstorm I've got," he is quoted as having said to friends, and proceeded to give an outline of a splendid collegiate institution rising on the grounds of the Oak Hill Country Club, overlooking the Genesee. Aided and abetted by an influential Rochester attorney and ex-Congressman, James S. Havens, Todd converted Eastman, who had strongly favored expansion in the Prince Street area, to the Oak Hill idea.

Paying tribute to Todd as a man whom the university "has abiding cause to remember with grateful appreciation," Rhees declared, "It was he who had the vision, at first regarded as chimerical, which was realized for us and for Rochester in the development of our River Campus 'beside the Genesee.' It was he, also, who challenged the imagination of our citizens to embark on the enterprise of raising ten million dollars to make his vision a reality, and who led in that undertaking, giving himself one hundred thousand dollars to realize his dream. It was he who changed Mr. Eastman's frank hostility to enthusiasm for the project and its realization. . . ."

On behalf of the eighty-seven acre golfing property it was

urged that it would be near the projected medical center and that good public transport was available. Beauty of landscape coupled with comparative isolation from the noise and distractions of the city appealed powerfully to some minds; much-travelled David Jayne Hill, sometime president of the university, called the rolling terrain and frontage on the river one of the most attractive university sites in the whole world. Proximity to the Genesee would enable students, it was supposed, to indulge in boating and other types of aquatic recreation. It seemed to Rhees that the acreage would be ample for all foreseeable requirements.

Adverse critics begged to differ, contending that the Oak Hill tract was not only too small, but, hemmed in as it was by River, Mt. Hope Cemetery, Genesee Valley Park, and railways, which were noisy, dirty, and dangerous, the tract would not permit adequate growth in the future. It was also argued that the nearness of public institutions for the mentally deranged and prisoners rendered the site undesirable, the more so in that only about a third of the terrain was suitable for the construction of buildings. Calmness and candor demanded careful consideration of alternative sites, it was pleaded.

There was no dearth of other locations that had their advocates. Trustee Harper Sibley, for instance, favored a very large acreage fronting on Lake Ontario in the village of Webster, while his father, Hiram W., discounting the advantages of Oak Hill, wanted the university to become "the crowning glory of East Avenue." Owners of property along Irondequoit Bay offered to sell 500 acres of beautifully situated land, just four miles from the center of Rochester, which Rhees dismissed as too far out. Another proposal centered on the range of hills which was ultimately chosen for a new home of the Colgate-Rochester Divinity School.

The college faculty in a confidential action endorsed the basic

principle of removal from Prince Street, but requested that all attractive locations should be examined before an irrevocable decision was made. It seemed essential to the teachers that an area suitable for faculty residence in the neighborhood should be given consideration in picking a site and that the layout should place athletic facilities close to buildings devoted to academic instruction. And the faculty repudiated the idea of separating men students from the women, the latter to remain on Prince Street. At one point, Rhees ventured the opinion that if the removal plans materialized, the women as well as the men would go to Oak Hill. One trustee suggested that the Prince Street holding might be used for a first-class preparatory school under university management.

At another meeting a college faculty committee to consider removal reported general agreement that the size of the Oak Hill tract was adequate but that there was little enthusiasm for the site, owing mainly to the environs; other locations elicited considerable support in faculty circles, but a score of teachers indicated that they would eventually establish residences in the vicinity of Oak Hill if that property was in fact selected. Evidently, Rhees admonished his colleagues that it was "Oak Hill or nothing."

The case for two independent colleges had its appealing arguments and its vocal exponents. If Prince Street were converted into a College for Women it would retain academic buildings donated by generous friends of higher learning, preserve the Memorial Art Gallery in an intellectual environment, and fortify sentimental traditions. Moreover, Prince Street would be convenient for the increasing numbers of Rochesterians desirous of studying in the Extension Division of the University of Rochester. Beyond that, it was desirable to have the College for Women near the Eastman School, in which a very high proportion of the students would be women and degree candi-

dates would take non-professional studies at the college. Out-of-town students, both at the College and the School, could be housed in Kendrick dormitory and the fraternity houses, it was pointed out. It was further contended that two colleges would foster a healthier community spirit in both and would attract financial support for women's work from wealthy ladies. Questions were raised, too, as to whether the land given to the university by Azariah Boody would revert to his heirs if it ceased to be used for collegiate training.

Debate and Decision

To the discomfiture of the University of Rochester authorities, the Rochester press reported that Oak Hill had been chosen months before decisive action was taken. The revelation took "Rochester by storm and has literally left the college gasping for breath," the *Campus* newspaper declared. Rhees initiated preliminary negotiations with an architect to plan the layout of a campus and buildings.

By means of a memorandum to the trustees, President Rhees solicited opinions on whether it would be advantageous to locate the medical center and the college near to one another, and if so whether it would be prudent to abandon Prince Street. If a trustee concluded that removal was wise, he should give consideration to the following points in choosing a new site: cost, attractiveness of the location from the standpoint of the community, which would have to be appealed to for financial help, the likelihood of encroachment on the property by other interests, transportation facilities, possibility of room in the vicinity for faculty residences, and adequacy of space for athletics.

Without coming to a decision, the trustees at their June 1921 meeting reduced the sites regarded as desirable to three or four. In a second memorandum, September 6, 1921, Rhees reiterated his request for opinions on whether medical and collegiate

buildings ought to be in close proximity, and pointed out that the Prince Street Campus was not only too small for existing needs, but lacked space for work in civil and electrical engineering or for a contemplated institute of optics or, peering into the longer future, for professional schools of education, business administration, law, and graduate training. In sum, Rhees summoned the trustees to weigh with the utmost care the fundamental issue: to move or not to move.

Exchanges of views within the trustee body preceded a committee meeting on November 5, 1921—exactly seventy-one years after collegiate instruction began in Rochester at the former United States Hotel—at which it was voted to recommend to the board the creation of a new college on Oak Hill, if the necessary funds could be secured, and to concentrate education of women at enlarged and improved facilities on Prince Street. Before the decision was publicly announced, the trustees courteously revealed the intended action to the college faculty and received general approval from that body. A sanguine alumnus imagined that Oak Hill was large enough to accommodate 10,000 students; if it should ever become necessary to obtain additional space, land might be acquired on the western bank of the Genesee River, it was suggested.

Elated by the verdict, Todd offered to organize a special committee of public-spirited Rochesterians to direct a campaign for funds, which, he recommended, might appropriately be conducted in the autumn of 1922. A committee was in fact created, though the appeal for money was postponed. Todd had a realistic, business-like attitude with regard to raising the funds required. It would be a formidable task, he appreciated, to convince the general public that existing facilities for collegiate education in Rochester were insufficient before the music and medical centers had been firmly established; and it would take some doing to persuade prospective donors that residence halls

were indispensable for nourishing college spirit, without which "no institution can become great."

Consultations between the Todd committee representing the university interest and the officers of the Oak Hill Country Club for the acquisition of Oak Hill were rather protracted. In essence the club group was willing to turn over its property in exchange for suitable golfing facilities elsewhere. Accordingly, the Todd committee acquired a 350 acre tract to the east of Rochester, arranged for landscaping and laying out a golf course, and agreed to meet part of the cost of erecting a club house. The overall obligation amounted to \$360,000, which in some quarters was regarded as a "pretty steep price." Club members ratified the bargain on April 4, 1924, and two years later the club moved into its handsome new quarters. At the commencement season of 1924, some 500 University of Rochester alumni gathered at Oak Hill, and were "carried away by the wonderful possibilities of the site," President Rhees observed, adding that the festivities were "most successful selling propaganda." Upon the departure of the Oak Hill Club, an Alumni Golf Association made use of the links until construction of college buildings started.

Eastman also bought parcels of ground on the west side of the Genesee, opposite Oak Hill, and transferred the titles to the university; the land was exchanged (1931) with the city for a municipally-owned strip on the east bank. This latter area would afford space for an undergraduate boathouse, it was reasoned. An opportunity to purchase a tract south of the Barge Canal, directly beyond the medical center was turned down as of "no advantage to us." A generation later—in 1953—it was bought and formed part of the so-called South Campus.

Gordon and Kaelber were commissioned to prepare tentative architectural schemes for the new college, and from their office poured a profusion of blueprints in anticipation of a drive for

funds. Drawings were shown to small knots of citizens, to service clubs, and other organizations. So glamorous and alluring were the designs that they would "draw blood from a turnip," someone remarked.

Indians and Palefaces

Forming the western extremity of the Pinnacle Hill range, Oak Hill was a relatively recent geological exhibit in the scales of the earth scientist. Not at all the "eternal hills" of theological hypothesis, it was estimated to be somewhere between 30,000 and 50,000 years old.

Long before white people penetrated into the Genesee country, Indians used the future River Campus as a rendezvous and habitation. Perhaps as early as the thirteenth century, Algonquin (or Algonkin) tribesmen settled on the main hilltop and the surrounding area. Wayfarers may read on a marker near the southern margin of the campus:

Indian Town

In primitive wilderness here was a large Algonkin village whose bark cabins and tilled fields covered nine acres.

A mere four years after the first permanent white man's dwelling was raised in Rochester—in 1816 to be exact—one Daniel Harris of Massachusetts origin erected a house about where the Women's Residence Hall stands. A narrow strip of treeless land along the Genesee and fine springs of water led him to choose this location. The fertile acreage yielded excellent harvests.

On a crest above the Genesee, directly west of the Strong Auditorium, a small factory was thrown up about 1847, and its proprietors, Loder and Chapin, advertised (1878) themselves as "manufacturers of glue, sandpaper, curled hair [whatever that

may have been], and neat's foot oil." Until 1874 when the city of Rochester annexed Oak Hill it belonged in the town of Brighton. A map of 1875 reveals that two farms covered most of what became the River Campus. The southern portion belonged early in the nineteenth century to Simeon Lewis, whose daughter married Joseph A. Aldington; the handsome Lewis-Aldington residence was a veritable showpiece of the region.

To the north the land came into the possession of one Epaphras Wolcott and passed on to his descendants; a paragraph in the title deed, which was retained in the University of Rochester deed, reserved to the State of New York any and all gold and silver deposits that might be uncovered on about one fifth of an acre on the Wolcott estate! The family name was attached to a rough, grassy lane along the river and parcels of the holding were conveyed to railway companies (1853; 1855). Approximately on the present (1967) football gridiron, a Wolcott distillery produced a popular brand of "Corn Hill" whiskey. Immediately to the east of the tract that eventually formed the River Campus, the municipal government maintained a pest-house for victims of epidemic diseases—on land purchased by the University of Rochester in 1966.

In 1901, the Oak Hill Country Club of Rochester leased most of the Aldington and Wolcott farmlands, laid out golf links, and five years later bought the properties. A large farmhouse on the grounds served as club quarters until replaced by a more commodious structure situated at the western extremity of the present (1967) Eastman Quadrangle. As has been related, the club conveyed the property to the University of Rochester and moved off in 1926.

"Rochester's Greatest Achievement"

The movement that culminated in the acquisition of funds to purchase Oak Hill, construct the River Campus, and remodel buildings on Prince Street, has been saluted as "Rochester's

greatest achievement." Civic pride and the popular imagination were profoundly stirred by the ambitious undertaking. Initiated by community leaders like Todd and Havens, who were not directly connected with the university, the project was carried forward by citizens' committees and a host of townsmen and University of Rochester graduates.

To interpret the university less haphazardly, more adequately, and more fully to the Rochester community, and to prove that the greater an institution of higher learning was, the larger the financial resources required, a public relations specialist was deemed essential. For that office Edward Hungerford, a well-known area journalist, was chosen and given the title of Director of University Publications. After he had acquainted himself with his task, Hungerford recommended a series of pamphlets which would vivify the monetary needs of the University of Rochester. He also wishes to make it clear that teachers at the college were hired with as much care, in his language, as minor executives in a factory!

From the publicity bureau issued brochures on "Our University Past and Present" and "Our University at the Crossroads," as well as a booklet "Rochester—a Good Town to Live In," which succinctly rehearsed the history of the city, its natural beauties, the growth of its intellectual and cultural resources, and the prospects for to-morrow, dwelling upon the Oak Hill scheme. Less than pleased with Hungerford, whose indifference to accuracy was irritating, the university terminated his services after he published a piece that infuriated the Kodak management. A later pamphlet, "Our University as Teacher and Neighbor," explained that "to help to serve, to be neighborly is the creed of our University."

For the benefit of the graduates, Trustee Alling prepared a summary of the situation and begged readers to think in terms of the institution that would be needed fifty years or even a

whole century in the future. He emphasized the desirability of placing the college for men near the medical center and pointed out that the purchase of a few acres to expand the Prince Street Campus would have cost double as much as the large and ideal Oak Hill property. An independent college for women on Prince Street would be advantageous, he contended, for undergraduates of both sexes.

On a July evening of 1923, President Rhees and over fifty influential Rochesterians were entertained in the home of George W. Todd for a sort of "reconnaissance" talk on the expansion of the college. Rhees presented in detail three possible plans, one involving an outlay of \$5,000,000, a second fifty per cent higher, and the last, hesitantly advanced, \$10,000,000. Dead silence reigned until George Eastman, according to one of the guests, dryly observed, "I think we'd better run up the ten million flag and see what we get." The Oak Hill idea was enthusiastically endorsed, and hearty assurances of cooperation were given.

Later in July — on the 26th — about 1,000 Rochesterians crowded the main hall of the Chamber of Commerce to capacity. They came to hear from authoritative sources the exact content of the "Greater University" program and to listen to a stirring address by George E. Vincent, President of the Rockefeller Foundation, who painted a glowing picture of the opportunities for higher education in the Flower City. The audience learned that an Oak Hill campus to accommodate 1,000 undergraduates was contemplated and a goal of \$10,000,000 had been set, of which \$7,000,000 would be invested in land, buildings, and equipment and the balance would pass into the endowment fund (later half of the total sum was allocated to endowment). Although the plans involved a money-raising effort that sought more than double the largest amount ever yet pledged for any cause in Rochester, the enthusiastic audience in the Chamber

ratified the program by acclamation. It was a "fine start for selling the importance of the university to the community," an observer remarked.

George W. Todd readily undertook the chairmanship of the fund-raising executive committee and chose its members. When Rhees expressed skepticism as to whether the huge amount of money could in fact be obtained, Raymond N. Ball bucked up his courage. Enheartening, too, was a confidential offer by Eastman to match any pledge up to \$2,500,000 that the Rockefeller General Education Board might make. In committing himself to this extent, Eastman reminded Rhees that the fund of \$10,000,000 was "mainly to buy clothes for the baby [i.e., the medical center] which the General Education Board had left on our doorstep." If he had "known his baby would grow so fast, I should probably have told [Abraham] Flexner to take it back home in the beginning, but it is such a pretty baby that one does not want to give it up now without a struggle to help support it."

President Rhees tried unsuccessfully to persuade the money managers of the General Education Board to match the Eastman offer, arguing that the "medical enterprise can be doubled in importance by putting the college next to it and making it a strong powerful ally." Yet the most the board, which scouted the wisdom of moving ahead on the Oak Hill project while the medical complex was still unfinished, would pledge was \$1,000,000, provided five times as much were procured from other sources. Nonetheless, Eastman agreed "to chip in" \$2,500,000—and did so.

Economic conditions, the hesitancy of the General Education Board, and the time required to organize the financial appeal caused repeated postponements of the date of the city-wide drive. But, with the intriguing slogan "Ten Millions in Ten Days," it was launched on November 14, 1924. Subscrip-

tions might be paid in semi-annual installments extending over five years.

A Great Campaign

Ample preparations had been made for the great effort, which was conducted without benefit of a professional fund-raising agency. In advance of the solicitation in Rochester, a separate appeal was addressed to University of Rochester graduates. A goal of just over \$1,000,000 was set, with Eugene Raines, 1902, in command of the alumni division and Mrs. Clement G. Lanni (Hazel J. Lush, 1914) as chairman of the work among women. Each college class had its own chairman, and campaign meetings of alumni in selected cities across the country were arranged. "The Million Dollar Bulletin: Oak Hill Site by 1928" for the men and "The Greater University Campaign Alumnae Bulletin" printed a table showing the disparity over the years between the cost to the university of training a student and what the student himself paid. These publications spurred solicitors on and recounted the progress of the campaign.

To counteract criticisms that the "Greater University" would be much more beneficial for male students than women, the image of a Rochester Radcliffe, of an Upstate Barnard, was held out. A young alumnus, James M. Spinning, 1913, promoted the good cause with a burst of imaginative poetry, "Uplifting the Dollar," which ended with

So I sent a few to Mr. Rhees,
A couple thousand dollars—
And from them coins, let me tell you,
That man is makin' scholars.

From headquarters set up at the Eastman School, Harry P. Wareheim, director of the Rochester Community Chest, supervised the public campaign. On the eve of the drive, Eastman entertained at his home 125 people, "quite diversified and fairly representative of the prospects," who listened to Rhees, Ware-

heim, and others outline the case for the university. Eastman also addressed personal appeals, citing specific amounts, to investors who had done well in his company, and underlining that he was contributing in order to help make Rochester the best place on earth "for Kodak people to live and bring up their families." Not only did Todd serve as general chairman, but he headed a committee which concentrated on securing gifts from wealthy families.

Edward G. Miner presided over ten district chairmen, each with five teams captained by energetic young citizens, none of them University of Rochester graduates—a volunteer corps of almost 600. These men, using "A Manual for Workers" reciting the points to be emphasized in talking to prospects, solicited subscriptions from "average persons, sensitive to their civic obligations," all over the community. Workers were instructed to make it clear that the university "belonged to all the people of Rochester," and was in no sense a denominational institution. An Italian-speaking undergraduate acted as interpreter whenever his services were required.

Downtown store windows displayed university exhibits, and the city press rallied strongly to the university cause, mixing textual materials with pictures of pleasing arrays of structures on and fine vistas of Oak Hill, the grounds and playing fields, walks, drives and parking spaces, all tentative to be sure and somewhat different from the pattern finally adopted, but all alike calculated to enlist support for "a Greater University for a Greater Rochester." An ingenious card device labelled "The Mystic Oracle" asked and answered questions about the University of Rochester "Will a Greater University help Rochester?" and the "Oracle" responded, "Yes. In growth, prosperity, and fame." Lest some citizens might be overlooked by campaigners, newspapers ran coupons on which to make subscriptions, and hundreds of small givers filled out the forms. Prizes were

awarded to pupils in Rochester public and parochial high schools for the best letters on behalf of a greater university; over 20,000 boys and girls entered the contest.

In one way and another people were reminded that the University of Rochester meant a university in and for metropolitan Rochester, affecting the wellbeing of the community on many fronts: a library was available for reference, classrooms with a fine teaching corps educated young men and women of Rochester mainly and trained teachers and social workers for the city; graduates occupied places of distinction in community life; scientific research and technicians had value for public welfare as did the Memorial Art Gallery and the Eastman School, which likewise enhanced the cultural significance and national reputation of Rochester. Service to the community in the past, it was broadly hinted, would be immensely enlarged if money were provided to finance the Oak Hill undertaking.

During the intensive city-wide appeal a "Ten Million Dollar Bulletin" kept solicitors informed of how much was pledged and endeavored to build up a wartime psychology. "Victory can be won if every man stands by the guns. The campaign will be won by an accumulation of small gifts," one "Bulletin" declared; "failure can only be averted by united, determined efforts" warned a second. "Here is a great opportunity to provide our children with education at home at low cost. Here is a great opportunity to enhance the value of residence in Rochester," team workers were reminded. After daily luncheon meetings of the campaigners, the radio carried reports of progress and newspapers listed subscribers in alphabetical order. The consecrated men who gathered the funds to launch the university in 1850 would have found a good deal of similarity in the 1924 appeals, though the methods of money-raising would have surprised them—and the results would have been intoxicating.

"Glorious Success Possible by a mighty eleventh hour effort"

proclaimed the last of the "Bulletins"—and such it proved to be. When on November 24, 1924, solicitors and spectators were told that a grand total of \$7,500,000 had been pledged (which was a slight overstatement) bedlam broke loose, the great hall of the Chamber of Commerce rocked with cheers and shouting. President Rhees voiced admiration and gratitude to subscribers and campaigners alike. "The future service of the University to Rochester," he assured the happy audience, "will be a constant testimony to your energy, ability, and unselfish devotion." Only about \$85,000 were expended in carrying on the historic drive.

To many of the donors Rhees despatched personal notes of appreciation, as, for instance, to the pupils in the eighth grade of Martin B. Anderson School who sent in two dollars. Calling the gift, "one of the biggest subscriptions," he interpreted it as "an expression of real interest on your part in the plans" to provide "the boys and girls of Rochester" with "a favorable opportunity for a higher education." He hoped that when the pupils were ready for mature training the colleges for men and women would be ready to welcome them—his estimate fell short by two years.

Alumnae and the city teams handsomely surpassed their quotas, and the alumni slightly exceeded the target set for them. Over seventy per cent of the living graduates and almost all of the undergraduates, pitching in on their own initiative, contributed to the fund, and the citizens "roll of honor" contained 10,330 names, making a grand total of 13,651 subscribers. Certain benefactors earmarked their gifts for specific objectives; Hiram W. Sibley, for example, who pledged \$100,000, designated half of the sum for remodeling and maintaining Sibley Hall on the Prince Street Campus and the other half to enrich the holdings of the Sibley Musical Library. Families connected with the Bausch and Lomb Optical Company indicated that their contribution should be applied to erecting a memorial on

Oak Hill carrying the names of the founders of the firm, John J. Bausch and Henry Lomb. In lieu of \$100,000 pledged in the campaign, Mr. and Mrs. James S. Watson gave about four times that amount to enlarge the Memorial Art Gallery. In memory of her first husband, Charles F. Houghton, who had studied with Professor Samuel A. Lattimore and was at one time a partner in the Corning Glass Works, Mrs. Charles D. Vail contributed \$100,000, which was applied to endow a professorship in chemistry; an equal gift from Mrs. Arthur G. Yates endowed a professorship in engineering, as a memorial to her husband, a University of Rochester trustee in the 1890's.

The lofty goal of \$10,000,000, true enough, had not been attained, even when the conditional pledge of \$1,000,000 by the General Education Board is counted in. By dint of persuasive argumentation, Rhees obtained a promise of an additional \$750,000 from the Board, contingent upon valid subscriptions of \$8,250,000 by the end of 1927. The gap of \$750,000 was closed by gifts from other sources, such as the Watson munificence for enlarging the Art Gallery.

Before the tumult and the shouting over the outcome of the 1924 appeal had died away, George Eastman cast a fresh vote of confidence in the university, which, Rhees said, "electrified us all." On December 1, 1924, Eastman revealed that contractual arrangements would be entered into with four educational institutions whereby in return for Kodak stock valued (grossly undervalued) at \$12,500,000, they would collectively pay him \$1,000,000 annually for the next fifteen years or until the time of his death. Massachusetts Institute of Technology, Hampton and Tuskegee Institutes and the University of Rochester shared in the distribution, the university getting \$6,000,000 (whose market value in 1933 came to \$16,800,000), in addition, of course, to the \$2,500,000 subscribed in the recent fund-raising effort.

Little wonder that Rhees "found it difficult to keep my feet on the ground and breathe at a normal rate." Little wonder, too, that presently in their correspondence the president and the Kodak magnate addressed one another at last by their first names.

Eastman's Philosophy

At about the time of Eastman's large benefactions to higher education in Rochester and without, professional and collegiate, white and black, a British journalist interviewed the industrialist in the living room of his East Avenue mansion, and drew an interesting pen portrait of the man, then beyond the three score and ten mark. "Mr. Eastman sat on a small divan, smoking a cigarette, and reading a newspaper. His gaze is direct; his eyes questioning, unmirthful, even when the lips smile. His manner may be frosty, but he shakes hands as though he were genuinely glad to see you. . . .

"His suit that day was a modest mixed grey, the trousers slightly baggy at the knees. His tie was restrained. His spectacles were those of a quiet professor or hard-working business man. . . . Even the dimple of his chin assumes an austerity impossible of achievement in the chins of weak men. . . .

"If he hates anything more than the limelight, it has not become known. Unlike most of the world's richest men, he has remained a remote, secluded figure." Even in his home community, the Kodak industrialist was not widely known, the reporter commented.

Well before that interview, Eastman had arrived at positive convictions concerning educational institutions, radically different from those he entertained a quarter of a century earlier, and concerning the disposition of great personal fortunes. "If a man has wealth," he is quoted as saying, "he has to make a choice because there is the money heaping up. . . . I prefer getting it into action and adapting it to human needs. . . . It is more fun

to give money than to will [bequeath] it. And that is why I give it.”

When a business acquaintance balked at contributing to the Greater University fund of 1924 and poked fun at college-trained people, Eastman acknowledged that he had once felt the same way himself, but his attitude had changed dramatically. “Nowadays,” he wrote, “practically all bright boys go to college and the [First World] war developed the fact that the college graduate was a good officer and leader. We [the Kodak Company] now, instead of looking askance at college graduates, send out scouts every spring to engage the cream. . . . From the Kodak point of view, it is highly desirable to have a good college here, not only to train good men but also to make Rochester an attractive place for Kodak men to live and bring up their families. . . .”

In further explanation of his generosity, he believed that “the progress of the world depends almost entirely on education. The most permanent institutions of man are educational. They usually endure when governments fall; hence the [my] selection of educational institutions.”

Campus Planning

Even before the graduates and friends of the University responded so magnificently to the challenge of the Oak Hill proposition, preliminary plans for the layout and buildings on the site were undertaken. Rhees thought in terms not only of buildings for the arts and sciences, an institute of optics and an astronomical observatory included, but also for schools of law and education, student residence quarters, a student union, and athletic facilities; the desirability of having a planetarium also came under consideration. The firms of McKim, Mead, and White and Gordon and Kaelber were invited to prepare sketches of possible campus patterns and did so. Animated dis-

cussions, not all of which were set down in official university records, raged over whether the architecture for the main structures should be Gothic or the less costly colonial style called Greek Revival, and so-called Georgian colonial for the lesser buildings. After the issue had been resolved in favor of the Greek Revival, a book by a highly respected architect, Howard Major, called *The Domestic Architecture of the Early American Republic: The Greek Revival* came off the press (1926). "The Greek Revival is a style which readily adapts itself to present-day use," it was stated, "and it has unmistakable advantages. It is the only thoroughly American architecture. The traditional American belongs in a house of this national style, our independent creation in architecture." Coming from an eminent authority, this interpretation strengthened the conviction in university circles that a particularly appropriate style had been chosen. Harvard brick, uniform in color, with gray limestone trim would be used throughout and heavy, black slate would serve as roofing. Out of sentiment, certain older alumni wanted Anderson Hall transferred to Oak Hill, but the idea found no support in the administration.

Once the whirlwind financial campaign had been concluded, detailed plans for the campus layout moved forward at an accelerated pace. From the board, the trustees appointed a building committee comprising President Rhees, Joseph T. Alling, James G. Cutler, and Edward G. Miner; Raymond N. Ball, university treasurer (and presently elected a trustee) rounded out the group. These men and the architects visited many colleges and universities to obtain ideas that might be applied on Oak Hill and they enlisted the cooperation of chairmen of college departments in planning the layout and equipment of individual buildings.

Overall responsibility for the architecture was entrusted to Gordon and Kaelber, whose associate Leonard A. Waasdorp

was deeply involved. Frederick L. Olmstead, Boston landscape expert, and Charles A. Platt of New York City, who had considerable experience in work for leading educational institutions and was widely regarded as the dean of American architects, were retained as consultants. The Rochester firm of A. W. Hopeman and Sons was chosen as the general contractor for the buildings and grounds.

From first to last no fewer than forty-seven base site studies on the general pattern and the placement of particular structures were prepared before all concerned were satisfied. The scheme finally adopted contemplated fifteen buildings—apart from fraternity houses—and provided definite plans for future expansion. Actually, only eleven buildings were initially erected, student residence halls having been reduced from four to two, an administration office, to stand south of the principal entrance to the campus, was postponed, and a boathouse on the edge of the Genesee was never built.

On a central ridge of the tract, a spacious quadrangle was designed to be flanked by academic halls and laboratories with a library rising on the eastern side. To the west of the quadrangle, an auditorium and an administration building were envisaged on blueprints. University officials begged George Eastman to permit the assignment of his name to this quadrangle, but he obdurately refused, saying, "At one time it was proposed that the name of the University be changed to the Eastman University, and I objected. . . . I am not interested in memorials. . . ."

After his death, however, it was called Eastman Quadrangle, and Rhees composed two inscriptions carved on stone pillars at the entrance.

This quadrangle is dedicated to the memory of George Eastman, whose ideal for the service of the University of Rochester was as high as his gifts for that service were great.

The second recalled the bonds of the philanthropist with the Flower City.

Rochester, a city of happy homes, was George Eastman's cherished vision, and he gave lavishly to promote its health, education, and civic life. Like benefactions enriched others in America and foreign lands.

Kindred sentiments were placed on a sun dial set in the heart of the quadrangle.

A note on one of the two stately flagpoles at the western approach to the quadrangle recounts that they were given by the employees of Trustee Joseph T. Alling. On lower ground to the north, near the river, areas were allocated to a student union, dormitories, a gymnasium, and playing fields, and space was reserved for homes of the fraternities. Off to the south provision was made for an engineering complex.

Saturday, May 21, 1927, witnessed a supreme moment in collegiate education in Rochester. President Rhees, just back from a lengthy trip abroad, turned the first spadeful of earth on Oak Hill, at the site of the chemistry building, the first for which plans had been completed. Trustees, faculty, alumni, and townspeople smiled the joy in their hearts. In a few words, the President lauded the benefactors of the university, in particular George W. Todd, father of the Oak Hill vision, and then a big steam shovel gave a little demonstration of its prowess.

Not long after construction was started, the golf club house, which it was thought might be moved and converted into a faculty club, was destroyed by fire of undermined origin. Virtually all of the architects' papers and contractors' material in the building were saved and not much damage was done to geological specimens and museum pieces that had been brought from Prince Street and temporarily stored there. To cover the loss, the university collected over \$59,000 in insurance.

History and Seal

In this decade of rapid and immense expansion, it was singularly appropriate that a substantial history of the University of Rochester—the first of its kind—should have appeared. Entitled *Rochester: The Making of a University* (1927), it was the handiwork of Jesse L. Rosenberg, Class of 1888, a Chicago lawyer, who invested four years of painstaking work in the book. It traced the record across three quarters of a century and every graduate was given a copy. Considering the great changes, it was fitting, also, to portray the Greater University on the official seal. The new design took the form of a shield encircled with the inscription “Seal of the University of Rochester—1850.” A bar across the shield bore the traditional university motto, “Meliora;” two medallions above the bar represented the Arts and Sciences and Music, respectively—an open book across which was written, “Arts et Scientia,” and a Greek lyre with the word “Musica;” below stood “Medicina” with a symbol of Aesculapius.

EDITOR'S NOTE: This article by Professor May is an abridged version of a chapter in his forthcoming book on the history of the University of Rochester. Because of limited space, numerous footnotes which document the chapter have been deleted with his consent.