

MEMORANDUM

To Professor and Mme. Roerich:

As requested by You, I am pleased to submit herewith the Memorandum suggested, regarding each Institution for the coming year!

It would seem to me that any consideration of our plans of action for the coming year would be entirely inadequate, if it would take into consideration only that year and not the entire decade that lies before us. Many persons, in seeing the present Roerich Museum, have expressed their astonishment ~~that~~ at its growth, as an almost incredible miracle. Nevertheless, when the first steps of this work were founded on West 54th Street, those of us who were privileged to work under Professor and Mme. Roerich, know that ~~they~~ foresaw the entire working out of the plan and provided for it. Never was there a curtailment of a step <sup>of</sup> idea which would lead to its goal. Never, it seems to me has there been a more impelling evidence of the words, "Practicality lies in the inner substance of the seed!"

Those of us who can look back across these ten years, may say they have witnessed a true miralce in the fulfillment of ~~your~~ <sup>the</sup> ideals and thoughts of Prof. and Mme. Roerich. Answering Professor Roerich's superb message "At the Threshold of the Second Decade", I would wish here to express my appreciation for all their untiring inspiration, sacrifice and patience, and to say to them that I shall remember that an entire decade has elapsed, one which constantly evidenced the imperative necessity and universality of the work; that I shall try to bring to this second dedication a new consecration, a new concept of the responsibility and intensity that the work demands, so that the culmination of this second decade may find us on the way to that infinite goal which your ideals have outlined before us.

It is in this light that I wish to answer the question which you have put to us, and to give it that creative enthusiasm and love which ~~you~~ impart so constantly and inexhaustibly.

One may say that the seed of the entire decade and beyond lives in the outlook and accomplishment for the coming year, and its inception contains the embryo of the future.

Thus regarded, it is my belief that any economy which takes into consideration only our immediate need and not the ultimate benefit, is an atrophying or even suicidal one. I recall Professor Roerich's advise that at moments of stress it was especially necessary to intensify activity, to accelerate the rhythm of work. And we are seeing the wisdom of this; because now, when we must look to our response and returns from a far wider field; when times demand that we must expect not large returns from a few but small sums from millions, I feel that our works must be so extended and multiform as to reach out to these millions in the greatest measure.

In general therefore, I do not see how in any of the institutions of the Roerich Museum we can further cut down expenditures from our general maintenance expenditures. Not only are most of the institutions working on a minimum budget but very often it seems to me on a straitened budget with a thought of immediate economy and not larger ultimate gain. I do not believe that it is foresighted to curtail our working staff or the material of promotion, which might of itself serve to bring far greater means and possibilities and which would ultimately far more than justify this expenditure.

On the other hand, I believe that our possibilities must be utilized to the maximum, that efforts be made to exhaust every means at hand for the full utilization of the great possibilities which are in our hands.

#### Concerning the ROERICH MUSEUM:

The Trustees are all aware that the crown of our work is the Roerich Museum and the paintings of Professor Roerich the true shield of our entire activity. Hence the highest dignity and solicitude must be maintained in its care and presentation. I would say therefore that not only is no further curtailment possible, but that we should make more ample allowance for its

maintenance in guards and in illumination. Of the present five guards only one is <sup>now</sup> <sup>constant</sup> in actual guard attendance in the museum. As to illumination, without need of waste, I still believe it is undignified to keep the Museum in darkness except for the one room in which a visitor happens to be. To come into a darkened Museum certainly gives the impression of a vault and not a hearth of beauty and light; and certainly visitors should not feel that lights are only on while they are present and that the rooms are plunged into darkness before they have hardly stepped outside the threshold. Either we keep the lights on constantly during the hours when the Museum is open, as is done even in all churches, and as seems to me right, or else the entire Museum must be illuminated on the entrance of a visitor, with a single switch at the entrance foyer.

~~XXXXXXXX~~ Proper ventilation should be installed especially in Hall 21. The Kiva now has been equipped with excellent ventilation so that it certainly could be done here. Lectures are almost unbearable because of the heat.

Of course there must also be taken very constructive action in bringing the Museum constantly before those who should know of it. There should be constant efforts to spread news about it, through consistent publicity. This should be part of the function of the Press, since Miss Victorero is here to help. We are trying to organize our forces to be able to do this more adequately. Contacts with schools, associations, etc. are being maintained and we will continue to work towards their enlargement.

In regard to the MASTER INSTITUTE OF ROERICH MUSEUM:

In considering the growth made by the Master Institute, its is evident from the steady increase of students and the widening of activities and courses that its influence is spreading. In studying its budget I do not see any items which could be cut without effecting its efforts. The staff is a loyal one and hard-working and is utilized to its full capacity so that next year it is apparent that another secretary will also be needed.

As with all our institutions, of course, the increase of its influence and widening of its possibilities of income ~~is the solution to its problem~~ is the solution to its problem. It seems to me that a greater approach to the masses should be begun, through factories, department stores, and other industrial centers. There is an increasing tendency, even among academic institutions in this country, to attract workers with special courses. Even such heretofore conservative universities as Bryn Mawr, Vassar, Barnard, etc. are institutions <sup>my</sup> special sessions for workers. In this way perhaps large courses could be arranged.

Another way is to reach the young men and women just leaving their preparatory schools, as it is immediately after this that they generally turn to their specialized artistic training. This could be done by closer contact with the public and private schools of America, and by maintaining a close friendship with their heads.

These two measures have been begun this year and their extension is being contemplated. Such activities as our traveling exhibits should furnish excellent fields of work in this regard.

In regard to CORONA MUNDI INTERNATIONAL ART CENTER.

This year the exhibitions of Corona Mundi, especially those in which the concept of international cultural understanding was stressed. The traveling exhibitions have also increased the influence and activities of the institution as a cultural link.

On the other hand, the meagre sales returns were depressing. In part this may be due to conditions at present. But since the amelioration of these conditions may not take place so soon, it seems to me that the International Art Center, must function as an organization widening the appreciation of beauty and create collectors. Hence it will be necessary to reach out not only for the few comparatively large collectors, but must search among all classes and create new collectors. The publicity of the Institution, in which the Press has been pleased to cooperate through directing and suggesting, has proved interesting.

But in general a more personal and inspirited touch is needed. It seemed to me that if perhaps talks or meetings could be held in Corona Mundi, in connection with the exhibitions, the results might be favorable. After all, we have some 400 students, many society members, about 400 residents; perhaps if the idea of what collecting means were imparted to these, many might be found interested. Young people should be sought and encouraged to collect. For this, however, there must be works of less price. Perhaps "Young Collectors Exhibitions" or others similar activities could be begun. These need not interfere with the other exhibitions of international character.

To do these things which require subtlety and sensitiveness is of course not within the province of the present secretary. She is eager to sell especially as she receives a commission, and I believe Mr. Horch has found her efficient in fulfilling orders, but she cannot be entrusted with the artistic aspect of things, nor can she act as intermediary between ourselves and Museum Heads, Diplomatic and Governmental officers, or even a cultured public.

Perhaps a "Collectors Club" of young collectors might be organized, or some such group which could spread the interest in this activity.

In regard to URUSVATI HIMALAYAN RESEARCH INSTITUTE

In regard to the New York work of Uruṣvati, it seems to me as though it would be best to maintain the secretary for the entire day without interruption. I believe in this way she might devote more time to following up memberships etc. Wherever it was my privilege to speak of the works of Uruṣvati I found the finest response and hence more personal approach for memberships as well as a wider correspondence with those who are interested might yield these. In my lectures to the west next year, I shall try to gather new members and to push the beginning made in California. I have had letters from them, and found the lateness of the season prevented them from meeting, but they are hoping to begin enthusiastically next Fall. I believe that we should try to spread ~~the~~ information regarding the work of the Institute, ~~the~~ to women's groups, associations and philanthropists of all kinds. Our present patrons' Committee has not been very adequate; and perhaps the campaign will spur them on.

In general the appeal is so human a one, and so universal that I am certain concentrated efforts will yield very great results in memberships and in donations for the scientific work.

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In regard to the ROERICH SOCIETY

We have been most gratified at the wide activities of the Roerich Society and the many events which they have sponsored, as well as the spreading of the Society through so many countries. In view of this wide interest, it is surprising that outside of its Resident <sup>and Honorary</sup> Members, there are only about 200 members. The advantages of the Society and the opportunities which it offers culturally are so apparent that ~~there~~ should be no difficulty in increasing its membership.

The constant interest in the Museum and its thousands of visitors should furnish a splendid field for membership. It has also seemed to me essential that some open meetings of the Society be held; because now there is no opportunity for the members to come closer personally. We are very happy indeed that you suggested a tea, in the last meeting. Because we have felt increasingly, that from all institutions, this possibility of meeting our friends in a more intimate way and a more personal way than was at present possible during the hours of work should be provided. I recall that even before your departure in 1923 you mentioned that we should try to arrange some constant time to come together in this way. From such meetings the Society could profit enormously.

During our numerous fine affairs, perhaps as was done several times this year, a few words touching the purposes of the Society could be spoken. The widening contacts of the Museum have indicated the great possibilities of increased membership. Perhaps a Membership and reception committee for the Society could be formed, from among its general members and the people in the house, thus encouraging them to be more active in assisting it.

Of course the Roerich Hall offers a fine possibility not only of income but also of attracting very important bodies of educators, clubs etc. Woman's club meetings, conventions, international gatherings, all provide a field of wide approach, which in turn can constitute new people with whom the Society can work.

## In regard to the ROERICH MUSEUM PRESS

It is probable that the end of this <sup>fiscal</sup> year will find the Press without deficit and with an approximate income of \$10,000 ; we have been able to build up a list of steady patrons; to circularize in this and other countries and contact new countries; to inaugurate the Bulletin. The Director of the Press has been enabled to make contacts with many clubs and the Federations and to lecture on Prof. Roerich and the institutions widely.

Notwithstanding, the Director of the Press feels extremely dissatisfied with the results of this year. After all, the possibilities of the Press are infinite and are limited only by the activities exerted. Here and there we have been able to reach fine contacts and have seen splendid response. But when you consider the entire field which is before us these are very few. Many plans which are possible for widening contacts, far greater correspondence and communication, are still to be done. Thus far we have combed the book stores of Canada, New Zealand, ~~Austfalia~~, ~~Africa~~ and Holland outside of England, beginning with these countries because of their large number of English-language bookstores. We should continue this circularization and are hoping to do so as soon as time allows. In America our field is well extended, but much wider activity is possible.

The Press has also felt seriously handicapped this year because of lack of adequate help and variety of material. The mission of the Press is to be a messenger of the Great Work of the Roerich Museum in all its manifold activities. To this end its function is to publish primarily books and reproductions setting forth the ideals and creation of professor Roerich and the Great Teachings, and to spread these in all possible measure. More reproductions would have been of vast advantage, and more post cards in color are also very much needed. Our Bulletin should be spread to all parts of the world, and more drives made for subscriptions. We should certainly continue the publication of books in the New Era Library. We should help the publication  
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problems of all institutions, and especially the wonderful possibilities of publicity offered by the Museum. I also feel that <sup>(should be taken</sup> full advantage, of the opportunities for contacting the club women and other association. And this office is very eager to help in the campaigns now before us.

In view of this it seems impossible, as it has been this year, for myself and Miss Bathrick to do all this. This year through the Emergency Bureau we had some girls who could help in addressing envelopes for the Bulletin and doing similar work, but since most of them cannot even type they were of little use to the Press. The Press needs another competent person like Miss Bathrick on its staff, so that we can fulfill the possibilities of widening our work, and allow personal visits to book stores, and more creative and constructive distribution of our material. ~~When~~ We realize that now all material <sup>for</sup> ~~from~~ the Bulletin which reaches us, as well as for the Annual, must be rewritten and almost always verified in facts and names, even though sent by our own departments; if we do not do it ourselves, witness the unfortunate case of Cardinal Pacelli. Miss Victorero helps out but the Press itself needs another person.

In addition, the Press is greatly in need of more material especially in connection with the Museum and Professor Roerich. We should have many post cards and reproductions. I am convinced that any expenditures in this direction will be more than justified, and hence in the Tentative Budget I have had this in consideration.

The Press will try to publish within the next few months the books planned; ~~XXXXXXXXXXXX~~ Abode of Light, as soon as it returns; Flambeaux; Spinoza; Mrs Giffin's poems (which is being paid for by her). We also feel that our immediate income is assisted by the sale of outside books in the bookstall, and this season we will add students art materials and music. We know that the Bulletin can grow in vast importance, and we shall make every effort for further spreading its influence.

The Director of the Press feels that possibilities of spreading

the work are tremendous in scope; that long since the mission of the Press was given as a messenger of the ~~active~~ Essence of our work and hence this demands that it spread throughout the world. The surface of its possibilities are hardly touched, and ~~with~~ we shall try to continue and enlarge this in all measure.

In regard to material we could of course economize completely by stopping all reproductions, printings etc., as we almost have done this year; but to continue this is equal to entombment and I hope we may be enabled to go ahead with new material.

We shall try to push ahead with all forces because everything is before us and the field is Infinite and beautiful.

#### Re regard to ROERICH MUSEUM APARTMENTS.

I believe the Trustees share with me the opinion that there is much field here for investigation and improvement. While we have the present inadequate management it will be difficult to change the basic principle. It is maintained by the present management ( and I believe Haworth affirms this) that our present staff could not be much reduced; not being sufficiently experienced, I cannot say if we have too many maids, or too many cooks or engineers --although it is our general feeling that the front office desk could be reduced. I believe also that a little more attention on the part of the manager and housekeeper, might eliminate some of the help.

In regard to the entire question of the Roerich Museum Apartments, it seems to me that a completely different attitude towards them might be highly salutary. If our entire personnel could be impressed with the fact that these Apartments exist by virtue of the Museum, that their pride is the Museum and that it is their greatest privilege to constitute a part of it, splendid results might occur. Of course, it is improved since last year when Mr. H regarded

our institutions as an adjunct of a "hotel". However this comprehension of their privilege should be further stressed.

Secondly, I believe that we should begin to face nother possibility. In the event that prices should continue to fall, and in view of the tax question, could we not gradually build up the Apartments for women's clubs, dormitories for our own students and the university students, as well as our members. In this way some of the rooms not already rented, could be furnished and rented thus. After all, in Columbia <sup>University</sup> the rents paid by students --and in most cases two could share the apartments --would not be less than the present rental. In addition, dormitories <sup>might</sup> ~~do~~ not present a problem in the question of taxes. Perhaps this may suggest some new approach.

In the case of the Restaurant: it is quite apparent that our restaurant has advantages enjoyed by no other restaurant. Not only do many hundreds of people live here, but thousands visit us; we have 400 students and innumerable friends. Through our own contacts we have been enabled to have many clubs meet here, many women's Luncheons, etc. Withal this, it is still not paying. It has seemed to me for some time, that the basis is wrong; it is too expensive and not simple enough. It is a fallacy to maintain so ~~high~~ <sup>might</sup> high a standard of prices, for just the few people who eat here regularly. Could we not rather simplify it and reduce prices so that our 400 students and our secretaries could eat here, as well as more visitors? For instance, I believe that if it was run by a woman, with women waitresses (who are less expensive) and in a standard conforming with our ideas of reaching everyone, we would find a greater advantage. Of course this is only a thought, and I cannot substantiate it with experience or figures, but it seems to me the one possible solution. We could have sufficient waiters to supply the room service and when necessary, serve special banquets in the Kiva, if practical.

A new comprehension of the great opportunity and advantages for Members in combining art and life, would be a vital step in the entire success of the Apartments.