Dear Mr. Beal:

I am writing you this not to beg or to hinder but to help you to gain your whole time & the development of Poly. The master plans were worked out when we were only beginning N. H. B. and finished when the College began to function. I was founder and do it. I did not get as many buildings erected as I had hoped. But I realized that in order to raise money I had to convince the givers of two things: 1st that we had a master plan—not just a plan for 200 or three hundred students. 1a plan scientifically worked out so as no building would have to be knocked down as an eyesore or out of place. 2d that every dollar the donor gave
would do the work of 92.0, and we did it. We erected and furnished the two dormitories at a cost of 360,000, or each — much less than half what usual cost the Kerstetter houses.

This Master Plan will let the new president pick up the relay from his predecessor and double his speed because the track (A building plan) is all arranged — going to events and foot paths all over the campus.

I was astounded that no trustee had fully informed you of the Master Plan and other details which will take you some time to catch on. Hundred percent understanding of our objectives and method of operation. You are expected to push for a hard job at your age, and not to fail. The school in Chili, I happened to understand, had a great deal about in some 25 years of move from one to larger campus. The Principal
asked me to help them, at her suggestion of the Foreign Bldg., and it was my joy to do so in every way I could over several week's time. You have one great advantage - in the perfect use of the Spanish which I am sure all the students appreciate.

The Faculty of an accredited college is very individualistic and know what ought to be done. They will all take suggestions but are far more likely to follow the President's suggestions very definitely. A President's suggestions very definite. A President of a college or M.S. Faculty were not so you may get an efficient money-raiser and may hope you have found such. It will be a year before he can get returns and I am afraid at the end of the year you will be the money raiser and President. With
a West India plan all thought out and a good efficient man along with an honest broker - the president can very well spend a great deal of his time at raising money. Just like at the start of 35 years believe almost everything - you need 75 000 a year from Puerto Rico at least $1 300 000 to 2 000 000.00 to be able to convince uneducated men to give help. Puerto Rico is out of the circle of their business dealings that is of the great majority.

I want to assure you of my prayers for your abundant success. What you did you have to do quickly because a crisis will start you if completely. I passed through the depression and know. Please do not think I am bullying you and do not think I am following your lead. The financial plans are yours to carry out. The literary plans are yours to carry out in the style of architecture and location as the plan. How you are going to do it. Not what you can hardly bother to get at the line of what you can do to stop. May God bless you richly.

W. H. H. [Signature]