

PAUL ENDACOTT AND THE K.U. RETIREES' CLUB

By William J. Griffith

The K.U. Retirees Center is the product of the imaginative thought and extraordinary generosity of Paul Endacott, a K.U. engineering graduate of 1923. The concept emerged from two related quests on which Mr. Endacott set himself. The first, suggested by the first meeting he attended as a member of the K.U. Alumni Association Board in 1927, was to create "some new and decidedly more productive procedure" for inducing a large proportion of K.U. alumni regularly to contribute financially to the "gift-supported needs of the University."¹ The second endeavor was to devise a project that would enable the University to provide a needed service that could not be financed from appropriated funds. The melding of these two lines of inquiry produced the concept of a Retirees Center.

Mr. Endacott's professional and volunteer activities contributed directly to his thinking on these themes.² Assignments during a 44-year career with Phillips Petroleum Company made him responsible for such functions as market research, advertising and sales promotion, and employee relations, which included planning, promoting, and administering a company retirement program. Service as a member of the KU Alumni Association Board and as national president of the Association gave him intimate knowledge of alumni affairs, and extended tenure on the Executive Committee of the K U Endowment Association acquainted him with the low level of alumni giving to the University and the difficulty of motivating even slight increases. Finally, as Trustee and Chairman of the Frank Phillips Foundation, which invested heavily in education, and later as president of the Endacott Foundation he learned, both from first-hand experience and From testimony by officials of other foundations, that universities nation-wide had grown to depend extensively on support from private giving and that their needs in this category had multiplied until they vastly exceeded all available funds.

As he assumed each new obligation, whether professional, volunteer, or philanthropic, Mr. Endacott systematically gathered ideas and information in the areas of his fresh responsibilities and interests. He read widely, observed astutely, listened, and questioned. In the process he made notes and accumulated an assortment of clippings and other printed materials recording pertinent ideas, productive strategies, and successful practices that might usefully be applied or adapted to one or another of the operations with which he was concerned. These materials he organized in topical

¹Paul Endacott to Dick Wintermote. 4-30-1982, p. 2. Hereinafter, Mr. Endacott's letters will be cited in the simplified form: to Wintermote, 4 -30-82, p. 2.

²"Occurrences that 'Sparked Ideas' That Have Been Incorporated Into the Retiree Program Proposed. Particularly its 'Expressions of Appreciation' Feature," to Wintermote, 4 -30-82, Exhibit A.

scrapbooks to assist his own planning and often to aid him in selling a fresh idea. Mr. Endacott has placed in the Retirees' Club Library as a record and as a source of ideas for use by this group a number of the scrapbooks he gathered on topics related to the Retirees Center.

The idea of a project to honor University faculty and staff began to incubate in Mr. Endacott's mind as he remembered Professor Arthur Davidson and certain other faculty and staff members who had "gone beyond the call of duty" to aid him as an undergraduate. He reasoned that other students must have benefited from similar attention, and he believed that if a suitable vehicle were offered and properly publicized they would respond, after graduation, by honoring esteemed former mentors with financial contributions to the University. From the mid-1950's to the mid-1960's Mr. Endacott explored ways to achieve such a purpose. In 1956 set an example of individual giving. He began to make annual contributions to appropriate departments in honor of seven former professors to enable them to carry on cherished projects that could not be supported from appropriated funds. In 1965 he suggested that the Alumni Association establish a Center for Recognition of Achievement that would honor academic attainment on a scale comparable to that accorded athletic prowess. When these initiatives appeared neither to attract imitators nor to spark official interest, he began another approach.

In November 1966, Mr. Endacott contributed \$5,000 as an initial installment toward a projected fund of \$100,000 in the Ku. Endowment Association to be used to mark the centennial of the University. He thus began an independent account, later dubbed the "Suspense Fund," to which he and his wife, Lucille, and their sons, Donald and Richard, and their wives made successive contributions preparatory to launching a major project the precise form of which he left for later decision. . While the fund was building, however, he defined the essential character of project. It should enable the University to provide a needed service it could not finance from its regular budget, and it should so clearly serve and honor faculty and staff that grateful former students would be attracted to contribute to its support and maintenance through gift "Expressions of Appreciation" honoring individuals they greatly respected or to whom they felt particularly indebted.

Simultaneously, Mr. Endacott requested of the Ku. Endowment Association information that would enable him to identify major unmet University needs preparatory to formulating a specific project in which to invest the "Suspense Fund." Mr. Irvin E. Youngberg, Projects Director of the Endowment Association, in April 1967, provided a lengthy resume of current average faculty salary scales at all levels, perquisites provided faculty members from both appropriated and Endowment Association funds, and a description of the formal retirement benefits the University provided as well as services and privileges it afforded from other sources. After he had discussed with the Chancellor "a rather general concept of faculty service outside the scope of the University funds which might well become a substantial service and symbol of alumni appreciation of the Ku. faculty," Mr. Endacott, on 8 August 1967,

advanced a proposal to benefit both active and retired faculty. His idea was to create a Faculty Appreciation Fund in the Endowment Association that would receive contributions from grateful alumni from which to finance such projects as a Faculty Appreciation Center, or Faculty Service Center. This new entity he conceived as a device to "advance the basic purposes of the institution" and to "help those wishing to help themselves." It would "serve as a liaison agency between faculty members in all categories and the present and prospective large package of faculty services, benefits, and aids, which would be provided from the contributions of alumni and others in appreciation of the dedicated performance of the faculty." Subsequent discussions of possible projects came to focus exclusively on retired faculty.³

In December 1967 Mr. Endacott shaped a project. He informed Mr. Youngberg that he intended to use the "Suspense Fund" as "seed money" to initiate a project with a "definite self-generating or self-perpetuating aspect" sufficient to "stimulate giving from others indefinitely." To attract this continuing support, he proposed in detail a multi-faceted advertising and publicity program to keep the project continually before "the remaining 100,000 alumni." He expected that an aggressively promoted campaign would produce contribution income sufficient, initially, to sustain the project, and as alumni participation became general, an additional substantial and dependable annual revenue from private sources available to the University for other programs. He believed that, successfully demonstrated at KU, the "Expressions of Appreciation" device for motivating alumni giving would provide a model of innovative university financing from private giving capable of application nation-wide.

The written record is scant between December 1967 and early July 1970. Mr. Endacott and Mr. Youngberg apparently continued communication, however, the direction of which may have been revealed by the use of the "Suspense Fund" Mr. Youngberg suggested in the latter month. He proposed creation of a part-time staff position within the Endowment Association charged with attending to "the welfare and well-being of retired faculty people," and construction of additional housing on the order of the Sprague Apartments for faculty retirees. Mr. Endacott immediately accepted these suggestions, but stipulated that the apartment plan include a first-floor Center designed to serve as a general gathering place and service facility for all retired faculty members. Mr. Endacott ultimately discarded the idea of apartments that could accommodate only a favored few individuals, and the discussion came to focus exclusively on a separate retired faculty center.

Mr. Endacott had observed to Mr. Youngberg in August 1967 that construction of an attractive headquarters building appropriate to its intended function "seems essential" to the success of his enterprise. He now planned a handsome

³ Chronology of Retired Faculty Center, Program and 'Expressions of Appreciation' Plan, dated 8-8-67, to Wintermote, 9-7-67. Attachment Number One

structure to be erected on a commanding site where it would stand as a monument to remind faculty, students, and alumni of the individuals it honored and serve as a constant stimulus to alumni to contribute toward maintenance of the building itself and support of the activities of retirees it housed. Several situations on campus and on adjacent properties along Louisiana Street, already owned by the University or that might be acquired, came under discussion. Eventually a property of the Endowment Association, the vacant site of the old Alpha Chi Omega sorority house lying between Louisiana Street and Dread Avenue bounded by 13th Street on the south and the city reserve water tanks on the north, was designated as the site for construction of the building.

Believing the accumulation in the "Suspense Fund" sufficient to defray the cost of the projected retiree center building, Mr. and Mrs. Endacott determined when the Endacott Foundation was liquidated in June 1974 to turn their attention to projects and activities recently neglected in favor of the "Suspense Fund." Two years later, a review of their intended benefactions before year's end caused them to consider whether they should reverse that decision. Mr. Endacott called Mr. Youngberg "to ascertain, if possible, the proposal's present status, and its likelihood of becoming a reality, and if so, approximately when that might occur. The result was that Irvin and I felt that at this stage it would be timely and desirable for me to outline in a memorandum such information as might enable him to convey a clear-cut and unified understanding to others who might be called upon to decide what to do with the proposal."⁴ Acting on this suggestion, Mr. Endacott prepared a detailed plan for a Retired Faculty Center funded entirely by the Endacotts to be constructed on the designated site.

On 14 February 1977, Mr. Endacott presented to Mr. Youngberg "A Proposal Relating to University of Kansas Retirees," a document of sixty pages with an Appendix of ten additional pages of notes plus a separate binder of exhibits. Drawing on a continuing relationship over decades with Phillips retirees and pre-retirees, he proposed a program of activities that he believed would enable University retirees to pursue their own interests and benefit others, and accompanied it with a floor plan and a description of a building appropriate to that purpose. To provide funds to maintain the completed structure, defray its maintenance and operating expenses, and cover the cost of the programs retirees conducted within it he advanced a plan for motivating regular alumni giving in expression of appreciation for individuals who had made major contributions to their university careers. He recapitulated some of the principles and guidelines that had shaped the project, pointed out benefits that would accrue to the University from the activity, and explored some devices for signaling the project and procedures for getting it promptly under way.

The floor plan, later designated Concept No.1, showed an entrance at the

⁴"A Proposal Relating to University of Kansas Retirees." Introduction, pp. 2-3, and footnote 5.

southwest corner of the building opening off Oread Avenue into an octagonal foyer. Across the front of the building, paralleling Oread Avenue, the foyer opened into a lounge and beyond that into a refreshment area and a library. Two corridors intersecting at a right angle opened off the northeast face of the foyer. One ran east to give access to a row of rooms along the south side of the building, and the other bordered the rooms facing Oread Avenue and provided a second access to the refreshment area and the library before turning at a right angle to give access to rooms along the north wall of the structure. A cloakroom, rest rooms for men and women, and a snack bar-catering area opening into the front corridor occupied the central portion of the building between the parallel corridors. Behind them a large hall, with access to the snack bar-catering area, occupied the space between the two corridors with an entrance opening from each. Behind the hall a corridor gave access to a bank of three rooms including a storage area, a room each for heavy and light hobbies, and behind that an apartment, possibly for a center director. Rooms for music, TV, four marked "private", an exit to the parking lot, and a locked storage room opened off the north corridor, and off the south counterpart, a front office facing the entryway, a back office for the center director, a conference room, a personal convenience services room, and a writing room.

In mid-September 1977, Mr. Youngberg informed Mr. Endacott that the Retired Faculty Center would share the designated construction site with a proposed Alumni Center. That decision grew out of an informal meeting some two weeks earlier in which he; Mr. Todd Seymour, President of the Endowment Association; Mr. Richard "Dick" Wintermote, Executive Director of the Alumni Association; and Chancellor Archie R. Dykes had considered the idea of a proposed Alumni Center related to, but not a part of the Retiree Center. Mr. Endacott was unaware that an Alumni Center was under consideration, but he liked "the idea of relating the proposed Alumni Center and the Faculty Center to each other on the same site. . . . I can see that there could be several variations of structural relationships between the two facilities, such as two separate buildings alongside each other, two connected by a corridor, the faculty center being one wing of a building, or even both centers being in separate parts of the same straightforward structure, although the latter arrangement has slightly less appeal to me unless it would save substantially in construction costs." He explored one of these possibilities by adapting his floor plan for a separate building, labeled Concept No.1, into one of two structures sharing a common wall and made accessible to each other by a corridor paralleling Oread Avenue, labeled Concept No. 2.

In early December 1977, Mr. Wintermote informed Mr. Endacott that the University Administration, the Endowment Association, and the Alumni Association had agreed to proceed with the Alumni Center project. Between mid-May and late September of 1979 all three interested parties approved the plan the Alumni Center

Planning Committee⁵ presented⁶, and key KU alumni and friends of the University were invited to participate in a session on 1 December 1979 to evaluate the Alumni Center building project⁷ Mr. Endacott attended the meeting, prior to which he had presented to Mr. Wintermote a third album he had compiled on the Retiree Center⁸ to supplement the two he had included with his formal presentation of February 1977. In effect, the session of December 1 launched the project Apparently convinced by "information discussed at that meeting and the brochure distributed then" that construction cost economies warranted the concession, Mr. Endacott accepted the joint-tenancy option for the Retiree Center he had thought least appealing, and released the Suspense Fund for the construction. He repeated to Mr. Youngberg the following day the opinion that "the faculty-alumni center concept ... seems to be a logical one," but he hoped "that if it becomes a reality, due consideration is given to construction with two different service centers and that the retired faculty unit will stand out by itself as a sort of symbol to alumni, possibly as a wing with central facilities common to both as visualized for the Retired Faculty Center and for the Alumni Center. Of course, I do not have any idea just what the type of activities of the alumni center might be other than those now performed in the Union Building."⁹

Believing the quarters issue resolved, during the first half of 1980 Mr. Endacott launched three initiatives intended to assist in getting the Retiree project quickly under way. He revised the February 1977 prospectus to adjust to relocation of the center within a multi-purpose alumni building, and on 11 January sent copies to Mr. Wintermote for use in publicity, planning, and construction. On 25 April he submitted to Mr. Wintermote a series of questions focused on issues that he believed should be promptly resolved to insure that the project enjoyed consensus support and that it would move forward swiftly and efficiently. Under date of 16 June he forwarded to Mr. Wintermote a "Suggested Committee Structure" that he thought appropriate to organize retirees to prepare a program of activities for launch as soon

⁵Mr. William W Martin, President of Martin Tractor Company, Inc., of Topeka was Chairman, and Mr. Robert S. Mueller, Chancellor -Emeritus Raymond Nichols, Mr. R. Keith Lawton, Mr. Seymour, and Mr. Wintermote members.

⁶THE KANSAS ALUMNI CENTER. A Multipurpose Center for the National Offices of the Ku. Alumni Association, A Retired Ku. Faculty Services Center, And a Limited Services Alumni Faculty Club. CONFIDENTIAL STUDY DRAFT. For Review Purposes Only. (An abstract of the full Program of Work Presented to and Adopted By the Alumni Board of Directors on Friday, September 27, 1979).

⁷Wintermote to Endacott, 3-22-80, p.1.

⁸Typed note affixed to the index marker page labeled "Albums, Endacott Album 00. spine and cover marked "Ku. Retiree Club, Program and Facilities.

⁹To Irvin (Youngberg), 12-2-77.

as the new building opened. Mr. Wintermote's reply, self-typed on a Saturday morning, counseled caution. The fund-raising effort was "not going at all well," he reported. "Some of the people we thought would be very generous have not been," and solicitations of major prospects had produced disappointing results. There were problems getting properly organized, and the resignation of Chancellor Dykes left the campaign promoters facing "an enormous amount of money to raise in an a difficult economic climate with no chancellor to lead us." Under these circumstances, "it seems to me," he wrote, "we should NOT get our retiree friends all organized, working, and excited about the building until we are sure that we will have a building in which they can operate."¹⁰

Mr. Endacott recognized that construction of appropriate quarters under the revised project would entail special problems. He argued that, in contrast with quite familiar concepts such as alumni offices or a faculty club, the retiree center he planned was a multi-faceted concept without precedent, and "anyone who has not had the benefit of the complete descriptive materials may arrive at misconceptions about it." Consultation during construction of suitable quarters was made difficult because "suggestion input must be transmitted in writing from a distance, instead of by verbal discussion" at the site. Believing that "project planners, decision-makers, architects, campaign fund designers, pre-operational committee members and the eventual operating staff and volunteers" would have occasion to review the project plans, he felt obliged to make an up-to-date version generally available. He hoped thus to make certain that all individuals associated with construction or with preparing promotional materials thoroughly understood the plan in order to present it accurately in campaign literature and to express its purposes in appropriate architectural design.

Originally, his concept of the first-floor quarters to be occupied by the Retiree Center had included a highly visible, separate retirees' section. An elaborate entry off the vestibule of the multi-purpose building would give access to facilities prominently identified as retiree quarters. Discussion persuaded him that such an imposing gateway might prove intimidating to current faculty, students, and visiting alumni and thus inhibit the very intermingling he wished the Retiree Center to promote. Later, a variation of the same argument supported the suggestion that on special occasions, such as athletic events when large numbers of alumni would be likely to visit the Alumni Center, joint use of certain portions of the retirees' facilities, such as the large assembly hall, would be mutually advantageous. Mr. Endacott agreed to this suggestion, also, and thereafter referred to such portions of the first floor as joint use areas. The statement on the Retired Faculty Services Center he suggested to Mr. Wintermote, under cover of a 29 April 1980 letter, for "incorporation in announcements, fund campaign materials, press stories, magazine articles, newsletters to retirees and others and to volunteers, etc." read: "The retiree section within the Alumni Center Building occupies the choice ground-floor location, just inside the main

¹⁰Wintermote to Endacott, 6-28-80.

entrance and near the large Hall where alumni, faculty and others will mingle on special occasions when they come to the campus. Present faculty members will pass by going to and from the third floor Club, (in which retirees will be eligible for membership) as will also those working in or visiting the Alumni Offices, which occupy the second floor. Thus social contacts outside the retirees group are readily available at all times."

Although physical arrangements required some revision, Mr. Endacott made it emphatically clear that the "basic principles" and "program elements" of the original prospectus remained unchanged.¹¹ The revised floor plan and sketches with an accompanying description he provided for orientation of the architect and planners of the fund drive confirmed that assertion. He abandoned building Concepts Nos. 1 and 2 and substituted a draft floor plan he labeled Concept No.3 that he thought "may be of some value as a prototype layout" expressing his ideas of a "feasible way to translate program elements into room usages, sizes, inter-relationships and retirees-alumni-club groupings."¹² The revised plan showed little or no change in the refreshment area, the front office, the back office of the director, the conference room, the TV room, the four private rooms, and the rooms for light and heavy hobbies. The lounge was substantially unchanged, except that the "Appreciation Book" alcove was moved to a corner where it could be consulted easily by anyone in the room, and seen through a glass panel by persons entering the room or waiting near the elevator. The revision suggested additional uses for some rooms, reduced the number of "personal convenience services rooms," and abandoned the idea of an apartment for the director.¹³

The foyer, however, he found to require major changes. This reception area he "shifted from a retiree oriented, symbolic, tone-setting type with a few touches of 'elegance,' such as retiree-painted pictures, waiting benches and symbolic sculpture, to a general purpose lobby" serving all three occupants of the building. There was an elevator to afford access to the upper floors, and in an adjacent area, likely to be used also by individuals attending affairs in the ground level Alumni Hall, a stairway leading to the second floor. He suggested that the foyer might well contain a building directory, and display a "so-called 'Tribute Plaque' near the entrance to the retiree section" containing an "expression of appreciation to former faculty from former

¹¹"Revisions in Proposed Retiree Facilities as Discussed in Report of February 1977, to Adapt Them to Relocation in the Multi-Purpose Alumni Center," to Wintermote, 1-11-80, enclosure, paragraph 1.

¹²"Revisions in Proposed Retiree Facilities As Discussed in Report of February 1977, to Adapt Them to Relocation in the Multi-Purpose Alumni Center," [p. 1].

¹³"Revisions in Proposed Retiree Facilities as Discussed in Report of February 1977, to Adapt Them to Relocation in the Multi-Purpose Alumni Center," to Wintermote, 1-11-80, enclosure, paragraph 1.

students," and statements that "support of the ongoing activities and program is provided by gifts honoring former teachers," and that "the names of those who have given such individual support 'tributes' are inscribed in the book in the alcove" of which he provided a sketch. The plaque might also invite alumni, faculty, and others to visit the retiree section.¹⁴ There were other relatively significant changes. The library and the writing room were combined into a single room, and the music room was enlarged. Some alterations adjusted the plan to the "joint use" concept. A serving kitchen "for pot-luck dinners etc. and snack dining" replaced the snack catering area and was moved "to a point in the Retirees-Alumni joint usage area where it can best serve the Hall," and the cloakroom and the restrooms were enlarged and the sites moved better to accommodate patrons of Alumni Hall.

The fact that developments were proceeding rapidly in advance of guidance structures concerned Mr. Endacott. A major project was being initiated, complex relationships involving diverse interests were being developed, and decisions were being made by various individuals at different levels but no formal mechanisms existed to assure common understanding or accord on purpose. In the hope of remedying these lacunae, he submitted to Mr. Wintermote in late April a battery of thirty-three "Questions Regarding the Program and Facilities of the Retired Faculty Services Center Which Should be Answered as Soon as Possible in Order That They May be Incorporated into Publicity etc. With Uniformity, Clarity and Authenticity." His queries addressed such issues as consensus on concept and methods as well as relationships and attribution of authority during current construction and subsequent joint occupation of a multi-purpose building. Other topics dealt with issues of less overarching significance, but that were relevant to the effective and timely launching of the retiree project.

Mr. Endacott wished before the project proceeded further to make certain that there was universal accord on the Retiree Center concept. In pursuit of that consensus he queried should not one official statement be prepared describing "just what the envisioned program is" and, if adopted, should not such a statement be embodied in a special brochure for use during the promotional campaign and thereafter? Should the views of University officials be solicited to make sure that they fully understood and approved the program, and should they be asked to suggest additional activities of benefit to the University in which retirees might engage? In terms of program content, are the stated concepts of common retiree needs valid, or do they and the list of program "nouns" need revision? Should collaboration by selected retirees be sought at this stage to perform such functions as selecting from Mr. Endacott's suggestions program activities to be regarded as his contributions to the official program, and deciding whether or not to suggest additional program features?

¹⁴Revisions in Proposed Retirees Facilities as Discussed in Report of February 1977, to Adapt Them to Relocation in the Multi -Purpose Alumni Center," p. 2.

In order to guide the construction process and prepare for subsequent joint-occupancy should not an authority hierarchy be constituted now? Should not an organization chart be drawn up so that everyone involved in any phase of the project and program will have "a clear understanding of just who has authority and responsibility," and that a natural transition will occur to permanent operations later? Should such an organization be constituted now and officers selected? What committees should be planned and approved in order to have all needs anticipated and provided for when the Center opens? Should a list of committee assignments and job descriptions for each be drawn? For the operation of the completed building, "Will there be set up some sort of procedure for clarifying the extent or priority of usage by each of the three tenants as to each of the various rooms or groups of rooms, and what will be the procedures after occupancy on scheduling the usage of these various joint purpose rooms?"

Although he was confident that the "Expressions of Appreciation" would supply a bountiful revenue to support the ongoing retiree program, Mr. Endacott was concerned that sufficient funds be immediately available to cover opening costs. He raised questions about the source of funds for necessary preliminary purchases, whether availability of government funds for specific purposes had been adequately investigated, if any of the contributions to the Alumni Center endowment fund was to go to the retiree endowment and, if not, should a separate fund for that purpose be set up, and whether, as he supposed, the Bohnstegel gift of \$100,000 would go to the retiree endowment. He asked if the "Expressions of Appreciation" plan should not be put in operation at once in order to build up in advance funds for operations during the first year and to begin an endowment fund for subsequent support. Should not reconsideration be given in the building plans to inclusion of an "Appreciation Alcove" or something similar" as a central source of appeal for memorial gifts honoring faculty retirees," and a conspicuous spot planned for a wall plaque bearing the legend that gifts from appreciative students honoring former faculty members sustain the operations of the Center? Should not an appropriate form of acknowledgment and thanks be prepared to send to contributors?

Some of the questions related exclusively to the Retiree program. Should not a name be chosen for the facility itself? The name "Retired Faculty Center" raised a problem, he noted, because "Center" was also the name of the Alumni building. Mr. Endacott resolved the conflict provisionally in his proposals by substituting the term "Retired Faculty Services" for "Retired Faculty Center". Should not an official name be chosen for the group, and a motto or slogan, and a logo be adopted? For internal operations, should not qualifications for membership be defined, and although he had ruled out membership dues, might not voluntary donations be acceptable? In planning the interior decor, was any effort being made to incorporate retiree-produced art, and should contributions of used furniture in good condition, perhaps some of that donated by the Endacotts, be encouraged?

A number of queries sought to identify actions that would facilitate a prompt and efficient inauguration of operations. Should a regular full-time program director-center manager be employed now for the Retiree Center to prepare for operations later, or should a temporary, part-time volunteer individual be considered while a job description is drawn up for a professional appointment? Did a current directory of living faculty and staff retirees exist; if not, should one be prepared? How soon should a newsletter begin to spread information about the planned Center? Should meetings be held to acquaint retirees with progress on the project? Should a workshop be planned to educate retiree volunteer workers about the program and the facilities being constructed?

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Mr. Endacott urged that retirees create at once the committee structure needed to guide development of the retiree organization and to conduct its activities. He proposed that by-laws call for an Executive Board made up of elected officials and committee chairpersons, with the Director of the Alumni Association and the President of the Endowment Association ex officio members with vote. As "Responsibilities" he listed management policies and operational decisions between meetings of the club membership. He listed other committees: Program, Personal Services, Library, Crafts and Hobbies, Handyman Service, Budget and Finance, Games, and Music, and proposed activities for each that would convey his conception of its proper orientation. For example, he suggested that the Program Committee establish guidelines on programs to be offered; consider requests for new programs; establish a list of such regular programs as bridge parties, bingo, lectures (by club members, active faculty, visiting alumni, and campus visitors); exhibitions; a coffee hour; and entertainment. He outlined the longest list of functions for the Personal Services Committee. This group should organize pre-retirement seminars; arrange counseling on personal finances and investments, and on various kinds of home assistance ranging from home safety, household repairs, and health to hobbies; list discounts locally available; organize a program of messages and visits for shut-ins; and maintain a list of community services available. ¹⁵

The longhand notation, "Ray Nichols," within a hand-drawn rectangle in the upper right hand corner of the copy of this memorandum in the Endacott file apparently indicates the action taken on Mr. Endacott's suggestion. At any rate, Mr. Raymond Nichols, who acted as the communication link between the program planners and the retirees, began to set up a committee structure and proceed with planning overall program and use of the facilities in order to have programs prepared to begin operation as soon as the new quarters were available. Longhand notations on the Endacott file copy show the committees were set up: a notation, "Ray Nichols," opposite "Executive Board" was lined out; Program Committee carried the notation, "Larry Heeb"; Personal Service [left blank]; Library, "Tony Burzle"; Crafts and Hobbies "(under program)"; Handyman Services, "(with hobbies - under program)";

¹⁵ "Suggested Committee Structure," undated mimeographed document of three pages.

Budget and Finance, "Paul Wilson"; Games, "(under program)"; Music "(with library) Tony Burzle".

The decision to construct a multi-purpose Alumni Center building made, a Fund Raising Committee--also called a Steering Committee¹⁶--began activity. The Chairman, in early May 1980, invited Mr. Endacott to accept membership on the Committee, and affixed to his formal letter a longhand note: "Paul, we're most, most grateful for the magnificent gift you've made to 'kick off this campaign. The pattern (I hope) you've set insures success.¹⁷ His letter of thanks for "your acceptance to serve and your willingness to give and to work," carried the handwritten message, "Thanks again, Paul, for your splendid gift.¹⁸ The minutes of the 27 May meeting of the Steering Committee noted that "Mr. Paul Endacott, members of his family, and The Endacott Foundation have contributed nearly \$500,000 for the provision of Retired Faculty Services in the Center,"¹⁹ and Mr. Wintermote appended to his letter covering the copy he mailed to Mr. Endacott a longhand note: "Paul, your very major gift will assure success and we thank you again.²⁰ Clearly, the Endacott gift gave the Alumni Association building campaign badly needed immediate early impetus.

The Steering Committee also discussed at its 27 May 1980 meeting the kinds and levels of contributions the campaign would seek. A gift of \$100,000 or more was defined as a "major contribution," and when a question arose about the level of giving required to name the building or parts of it, the Chairman replied that the amount was negotiable. As a guide, Mr. Wintermote supplied the figures: to name the building, (1/2 of the campaign goal) \$2,000,000: to name an entire floor, either the Alumni Offices floor or the Alumni-Faculty Club floor, \$1,200,000; and to name individual areas and/or rooms, figures calculated at the total per square-foot cost including the costs of construction, equipping and/or furnishing,²¹ Early the next year the building acquired an official name when Adams family members pledged \$1.3 million, and an

¹⁶Mr. George E. Nettles, Jr" President of McNally Pittsburg Manufacturing Corporation, accepted the chairmanship and Wm, C. Douce, President of Phillips Oil Company, the vice Chairmanship (Wintermote to Endacott, 3-22-80, p. 20. They invited other individuals to serve as members,

¹⁷ George F. Nettles, Jr., Chairman, Alumni Center Fund Raising Campaign, to Endacott, 5 -5-80, p.2.

¹⁸ George F. Nettles, Jr. to Endacott, 5-18-80.

¹⁹Minutes, The Kansas Alumni Steering Committee Meeting, May 27, 1980, p, 2.

²⁰ Wintermote to Endacott, 5-29-80.

²¹ Minutes, The Kansas Alumni Steering Committee Meeting, May 27, 1980, pp. 3, 5.

²² Wintermote to members of the Steering Committee, 2-20-81.

anonymous donor pledged an additional \$700,000 to complete the required sum.²² When Mr. Seymour officially announced the Endacott gift later that year, the *Lawrence Journal-World* hailed the major contribution "made by Mr. and Mrs. Paul S. Endacott of Bartlesville, Okla.; their sons and daughters-in-law, Mr. and Mrs. Donald E. Endacott; and Mr. and Mrs. Richard R. Endacott, all of Lincoln, Neb.; and the Endacott Foundation" to "provide a retired faculty suite" within the planned K. S. 'Boots' Adams Alumni Center.²³

In late January 1981, Mr. Seymour noted that expenditures for construction were beginning and suggested to Mr. Endacott that operations would be facilitated if the "Suspense Fund" were liquidated and consolidated with other construction funds. As he had replied earlier to similar inquiries, Mr. Endacott responded that so long as the designated purpose was honored the bookkeeping operations by which they were accomplished were not a matter of concern to him.²⁴ On the day that ground_ breaking ceremonies were conducted, the Phillips Petroleum Company announced a contribution of \$600,000, payable in four equal installments beginning in 1981, to establish the "Phillips Petroleum Company Endowment Fund for the K. S. 'Boots' Adams Kansas Alumni Center," the income from which was for maintenance and operation of Alumni Center. One sixth of the gift, \$100,000, was "specifically earmarked as an endowment fund for the retired faculty services."²⁵ When campaign contributions failed to reach anticipated levels, the planners thought it necessary to include the rooms on the first floor with those on the second and third floors opened for designation as individual tributes or memorials in return for contributions larger than a stated minimum.

Mr. Nichols, in the meantime, began the organization of retirees that Mr. Endacott had suggested. He constituted a general Program Committee of retirees, with himself as chair that began operation in October 1981.²⁶ The charge given the committee was to plan the furnishings for the retiree portion of the building, decide issues essential to structuring the retiree organization, and to recommend the broad outlines of a program of activities to be developed within it. Mr. Endacott made available for use by the committee the scrapbooks of materials he had assembled that had influenced his formulation of the Retiree Center concept, as well as copies of the documents in which he described the Center concept and the activities he envisioned it carrying on.

²³ "Ku. alumni center drive gets major contribution," *Lawrence Journal World*, 5-15-81.

²⁴ to Wintermote, 5-15-85.

²⁵ Wm. C. Douce to George E. Nettles, Jr., date 11-19-81, supplied by Mr. Endacott's handwritten note.

²⁶ Raymond Nichols to Endacott, 5-10-82.

The Program Committee dealt first with the issues that had to be resolved before a retiree organization could be constituted. It defined categories of eligible members, considered a name for the organization and an appropriate motto or slogan for it. After discussing several suggested slogans, it found none it considered appropriate and, hence, adopted none. Various names were proposed and considered for the organization, but none seemed acceptably descriptive of both the composition and the intent of the group. The committee recognized that "club" for many carried the connotation of triviality but, barred from using the Endacott name, it found no better term. So the committee baptized the organization with the comprehensive, if insipid, title, "K U Retirees' Club". The name disappointed Mr. Endacott²⁷ because the qualities "exclusivity, self-serving, and pleasure-seeking" many people thought implied by the term "club" he hoped would not be characteristic of the organization he had chosen to sponsor. The preliminary decisions reached, the committee drafted a constitution and by-laws to be submitted for consideration by the first group of retirees assembled to constitute the organization.

The committee also devoted its attention to preparing the new quarters for occupancy. After some deliberation it recommended minor modifications of the architect's plans, the most significant one being elimination of a partition to increase the size of the music room. As a convenience in anticipation of program activities it also recommended installation of a large retractable screen on the north wall of the assembly hall. It investigated furniture, floor coverings, and upholstery fabrics for furnishing the retiree quarters. There was some mention that furniture a delegation from KU selected when the Endacotts closed their country home in 1974 and placed in storage for the independent building then projected was available for use. It surveyed availability from University sources of such anticipated equipment needs as slide and movie projectors and tape recorders; and assigned responsibility to subcommittee chairpersons to secure equipment for special function rooms. Byron Leonard was delegated responsibility for buying hand tools to equip the hobby room, and Tony Burzle for initial library gifts and purchases.

Mr. Endacott made it clear that the Retiree Center he envisioned was to be no ordinary retirement project; it was to be a center of retiree activity. The prefatory remarks in his "Revisions in Proposed Retiree Facilities. . . ." state "a paramount principle which, in the writer's view, should pervade and guide all retiree program planning and facility layout and design. It is that neither the program nor the facilities should contemplate or suggest inactivity, and certainly not excessive leisure or lassitude. Instead, they should invite and accommodate constructive activity and involvement - the kinds that fulfill genuine needs and produce obvious results. . . ." Each participant, "in a natural and subtle manner, becomes willingly aligned, to the extent he desires, with whatever use of his abilities appeals to him most. . . . ; he may,

²⁷to Wintermote, 17 May, 1985, Subject 4: Promotion.

in effect, barter his own special skills, talents, abilities and experience for the benefits that similar attributes of others in the group extend in his behalf." He noted in his "Comments on extracts from Wintermote's letter of June 28, 1980," that "My experience to date is that people relate it primarily to aging, conventional senior citizens centers, and a medium for one-way delivery of services to retirees; whereas more basic and innovative than these are the ways that it aims to provide an excellent alternative to abrupt termination of educational livelihood, links retirees to the University and provides a medium utilizing constructively the talents, experience and capabilities of more than just faculty, but also staff retirees, associated agencies, spouses, widows, pre-retirees, students, community, etc." The statement on "A Retired Faculty Service Center" included in the Confidential "Draft Study" of 15 September 1979 quoted the "anonymous alumnus" donor as predicting that "Those who find themselves' cut adrift' from current University life will, have opportunity to stay in touch with their and our University. 'Beloved teachers' should have a place in which they could stay in close contact with one another as well as have opportunities to remain an integral part of to day's University community."²⁸

The committee structure and the library services he recommended suggested the general pattern of the program Mr. Endacott envisioned. Drawing upon his experience with industrial retirees, he sketched²⁹ a wide spectrum of services in which he thought University retirees might wish to engage. As in-house services to members, he thought it useful to keep constantly available in the library such items as a directory of living retirees, a membership directory, an organization chart complete with job descriptions for each position and the current incumbents, a list of retiree committees, house rules, calendar of scheduled events, and a listing of library holdings. As personal services to members he suggested maintaining current lists of opportunities for privileged purchase or for part-time employment; of federal, state, and local agencies of special interest to retirees; of retiree services provided by the University; of local health facilities; of members willing to help others with travel plans; and of ticket clearinghouse listings. As services to others, he suggested a list of opportunities to volunteer, a companion list of local organizations offering such opportunities, and a list of members willing to perform for shut-ins and physically handicapped individuals such simple services as minor household repairs and replacing difficult to reach light bulbs.

Mr. Endacott stressed the service aspect of the retiree program, but not to the exclusion of social activity. He remarked to Mr. Wintermote in 1985, "Donors like to support groups that multiply their gifts by passing along valuable benefits created therefrom to causes of interest to the donors. This does not mean that a lot of social activities and self-serving things should not occur. On the contrary, there should be as

²⁸"A Retired Faculty Service Center," to Wintermote, 5-15-85, Subject Two: Application of Endacott Gifts, Attachment 2.

²⁹"Library Services," to Wintermote, 8-15-80.

much as possible of both. However, these are not the things to promote through alumni or public channels, for several reasons. The more purposeful acts accomplished through volunteer service create infinitely greater appeal. That is why I was disappointed when the group named itself a club, for to many people that word implies exclusivity, self-serving and pleasure-seeking. Quite a few prospective donors are reluctant to make contributions that provide benefits to individuals, though they are perfectly willing to give for clear-cut so-called charitable purposes."³⁰ He defended the willingness of retirees to engage in volunteer service. "I must say," he told Mr. Wintermote, "that I do not agree at all with what I was told about KU retirees not interested in volunteering to perform, to the extent they desired, the various non-social aspects of the program. That merely meant to me that the opportunity to serve had not been defined properly. Those retirees are humans and they will serve if they feel capable and the need is real. I live in a community swamped with volunteers in every imaginable sort of activity, including 400 at the hospital and 350 in the new community center. It is a way of staying front-stage and getting recognition, and all the while the best kind of social enjoyment is the fall-out."³¹

In the belief that he was assuring appropriate quarters for development of his retiree project, Mr. Endacott accepted a species of partnership in housing with the Alumni Association. If the parties ever formally defined the conditions under which that agreement was reached and the "Suspense Fund" released, it does not appear in the records available for this study. Rather, the correspondence suggests that Mr. Endacott understood it to be a fully informed gentlemen's agreement among trusting colleagues and friends that his proposed retiree program would be installed intact in its own quarters constructed within the Alumni Association building. The statement entitled "A Retired Faculty Service Center" included in the Confidential "Draft Study" of 15 September 1979, appeared to confirm that view. "An anonymous alumnus," it read, wished "as a symbol of respect and appreciation" to make a major gift "to provide a Retired Faculty Service Center" that would afford "a myriad of services" for retired members of The University of Kansas faculty. "The Alumni Association Planning Committee feels it most appropriate to include such services in its planned building" and to that end "It is proposed that the architect design several private areas such as hobby space, library and reading room, and personal conveniences services for the specific use of KU's retired faculty members. A large activity hall/lounge, catered refreshment services, a KU Tradition and Memorabilia Library, meeting rooms, television and music areas, plus other social and recreational spaces would be shared with others using the building in order that those now retired can share the academic life of the University in the Kansas Alumni Center."³²

³⁰To Wintermote, 5-17-85, Subject 4: Promotion, p. 2.

³¹To Wintermote, 5-17-85, Subject to Promotion, p. 6.

³²"A Retired Faculty Service Center," to Wintermote, 5-15-85, Subject Two: Application of Endacott Gifts, Attachment 2.

Prosecution of the funding campaign and the building program soon revealed that the parties operated under disparate interpretations of the Endacott gift. As he perceived each discrepancy, Mr. Endacott brought the issue to the attention of Mr. Wintermote lest repetition establish misconception as accepted fact. Mr. Wintermote, however, apparently found no moment that he considered appropriate to explore the differences. Communication continued, but discourse followed pre-determined parallel tracks, the issues were never joined, and the points of disagreement were never jointly addressed. Mr. Endacott continued to act in the belief that the Alumni Association and, the Endowment Association fully understood and accepted the Retiree Center concept his correspondence had repeatedly described and explained in detail, and that by accepting the "Suspense Fund" contribution they had agreed to construct within the Alumni Center quarters identified as a retiree section and to adopt the measures he had proposed for their maintenance and for the support of continuing retiree activity programs. The Alumni Association proceeded as though the gift were a simple, if munificent, contribution to its building fund. Mr. Endacott noted Mr. Wintermote's belated acknowledgment in 1985 "that somewhere along the line, the erroneous impression got around that our Endacott gift for a specific section of the overall building was instead either for the entire building or even for expenses of the on-going program."³³ As discrepant expectations matured, a pattern of persistent, unresolved substantive differences emerged on a number of crucial issues which came to color relationships as construction was completed and significantly to affect operations as joint tenancy began. The principal controverted questions were: What was the actual monetary value of the Endacott benefactions? What was the intended purpose of the Endacott gift? Did the Alumni Association assume the obligation to provide a separate, distinctive section for retiree activity within its new building? In whose honor was the retiree portion of the building provided? Did the Alumni Association obligate itself to promote the "Expressions of Appreciation" plan? Many of these issues would have been confronted earlier had the thirty-three questions Mr. Endacott posed in April 1980 been addressed.

Mr. Endacott became aware that disparate concepts threatened what he had thought to be a consensus when he discovered that campaign sources incorrectly reported the Endacott financial contribution to the Alumni Association building project. As a member of the Steering Committee he had attended the 27 May 1980 meeting, but for some time he did not read the minutes that, as secretary, Mr. Wintermote circulated. He did not respond, therefore, to the invitation to "let us know of any corrections that should be made to them"³⁴ until by letter of 16 April 1981 he called to Mr. Wintermote's attention the sentence that reported an Endacott gift of "nearly \$500,000 for the provision of Retired Faculty Services in the Center."

³³ to Wintermote, 3-13-85, p. 1.

³⁴ Wintermote to Endacott, 5-29-80.

That statement, he pointed out, incorrectly described both the amount and the purpose of the Endacott contributions.

That an official document erroneously linked the Endacott gift with provision of "services" disturbed Mr. Endacott. The words used in the minutes "give me concern," he wrote, "because if the facts are as the words reflect, they place in jeopardy the long envisioned outstanding benefits to retired faculty and the University which the purpose of the Endacott gift has always been intended to provide. The purpose has always been to provide a self-contained unit or section in the multipurpose building. . . . The purpose has never been to provide the ongoing program of services. . . ."³⁵ His unease was made more acute by another document circulated at the same meeting that also linked the gift with "service." One of the papers "relating to the three 'tenants' in the multipurpose structure" was a "version of a descriptive memo" he had prepared and sent to Mr. Wintermote under date of 29 April 1980 "to provide writers and others with my understanding both of the place and of the services identified with the retiree portion" of the new building. In the circulated version, however, the word "Center" had been deleted from the name "Retired Faculty Services Center" used in the original text, making it read, "Retired Faculty Services." That altered name was also added as a title of the document. That misconstruction of his intent, he pointed out, altered the focus of the Endacott gifts by making them appear to provide financing for future ongoing services instead of providing "that section of the multi-purpose structure which is designated and intended to be identified as a specific permanent clear-cut physical symbol or tribute to appreciated former teachers ... " His fears were further "reinforced by the fact that the campaign promotional materials also solicit donations to pay the costs of .all individual rooms in the Center... This says to me that the complex of rooms designated to accommodate retiree activities has not already been provided for by accumulations in the Endacott Suspense Fund plus dividends, interest and reinvestment income until the end of the pledge paying period."³⁶

Persistent reiteration of this mistaken conception helped to undergird other anomalies. Endacott gifts to provide services could not also pay for distinct quarters intended to honor only retirees, and if support for the ongoing retiree program were already provided "Expressions of Appreciation" for that purpose were superfluous. Until mid-May 1985 Mr. Endacott consistently rebutted this misinterpretation of the Endacott gift. He obviously found it incredible that such a misapprehension could have gained credence and remained current when he had kept Mr. Wintermote and other officials involved in the Alumni Center project informed by a stream of correspondence dating back at least to February 1977 that described the Retiree Center project in exquisite detail.

³⁵ to Wintermote, 4-16-81, p.1.

³⁶ to Wintermote, 4-16-81, pp. 2-3.

Mr. Endacott also believed that the Endacott gift of "nearly \$500,000" reported to the Steering Committee considerably undervalued the "Suspense Fund." That belief motivated him to recalculate the family contributions. Starting with a base figure of \$700,000, supplied by Mr. Seymour's calculation of liquidation value of the "Suspense Fund" at the end of 1980 (which, he noted, alone showed the announced figure to be greatly in error), he added recent contributions not yet entered in the books (\$35,000); estimated dividends and interest to the end of 1980 (\$15,000); anticipated estimated income for the years '81, '82, and '83 (dividends, \$73,665; direct interest and interest on reinvested dividends, \$40,670; interest on cash gifts, \$27,645; matching gifts, \$27,000). With nothing added for capital appreciation, the total reached \$918,000.³⁷ His meticulously detailed computation of the liquidation value of Endacott gifts at the close of the campaign period, including such factors as stock splits and appreciation of gift shares, showed total Endacott contributions of \$1,113,253 toward the campaign goal of \$4.9 million. He recognized that "only Todd's figures are official," and he therefore trusted that Mr. Seymour would review "my' conservatively guesstimated" total value of the "Suspense Fund" and "make his own estimate of what the size of the Endacott gift probably will be."³⁸

Using the average construction cost per square foot of the Alumni Association building, Mr. Endacott calculated that the family.; contributions paid for the major portion of the usable area of the first floor. Specifically, he calculated that the area "identified with the particular section of the building that is for implementing the proposed retired faculty program of services" occupied 5,671 square feet, or 59.5% of the total 9,520 square feet available on the first floor. His analysis of probable proportional usage of rooms, supported by a color-coded floor plan, calculated that, out of a total of this "wholly or partly used 5,671 sq. ft. of space" Endacott gifts paid for exclusive use of 4,828 square feet and a proportion of the remainder corresponding to projected usage. However, "all of the facilities comprising it would be available to meet any occasional needs or desires of groups and individuals ordinarily served by other sections of the building. Likewise, retired faculty group activities, when requiring space greater than those afforded by the retiree section, would be privileged to use portions of the Alumni Hall when it is not otherwise in use."³⁹

Mr. Endacott understood, and the 1979 document entitled "A Retired Faculty

³⁷ to Wintermote, 4-16-81, pp. 1-2.

³⁸ "Estimated Value of Endacott Gift to Alumni Center Project and Its Capability of Providing the Share of \$4.9 Million Campaign Goal of the Retired Faculty Section," to Wintermote, 4-16-81, unpagged attachment.

³⁹ "Estimated Value of Endacott Gift to Alumni Center Project and Its Capability of Providing the Share of \$4.9 Million Campaign Goal of the Retired Faculty Section," to Wintermote, 4-16-81, unpagged attachment.

Service Center" appeared to confirm that the "Suspense Fund" paid for a distinct unit identified as a retired faculty facility on the first floor of the Alumni Center building. Mr. Endacott apparently believed that the architect had understood this concept and had captured it admirably in his initial floor plan. After examining the pictured layout, he commented to Mr. Wintermote on 28 May 1980, "Those of you who have worked with the architect and the architects themselves have done a magnificent job of designing this floor arrangement for the rooms that should go together are planned in that manner. The entire arrangement seems to fit perfectly into the idea that the basic Alumni facilities in the east portion and the Retirees facilities in the west portion gradually blend together in the mid area in a most efficient and convenient manner. I hope that nothing comes up to cause the architects to make any significant changes in the present floor plan."⁴⁰

The trend of developments, however, shortly forced Mr. Endacott reluctantly to consider the possibility that the new building might provide no separate retiree facility. "Could it be," he queried, "that there will be no retiree section identified as such, but the program of services to and by faculty retirees will be intermingled with other services in the same section not specifically related to retirees? This question is raised by the manner of listing in campaign materials and on pledge cards the things for which contributions are being sought. Two are sections of the building - 'K.U. Alumni Association Offices' and 'Alumni-Faculty Club'. The other is not a section or place, but services - 'Retired Faculty Services'. This is an aspect that is not in the campaign goal, but is suggested to be supported, as stated above, by appreciative former students of K.U. teachers later on."⁴¹

Although these indications caused him concern he hoped that they did not portend what they seemed to signify. "Because I can understand," he wrote, "why there could be, whether there is or not, a feeling that if the Endacott gift for a retiree section falls far short of entitling it to clear-cut identification with the designated retiree space, steps might be taken to phase down that linkage to a lower degree of perfection or to tend to mix it in with other purposes, I sincerely hope this will not occur." Although he recognized that Mr. Seymour's official analysis might produce another result, the magnitude of the Endacott contributions, as he calculated them, he thought sufficient to avert any necessity for such adjustment. He also hoped that it would be possible to carry through the arrangement previously discussed "that although a specific area will be identified with retirees, other patrons of the building will at all times have the privilege of using retiree facilities, for that interaction between retirees and any type of user of the building is basic to the retiree program, particularly

⁴⁰ to Wintermote, 5-28-80, p. 2

⁴¹ to Wintermote, 4-16-81, p. 1.

if the retiree group views itself as a hospitable host desirous of extending any form of appropriate assistance and cooperation. Conversely, retirees would be privileged to use portions of the room identified as Alumni Hall, when it is not in use and when activities cannot be accommodated in the rather limited assembly areas of the retiree section."⁴²

The march of events also threatened the single dedication Mr. Endacott intended for the facilities within the Alumni Center building. It was several times proposed that Mr. Endacott allow his name to be included in the title chosen for the Retiree Center, but on each of these occasions he rejected the idea. He intended retirees to be the sole honorees of the facilities on the first floor, he explained, and he would not diminish that honor by sharing it. In defense of that principle he protested the campaign literature solicitation of gifts to establish as individual memorials rooms he had already paid for. For contributions beginning at \$7,500 donors were invited to designate as memorial rooms "in memory or in honor of other Jayhawk alumni and K.U. teachers" any of the rooms on all three floors of the new building. That invitation, he wrote, "suggests that four layers of honored persons either already have been designated as honored or memorialized names for the retirees section or are still being sought, namely (1) all retired former K.U. teachers, which is the basic one always suggested by the donor, (2) Boots' Adams, which is the overall name for the Center, (3) individual duplicate donors for retiree rooms and (4) the name of the donor of the funds already in hand." Mr. Endacott perhaps cited the final category with symbolic purpose for, despite "my positive rejection of that label several times," he noted that Mr. Wintermote, on March 21, had again proposed it. Mr. Endacott found this a singularly appropriate occasion "most respectfully and positively [to] decline the honor."⁴³

Mr. Endacott did, however, agree that it would be appropriate to place within the retiree area a plaque acknowledging the source of gifts that provided the retiree quarters. Such a plaque might carry the legend: "The facilities and furnishings of this Retired Faculty Services Center have been provided by gifts from Lucille and Paul (E'23) Endacott, Rosemary (C'S6) and Donald C. (C'SS) Endacott, Mary and Richard (C'60) Endacott and The Endacott Foundation."⁴⁴

Believing that Endacott family gifts had provided quarters for the retiree organization, Mr. Endacott planned that gifts from other grateful alumni made as "Expressions of Appreciation" would supply the revenues to support the ongoing retiree program. In his twenty-two page letter of 30 April 1982 to Mr. Wintermote,

⁴² to Wintermote, 4-16-81, pp. 4-5.

⁴³ to Wintermote, 4-16-81, p. 3.

⁴⁴ to Todd Seymour, 2-13-81, enclosure.

and four accompanying exhibits, including "The 'Expressions of Appreciation' Feature of the Retired Faculty Project"⁴⁵ as well as on various other occasions he described the plan in detail. He believed that the emotional appeal of that concept would produce such a response among alumni that it would create a bountiful and continuous revenue sufficient to defray the cost of maintenance and repair of the retiree quarters and of operating the retiree activity programs, to build up an endowment that would assure continuing support, and even provide funds for other University projects. To maintain the purity of that appeal, he insisted that retirees be the sole honorees of the retiree section, and repeatedly refused to allow his name to be used in the official name of the retiree organization lest other donors hesitate to contribute to a project identified with an individual. To maintain a continuous flow of contributions, he believed it essential to initiate an intense and varied publicity campaign to introduce the plan, and thereafter to employ every available opportunity and device to keep it constantly before the alumni. He conceived of the retiree section itself as "a specific permanent clear-cut physical symbol" that would serve not only as a constant reminder but, in his "prejudiced" opinion, "put a stamp of excellence and emotional appeal upon the entire project" that would encourage giving for other purposes as well.⁴⁶ In this belief, he suggested repeatedly that architectural plans for the retiree portion of the building include physical and symbolic reminders of the plan.

He expressed disappointment when he discovered that the architect's initial design showed no place for "some sort of ornamental symbolic spot for recording operating expense contributions, which could continue as long as the Center exists. I feel that encouragement of something of this sort would insure adequate funding of the ongoing operations, whereas, without it, this would be substantially less assured."⁴⁷ He appended to his letter⁴⁸ enthusiastically approving the architect's initial first floor plan a short list of suggested additions, among which he included an Appreciation Tribute Alcove and an Appreciation Tribute Plaque. He suggested to Mr. Seymour that if his suggestion that an "impressive alcove or credenza-like" piece of furniture situated in a prominent position within the retiree section was adopted it might display a plaque bearing the message: "The ongoing program of this Retired Faculty Services Center is maintained by 'Expressions of Appreciation' from grateful former students and others in tribute to individual retirees of the University family and staff, both living

⁴⁵to Wintermote, 4-30-82, Exhibit B.

⁴⁶to Wintermote, 4-16-81.

⁴⁷to Wintermote, 4-29-80.

⁴⁸to Wintermote, 5-28-80.

and deceased.”⁴⁹

Mr. Endacott urged the Endowment Association and the Alumni Association formally to adopt the Expressions of Appreciation plan and to employ it in the funding campaign for the new building. Given full coverage in campaign literature, he believed it would so increase contributions that costs of furnishings and special equipment of the retiree section and an endowment for pre-planning and future operating expenses would be covered, and a substantial contribution realized toward the proposed endowment fund for maintenance and operation of the multi-purpose building.⁵⁰ The Alumni Association appeared unenthusiastic. It perhaps distrusted Mr. Endacott's optimistic forecast, and perceived the alumni contributions "pie" already to have reached maximum attainable dimensions; hence, an additional beneficiary could only reduce the portions of current participants. Mr. Wintermote acknowledged that the current campaign would not provide adequately for future needs. "We know full well," he confessed, "that we will have to continue in the future, even after the \$4.9 million goal is reached, in attracting other gifts for on-going programs and full maintenance of the total building. The nearly \$600,000 we have in the total campaign budget for endowment of the building is not adequate, but we felt we could not increase it any more. When the Retired Faculty programs are fully developed," he promised, "we will then get far more specific about them, and follow through on your theme of 'Expressions of Appreciation' with future contributions.”⁵¹ Mr. Endacott's letter covering his exposition on the "Expressions of Appreciation" plan remarked that absence of current evidence "to indicate that the concept will be utilized" left the impression that it was not being seriously considered.⁵²

Mr. Endacott had feared, when the Retired Faculty Center was planned as a separate structure, that resources might not be in hand in sufficient quantity to cover its start-up expenses. He had in mind specifically "preliminary planning expenses, training a hostess-director, etc., ... so that things would start off with a bang immediately upon the opening of the Center." When he liquidated the Endacott Foundation in 1974, therefore, he made two separate gifts of \$10,000 each to begin a fund earmarked to defray opening costs.⁵³ With the change in housing plan, he

⁴⁹ to Seymour, 2-13-81.

⁵⁰"Some random thoughts that relate primarily to certain aspects of the retired faculty services center which might lend appeal to the overall alumni center," to Wintermote, 5-28-80, unpagged enclosure [1, 2].

⁵¹copy of p.2, Wintermote to Endacott, 3-21-81, to Wintermote, 5-15-85, Subject 2: Application of Endacott Gifts, Attachment 14.

⁵² to Wintermote, 4-30-82, p. 4.

⁵³"Special Gifts in Support of the Ongoing Retiree Program Made Prior to Approval of the Expressions of Appreciation," to Wintermote, 9-7-84, Attachment Number Three.

recommended that the "Expressions of Appreciation" plan be initiated a few months in advance .of opening so that some elements of a first-class retiree program could be under way from the very beginning,⁵⁴ The plan was not activated, however, and Mr. Endacott noted that "the Expressions plan appeared nowhere in the campaign literature, steering committee minutes or in my extensive correspondence files."⁵⁵ Moreover, he complained that when he wished to initiate such activity, he "was told by an authoritative source that a very essential part of the program could not be carried out at the time because of lack of funds, when I knew that there were thousands of dollars in accounts earmarked specifically for meeting start-up needs."⁵⁶

Mr. Endacott also pointed out that inaccurate attributions of gifts made during and immediately after the campaign deprived the retiree center of funds donors intended for its use. His examination of the records kept revealed that the names of some donors, personally known to him, did not appear on the rolls, and the two lists that purported to record" all Honoree and Donor names whose gifts were made for 'The Continuing Support of the KV. Retirees' Program in Honor or Memory of K.U. Faculty and Staff Members', ... not only omit known donors to the retiree program, but erroneously credit their gifts to campaign purposes." Only three donors were credited with contributing to the continuing retiree program; the remaining Expressions were credited to the construction fund. Judging from evidence of the few lists he was able to analyze and the number of ways in which his own contributions and those of known donors had been mis-reported he suspected that "many other donors who have been listed as contributors for campaign purposes actually were contributing, or at least thought they were contributing to the ongoing retiree program via the only Expressions of Appreciation Plan they had ever heard about."⁵⁷

In the meantime, the retiree general Planning Committee also learned that everything was not as had been supposed. It had not been aware of the conflicting interpretations of the Endacott gift, and it had been informed of its functions and directed in its considerations in accord with the Endacott concept. It learned late in the procedure that its investigations of furnishings for the retiree quarters had been effort entirely misdirected; an interior decorator had been contracted to do interiors all

(references 54 and 55 are missing from the typewritten copy)

⁵⁶typed comment on p. 2 of Wintermote to Endacott, 321-81, to Wintermote, 5-15-85, Subject: Application of Endacott Gifts, Attachment 14.

⁵⁷ "Response to Wintermote Letter of August 7, 1984, Pertaining to Methods of Listing Names in the Different Donor and Honoree Books," to Wintermote, 97-84, Attachment Number 2.

over the building. When it accepted Mr. Wintermote's invitation to view the building under construction, the members were shown skeleton rooms in an area on the first floor that they had understood were to be for the exclusive use of retirees and were shocked to hear that they would be only primarily for retiree use. The House Rules adopted for the Alumni Center and the Learned Club formalized that message.

The new structure was dedicated on 14 May 1983 and opened on September 1 of that year. It was a handsome building, showing quality construction, appointments, and finish. The vestibule facing Ore ad Avenue gave access in sequence to the reception foyer, a second foyer served by a passenger elevator to the floors above and a curved stairway leading to the second floor, and a wide central corridor, the main trafficway of the first floor, that gave access to rooms on either side and ended at the Summerfield Alumni Hall at the far end of the building. On the left, the central corridor opened into the Paul Adam Lounge, and the Phillips Board Room, and on the right into the Central Office, and the Music Room, both bearing plaques naming separate donors. The reception foyer contained a reception desk on the left and on the right facing sofas with a table between above which, in the west wall, a lighted recessed appreciation alcove was later constructed for display of two large albums one of which bore the names of individuals honored by "Expressions of Appreciation" and the other the names of donors calligraphically inscribed. A transverse corridor opened off the reception foyer that provided access, on the left, to the rest rooms and the McGinnis Library, situated behind the elevator, and on the right became the Hall of Honor that gave access on the left to the cloakroom and a secondary corridor, paralleling the central corridor, with doorways opening on the left into the Retired Faculty Office, bearing a memorial plaque, and affording a second access to the Music Room, and on the right to the Haynes Conference Room, and to the Recreation Room, the Hobby Room, and the Snack Bar, each door bearing a plaque acknowledging a separate donor, and finally to the kitchen intended for use for pot-luck and catered food events.

Both walls of the Hall of Honor recognize contributors to the construction of the building, major contributors by plaques on the left wall, and others by framed honor lists on the right. The single plaque mounted on the left wall just beyond the cloakroom door bears the inscription:

"Mr. and Mrs. Paul Endacott, family members and the Endacott Foundation have provided unique space for retired K.U. faculty members as a tribute to all University of Kansas teachers and staff whose knowledge, talents and efforts have conferred exceptional personal values upon untold thousands of former students. The ongoing program conducted through the K.U. Retirees' Club enables former teachers and staff to continue using their special capabilities to the benefit of others in the retiree group, active students, faculty (especially pre-retirees), campus visitors, returning alumni, the University as an institution and other beneficiaries. Those who desire to show their gratitude by gifts in honor or in memory of individual

teachers and staff members who have gone beyond the call of duty on behalf of the giver may do so through this "Expressions of Appreciation" plan. Your gift is tax deductible and will provide essential support for the continuing faculty and staff retiree program in the K S. "Boots" Adams Alumni Center. The names of all contributors will be inscribed in the "Expressions of Appreciation" leather-bound book to be on display in the Hall of Honor. The names of all those retired faculty and staff members so honored will be inscribed in a second leather-bound book in the Hall of Honor. "

A rack below offers forms, labeled "Expressions of Appreciation" which repeat the message of the plaque and provide a form to facilitate gifts to the Kansas University Endowment Association "in honor/memory of the following KU Faculty/Staff member(s)."

Mr. Endacott feared that the uncertain fate of his "Expressions of Appreciation" proposal might leave the Retirees' Club without funds to initiate activity or a dependable income to defray operating expenses and the cost of its continuing programs. In reviewing for Mr. Wintermote in 1984 the support funds currently available for that purpose he recalled the two \$10,000 gifts he had made a decade earlier when a separate building was planned. He calculated that those gifts, plus interest; earnings from the \$100,000 Phillips endowment; and ten individual Endacott gifts of \$50. each, made "to demonstrate and encourage getting the Expressions underway," provided a total of \$79,500 from this single source "estimated to be presently available for expenses of the retiree program. "With calculated additions of one-half of the Expressions gifts made during campaign incorrectly credited to the building fund [\$4,700], half the annual earnings at 10% on the Boenstegel [sic] Fund [\$5,000], and "Possible additions" [\$9,700] he reached a grand total of \$89,200, a sum he thought sufficient to employ "at least a half-time hostess director to carry out, under Ray Nichols' direction, the everyday details of a top-notch retiree program. ... " A postscript correction and a later elaboration⁵⁸ subtracted "the \$22,500 of gift plus earnings" from the calculated total leaving a total of \$57,000. However, a reexamination of the stipulation in the statement of gift that should the sum not be "needed to pay a portion of the construction costs of the Center and Apartments, it may then be used for operating and maintenance expenses of the Center", and the changed tenancy status from an independent building to space within the Alumni Center, he believed, provided basis for reversing himself. "I am not too sure," he wrote, "but that this \$22,500 could be interpreted as being applicable to start-up purposes. The same goes for the \$22,500 of gift plus earnings earmarked for furnishings, for it was then in mind that needs would develop for equipment and supplies for the program and office operations."⁵⁹

⁵⁸ to Wintermote, 5-15-85, Subject 2: Application of Endacott Gifts.

⁵⁹ "Special Gifts in Support of the Ongoing Retiree Program Made Prior to Approval of the Expressions of Appreciation Plan," to Wintermote, 9 -7-84, Attachment Number Three.

After Mr. Endacott made the last of his ten "demonstration" gifts in 1984, the Expressions plan was approved.⁶⁰ When in mid-March 1985 Mr. Wintermote raised the question of the use to which the unspent balance remaining in the "Suspense Fund" should be put, Mr. Endacott responded⁶¹ that if the "Expressions of Appreciation" plan were promoted as recommended, and if it produced income sufficient to support the ongoing retiree program, the remaining "Suspense Fund" resources should be used to cover initial expenses for a "really first-class program. It does not seem wise," he commented, "to restrain the retiree program if an Expressions Plan can generate many times its costs," for he believed "that outstanding results at the start will reflect favorably upon the future success of the program later." Should the intent, however, be not to exploit the Expression Plan, "I should leave it up to the Board controlling the affairs of the retiree program as to how and when these remaining funds should be applied in support of the program." He cautioned, however, that "We must keep in mind that the Campaign Endowment Fund for maintenance and operation of the facilities was not intended to include an endowment segment for retiree program expenses. Bill Douce, however, designated that \$100,000 of the total \$600,000 Phillips gift be earmarked for the on-going retiree program."⁶²

By 1985 it was clear to Mr. Endacott that the retiree project had been set on a course that made it improbable that the objectives he envisioned would be attained. "How have I acquired the idea," he queried, "that so great a gap exists between my concept of the program's potentialities for retirees and K.U. and the realities of what has happened to date? To enumerate those things can only be interpreted as my being unduly critical, when in reality I am trying strongly to be helpful. ... So I reached the conclusion to put my views down on paper for the first time as to the ultimate so called big view possibilities of the project, since I already had gone one step beyond the retiree project itself by pointing out that the Expressions of Appreciation Plan, if successful as a retiree test, might be considered as a supplement in aid of other existing K.U. solicitation procedures."⁶³ In execution of this design, during mid-May 1985, he wrote a series of four letters to Mr. Wintermote in which he expounded the "big view" in the hope that it would stimulate the decision-makers to a reassessment that would set the project on its projected track.

⁶⁰ typed comment on p. 2 of Wintermote to Endacott, 3-21-81, to Wintermote, 5-15-85, Subject 2: Application of Endacott gifts, Attachment 14.

⁶¹ to Wintermote, 3-13-85.

⁶² to Wintermote, 3-13-85.

⁶³ to Wintermote, 3-13-85.

Mr. Endacott's fourth letter dealt with promotion of the retiree project, a subject that raised in high relief the problem that had frustrated him when on two previous occasions he had undertaken to develop it. His first attempt produced the letter of 7 September 1984; a second effort he abandoned in complete frustration.⁶⁴ This time he addressed the source of his frustration by explaining "why I feel the will to make an outstanding success is lacking and why it is impossible for me to frame a useable plan of promotion. What should I promote - my input, some of which has been accepted in varying degrees, what I guess the program to promote is now, as based upon what knowledge I have of that, or upon the officially approved program for the future, if there is one, for that is the only program I can see any reason for designing a plan of promotion for?"⁶⁵ "It is no secret," he had written on 13 May 1985, "that I hold the opinion that there has not been a very auspicious start in the direction of accurate and adequate promotion, especially in comparison with the magnitude of the latent possibilities that lie out there vulnerable to innovative exploitation."⁶⁶ To attempt now to draft a plan to redress that deficiency, however, would be "'getting the cart before the horse'. The first need is to know whether the retiree program, as it has been envisioned and outlined in great detail over many years, is really believed in by the decision-makers, whoever they may be, and that the will to make it go exists or can be revived."⁶⁷

Mr. Endacott confronted the issue by examining why he perceived "so wide a gap between my hopes and what has happened."⁶⁸ A major problem, he noted, was that the inadequately publicized retiree program was generally not understood. In his 7 September 1984 communication he remarked that he had yet to encounter a potential donor who really understood the retiree project.⁶⁹ Policy makers appeared scarcely better informed. "It is my belief," he wrote, "that many basic decisions have been made by individuals (described as ranging "all the way from chancellors through a variety of groups and individuals to Retiree Club management") who have not reviewed the descriptions of the author, and therefore have not held a true understanding of the overall retiree project, its purposes, how to attain them, or that

⁶⁴ to Wintermote, 5-17-85, Subject 4: Promotion, p.3.

⁶⁵ to Wintermote, 5-17-85, Subject 4: Promotion, p.4

⁶⁶ to Wintermote, 5-13-85, Subject 1: Procedures of Responding to Unanswered Wintermote Letters; General Aspects and Concepts of the Retiree Subject; and Coverage of Unanswered Non-retiree Subjects, p. 2.

⁶⁷ to Wintermote, 5-17-85, Subject 4: Promotion, p. 3.

⁶⁸ to Wintermote, 5-17-85, Subject 4: Promotion, p. 4.

⁶⁹ "Response to Wintermote Letter of August 7, 1984, Pertaining to Methods of Listing Names in the Different Donor and Honoree Books," to Wintermote, 9-7-84, Attachment Number Two, unpagged.

beyond the period of 'proving-ground' testing, if successful in building a source of continuing support for the retiree program, the Expressions of Appreciation concept might be adroitly harnessed alongside, or incorporated into the present fund-raising procedures that regularly are used to develop financial support for K.U. needs."⁷⁰ He noted Mr. Wintermote's belated acknowledgment in 1985 "that somewhere along the line, the erroneous impression got around that our Endacott gift for a specific section in the overall building was instead either for the entire building or even for expenses of the on-going program."⁷¹ He found it difficult to comprehend "why, after having submitted in writing practically everything that is pertinent, do I find myself covering the same ground, working on details which I always assumed would be handled on campus along with a steady flow of innovative improvements generated there."⁷²

The prognosis for improvement was poor, because "the four symbolic features of the project, that are the basis for all promotion either have not been implemented to date, or have been largely altered or have been reversed."⁷³ This situation he understood to result from "campaign publicity and wall postings in the Center" that misrepresented the nature of his gift and thus destroyed the unity and symmetry of his project. "According to the posted list of donors the Endacott gift was for the overall 3-part Center, though no gift was ever made for any purpose other than for retirees. That kills the promotion point that since retiree facilities are all provided by a single source, the 100,000 other former students have the opportunity to underwrite the program of services to and by retirees."⁷⁴ By leaving the impression that the retiree program had already been subsidized they implied that no funds were needed for that purpose.

The first and most significant of the four symbols was the retiree section itself, but "Every time I have visited the Center I have encountered something to indicate that the trend toward official interest in developing a tip-top retiree project is downward rather than upward."⁷⁵ The retiree quarters were intended to be "an easily identifiable symbolic section in tribute to all former faculty and staff," but "I know of no one who can define what rooms are supposedly a section that is in a priority

⁷⁰ to Wintermote, 5-13-85, Subject 1: Procedures of Responding to Unanswered Wintermote letters; general aspects and concepts of the retiree subject; and coverage of unanswered non-retiree subjects.

⁷¹ to Wintermote, 3-13-85, p. 1.

⁷² to Wintermote, 5-17-85, Subject 4: Promotion, p. 3. ⁷³ to Wintermote, 5-17-85, Subject 4: Promotion, p. 4.

⁷⁴ to Wintermote, 5-17-85, Subject 4: Promotion, p. 4.

⁷⁵ to Wintermote, 5-17-85, Subject 4: Promotion, p. 4.

position for retirees, but instead is primarily for active faculty and staff with retirees more or less tolerated tenants, The official plaque and the 'Dread 1244' brochure can only define the retiree facilities as 'unique space'.⁷⁶ Actually, "from the plaque's definition of 'the unique space for retired KU. faculty members as a tribute', as well as the lists of rooms on the back cover of the brochure' 1266 Dread Avenue' and the donor identification plates on the doors, a visitor can only conclude that the facilities are only a 'phantom retiree section', instead of the intended prominent symbol of tribute to KU retired faculty and staff"⁷⁷ Of the "several private areas" planned "for the specific use of KU's retired faculty members," listed in the 1979 document that described "A Retired Faculty Services Center," the only _ "that materialized and was to be for the exclusive use of retirees is a small hobby room."⁷⁸

His personal observation led Mr. Endacott to believe that other patrons of the Center had largely taken over the first floor. "The facilities mentioned in the last sentence [of "A Retired Faculty Service Center"] ... presumably are in use predominantly by Club Patrons and Alumni, and really are not regarded as specific 'home base' for retirees to preside over and take pride in, or to be looked upon as the intended appropriate symbol of appreciation and respect that was envisioned would develop from the size of the Endacott gift.⁷⁹ On his first visit to the first floor, accompanied by his wife and her sister, they encountered in the hallway "a group of five or six people, presumably an alumnus and family. ... He asked me where the retiree rooms were. I told him I couldn't tell him exactly which ones they were but he was among them. I couldn't help but think how much more of a prospective donor he would have been if a director-hostess or an informed retiree volunteer were escorting people like that through and adroitly telling them that the program is made possible by Expressions of Appreciation gifts, and here is a folder telling all about it."⁸⁰ They found the music room occupied by two persons, apparently current faculty members, one reading, the other playing the piano. Each of these individuals "gave us a look like

⁷⁶ to Wintermote, 5-17-85, Subject 4: Promotion, p. 4.

⁷⁷ "Response to Wintermote Letter of August 7, 1984 Pertaining to Methods of Listing Names in the Different Donor and Honoree Books," to Wintermote, 9-7-84, Attachment Number Two [p. 2].

⁷⁸comment typed on "A Retired Faculty Service Center," to Wintermote, 5-15-85, Subject 2: Application of Endacott Gifts, Attachment 2.

⁷⁹ comment typed on "A Retired Faculty Service Center, to Wintermote, 5-15-85, Subject 2: Application of Endacott Gifts, Attachment 2.

⁸⁰ to Wintermote, 5-17-85, Subject 4: Promotion, p. 5.

we had no business tip-toeing and talking in whispered tones through from one door to the other for about a 30-second inspection. I couldn't help but wonder if retirees get the same reception we did when they want to use the room." On another occasion he found a pool table in the personal convenience room. He found no fault with that except that non-retirees probably used it more than retirees and their spouses, that it pre-empted space intended for storage of items needed for the small front office to operate effectively, "and the impression. ... that it may give to prospective donors, all add up to a disappointment from my viewpoint. " On his latest visit he found "the first room encountered by a visitor, the conference room, ... had been taken over for other purposes. "⁸¹

The retiree program was the second symbol. "Campaign publicity and wall postings in the Center have conveyed the idea that services, another name for the program, have already been provided for, and therefore no funds are needed for that" purpose. "That is the one thing that is offered to the 100,000 alumni to support. I didn't even know how to answer a reporter from the Kansan who had inquired about that at the Center and elsewhere on campus, and was referred to me. I dodged the opportunity to promote by saying a lot of good activities are going on there now and many more were planned, and let it go at that."⁸²

The third symbol was intended to be "an impressive mounting of some kind that would symbolize the whole Expressions of Appreciation Plan. Although the original sketches for a separate building and my own which were submitted for the section in the Alumni Center featured an alcove for this purpose, and even later, a moveable credenza-type mount, so far as I know, no plan for this sort of a tribute, monument or shrine in tribute to living and deceased honorees has materialized."⁸³ The plan had not been prosecuted with vigor and imagination he 'thought appropriate to its purpose and its promise, and hence had not received an adequate trial. His rejoinder to Mr. Wintermote's comment that "modest" gifts were being made to the Expressions of Appreciation Fund and the expectation that many later contributions would be of like character, was that the term probably was a reference to contributions in lesser amounts than the minimum size of \$50. he had just suggested, but if it was meant as a comment on "the few number of gifts, I can well understand that, in view of the meager and unclear promotion."⁸⁴ He also lamented the failure to take advantage of "free ride" publicity afforded by "various existing publications and other channels." Stories on such topics as the Center building, retiree activities, or well known individuals, and such resources as tapes specially recorded to preserve the

⁸¹ to Wintermote, 5-17-85, Subject 4: Promotion, pp. 4-5.

⁸² to Wintermote, 5-17-85, Subject 4: Promotion, p. 5.

⁸³ to Wintermote, 5-17-85, Subject 4: Promotion, p. 5.

⁸⁴ to Wintermote, 5-17-85, Subject 4: Promotion, p. 1.

reminiscences of former teachers, long retired and living away from the campus could easily become vehicles for references to the retiree program and the "Expressions of Appreciation" plan for its support.⁸⁵

"The fourth symbol is the donor and honoree books. They are at hand, but I do not know what part of my voluminous input in great written detail is to be utilized, if any. One of your November 8 1984 letters indicates that you 'will be responding about the recognition books a little later'. I hardly know what else I could add to the input already subrpitted."⁸⁶

Mr. Endacott wrote the May 1985 series of letters believing that the disappointing course given his retiree project was possibly the result of incomplete or inaccurate understanding. He offered the "big view" of the promise he perceived the project to hold in the hope that it might remedy such a deficiency. On May 13 he inquired "whether any worthwhile purpose might be served if I should put on tape my own personal beliefs about what the retiree program, as outlined, can really accomplish, even yet, if given appropriate type and quality of promotion."⁸⁷ Wide circulation and study of such a tape, and careful perusal of the letters comprising the current series by individuals in charge, he thought, might persuade them to return the project to its intended course.

In the event that, after such study, the policy makers reached an adverse decision he would consider the matter closed. "If with the whole story in hand, it is the desire merely to proceed pretty; much along the present course, I will have no need to present any ideas about promotion, and will withdraw from advancing any more input, unless the initiative is taken elsewhere for my views."⁸⁸ He promised to "bother you no more unless, by chance, the decision-makers may have been influenced by reviewing the 'Big View' portion of the Subject 1 letter mailed you a few days ago; also by acquiring a true understanding of the concept as its pertinent and essential points are recited in writing. As before, I mention again that I do not presume to have any right to make decisions, only to submit input for appropriate individuals to reject, modify or accept. However, I am quite aware of the fact that the retirees concept was given encouragement by K.U. representatives and supported with gifts toward that

⁸⁵ to Wintermote, 5-17-85, Subject 4: Promotion, pp. 1-2.

⁸⁶ to Wintermote, 5-17-85, Subject 4: Promotion, pp. 5-6.

⁸⁷ to Wintermote, 5-13-85, Subject 1: Procedure for responding to unanswered Wintermote letters; general aspects and concepts of the retiree subject; and coverage of unanswered non-retiree subjects, p. 2.

⁸⁸ to Wintermote, 5-17-85, Subject 4: Promotion, p.2.

general purpose for a period of 19 years.”⁸⁹

The Alumni Center accommodates Retirees' Club activities, but it recognizes no designated retiree facility. The House Rules (Adopted in 1983, Amended in May 1983, October 1983 and January 1987) acknowledge that "A major share of the first floor was designed primarily for the K.U. Retirees' Club (retired members of the KU faculty and staff" and declare that **"The K.U. Retirees' Club has priority access to the Library, Music Room, Snack room and Recreation Room, and has exclusive access of the Craft Room."** They announce, however, that "Facilities on the first floor. ... *are* available for/and limited to: a. Members of the KU Alumni Association. b. Active and retired members of the KU faculty and staff. c. Guests of persons listed in a and b above."

In common with all other sections of the building, the first-floor space is managed by Alumni Center personnel. The House Rules declare that " Authority for the control, management and policy over all property and affairs of the K.S. "Boots" Alumni Center is vested by the Board of Directors of the Alumni Association of the University of Kansas in an eight-member Board of Governors, elected by the Alumni Board.

"The General Manager of the Center and of The Learned Club is responsible to the Executive Director of the KU Alumni Association, and through him/her to the Adams Alumni Center Board of Governors and the KU Alumni Board of Directors. " It appears that, although Mr. Endacott believed that he had Adams for the retiree organization a proprietary interest in a distinct area of the first floor, the Alumni Association considers the Retirees' Club a tenant of its building enjoying a certain special status subject to recurrent unilateral redefinition.

This relationship was demonstrated when, within six months of the Center's opening, Mr. Kevin Carroll, employed as General Manager of the Center and the Learned Club, persuaded the Board of Governors to abandon the original policy of catered food service only, to install a commercial kitchen in the second-floor area constructed to receive catered food, and to initiate an elegant in-house restaurant service.⁹⁰ To facilitate this service, the Learned Club commandeered the first-floor kitchen intended for use by the retirees and, in similar fashion, pre-empted the front office and the snack bar.

The new food service was offered on a regular schedule in the Learned Club dining area and, by reservation, to eligible groups in all first- and second-floor rooms.

⁸⁹ to Wintermote, 5-17-85, Subject 4: Promotion, p. 7.

⁹⁰ feature, "Jayhawks Dine in Style," *Lawrence Journal-World*, 23 August, 1989, p. I-C.

This feature has become a recognized asset to the University in a variety of ways. The operation, however, has fundamentally altered the pattern of usage projected for a building planned and constructed to serve other purposes. No reorientation possible within existing space limitations has allowed it to fulfill the expectation that it would be self supporting; it has never generated revenues to equal its expenses. In the attempt to eliminate chronic deficits, the requirements of the food service have come to control use of space and facilities and to contribute substantially to wear and tear on the building and its furnishings.

The Retirees' Club, also, is a recognized asset to the University, but the needs of the food service appear to be crowding it out of quarters planned for its use. Retiree groups schedule space for their activities exactly as do outsiders. Those retiree activities occurring on a regular schedule and those scheduled well in advance have generally been protected, but notifications of assignment to another site to release a scheduled room to accommodate a prospective patron do occur on occasion. Any spontaneous use of the facilities is inhibited.

Absent a source of dependable revenues, the Retiree Center operates on limited resources. In the expectation that the retiree program would be fully supported by Expressions of Appreciation gifts, Mr. Endacott specified that there be no dues attached to membership, but with little prospect of other continuing income, the retiree general Planning Committee thought it necessary that members pay dues. Annual income from this source, plus the return on its endowment and the unpredictable product of Expressions of Appreciation contributions since that plan was approved provide operating income sufficient for program expenses but little more. Certainly its resources are insufficient to maintain an independent Retiree Center staff or to defray such expenses as maintenance and repair of retiree quarters; upkeep, refurbishing, repair and replacement of furnishings; and purchase, maintenance, and replacement of equipment. There exists no mechanism by which the retirees, even should the treasury permit, can calculate or pay an equitable share of such expenses, incurred in common with other tenants, as utilities and insurance costs, maintenance and repair of the building, and care of the grounds. With neither sufficient independent income nor staff of its own, it is in large measure dependent on Alumni Center personnel and resources.

The Alumni Association currently finds itself facing a dilemma. After something more than a decade of usage the Center building and its furnishings are beginning to show wear, but the Association lacks the resources necessary to undertake the renovation. Its revenues for that purpose are inadequate for, as Mr. Wintermote acknowledged in 1981, recognizing that feasibility imposed limits on the size of funds for specific purposes for which contributions could be sought in the funding campaign, the Alumni Association had budgeted a maintenance endowment fund too small to provide for" on-going programs and full maintenance of the total

building.”⁹¹ Its financial position was made even worse by the fact that it had no choice but to cover from its regular revenues the deficits incurred by the food service-at peril to its tax-exempt status.

On several occasions in recent years officers of the Retirees' Club have approached the Board of Governors of the Alumni Center with proposals that the special status of the Club in use of the first floor facilities be recognized and that it be given a voice in their management appropriate to that status. The Board refused a request that a representative from the Club participate in its deliberations on space usage, and it dismissed as superfluous a special committee proposed by the Retirees' Club to be constituted of representatives of both parties and authorized to draft a policy statement governing use of the first floor space and possibly that of other areas of the building. To inquire into the validity of the Retirees' Club requests, Mr. Donald A. Johnston, Chairman of the Board, had the original Planning and Building Committee, lacking one member, reassembled for consultation. This group,⁹² he reported, was in "unanimous agreement that the first floor was not dedicated to the exclusive use of the Retirees' Club." He offered in addition the historical perspective within which the Board framed the Center's current policy:

"While early sessions with Paul Endacott may have suggested an optimum desire for some exclusiveness, the final rounds of decision making for space utilization and room-by-room fund raising required a more broad joint-usage definition for those facilities. Several rooms carry recognition for major donors who certainly did not contribute for an exclusive concept.

"While the priority use of certain rooms by the Retirees' Club was, indeed recognized, it was understandably not intended to supersede the general operational and planning needs of the Adams Center as a whole. The summation of that principle arrived at by those early meetings is stated in a planning letter from Paul Endacott to Todd Seymour and Dick Wintermote, dated November 9, 1979:

'As I mentioned, I think it is important that the retiree facilities stand out as a separate unit for symbolic reasons, by permitting various faculty committee members to carry out their responsibilities, and to give all the users a feeling of pride and proprietary interest.

⁹¹ copy of p. 2 of Winter mote to Endacott, 3-21-81, to Wintermote, 5-15-85, Subject 2: Application of Endacott Gifts, Attachment 14.

⁹² composed of Robert Mueller, Todd Seymour, Raymond Nichols, Dick Wintermote, and Keith Lawton.

However, as stated in the note at the bottom of the sketch, I believe there will be times when alumni needs will arise which can be /p 2, met by using practically any portion of the facilities of the retiree center In effect, therefore, all of the facilities in the sketch are joint usage ones with the alumni facilities. I think alumni coming to the office should be encouraged to drop in at the retiree center to observe retirees and meet faculty people, and that students likewise should be welcome. (Emphasis in original).'

"While many papers may exist concerning various ideas discussed by Mr. Endacott and others on the subject, it is agreed by the original committee members that the joint use concept noted in the 1979 letter is certainly the definitive statement of their intentions for final implementation of the Center's operations.

.....

"It now remains for us all to work cooperatively in the mutual enjoyment of this splendid facility. The Board of Governors has placed daily procedural authority in the office of the General Manager of the Center, and it sees no need for a special committee to operate between the Board and the Retirees' Club or any of the other patrons using the Center.

"The Center can meet its stated goals with the close cooperation of its users, and a common recognition that appropriate revenue generation is essential for us all.",⁹³

The historical record presented here confirms Mr. Johnston's observation that the needs of the Center outweigh other considerations, but it opens to challenge his other assertions on the subject.

⁹³ Donald A. Johnston to Peg Saricks and Arno Knapper, 11 -28-88.