

Unfinished Business

PUBLISHED BY A GENERAL COMMITTEE OF UNIVERSITY OF MICHIGAN ALUMNI

MARCH, 1919

The Michigan Union Building,—shall a project so great and wholesome be completed?

STATEMENT BY VISITING ALUMNI

To University of Michigan Alumni not present at the gathering of December 28, 1918:

Every one of us whose names appear below have personally inspected the Michigan Union Building since December 20, 1918, and in our judgment the money contributed towards its construction has been well spent. The Building is characterized without and within by simplicity, dignity and utility. It is none too large and none too good for a University with 30,000 living alumni, soon to increase to 50,000, and with 7,000 students, soon to increase to 10,000. During the war, it housed 3,650 uniformed men, and housed 800 of them besides, about 1,000 more than were accommodated at any other University in the United States. It requires a large structure, to accomplish the great and lasting mission of this Building. The amount estimated in 1915 to be necessary to build it was not subscribed, and every alumnus knows of the great increase in the cost of labor and materials in the last two years. An unfinished, unfurnished and closed Building would be a monumental advertisement of the failure of University of Michigan alumni, carrying with it an effect upon undergraduates, faculty, alumni, and the taxpayers of the State of Michigan, that can better be imagined than described.

Dated March 1, 1919.

Lawrence Maxwell '74 CINCINNATI
Hiram S. Cody '03 CHICAGO
Cec. W. H. Harris '97 NEW YORK
Zevi S. Barbour '63 DETROIT
Wm. S. McKenzie '96 CHICAGO
Jaminia '95 DETROIT
S. Herman Kleene '03 PEORIA
Paul S. Johnson '95 MILWAUKEE
H. P. Nelson '01 SAINT STE MARIE
Charles Riegelman '99 NEW YORK
Henry E. Hitcher '07 ALPENA
Roy S. Chapin '03 DETROIT
H. W. Wiley '79 TOLEDO
Henry M. Campbell '76 DETROIT
Harry O. Dudley '92 DETROIT
F. W. Johnson '87 ANN ARBOR
David E. Heineman '87 DETROIT
O. O. Kuster '06 GRAND RAPIDS

Why should University of Michigan Alumni finish the "Unfinished Business?"

DID THE PAYMENT OF TUITION FEES CLOSE THE ACCOUNT WITH THE UNIVERSITY?

"I don't owe the University of Michigan a cent. I paid my tuition for four years and consider the transaction closed."

This—shall we call it, sentiment?—written in pencil across the face of a 1915 request for a contribution to the Union Building Fund, was the answer of one alumnus. You shall not know his name, not even his class. He has the unenviable distinction of being the only graduate to express such a thought in writing.

Until 1904, no student, in any department of the University of Michigan, paid an annual tuition fee exceeding \$45!

Until 1913, no student, in any department, paid an annual tuition fee exceeding \$55!—except that in the Dental College \$75 was paid after 1909.

No student has ever paid at the University of Michigan a matriculation fee exceeding \$25 or a graduation fee exceeding \$10.

Let us do a little arithmetic. You were a student at the University of Michigan for four years prior to 1904, and paid the maximum fees,—let us suppose.

Four years, at \$45 each.....	\$180
Matriculation fee	25
Graduation fee	10
	\$215

Or, perhaps, you were here four years after 1903 and paid the maximum fees, amounting altogether to \$40 more than in prior years,—a total of \$255, or an average per year of \$63.75.

Who paid the remainder?

Of course, if tuition fees paid the whole cost of conducting the University, it would have been a self-supporting institution in all the eighty years it has existed. But no thoughtful Michigan alumnus thinks that the tuition he paid covered his proportion of the actual cost of what he received. It was never intended to. Who paid the remainder? *The taxpayers of the State of Michigan.* Matriculation fees, tuition fees and graduation fees have covered only a small fraction of the expense and cost of the University.

In the last twenty-five years, the taxpayers of the State of Michigan have furnished the University, for current expenses and for buildings and equipment, over \$17,000,000. The lands, buildings and equipment of the University have actually cost over \$7,000,000; and in current expenses no account is taken of interest on any of that sum nor of the taxes which would be assessable if the property were privately owned.

We all paid our tuition! But is the transaction closed?

When JOSHUA WATERMAN presented to the University the Waterman Gymnasium for men,—when LEVI L. BARBOUR, '63, presented the Barbour Gymnasium for women and planned the Betsy Barbour Dormitory,—when the NEWBERRYS, in memory of their father, John S. Newberry, '47, gave the two Newberry Halls,—when ARTHUR HILL, '65, at a cost to him of \$300,000 gave the highly prized Auditorium,—when W. W. COOK, '84, at a cost of at least a half million dollars, honored his mother, Martha Cook, and his alma mater, University of Michigan, by the donation of the beautiful "Martha Cook Dormitory,"—when various alumni contributed scholarships, fellowships, loan funds and memorial funds,—*were they each performing simply an act of charity, involving no element of indebtedness to the University? Were they mistaken in thinking that the debt they owed to it could be repaid only by contributions measured by their means?*

When the stately Memorial Hall was donated to the University by the contributions of over 1400 alumni, were they not actuated by a moral or other indebtedness to the University?

Are the 12,301 alumni who have contributed to the Michigan Union Building Fund mistaken in thinking that thereby they were *partially* repaying a debt of some kind they owe to the University?

Should the Michigan Union project, involving objects so wholesome and commendable, be abandoned, because the account of each University of Michigan alumnus with that institution was closed when he paid ten dollars for his sheepskin?

Thank Heaven, such a narrow view of life's obligations does not control the rank and file of Michigan alumni!

At least 12,000 Michigan alumni from Maine to California have already shown by their actions that they consider their success in life as due in part to what they carried away, consciously or unconsciously, from Ann Arbor,—AND THAT THEY SHOULD PAY SOMETHING BACK. *Some have done so according to the measure of their success.* But many have not. If those who have not, will reconsider and contribute again on a right measurement of their share, and if another 12,000 will make the same *measured* demonstration of their obligation, the Michigan Union project will be a success,—a lasting proof of the safety of reliance on the loyalty and moral obligation of Michigan alumni.

This is the most democratic movement ever undertaken by Michigan alumni; it is for a democratic purpose; it is the only general campaign ever undertaken in the eighty years of the University's existence.

The Finishing and Furnishing of the new Building is highly important,—to Students, to Alumni, to the University

The Michigan Union has been in existence about fifteen years. From 1907 to 1916, it occupied the remodeled Judge Cooley residence on State Street. Since 1916, it has occupied a temporary wooden structure at the rear of the new Building.

It long since passed the experimental stage and became a recognized and important factor in the educational development of the student body.

Its meagre quarters almost from the beginning became, and ever since have continued to be, "the home" of the undergraduate body. There fraternity men and independents, students with substantial incomes or allowances and self-supporting students, met on common ground,—in cramped space. Before the Union came, these men had seen little and known less of each other. Students who previously had scarcely "spoken the same language" became intimate friends. In a word, as a direct result of the opportunity afforded by the Union, the barrier which always had kept different classes of students apart gradually disappeared.

That was a revolution in the social life of the University. It became vastly more democratic; provincialism and snobbishness were discouraged; and the undergraduate body, and thus the University, increased in a surprising degree in efficiency.

It is not the only achievement. The Union has succeeded in checking the tendency of each of the several departments to become independent of every other department of the University. So long as there was no common meeting place, where, for example, "engineers" and "laws" could get together, such a tendency was inevitable. The feeling which developed in consequence of the rapid growth of the University, was not a mere continuation or outgrowth of the spirit of friendly rivalry, which earlier prevailed between students of the several departments. It was a feeling of aloofness and indifference. There was no common bond of sympathy, except such as was stimulated artificially each fall by the events of the football season.

The Union changed this situation. It marshalled and organized the rapidly disintegrating student body; it assumed control of various undergraduate activities; it instituted new features of University life which rapidly are becoming healthy and inspiring traditions. And in the carrying forward of these projects, the Union of necessity brought the different parts of the University into intimate contact with each other, for the activities thus engaged in were University functions, which required and enlisted the active sympathy and support of students of the entire

University, and not functions peculiar to any one department or class.

In this way, then, the Union has effectively offset the tendency of the students, traceable directly to the tremendous increase in the size of the University, to confine their activities to the work of their several departments and thus fail to get the benefit of association with the entire University. Loyalty to departments and to fraternities has been replaced by loyalty to the University; a loyalty which already is making itself felt in the changing attitude of the alumni, into whose blood is being infused the enthusiasm of the more recent graduates.

The experience of Michigan and other great universities,—Harvard, Dartmouth, Brown, Pennsylvania and Chicago,—has proved the practicability and great usefulness, even the necessity, of a Union Building.

The number of students of the University of Michigan actually in residence in Ann Arbor under normal conditions, is now greater than the number in residence at any other university town in the United States. Such a large body of students need a Building devoted to their social interests and welfare, where all are members and all are on a common level, in availing themselves of its privileges. The idea of a Union Building in Ann Arbor, and in other college towns, rests upon universal traits of human nature,—the demand for recreation, relaxation and social intercourse; and the idea involves objects entirely wholesome and commendable. Without such a gathering place, general intermingling of all classes and departments, so beneficial, if not necessary, in the full development of human nature and personality, is impossible. Speaking of education in its broad and best sense, *the Union Building is to be a great and enduring educational factor*, affecting not alone the students of this day, but those of future generations. "For a university founded by the people is enduring, and will last as long as the state which gave it birth."

The University of Michigan has 30,000 living alumni and will soon have 50,000, and it is time they have a place to go to when in Ann Arbor, a place they can call home, a place to eat, a place to sleep, a place to lounge, a place where they may revive memories by close association with their successors of the campus.

The University itself needs such a Building, in order to keep abreast of other great universities, in order that its students may find in Ann Arbor the equality of opportunity furnished to students elsewhere.

Summary of what the Building will Mean

FOR STUDENTS

A common meeting place—with elbow room—where all are members, and where all are on a common level, for all student activities off the campus. With the Building completed, democracy at Ann Arbor, in the very best sense of that abused word, is forever assured.

Means for recreation of the best kind,—bowling, swimming, billiards and other games, reading, talking, singing,—all under wholesome and beneficial conditions.

Means for fostering and stimulating student organizations, by giving them a place for business and social meetings.

A place to come in informal contact with visiting alumni and with members of the faculty and with students from every class and department,—a broadening experience, without which college life may be narrow and provincial. How little a student realizes the fact that his life may be immeasurably influenced by acquaintances made in the Union Building!

A place to take fathers and mothers for sleep and for refreshment. A place for refreshment for themselves.

FOR ALUMNI

Suitable accommodations, a "home," when in Ann Arbor, essentially a college town, where hotel accommodations will always be inadequate and poor.

A place for alumni to gather around the banquet table for a class reunion at Commencement time and other times.

Aid from alumni to the hundreds of thousands of students who are to come to the University.

An intensified spirit of loyalty by alumni to the University.

Further pride in *alma mater*, arising from the fact that it is keeping abreast of the times.

FOR THE UNIVERSITY

A suitable place of entertainment for the University's guests. No longer will distinguished men and women have to be sent to Ann Arbor hotels.

The best of facilities for the entertainment of learned and scientific bodies, the lack of which has been a serious handicap in the intellectual functioning of the University.

A stimulus to the social side of education, recognized as of prime importance in developing effective men.

A means of fostering among alumni and students, a larger spirit of loyalty to the University, so important to its future,—in the place of loyalty to a department or a fraternity, or a society.

The great advantage which such a donated Building will give, in dealing with the ever present problem of state appropriations.

Contributions toward finishing the "Unfinished Business" are deductible from Taxable Income

The Income Tax Law allows individuals to deduct from their taxable income their

"contributions or gifts made within the taxable year to corporations organized and operated exclusively for religious, charitable, scientific or *educational* purposes * * * no part of the net earnings of which inures to the benefit of any private stockholder or individual, * * * to an amount not in excess of 15 per centum of the taxpayer's net income as computed without the benefit of this paragraph." (Subd. 11, Sec. 214, of new law.)

The contributions now solicited are to be made to the UNIVERSITY OF MICHIGAN, "to be used for completing, furnishing and endowing the Michigan Union Building."

That such contributions are deductible from taxable income, unless barred in some individual case by the fifteen per cent clause above quoted, has been definitely ruled by the Commissioner of Internal Revenue at Washington, to whom the question was submitted by letter setting forth the facts at some length. Copies of the letter and of the reply will be furnished on request.

Except in cases where the alumnus has made gifts exceeding fifteen per cent of his taxable net income,—this means that the actual cash loss to an alumnus arising from a contribution in 1919 to the Building Fund, will be less than the face amount of his subscription to the extent of eight per cent thereof (the normal tax in 1919), less also the highest percentage of 1919 super-tax which the alumnus pays.

“Unfinished Business” was successfully used for Barracks in War Time, But, until finished, it cannot be used for the worthy purposes for which it was intended

REPORT OF BUILDING COMMITTEE

To University of Michigan Alumni:

For the benefit of alumni not present at a gathering on December 28, 1918, in Ann Arbor, we present the following:

FINANCES

The total receipts on alumni subscriptions to December 26, 1918, were	\$574,811.26
The Michigan State War Board loaned to the Union, <i>practically as an advance on unpaid subscriptions</i> , to fit the Building for war service	\$260,000.00
Of which sum there had been repaid up to December 26, 1918, out of the total receipts on subscriptions above mentioned....	37,598.50
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Leaving amount of loan December 26, 1918	222,401.50
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Total	\$797,212.76

This sum is accounted for as follows:

Cost of real estate	\$ 62,608.51
Expenditures on building	576,293.72
Current Building Contracts	59,479.98
Expenditures on Equipment	33,038.95
General expenses	65,098.05
Balance unexpended December 26, 1918	693.55
	<hr/> \$797,212.76

The unpaid subscriptions are expected to take care of the unpaid balance loaned by the State Board. They amount to \$242,607 including \$61,659 past due.

WORK DONE

- The following interior work has been done:
- Plumbing and plumbing fixtures complete.
 - Steam fitting, including radiation complete.
 - Ventilating piping, not including force fans.
 - Temporary lighting fixtures.
 - Wiring complete.
 - Partitions complete.
 - Plastering complete.
 - Exterior glazing complete.
 - Screens complete.
 - Service elevator and dumb waiters complete.
 - Refrigerator system complete.
 - Kitchen equipment in part.
 - Permanent flooring on fourth floor and in all mechanical departments, such as kitchen, bakery, butcher shop, helps toilet rooms, and part of sub-basement.
 - Temporary flooring elsewhere.

WORK TO BE DONE

But there is yet much to be done; and the money is exhausted.

A careful estimate shows that it will cost a little over \$300,000 to complete and furnish the Building. Let it be understood that *simplicity will govern the finishing and the furnishing on every floor and in every feature*. This is by no means to be a gilded palace. It is to be a democratic institution in appearance as well as in membership. The furniture and furnishings will be adapted to the democratic character of the project. The size of the Building,—and it is none too large,—carries with it a correspondingly large outlay in these directions.

The temporary concrete flooring laid in a hurry to make ready for the temporary use of the building in War Service, is already badly broken up and must be entirely removed and replaced with permanent tile floors, or in some parts of the building with the less expensive terrazzo floors, and in the Assembly Hall, Lobby and Reading Room with the still less expensive wooden floors. There are yet to be installed the interior doors, door frames, window casings, wainscoting and cabinet work and interior wood finish generally. No interior painting has yet been done. Very little interior decoration is contemplated. There are permanent lighting fixtures to install throughout the building. Those installed for the War Service were of the most temporary character; they must be removed and will be of use only in the mechanical departments of the building. Considerable items are door and window hardware; marble work in the barber shop and in all toilet rooms and bath rooms, absolutely necessary to good sanitary conditions; stone stairway treads, necessary to durability; weather stripping; vacuum cleaning machine; filters; balance of kitchen equipment. Two passenger elevators are yet to be purchased; one would be insufficient. In the Assembly Hall (60 x 120) to be used for large dinners of all kinds, class gatherings, dances, receptions and entertainments,—the principal work to be done is the flooring, tiling and wainscoting. With 7,000 students, this room will be in almost daily use. The swimming pool has not been built at all, but there is a place for it (75 x 30), and when built it will be of the most sanitary and otherwise up-to-date type. The principal cost of this item is in the tile work and piping. *Ann Arbor has no substitute for this Union swimming pool*. The bowling alleys have not been built at all; but there is a place for six alleys of regulation length, and when built they will fill a long felt want among the undergraduates. No furniture has yet been purchased. There are 49 bedrooms to equip, intended to take 68 beds,—for visiting alumni, for guests of the University, for parents or guests of undergraduates, and for the temporary use of undergraduates themselves.

There are four private dining rooms to furnish, which may be turned into ten smaller ones, each accommodating from fourteen to twenty persons. The furniture for the Lobby, Reading Room, etc., will consist of individual chairs, writing desks, Davenport and tables, of simple but durable types. A few rugs will be necessary for the ladies' department, the fourth floor bedrooms and the Reading Room. The cafeteria equipment for the grill room, is a substantial item, as this room will care for 160 persons at one sitting and will be a popular place. The barber shop equipment will include eight chairs, and like the swimming pool is eagerly awaited by undergraduates. There will be twenty-five billiard tables, one of which will be of tournament size, with tier seats opposite it for spectators. Office equipment will be necessary, especially for the student organization activities, to which the third floor is largely devoted.

FACILITIES AND APPARATUS BY FLOORS

Sub-basement. Ventilating pipes, ventilating fans and vento-coils. Refrigeration machinery. Garbage incinerator. Elevator and dumb waiter machine. Electrical switchboard. Hot water tanks. Vacuum pumps.

Basement. Storage refrigerators. Bakery. Helps toilet and locker rooms. Storeroom. Bowling alleys. Barber shop. Swimming pool. Grill room. Grill room kitchen. Toilet room. Coat room. Business office. Swimming pool filters.

First Floor. Lobby and concourse, including General Desk. Manager's office. Ladies' dining room and retiring room, reached by special entrance for ladies. Coat room for men. Toilet. Main dining room. One private dining room. Kitchen.

Second Floor. Large reading room. Billiard room. One private dining room. Assembly Hall. Serving room therefor. Terrace.

Third (or Mezzanine) Floor. Two private dining rooms. Offices for student organization activities,—ten desks. Four university society rooms.

Fourth Floor. Forty-nine bedrooms, 68 beds, with a private bath for each two rooms. Six employe bedrooms. Linen room. Guest's lounging space. Two floored courts.

Tower. Two University society rooms.

NEW BUILDING TEMPORARILY OPEN

Since the Building was surrendered by the War Department late in December, it has been temporarily kept open to enable undergraduates and visiting alumni to see for themselves: (1) what has been done with the money heretofore provided; (2) the unfinished and unfurnished condition of the Building; and (3) what splendid service it might be rendering if finished and furnished.

If the pending effort to raise funds to finish and furnish the Building should fail, the Building must be closed.

This would mean *no income* from any source; and, on the other hand: (1) state, county and municipal taxation of the land and Building as private property; (2) constant employment of at least two caretakers,—for a building of this character cannot be left unprotected either night or day; (3) heating the Building in freezing weather,—for modern buildings are not constructed with the idea that they will not be used; (4) greater cost of fire insurance and greater depreciation,—common incidents of an unused building; and (5), as a consequence of all the foregoing items, an indebtedness of the Union, constantly increasing, with no income or other source of payment.

INCOME FOR OPERATING EXPENSES ON COMPLETION

The completion of the Building and the payment therefor will be followed immediately by a deed of the land and building to the "Regents of the University of Michigan," in fee, in pursuance of a provision in the Constitution of the Michigan Union, thereby making the land and building the property of the state, free from state, county and municipal taxes. Thereafter, pursuant to action already taken by the Regents, the building will be heated and lighted, within reasonable limitations, from the central plant of the University, without cost to the Union. Thereafter, also, pursuant to action already taken by the Regents, every male student of every department of the University will become entitled to the privileges of the building, subject to suitable regulations, every such student paying to the Treasurer of the University additional tuition of \$5 per annum, all of which will be applied towards paying the current expenses of the Union. This indicates an annual income of \$20,000 to \$25,000 from this source, increasing as the years bring the increased number of students confidently expected. In addition, there will be the income from (1) rent of sleeping rooms provided for alumni and for guests of the University; (2) rent of rooms to the numerous University societies; (3) rent of private dining rooms; (4) income from operation of cafeteria, restaurant, bowling alleys, swimming pool, and from miscellaneous sources; and (5), let us hope, income from the investment of an Endowment Fund arising from alumni subscriptions aggregating more than sufficient to finish and furnish the Building. The Endowment Fund will be controlled and directed by a BOARD OF GOVERNORS composed of seven members, a Regent of the University,—appointed by the Board of Regents,—four alumni,—chosen by the Advisory Council of the Alumni Association,—the President of the Union,—chosen by its members at its annual meeting,—and the Financial Secretary of the Union,—who must be a member of the faculty or a resident alumnus and who is chosen by the University Senate.

March 1, 1919.

Joseph A. Bursley
H. W. Douglas
William D. McKenzie
Henry E. Riggs

Gardner S. Williams
Frederick W. Stevens
Homer L. Heath
BUILDING COMMITTEE

Payments in Installments

Subscriptions may be made payable at such times and in such installments as may best suit the convenience of the subscriber, extending through the year, or even longer if necessary. *But it is hoped that so far as possible, all installments will be made payable during 1919.* All checks, drafts and money orders should be made payable to the "Treasurer of the University of Michigan."

Payments in Liberty Bonds

Liberty Bonds will be taken at par in payment of subscriptions.

A "shower" of Liberty Bonds will finish a grand memorial to Dr. Angell and a splendid monument to "Michigan" spirit.

To Non-resident Non-contributing Alumni

Some alumnus residing outside of Michigan who has not yet contributed and who has no expectation of visiting Ann Arbor, may ask,—“Why should I contribute to the Union Building?”

Subscriptions have been made by over 8,000 alumni residing outside of Michigan, almost every state being represented. For good reason, *their hearts are warm towards the University, though their homes are far away. They have felt an obligation to their Alma Mater and want to help it keep abreast of the other great Universities. They want to feel a sense of pride and of participation in its progress. Is not all this true of you?*

To Former Contributors Everywhere

Some alumnus who has already contributed, may ask,—“Should I give more?”

He can say, as no one else can. *The measure of success in life ought surely to be taken into account.* Many alumni who have just started in their business life have subscribed \$50 each; in many cases, it is enough. In many other cases \$50 is a pittance, unworthy of the alumnus. There is no one rule to apply to all. It is a matter for individual consideration. Many alumni will give little or nothing, for a good or a poor reason. The others must make up their share. It is so in every undertaking of this kind.

\$301,000 is required to finish and furnish the Building, and if this effort fails, the Building must be closed!

Will the alumni of the University of Michigan permit to stand unfinished, as a monument of failure, a building so far advanced, consecrated by war service, and dedicated to the building up of democracy among the students, for all time?

Mail subscription cards either to *Treasurer, University of Michigan, Ann Arbor, Michigan*, or to *Frederick W. Stevens, Ferdon Road, Ann Arbor, Michigan*

Make all checks, drafts and money orders payable to *Treasurer, University of Michigan.*

Send Liberty Bonds by express or registered mail to *Treasurer, University of Michigan, Ann Arbor Michigan.*

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FImax

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Michigan Union

Remember

Remember Tappan, Haven, Angell.

Remember Williams, Frieze, Adams, D'Ooge, Tyler, Olney, Winchell, Watson, Cocker, Morris, Hudson, Walter.

Remember Wood, Robinson, Denison, Davis, Allen, Tilden.

Remember Cooley, Campbell, Walker, Pond, Kent.

Remember Ford, Palmer, Frothingham, McLean, Sager, Dunster.

Remember all the great and wise men who as Regents, Presidents and Teachers have devoted their lives to founding and building up *the greatest State University in the world*, to make good the ringing declaration of the Ordinance of 1787, that "religion, morality and knowledge being necessary to good government and to the happiness of mankind, schools and the means of education shall forever be encouraged."

Remember what the University has done for you and now do your full part.

LAWRENCE MAXWELL, '74.