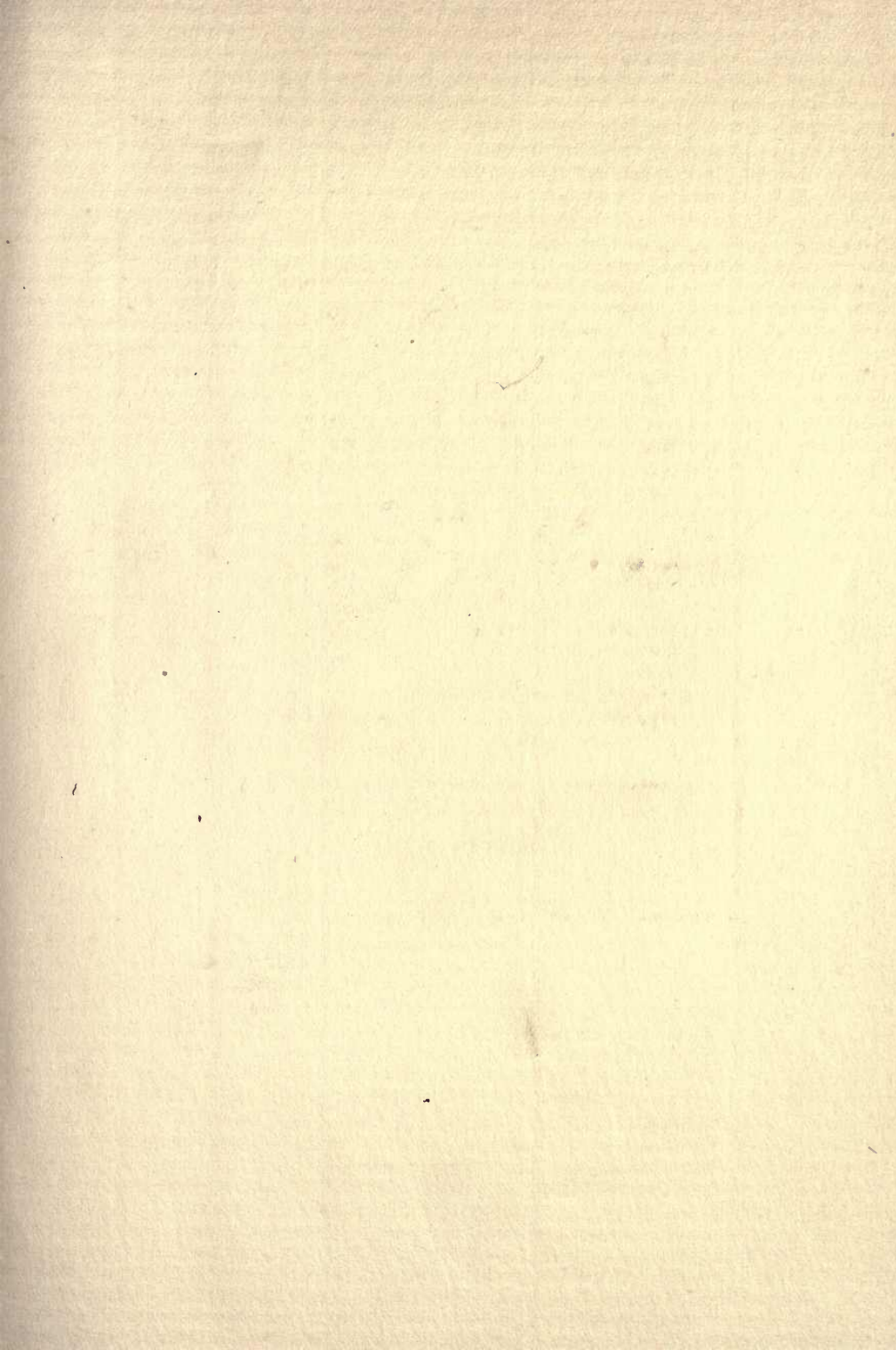


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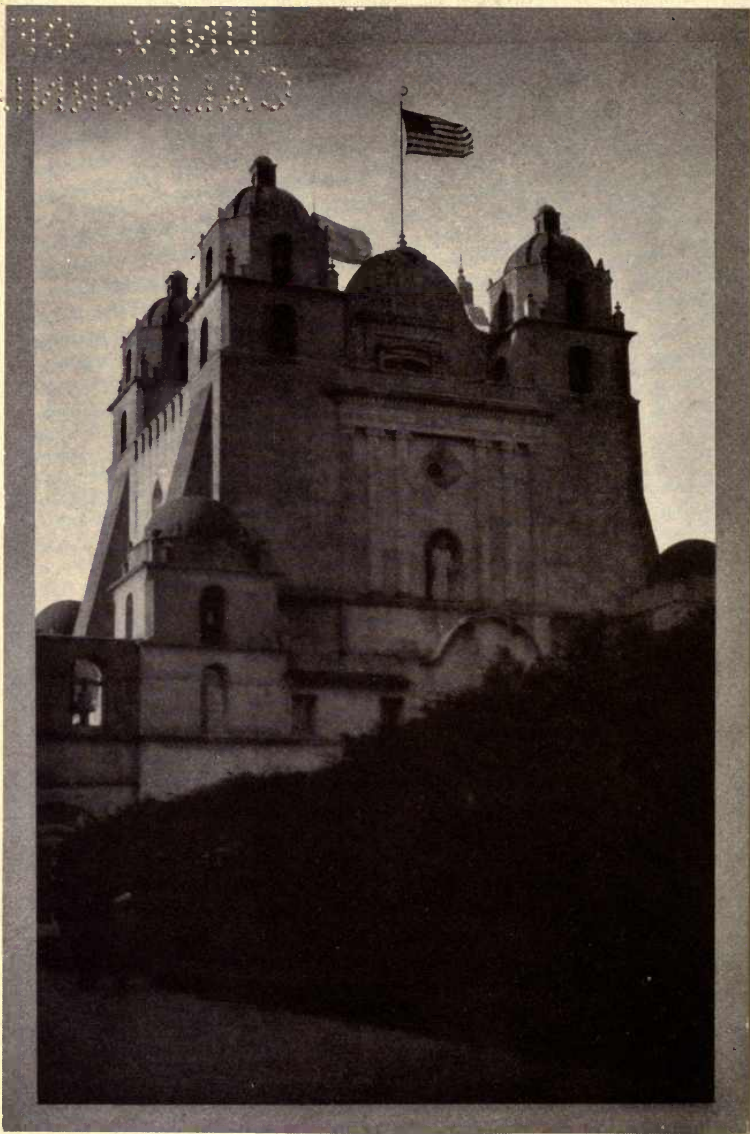


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THE TOWERS
CALIFORNIA HOST BUILDING

PROBLEMS WOMEN SOLVED

*Being the Story of the Woman's Board of
the Panama-Pacific International Exposition
What vision, enthusiasm, work and
co-operation accomplished*

by

ANNA PRATT SIMPSON



SAN FRANCISCO
THE WOMAN'S BOARD
1915

UNIV. OF
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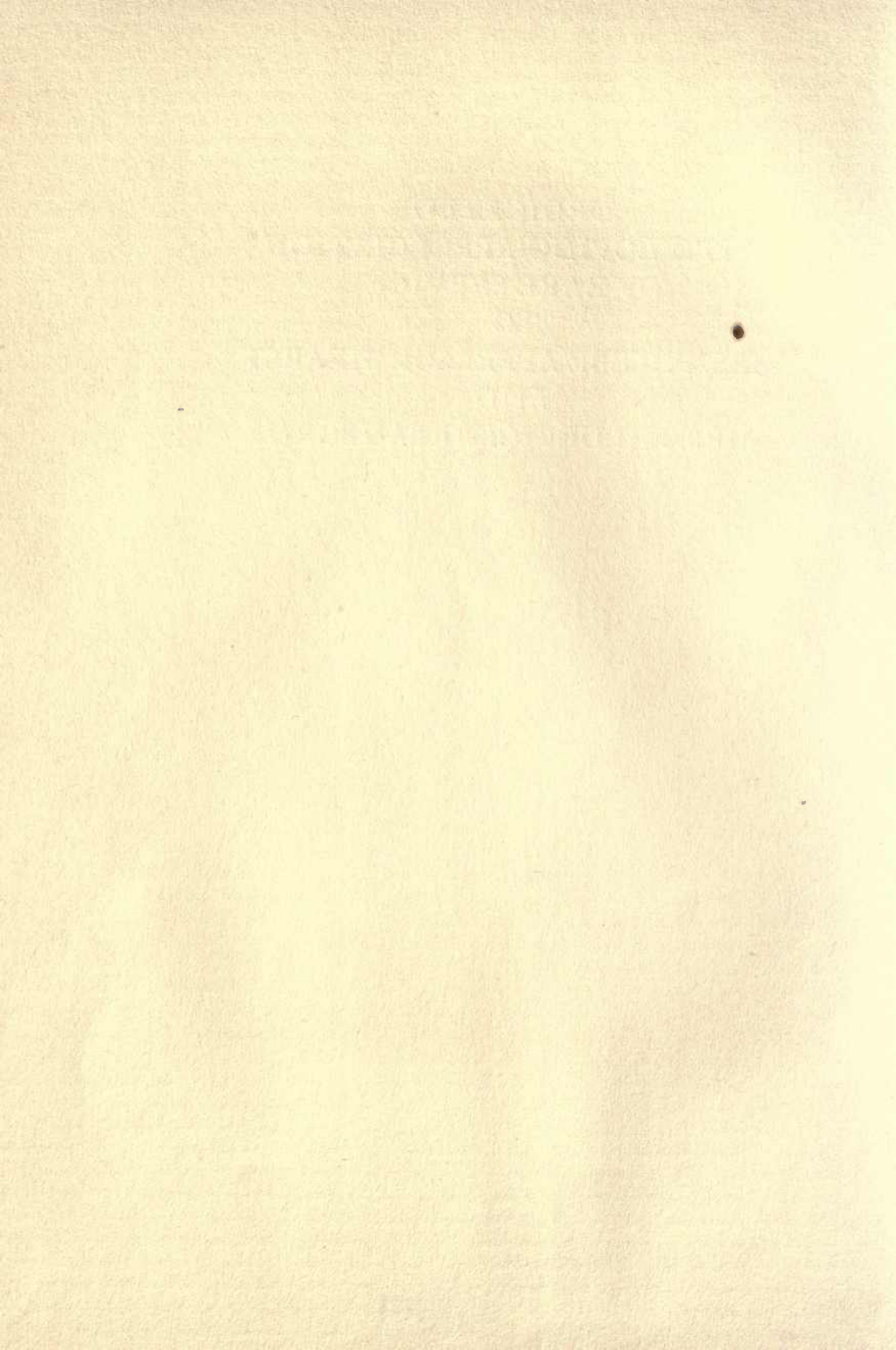
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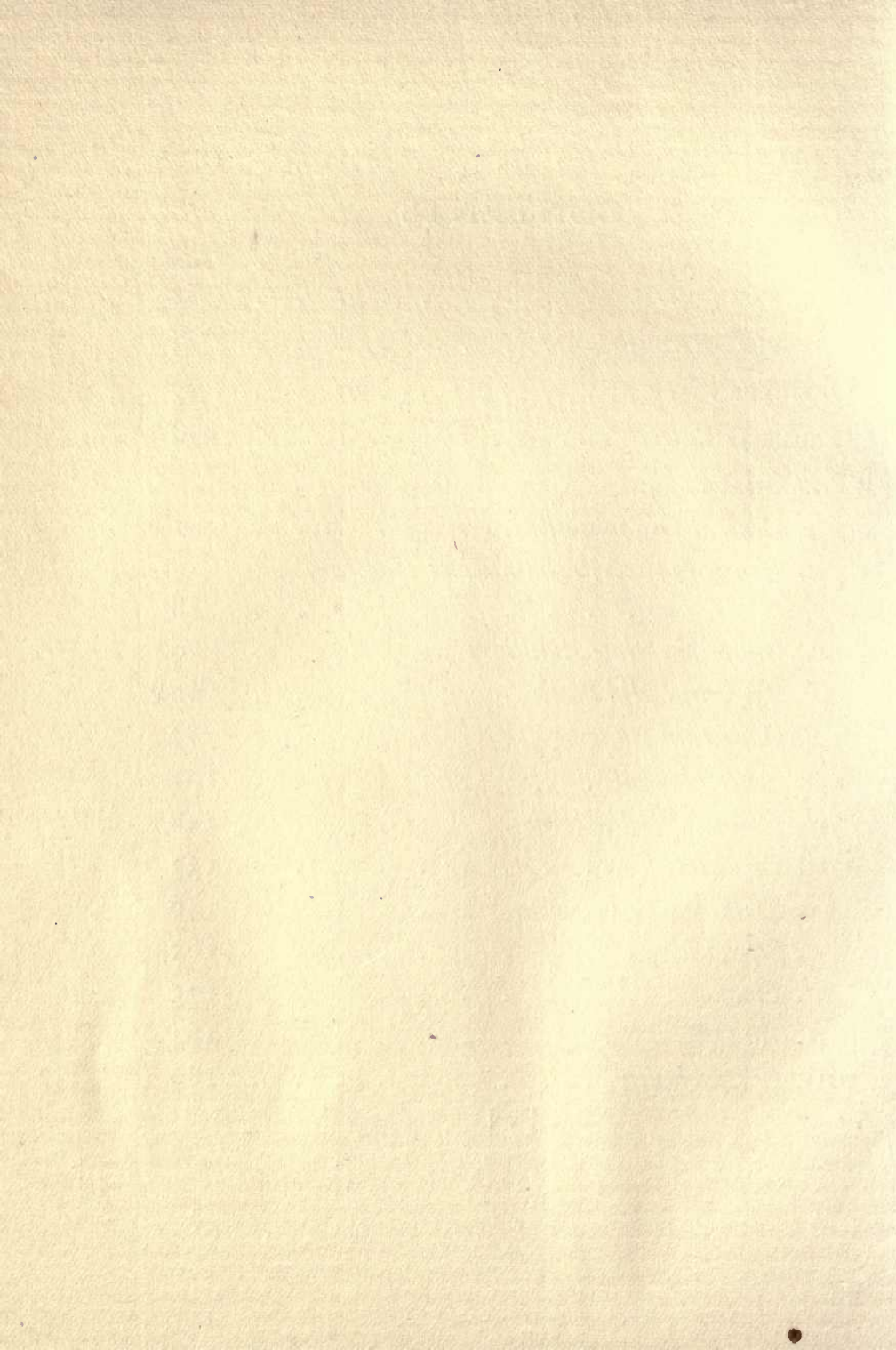
DEDICATED
WITH LOVING APPRECIATION
OF RARE SERVICE
TO
MRS. PHŒBE APPERSON HEARST
AND
MRS. FREDERICK G. SANBORN

327201



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FOREWORD

In recognition of the bravely useful part California's women have played in the dreaming and the making of the Panama-Pacific International Exposition, it has been determined by the Woman's Board to set down and send forth a record of all its known endeavors to that great end. That is the purpose and the function of this book.

Woman's co-operation in other world expositions has necessarily included an accounting of funds drawn from official sources. That is not the case with the Woman's Board which helped in the creation of San Francisco's Dream City of 1915 and in bringing it to a picturesque and notable success. This Board has faced no such obligation of stewardship; it financed all its own undertakings as well as those undertakings which it cheerfully assumed at the request of the Exposition directorate.

In presenting this valiant record of civic service the Board has in mind the thousands of women throughout California who contributed to the great enterprise but could not themselves have a part in the actual work. Likewise there are in mind the men and women everywhere who may be interested in these achievements not merely for their intrinsic worth, but also for the reason that they bear eloquent witness to the suc-

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cess of a great human cause, for the reason that they are, in some sort, the first fruits of woman's emancipation in a state newly made politically free, a practical thank-offering of woman's pride and woman's patriotism.

The Woman's Board began its Exposition work without plans, without knowledge, with only an undefined desire to aid and serve. Concluding with the issuance of this record, its years-long season of endeavor, it must confess its own surprise at the bigness of the responsibilities it has undertaken and borne to fulfilment; must acknowledge the wisdom of a providence that veils from the eyes of today's enthusiasm the problems and pitfalls of tomorrow.

In the high confidence of ignorance and inexperience, they of the Woman's Board, as every new set of exposition-makers must, pioneered the paths that led to their share of a grateful and proud success, learning much while they accomplished much. With no regret, save for the ending of a task to which they gave the best they were and the best they had, they look back upon the half-decade of unremitting public service that is their contribution to the citizenship of their time and place.

AN APPRECIATION

The Exposition is over, and now blessed memory is enthroned. The exercise of that memory in apportioning credit for the Exposition's symmetrical success to the many, very many elements and agencies that brought such effective contributions would be faulty were it to fail to recognize most gratefully, and with the deepest appreciation, the invaluable service given by the women of California.

The Exposition has been properly spoken of as an international mosaic, and of its great pattern, vari-hued, brilliant and charming, no portion was more attractive than the colorful part furnished by our splendid women, represented by the Woman's Board of the Exposition. Earnestness, intelligence, unselfishness and public spirit went into the foundation on which their activities were built. Organized for helpfulness, they never faltered nor demurred however great the responsibility placed on them. Appointed by the Board of Directors as official hostesses of the Exposition, they entered into the spirit of their task with a fine and discriminating sense of the duty made greater by California's traditional reputation for expansive, whole-hearted hospitality which the obligations of the Exposition brought to the front as never before.

AN APPRECIATION

It is not easy for me, much as it would give me pleasure, to attempt in a few words to recount the variety of service rendered by our loyal and helpful women. Those having knowledge of the accomplishments of the Woman's Board could not have their high appreciation further stimulated by words of mine. To those unknowing, it must suffice that the President of the Exposition most gratefully here expresses official recognition for invaluable services rendered, animated by high purpose and patriotism, and ornamented with cordial good nature, evident good-will and international kindness.

The quality of materialism in all of us must realize that greater credit for great accomplishment was secured from the fact that the women of the Board financed their every responsibility. Their offer to the Exposition carried with it this financial obligation, and loyally and truly did they meet the letter and spirit of their covenant. It was a remarkable thing they did, and they did it well.

For the personal sacrifices made by individuals of this most worthy group, for the devotion to the cause represented by the Exposition, for the high ideals that controlled such offerings, for the loyalty, cheerful support, constant helpfulness, all honor, all credit to the Woman's Board, their associate members, and the women of California.

I would love to give the roster of names deservedly standing high in the list of those who accomplished this great work. There are so many that space prevents; but I am sure all the

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good women who contributed such notable service would desire me to give special mention here, as representative of the personnel of the Woman's Board, the names of Mrs. Phæbe A. Hearst, Honorary President, and Mrs. F. G. Sanborn, President, two gracious women whose specific work and good counsel made distinct impress.

The history of the Exposition will bear abundant testimony to the Woman's Board activities and its influence on the Exposition generally.

We are proud of our women.

CHARLES C. MOORE,

President Panama-Pacific International Exposition.

OFFICERS

Honorary President

MRS. PHOEBE A. HEARST

President

MRS. FREDERICK G. SANBORN

First Vice-President

MRS. LOVELL WHITE

Second Vice-President

MRS. I. LOWENBERG

Third Vice-President

MRS. WILLIAM HINCKLEY TAYLOR

Fourth Vice-President

MRS. JOHN F. MERRILL

Fifth Vice-President

MRS. FRANK L. BROWN

Sixth Vice-President

MRS. ERNEST S. SIMPSON

Secretary

MRS. GAILLARD STONEY

Treasurer

MRS. PHILIP E. BOWLES

Assistant Treasurer

MRS. EDWIN R. DIMOND

Auditor

MRS. CHARLES W. SLACK

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MRS. FRANK B. ANDERSON
DR. MARIANA BERTOLA
MRS. FRANCIS CAROLAN
MRS. AYLETT R. COTTON
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MRS. JOSEPH D. GRANT
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MRS. PRENTISS COBB HALE
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MRS. JESSE W. LILIENTHAL
MISS LAURA LIVINGSTON MCKINSTRY
MRS. ROBERT OXNARD
MRS. HORACE D. PILLSBURY
MRS. GEORGE A. POPE
MRS. HENRY T. SCOTT
MRS. LAURANCE IRVING SCOTT
MRS. WILLIAM T. SESNON
MRS. MAX C. SLOSS
MRS. WILLIAM S. TEVIS
MRS. EDWARD C. WRIGHT



CHAPTER I

General Organization

AFTER a corporate life of five years, the Woman's Board of the Panama-Pacific International Exposition concludes its active existence. As an organization, it met its obligations; as individuals, the members—earnest and active—carried to successful issue, self-imposed responsibilities, both financial and administrative. In the same spirit they accepted and maintained many unexpected obligations coming with the complex development of the Exposition.

Analyzed in the closing hours—the elements that have contributed to this record of unusual accomplishment have been woman's faith and intuition, plus a measure of business knowledge and the grace to ask and take advice when necessary. Although an intimate, co-operative and harmonious part of the Exposition directorate, the Woman's Board had an absolutely separate existence.

Both in its organization and personnel, the Woman's

PROBLEMS WOMEN SOLVED

Board was quite unlike the boards of "Lady Managers" connected with former world expositions. This was so because of the status of the Exposition in the West. All others had financial aid from the Federal Government. San Francisco, backed by the State of California, handled all its own problems.

When women's participation in the Columbian Exposition became an issue, representatives of each State named a member for the Board of Lady Managers. This courtesy, accorded by the directorate, was a consistent compliment to the men who had been instrumental in securing financial assistance for them. The board of lady managers at St. Louis was composed of women from many sections of the country. Appointments made in this way could not in the very nature of conditions make a homogeneous body. Its members had to travel too far to attend meetings to enjoy continuous participation in the responsibilities of the preliminary years or during the months of specific duty.

In California, the members of the Woman's Board belonged to San Francisco and adjacent counties. They represented the greatest variety of activities and interests. These women gave several years of continuous service to the great project that needed the personal and financial aid of all citizens.

San Francisco's willingness to assume the tremendous

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responsibility of a world's exposition was the result of a well-considered and thorough understanding of the work involved. Months before the disaster of 1906, San Franciscans had decided that it was fitting for the metropolis of the West to celebrate the completion of the Panama Canal. With this overwhelming demand upon citizen-fortitude, the most sanguine on-lookers thought the project at an end; but the complications of the disaster seemed a stimulus rather than a discouragement. The ashes and twisted steel and broken bricks had not been cleared away before the energetic men whose enterprises are the very arteries of the city's life said that rebuilding a city must not interfere with the contemplated celebration. Backed by that fine spirit, the long campaign was begun.

In the "calamity days," women used to comforts always and conveniences at every hand, worked without a murmur to aid the men upon whom rested the responsibilities of reconstruction. It was then that they learned something not expressible in words that made them ready to help to carry some of the burdens that must come with the building of an exposition city while the gigantic construction of the enduring city was still taxing every physical and financial resource. And so it was that the offer of the Californian women to do their part seemed an entirely normal procedure. Whatever

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was for the good of the commonwealth was their concern.

Back of the parliamentary history of women's official participation in the Exposition is another, desultory, and not of formal record, but distinctly a part of its annals. As soon as San Francisco had formally asked Congress for permission to hold the great exposition, New Orleans was in the field for preferment with a well-organized campaign. Immediately prominent local women, quite as enthusiastic as the men, announced their willingness to serve their city with the best they had to give. In the very beginning, December, 1909, Mrs. I. Lowenberg telephoned Mrs. Lovell White, suggesting that they call a meeting of women who were competent and anxious to commence such work as women might do in this preliminary struggle. Although the California Club, through its president, Mrs. White, offered the machinery of its big organization for the cause, Mrs. Lowenberg contended that the work was more important than any one organization, and that anything done for the Exposition should be undertaken by the women of all organizations and of no organization.

At the first meeting called by Mrs. Lowenberg and Mrs. White, January 3, 1910, there were also present Miss Laura McKinstry, Mrs. Irving M. Scott, Mrs. John F. Merrill, Mrs. Homer S. King, and Mrs. Aylett

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R. Cotton. The first co-operation following this informal organization was crystallized in a campaign to secure votes in Congress for San Francisco. A committee composed of Mrs. White, Mrs. Merrill, and Mrs. Cotton, held conferences with Senator George C. Perkins and Congressman Julius Kahn. From these California representatives the women secured a list of the men who favored San Francisco and those whose votes should be secured. With this information the women enlisted every possible influence and did some worth-while work. They were able to supplement the heroic endeavor of the California men who went to Washington and remained on guard until the fight was won.

Woman's participation in the pre-Exposition work took definite shape after San Francisco won her fight by the vote of January 31, 1911, when meetings were called by the original committee for April 21st, April 22d, April 28th and May 12, 1911. The organization was called the Woman's International Exposition Association. The first officers were: Mrs. Lovell White, president; Mrs. I. Lowenberg, first vice-president; Mrs. Irving M. Scott, second vice-president; Miss Laura McKinstry, third vice-president; Mrs. John F. Merrill, fourth vice-president; Mrs. Homer S. King, fifth vice-president; Mrs. Aylett R. Cotton, corresponding sec-

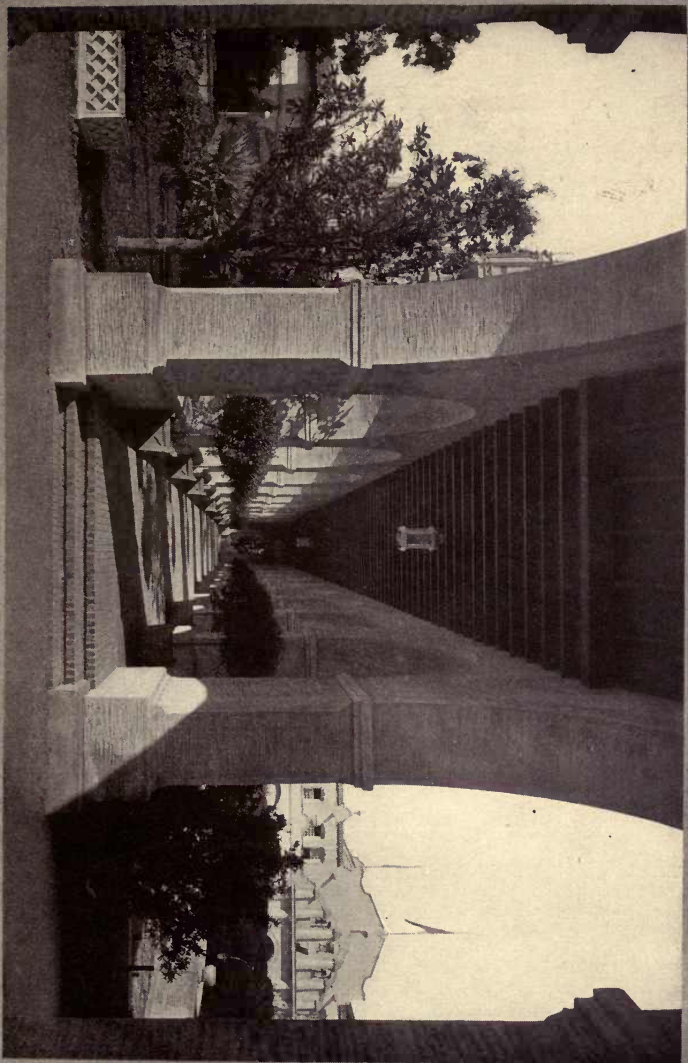
PROBLEMS WOMEN SOLVED

retary; Mrs. Laurance I. Scott, recording secretary, and Mrs. P. C. Hale, treasurer.

After this organization was effected, plans were discussed for the beautification of San Francisco. There was nothing of a definite character to be done at this time for the Exposition, the directorate being in the first confusion of the all-important question of site selection. There was a realization, however, that if any work of an important character was to be undertaken by the women, there should be reorganization on a more formal basis. This was finally accomplished by incorporation on November 12, 1911.

With but few exceptions the women active in the first campaign continued in loyal service. To their ranks other women came from time to time. Mrs. Lovell White declined the executive responsibility in the new organization, feeling that she was carrying quite enough as president of the California Club.

Mrs. Phoebe A. Hearst, beloved among all women and men, was invited to become the honorary president of the new board. Mrs. Frederick G. Sanborn was the unanimous choice of the directors for president as the one woman in San Francisco whose tact and good judgment and ability fitted her for this important office, and who would be welcomed by every interest represented in the organization. So it was that the Woman's Board



SUCH INTERESTING ARCADED WALKS AS THIS ONE LED TO THE CALIFORNIA HOST BUILDING

which has given such distinguished service to the Exposition came by the two exceptional women who have guided its destiny.

Active service is neither asked nor expected of honorary officers, but Mrs. Hearst never assumed a responsibility without giving it her active and interested support. She never lent her name without her participation. Because of her enormous private and public problems those who asked Mrs. Hearst to honor California by taking office in this important organization, hoped for her counsel and knew the pleasure in store because of her association with the cause, but no one expected her to help to carry all the burdens and to help to solve every problem. From a material standpoint, Mrs. Hearst's generosity seemed boundless. No righteous cause ever suffered defeat because of lack of financial support. But far and above all that, was the value of the presence at all important deliberations of this gentle, low-voiced, discriminating, kindly, generous woman.

In addition to this, during the preparatory years and the one of such beautiful realization, Mrs. Hearst entertained every week-end at her home in Pleasanton, companies of distinguished men and women who came in connection with the building of the Exposition, those who participated in its activities, and its honored guests. This hospitality, princely in every way, brought people

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from every part of the globe to one of the most interesting houses in the entire country, and gave them the privilege of meeting in her own home the woman whose name and deeds have made her a citizen of the world, albeit California claims her heart and first love.

Bearing interesting testimony to the fact that the woman California honors with such loyal affection is claimed by other lands, is the fact that the King of Sweden made Mrs. Hearst an Honorary Commissioner to represent his country at the Exposition. In token of esteem, a handsome decoration accompanied the formal commission.

Mrs. Hearst, a Missourian by birth, her father and mother going to that State from Virginia and South Carolina, came to California in 1862, and as the wife of one of California's most brilliant pioneer mining men, the late U. S. Senator George Hearst, she soon became identified with the West. Her philanthropies have not been bounded by California's surveyed lines, but California is home. So when the honor of her State became an issue before the world, this distinguished little lady contributed a great man's service to the tremendous enterprise of making and holding a World's Exposition.

Mrs. Frederick G. Sanborn, upon whom rested the actual executive responsibilities, brought to her office

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rare personal charm and distinct administrative ability. To these fundamentals of leadership was added the discrimination consequent upon varied and important experiences. Her ability to direct, coupled with absolute unselfishness in giving of herself to many a worth-while cause, brought responsibilities to her while other young women of her age were frivolling. Every large humanitarian movement of recent years found her leading when necessary, but always in the ranks. During the Spanish-American war, when all the soldiers for the Orient came to San Francisco to await transportation, Mrs. Sanborn was an executive officer of the California Red Cross. In addition to her official duties, her personal service was untiring. She was ever ministering to the homesick young volunteers and many a one went on his way more loyal to his country and himself for having known her. Nothing could have kept her at her desk when some mother's son needed help or counsel.

Mrs. Sanborn's next opportunity for service to her city and her fellow-men came with the calamity of 1906. Regardless of her own losses and needs, she was immediately immersed in relief work. With James Rolph, Jr., who later became the Mayor of San Francisco, and the Rev. Father D. O. Crowley, the widely-known philanthropist, she served for many months at one of the largest relief stations. In addition to other

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obligations Mrs. Sanborn has for many years found time to care for her charges at the Protestant Orphan Asylum, of which she is the solicitous, mothering president.

Having wide experience, a deep understanding of the humanities, the kindest attitude toward all, a most engaging personal charm and the "capacity for infinite pains," she brought a splendid equipment to the executive office of the Woman's Board. A New Yorker by birth, Mrs. Sanborn, who was Helen Elizabeth Peck, was brought to San Francisco when a little girl. No native born daughter could have been more loyal to California. In planning and executing Exposition activities, Mrs. Sanborn never thought in terms of San Francisco. Her work as well as her sympathies were State-wide. The sub-chairman in the smallest hamlet was of as much concern to her as the woman just at hand who could give without stint of her wealth and her service. Because she actually did not let her right hand know what the other was doing, there can never be but the general acknowledgment that the day never passed without a kindly or a tactful word or deed for some person or cause—the kind of service to an enterprise that is never "put to vote," but without which there never could be but a modicum of success. Mrs. Sanborn and Mrs. Hearst gave to the Woman's Board quite as much actual work as they did official direction.

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Above all, their tact and sweet womanliness carried this organization through its notable existence with honor.

In the beginning, when everything connected with the Exposition was a problem, there was nothing definite for women to do, but there was a realization that the time would come in the affairs of the great project when women must take their "turn at the wheel." Looking forward to that assured period, the Woman's Board took all initiative measures that they might be ready when the call came. The articles of incorporation showed that the women would finance their own affairs and that they were in every way equipped for definite responsibilities. Mrs. Sanborn issued her first public statement on November 15, 1912. It presented the attitude of the board, which was one of general helpfulness. Back of this announcement was a definite sentiment. The women of the board were not willing to spend several years being simply social beings. While recognizing the distinct value to the Exposition of its social life and being willing to assume full duties along that line, they were ready to do definite constructive work. The board was composed of women accustomed to civic and philanthropic responsibilities, who knew how to work as well as play, and their offer of "general helpfulness" meant exactly what the words implied. Their opportunities came in full measure.

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The first call from the Exposition for co-operation came in March, 1912, before the official status of the Woman's Board had been defined. When the "Oregon first" delegation came to San Francisco to select the site for its State building, the directorate asked the Woman's Board to entertain the ladies of the party at luncheon while the men were being similarly complimented at the San Francisco Commercial Club. The luncheon given by the women at the Fairmont Hotel was a handsome affair, successful and enthusiastic.

The Woman's Board was made a sub-committee of the Exposition directorate on April 11, 1912. This act made the Woman's Board an official part of the Exposition Board, but left it as a corporation, independent and responsible. To make for efficiency, it was agreed that the women should not inaugurate any work of importance without conference. This compact was never honored in the breach. Mr. John A. Britton, Mr. R. B. Hale and Judge Curtis H. Lindley were appointed the committee on woman's participation.

Woman's actual contribution to the building and administration of the Exposition commenced with their acceptance of an important responsibility. It was presented to the Board May 22, 1913, in the following excerpt from a communication from President Charles C.

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Moore through the secretary of the board, Mr. R. J. Taussig:

“We would like to be assured at this time that the Woman’s Board will undertake to furnish and maintain the reception and entertainment portion of this building, and use it as their headquarters during the Exposition period.”

In the explanatory details of this proposition, the Exposition stated that while the Host Building was to be “furnished, operated and controlled by the Woman’s Board,” certain days and evenings would be needed for general Exposition activities. In the light of years of the most successful co-operation this latter provision is interesting to note. There never was any “mine and thine”; the Exposition of 1915 was “ours.” But records are safeguards and precautions are necessary, particularly as Expositions were said to be one great guess after another, also one disappointment after another. With gratification to the builders of the Panama-Pacific International Exposition and encouragement for those who may come in other years, all records have been smashed and with them all traditional, faith-destroying handicaps.

In unanimously assuming this obligation, the women

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were courageous; they knew that the responsibility involved was great, but they also knew what faith and work could accomplish. They had confidence in the women of California, feeling that they would be a unit for co-operation with the thirty-six members of the board who must keep faith for the honor of all womanhood as well as the fair name of California. They gave their bond in a statement that carefully repeated the terms of the official proposition.

This action inaugurated an era of helpful general assistance, the women standing ever ready to supplement the heroic work being done by the men. Important specific co-operation came through several honorary appointments. With the recommendation of the Woman's Board, President Moore appointed Mrs. Francis Carolan assistant to John E. D. Trask in the Department of Fine Arts; Mrs. Ernest S. Simpson assistant to George Hough Perry in the Division of Exploitation; Mrs. William Grant assistant to Daniel O. Lively in the Department of Live Stock; Mrs. Herbert Hoover assistant to George E. Van Barneveld in the Department of Mines and Metallurgy; Mrs. William Kent, Miss Katharine Felton and Miss Alice Griffeth assistants to Alvin E. Pope in the Departments of Education and Social Science; Mrs. John Flournoy assistant to Charles H. Green in the Departments of Manufactures and

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Liberal Arts; Mrs Katherine Osborn assistant to George H. Dennison in the Department of Horticulture; a committee composed of Mrs. William S. Tevis, Miss Laura McKinstry and Mrs. Edward C. Wright for consultation with the Architectural Commission in regard to the California Building, and another on Pageantry, upon which were appointed Mrs. James Otis and Mrs. Mary Austin.

Meetings preliminary to incorporation were held at the Town and Country Club, at the Francisca Club and at the St. Francis Hotel. The first definite headquarters were at the Pacific Avenue residence of Mrs. Irving M. Scott, which she gave rent-free to the cause. When the Exposition directorate established its headquarters in what became known as the Exposition Building, at the corner of Pine and Battery streets, the Woman's Board realized that its location was too far from the center of activities and moved to that building on May 21, 1912, leasing three rooms. Another was added later, and this suite was occupied until the Exposition opened. This change greatly facilitated the dispatch of business and made for the best of co-operation.

The personnel of the first board elected, November 12, 1911, after incorporation, was composed of Honorary President, Mrs. Phoebe A. Hearst; President, Mrs. Frederick G. Sanborn; first Vice-President, Mrs.

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John Johns; second Vice-President, Mrs. I. Lowenberg; third Vice-President, Mrs. William Hinckley Taylor; fourth Vice-President, Mrs. Frank B. Anderson; fifth Vice-President, Mrs. Robert Oxnard; sixth Vice-President, Mrs. Frank L. Brown; Secretary, Mrs. Marcel E. Cerf; Treasurer, Mrs. Philip E. Bowles; Auditor, Mrs. Charles W. Slack; Chairman of the Board of Directors, Mrs. James Ellis Tucker; General Counsel, Mrs. J. A. Lewandowski; other directors—Mrs. Charles B. Alexander, Mrs. John F. Merrill, Mrs. Irving M. Scott, Mrs. Henry T. Scott, Mrs. M. C. Sloss, Mrs. Lovell White, Miss Mabel T. Cluness, Miss Helen V. Wheeler, Mrs. Jesse W. Lilienthal, Mrs. Aylett R. Cotton, Mrs. William H. Crocker, Mrs. Edwin R. Dimond, Mrs. James A. Folger, Mrs. William S. Tevis, Mrs. Joseph D. Grant, Mrs. Reuben R. Hale, Mrs. C. Edward Holmes, Mrs. Abbie E. Krebs, Miss Laura McKinstry and Mrs. P. C. Hale.

Time and conditions brought changes in the personnel of the board. Mrs. Irving M. Scott, Mrs. William H. Crocker and Mrs. Charles B. Alexander were made honorary vice-presidents; several members retired, new directors were elected to fill their places, but for the most part the women who were on duty in the beginning carried the responsibilities to the end.



CHAPTER II

Honorary Vice-Presidents and Honorary Members

EARLY in its existence, the Woman's Board made a record of its desire to honor the women of California to whom honor was due, women of distinction who for various reasons could not be called upon to undertake any of the duties of active membership. With a view of making this notable list inclusive, the board made two designations—honorary vice-presidents and honorary members.

Like many interesting features of the Exposition, the scope of this honor-list changed with the development of the work and the better understanding of the interests that contributed to the success of this great enterprise. In the beginning, a number of women were selected for exceptional service and distinction. Later, with the unfolding of the larger outlook and the growth of the California Auxiliary, the Woman's Board realized that there were fine women all over the State who had con-

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tributed to the phenomenal growth of the West, women to whom gracious acknowledgment should be accorded. An enthusiastic vote decided upon the selection of one honorary vice-president and two honorary members in each county.

Honorary vice-presidents selected by the Woman's Board commenced with the election of Mrs. John Bidwell, wife of a former Lieutenant-Governor of California and who had done splendid work for the preservation of Indian tribes belonging to Butte County, where she lived.

Mrs. Caroline Severance of Los Angeles, so well known as the Mother of Women's Clubs, was given all honor. She was too advanced in years to come to San Francisco and passed away before the Exposition opened.

Mrs. Mary C. Kincaid, one of the most distinguished educators of the West, and who had the honor of appointment and re-appointment on the San Francisco Board of Education, was the third woman of splendid attainment added to the list. Like Mrs. Severance, she did not live to enjoy the Exposition in which she was so deeply interested. The members of the board had the pleasure of her association in its earlier years.

Dr. Emma Sutro Merritt, distinguished among California women, was honored by the Woman's Board for

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her fine citizenship. But for the technicalities of the law, San Francisco would have been the possessor of beautiful holdings through her generosity and public spirit.

Mrs. Emma Shafter Howard, a citizen of the world, but an enthusiastic Californian as well, was early named among the women of honor. Being interested in land and particularly in its opportunities for women, Mrs. Howard brought the subject to the women of the world in the various International Councils. Her interests are always universal.

Mrs. Irving M. Scott was one of the organizers of the board and contributed the use of her commodious residence as the first headquarters. Not being strong enough for active service, Mrs. Scott resigned from the directorate and was made an honorary vice-president.

Mrs. John F. Swift, always a staunch advocate for the advancement of women, was among the first listed as an honorary vice-president. She was prominently associated with the pioneer suffrage movements, with the International Council of Women and with the Daughters of the American Revolution.

Mrs. Louis Sloss, one of California's most respected women, was honored as a vice-president. With her family, she has been identified with every movement for State betterment; personally, her work and influence have been given to the philanthropies.

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Mrs. Berthe d'A. Welch, another distinguished pioneer woman, was a selection of the board. Her interests and philanthropies made her most worthy of all honor.

Mrs. Lewis W. Moore, another honorary vice-president, is the mother of President Charles C. Moore of the Panama-Pacific International Exposition. Honors are equally divided in that family, as this man of achievement reflects the gentleness of his birth and the efficiency and kindliness of his up-bringing.

Mrs. William H. Crocker, identified with California's most important interests, was among the first active members of the Woman's Board. She was one of the most substantial contributors and faithful workers, so when she resigned because of an extended absence from the city, the board took pleasure in making her one of the honorary vice-presidents.

Mrs. George J. Bucknall, another honored vice-president, has the distinction of being the first child born of Anglo-American parents in San Francisco. As little Mary E. Davis, she represented her State when it was admitted to the Union in 1850. Although educated and married in Europe, Mrs. Bucknall returned to her native State early enough to be identified with many interesting movements.

Mrs. Charles B. Alexander, while living in New York, has always retained an active interest in Cali-

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fornia, contributing with other members of the Crocker family to every cause that has made for the betterment of San Francisco. Mrs. Alexander was made an honorary vice-president after association on the active board during the pre-Exposition period.

Mrs. Victor Metcalf, who honored California and California women while her husband was in the national cabinet and in Congress, was made an honorary vice-president of the Woman's Board.

Mrs. Isaac L. Requa, who for a lifetime of years has been a worker in every humanitarian cause, both in Oakland and San Francisco, was made an honorary vice-president. She represented the Alameda County women, who contributed a splendid share to the Exposition.

Mrs. Ellen Tracy, a genuine pioneer of the San Joaquin Valley, one of the noted women of the State, was placed among the honorary vice-presidents. She has been identified with the founding of Bakersfield and Visalia.

Mrs. Hiram W. Johnson, wife of California's Governor, was elected to head the list of honorary members by the Woman's Board. Mrs. James Rolph, Jr., wife of the Mayor of San Francisco, was the next choice. Following came Mrs. Franklin K. Lane, wife of the Secretary of the Interior, a Californian; Mrs. Julius Kahn, Mrs. William Kent, Mrs. Marion De Vries, Mrs.

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Frank Flint, Mrs. E. A. Hayes and Mrs. Joseph W. Knowland, wives of California Congressmen who made the successful fight for the Exposition; Mrs. Augustus Fechleter, Mrs. George T. Marye, Mrs. J. Sloat Fassett and Mrs. John Dwight, whose husbands contributed a splendid share to the campaign for California; Mrs. Joseph McKenna, wife of the Chief Justice of the United States Supreme Court, both Californians; Mrs. Frank C. Jordan, wife of the California Secretary of State, and Mrs. F. M. Angellotti of Marin County, who resigned as County Chairman and was made an honorary member.

The Auxiliaries selected the honorary vice-presidents and honorary members of their counties, subject to the action of the Woman's Board. The county chairmen were asked to present the matter to their organizations, considering in their selection the women of long and honored residence, as well as those of notable attainments.

The Woman's Board had no greater pleasure during the Exposition than meeting and greeting these women of distinction whose lives have been identified with California and who have contributed a splendid share to its development. This roll of honor reads:

ALAMEDA COUNTY — Honorary vice-president, Mrs. Isaac L. Requa, Oakland. Honorary members, Miss Mollie Connors, Piedmont; Mrs. C. R. Lloyd, Berkeley.

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AMADOR COUNTY—Honorary vice-president, Mrs. James Meehan, Jackson. Honorary members, Mrs. Clarence E. Jarvis, Sutter Creek; Mrs. Benjamin F. Taylor, Jackson.

BUTTE COUNTY—Honorary vice-president, Mrs. George F. Jones, Chico. Honorary members, Mrs. James H. Finnell, Chico; Mrs. J. B. Hughes, Oroville.

CALAVERAS COUNTY—Honorary vice-president, Mrs. M. E. Tower, Felix. Honorary members, Mrs. S. S. Moser, Mokelumne Hill; Mrs. Ella R. Dunbar, Murphys.

COLUSA COUNTY—Honorary vice-president, Mrs. Florence H. Albery.

CONTRA COSTA COUNTY—Mrs. A. L. Bancroft, Concord. Honorary members, Mrs. Robert Harkinson, Antioch; Mrs. James S. Hook, Walnut Creek.

DEL NORTE COUNTY—Honorary vice-president, Mrs. Daniel Haight, Smith River. Honorary members, Mrs. Laura Shipman, Crescent City; Mrs. W. A. Hamilton, Crescent City.

EL DORADO COUNTY—Honorary vice-president, Mrs. Charles Weatherwax, Placerville. Honorary members, Mrs. N. D. Arnot, Placerville; Mrs. Bine V. Ingham, Placerville.

FRESNO COUNTY—Honorary vice-president, Mrs. Julia Fink Smith, Fresno. Honorary members, Mrs. Julia Sayre, Fresno; Miss Lucy Hatch, Fresno; Mrs. George C. Roeding, Fresno.

GLENN COUNTY—Honorary vice-president, Mrs. Charles Lee Leonard.

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HUMBOLDT COUNTY—Honorary vice-president, Mrs. Rodney Burns, Eureka. Honorary members, Mrs. Paul Brizard, Arcata; Mrs. Walter Dickson, Loleta.

IMPERIAL COUNTY—Honorary vice-president, Mrs. W. M. Weaver, El Centro. Honorary members, Mrs. J. E. Peck, Calexico; Mrs. William Best, Brawley.

KERN COUNTY—Honorary vice-president, Mrs. E. D. Buss, Bakersfield. Honorary members, Mrs. F. W. Robinson, Bakersfield; Mrs. Frank W. Webster, Bakersfield.

LASSEN COUNTY—Honorary vice-president, Mrs. Viola Roseberry, Susanville. Honorary members, Mrs. Grace Christie, Lassen; Mrs. Geneva Brown, Susanville.

LOS ANGELES COUNTY—Honorary vice-president, Mrs. Dan G. Stephens, Santa Monica.

MADERA COUNTY—Honorary vice-president, Mrs. Jennie C. Mace, Madera. Honorary members, Mrs. S. W. Westfall, Madera; Mrs. Harriet M. Gilchrist, North Fork.

MARIN COUNTY—Honorary vice-president, Mrs. Emma Shafter Howard, Inverness. Honorary members, Mrs. John F. Boyd, San Rafael; Mrs. Henry C. Campbell, Sausalito.

MARIPOSA COUNTY—Honorary vice-president, Miss Julia L. Jones, Lodi. Honorary members, Mrs. E. Bolton, Yosemite; Mrs. John S. Washburn, Wawona.

MENDOCINO COUNTY—Honorary vice-president, Mrs. Augustus J. Fairbanks, Willits. Honorary members, Mrs. T. A. Templeton, Ukiah; Mrs. F. C. White, Fort Bragg.

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MERCED COUNTY—Honorary vice-president, Mrs. Charles Cothrin, Los Banos. Honorary members, Mrs. G. E. Nordgren, Merced; Mrs. Julius Ellis, Merced.

MODOC COUNTY—Honorary vice-president, Mrs. Rachael Dorris, Alturas. Honorary members, Mrs. W. T. Cressler, Cedarville; Mrs. H. S. Brown, Lookout.

MONO COUNTY—Honorary vice-president, Mrs. David Hayes, Bridgeport. Honorary members, Mrs. M. Pimentel, Bridgeport; Mrs. Emil Billeb, Bodie.

MONTEREY COUNTY—Honorary vice-president, Mrs. Christine Armstrong, Monterey. Honorary members, Mrs. Myron T. Thomas, Monterey; Mrs. Mary T. Breen, Metz.

NAPA COUNTY—Honorary vice-president, Mrs. Ellen G. Mansfield, Napa. Honorary members, Mrs. G. M. Francis, Napa; Mrs. Hannah Weinberger, St. Helena.

ORANGE COUNTY—Honorary vice-president, Mrs. D. C. Pixley, Orange. Honorary members, Mrs. G. W. Sherwood, Fullerton; Mrs. Ida F. Dulton, Anaheim.

PLACER COUNTY—Honorary vice-president, Mrs. Sarah Dunlap, East Auburn. Honorary members, Mrs. H. E. Butler, Penryn; Mrs. Bradford Woodbridge, Roseville.

PLUMAS COUNTY—Honorary vice-president, Mrs. P. P. Hudson, Greenville. Honorary members, Mrs. A. R. Bidwell, Greenville; Mrs. H. C. Chamberlain, Quincy.

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RIVERSIDE COUNTY—Honorary vice-president, Mrs. F. L. Darling, Riverside. Honorary members, Mrs. C. S. Evans, Riverside; Mrs. W. A. Avey, Riverside.

SACRAMENTO COUNTY—Honorary vice-president, Mrs. Charles McCreary, Sacramento. Honorary members, Mrs. William Ellery Briggs, Sacramento; Mrs. Robert Devlin, Sacramento.

SAN BENITO COUNTY—Honorary vice-president, Mrs. Patrick Breen, Hollister. Honorary members, Mrs. Annie E. Briggs, Hollister; Mrs. R. A. Lathrop, Hollister.

SAN BERNARDINO COUNTY—Honorary vice-presidents, Mrs. E. C. Sterling, Redlands; Mrs. D. B. Sturgess, San Bernardino. Honorary members, Mrs. M. A. Hebbard, Colton; Mrs. S. S. Draper, San Bernardino; Mrs. W. S. Boggs, San Bernardino; Mrs. B. M. Wall, San Bernardino.

SAN DIEGO COUNTY—Honorary vice-president, Mrs. A. E. Horton, San Diego. Honorary members, Miss Ellen Browning Scripps, La Jolla; Mrs. George W. Marston, San Diego.

SAN JOAQUIN COUNTY—Honorary vice-president, Mrs. C. M. Jackson, Stockton. Honorary members, Mrs. J. C. Thompson, Stockton; Mrs. B. P. Fraser, Stockton.

SAN LUIS OBISPO COUNTY—Honorary vice-president, Mrs. R. E. Jack, San Luis Obispo. Honorary members, Mrs. Rose Porter, Covino; Mrs. Edward Ballard, Creston.

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SAN MATEO COUNTY—Honorary vice-president, Mrs. Adaline Mills Easton, Burlingame. Honorary members, Mrs. George C. Ross, San Mateo; Mrs. Timothy Guy Phelps, San Carlos.

SANTA BARBARA COUNTY—Honorary vice-president, Mrs. Thomas Dibblee, Santa Barbara. Honorary members, Mrs. Charles Fernald, Santa Barbara; Mrs. William Eddy, Santa Barbara.

SANTA CLARA COUNTY—Honorary vice-president, Mrs. Elizabeth Lowe Watson, Cupertino. Honorary members, Mrs. Emily S. Karns, Palo Alto; Mrs. W. P. Lyon, San Jose.

SANTA CRUZ COUNTY—Honorary vice-president, Mrs. Frank Lewis, Capitola. Honorary members, Mrs. M. J. Bennett, Santa Cruz; Mrs. M. E. Tuttle, Watsonville.

SHASTA COUNTY—Honorary vice-president, Mrs. C. C. Bush, Redding. Honorary members, Mrs. F. A. Reid, Redding; Mrs. Julia Litsch, Shasta.

SISKIYOU COUNTY—Honorary vice-president, Mrs. Julia Patterson Churchill, Yreka.

SOLANO COUNTY—Honorary vice-president, Mrs. Robert Currey, Dixon. Honorary members, Mrs. Nellie B. Danielson, Suisun; Mrs. F. A. Steiger, Vacaville.

SONOMA COUNTY—Honorary vice-president, Mrs. Mark L. McDonald, Santa Rosa. Honorary members, Mrs. Josie P. Hill, Petaluma; Mrs. C. C. Wymore, Santa Rosa.

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STANISLAUS COUNTY—Honorary vice-president, Mrs. W. H. Langdon, Modesto. Honorary members, Mrs. H. A. Bates, Modesto; Mrs. A. T. Young, Modesto.

SUTTER COUNTY—Honorary vice-president, Mrs. Mary Stewart Smith, Yuba City. Honorary members, Mrs. Louis Tarke, West Butte; Mrs. Charles E. Boyd, Yuba City.

TEHAMA COUNTY—Honorary vice-president, Mrs. Harriet Kimball King, Red Bluff. Honorary members, Mrs. C. A. Campbell, Red Bluff; Mrs. L. L. McCoy, Red Bluff.

TULARE COUNTY—Honorary vice-president, Mrs. John Tuohy, Tulare City. Honorary members, Mrs. Anna Mills, Johnson, Visalia; Mrs. W. Whittington, Dinuba.

TUOLUMNE COUNTY — Honorary vice-president, Mrs. Edna R. Winn, Sonora. Honorary members, Mrs. Helen Lansing Davenport, Jamestown; Mrs. William Henry Barron, Soulsbyville.

VENTURA COUNTY—Honorary vice-president, Mrs. C. A. Clarke, Santa Paula. Honorary members, Mrs. N. W. Blanchard, Santa Paula; Mrs. E. P. Foster, Ventura.

YOLO COUNTY—Honorary vice-president, Mrs. Gertrude Freeman, Woodland. Honorary members, Mrs. George Stephens, Madison; Mrs. O. B. Wilber, Davis.

YUBA COUNTY—Honorary vice-president, Mrs. Emma Hapgood, Marysville. Honorary members, Mrs. F. P. Gray, Hammonton; Mrs. David Powell, Marysville.



CHAPTER III

California State Auxiliary

NOTHING of greater magnitude was done by the Woman's Board than the organizing of the loyal women of the State into a body known as the California Woman's Auxiliary. This movement unified interest in the Exposition and brought the women of California together, cementing friendships and awakening an understanding of the possibilities in such an organization. It has left a heritage of good will, an asset of immeasurable value to the individual and to the State.

When the Woman's Board planned the Auxiliary, it felt that it was the right and the privilege of every woman in California to participate in the making and the holding of the Exposition which celebrated the greatest engineering achievement in the world, one which would bring a future of commercial importance to the Pacific Coast. It saw that, unlike other expositions, the one to be held in San Francisco vivified a great issue and was not commemorative of century-old

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happenings, and that it would mean responsibilities in the years to come that should be borne in part by the women, if the State received the greatest possible benefit.

In calling upon the women to organize, the board outlined the specific work that women could do for the 1915 Exposition, and suggested that they join the movement with the idea of permanent organization in mind, so that when the tide of immigration surged this way, they could do their part in hastening the well-being and the permanent assimilation of the newcomers. Definite instructions on this point read:

“Chairmen shall, upon completing organization, notify their County Exposition Commissioners, Chambers of Commerce and County Supervisors that they are ready to cooperate with them for the exploitation of their county resources and to further the work of adequate display at the Exposition. To enter into the county work in this manner will be in keeping with the policy of the Woman’s Board. As the Woman’s Board is a sub-committee of the Exposition directorate, so may the women of the counties join with the men in their preparation for the Exposition.

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“They will be expected, upon request of the Woman’s Board, to submit the names of capable, expert women for possible work on the juries of awards, it being the intention of the directors of the Exposition to avail themselves of the services of women where their experience, discretion and judgment will have a distinct value.

“They shall appoint local committees on hospitality and entertainment. This is urged not only in preparation for the social phase of women’s responsibility at the time of the Exposition, but that each county may be ready to receive the visitors and prospective settlers who will be looking over the State with a view to securing congenial homes and profitable locations. Along this line, women may do efficient work for their communities and exert an influence that will not cease with the Exposition. Every county will have to assimilate immigrants.

“The women organized and co-operating with the men in this vital question will be able to render the kind of assistance that will make for good citizenship. In this way, each newcomer may be a distinct county asset. The

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Governor has thought this subject of such great importance that he has appointed a commission to study the immigration problems, so that California may be ready to make the most and the best of its opportunities when the Panama Canal brings a great addition to its population."

To realize this dream of a stupendous State organization involved the best thought and continuous effort on the part of the committee in charge. Uniformity of procedure was found to be the first essential. This was secured in the beginning through general instructions, then by providing the means for carrying them out. Each chairman was given membership receipt books, all she needed for use in her county. This receipt form, used all over the State, was simple but so arranged that all necessary data could be recorded. A carbon gave the duplicate for filing. As each book was filled, it was returned to the office of the Woman's Board, where the roster was kept. The same plan of comprehensive receipt was used for the distribution of the Auxiliary pins, the purchase of which for one dollar was not obligatory. The membership fee, covering the entire time of incorporation, was made but two dollars, so that no one need be deprived of the privileges it afforded, or of doing something for the welfare of the Exposition.

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Further than that, in order to facilitate work and to make each one feel that she was a part of the whole, stationery of the Woman's Board was furnished with the additional identification of the names of chairman and sub-chairman for each county. Provision of this sort also stimulated correspondence. Each chairman had a small revolving fund for postage. Uniform procedure meant no waste effort, kept the accounts simple and furthered State-wide co-operation.

Beneficial and enjoyable acquaintance between women from all parts of the State was made through the frequent acceptance of an invitation from the women of the board to the auxiliary members to notify the board of their presence in San Francisco during the pre-Exposition period. This made possible special courtesies, pleasurable to guest and host alike. Once the Exposition was opened, the headquarters made personal work unnecessary. The entire Auxiliary was then "at home."

The formation of this State-wide organization involved originally making the acquaintance of women and conditions in every county of California, with its 750 miles one way and its 350 the other. Voluminous correspondence with officials and prominent individuals in each county, in addition to extended visiting for personal observation and knowledge, resulted in the

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choice of a woman in each county who was eminently fitted to handle the representation of her community.

Once selected, this chairman was given the plan of unit organization, which was simple but as far-reaching as need be. She was called upon to name a representative in each city and town in her county. In turn, this sub-chairman organized her district in exactly the same way. The duties of these chairmen and sub-chairmen during the pre-Exposition period were to secure memberships, to dispose of membership pins, to furnish their local newspapers with Exposition news, to distribute literature, to assist their county Exposition commissioners and to get into intimate personal relationships with the Woman's Board in San Francisco. They were kept in touch with the progress of the Exposition and the business of the Woman's Board through bulletins sent out monthly, part of the time, and later on whenever matters of importance were up for consideration or reports were to be made.

Chairmen and sub-chairmen were asked to hold monthly meetings when they could present reports of progress to their auxiliaries. The propaganda was fostered by general meetings held every third Thursday in San Francisco at the Fairmont Hotel, when a director from one of the great divisions or departments of the Exposition would explain his dreams, his plans and the

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progress of his work. Frequently stereopticon and moving pictures added to the pleasure and the understanding of the occasion. County chairmen were asked whenever possible to attend these meetings. As a further courtesy to the Auxiliary members, the Woman's Board secured from the Exposition directors free admission for them into the grounds on the Saturday following each third Thursday until the close of 1914. Membership cards were their identification and passed them through the gates. Upon each of these occasions, a guide was furnished, and frequently construction trains were placed at their service for making a full tour of the grounds. This pre-Exposition courtesy was greatly appreciated. While this arrangement of lectures and inspection meant sheer pleasure for the members of the Auxiliary, it was a constructive measure as well. When the gates opened on February 20, 1915, an army of women were technically intelligent about the buildings of the Exposition, the assembling of the exhibits and were ready to receive the all-round education that the great gathering afforded. Another most important feature of the pre-Exposition work for women and children, here and elsewhere, was the circulation of lecturettes, which will be explained in detail in the chapter on Exploitation.

When the Exposition opened, these county officers

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were asked to participate in the work of extending the courtesies of the California Host Building whenever they could be in San Francisco. In the very nature of conditions, most of this duty was taken by the women of the bay and other near-by counties. Distances in California are too great for a general participation by the membership of the Auxiliary in the actual responsibilities of 1915, but during that time the California Building was home to women from the farthestmost parts of this State.

The bargain for the interest and participation of the women of California was far from being one-sided. They gave freely and enthusiastically to the Exposition's welfare, but on the other hand, the Woman's Board and the Exposition directorate showed their appreciation in every possible way. The Auxiliary was given beautiful headquarters in the compound composing the "California Building." It had a cosily furnished rest room and a handsomely decorated and equipped tea room. These were in the beginning exclusively for the use of the members and their friends from other States. Men were always eligible guests. Later the courtesies of these rooms were extended by a vote of the Auxiliary so as to include guests from California as well as the other States. The concensus of opinion was that it was not always possible for all the

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women in one family to purchase memberships, and further, that there was an appreciable percentage of good loyal women in the State who could not afford to become members; so, not wishing to work a hardship at any point, this later ruling made it possible for these women to be guests of friends who were members. As the Auxiliary members came into the organization at the invitation of the Woman's Board, joining on the original terms, it was left to them at a called meeting to vote any changes in their own status.

The Auxiliary headquarters, facing on the patio of the California Building, the Esplanade and the Counties' Display Garden, was a two-story structure forming the end of the east wing. The rest room was on the ground floor, opening by an arch from a commodious foyer. A part of the furniture used in this room was done by the boys at the State Technical School at San Luis Obispo. The rest was of comfortable wicker, made still more attractive by chintz and blue cushions. The colors used were deftly repeated throughout the room. As all the windows opened to the attractive gardens, the sheerest of scrim curtains were used at the windows, closing out none of the beauty of the scene. A series of old paintings of the romantic days of California, loaned by Mrs. William S. Tevis, were well hung. Convenient and restful, the room was a general

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meeting place for California women and their guests. The tea room, reached by a broad, easy stairway, was on the second floor. The first plans made provision for a tea service from three to six o'clock. The need for a luncheon in this part of the grounds for the Auxiliary members was soon emphasized, and provision was made for a substantial noon-day meal for seventy-five cents. This feature proved most convenient, but it also made it comfortable for the members to do practically all their entertaining at the Exposition. In this way neither guests nor host had to be deprived of precious hours at the Exposition. The day never passed when special luncheons were not served. It was possible to have extra dishes by giving a few hours' notice, but the regular menu was always an excellent one and it was not necessary to augment it. Luncheons of thirty, fifty or even running to one hundred covers were nothing unusual. There were always some flowers in the room and boxes of growing greens at the windows, but extra decorations could be arranged with a minimum of responsibility to the hostess. So the history of the "Tea Room" records one pretty affair after another. It solved the problem of Exposition entertaining for Auxiliary members.

This popular meeting place, like the rest room, opened on all sides to the bewitching out-of-doors. Growing up on the east side, two stories high, were

wonder bamboo trees, fully thirty feet high, a gift to the Exposition from Mrs. William S. Tevis. One window framed "The Bowman," another Administration Avenue, another a part of the glistening bay, another the patio with its maze of hedges and its orange trees and including the "Forbidden Garden," another parts of the Palace of Fine Arts, another the Esplanade, and in fact every window held a vista of beauty in color and line, with the hillsides of the city and the wooded slopes of the Presidio beyond the middle distance. It all emphasized the astonishing fact that from the day the Exposition opened there was not an untidy or an unsightly spot and that it was not possible to face any point of the compass and not find entrancing beauty.

It was fitting that this room should be beautiful *per se*, and its rendering into an ensemble of dignified and splendid color and design was given over to Miss Florence Lundborg, a California artist, who had won distinction for her mural as well as other painting, both in this country and abroad. A limited competition preceded her selection for this important commission.

Miss Lundborg's design was accepted without modification. The scope of its theme, the comprehensiveness of its development and its wealth of color were alike satisfactory. The members of the Woman's Board were gratified to secure Miss Lundborg for this work, as no

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woman painter was represented in the mural decorations which were such a dominant feature of the Exposition.

Handling this big order meant that Miss Lundborg had to meet and overcome many obstacles. She did not receive the commission until September, 1914, and the canvases were installed when the Exposition opened. There was some finishing to be done and Miss Lundborg, painting from a movable scaffold fifteen or more feet high, was a source of the greatest interest to the visitors of the first weeks.

The main panel covered the entire north wall. Inside its borders it was fifty-two by twelve and one-half feet. The subject was symbolic of California's wealth of fruit and flowers. Miss Lundborg took for her motif a quotation written in Sicily almost two thousand years ago by Theocritus. What he said then is so true of California today. It reads: "All breathes the scent of the opulent summer—the season of fruits."

Miss Lundborg's interpretation of the Sicily-California picture presented a procession of figures moving with arcadian joyousness through a typical Californian landscape in which the beauty of the blue sky and the cumulous clouds, rolling hills and majestic trees, stretches of sea and a foreground of meadow, combined in exquisite beauty of line and glory of color. Luscious

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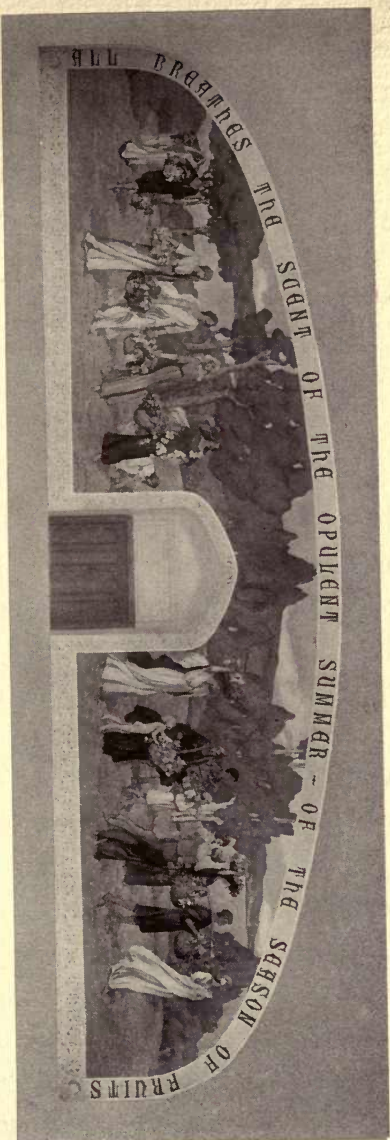
fruits and brilliant flowers are carried by the men and women who people the great canvas. The Theocritus text was done in decorative old Spanish letters in the arch which frames the top of the panel and follows the line of the ceiling. There was a fitting frame of blue and ivory, the design being done in stencil, a decoration which was carried throughout the room. The color and the story of fruit and flowers were developed in two large and several small medallions. The arched windows lent themselves to this interesting decoration. In the furnishing, the unities were most carefully preserved.

The great mural of this room was presented to the University of California by the Woman's Board, which commissioned Miss Lundborg to do whatever further painting was required to give her work proper installation in its new environment.

A secretary was always in attendance in the Auxiliary headquarters to meet guests and to give information. A visitors' register was kept. There was competent maid service and nothing was left undone to try to make the rooms of the greatest benefit and comfort to the members.

Every evening from six to eight o'clock the rest room was open to any Exposition visitor. This meant comfort for those desiring to remain in the grounds for the fireworks, scintillator drill and evening festivities. In ad-

MURAL DECORATION
BY FLORENCE LUNDBORG IN THE AUXILIARY TEA ROOM
CALIFORNIA HOST BUILDING



dition to that, the tea room was frequently opened for banquets and general gatherings.

It did not occur to the Woman's Board that there was one woman within the confines of the State who did not understand the exact status of the Exposition, but it found some, and so the added responsibility soon came of enlarging the vision of some of its apathetic citizens and of creating patriotic sentiment. Consequently in some of the first bulletins that went out to the counties attention was called to the fact that while the Exposition was to be held in San Francisco, it did not belong to that metropolis. It was being held there because the citizens were brave enough to accept the responsibility of an international enterprise, under the patronage of the Federal Government, which was sending out the invitations for the world's participation. If the Exposition were a failure, all the blame would belong to San Francisco, which had given its word-bond for the fulfilment of its promise to Congress; if it were a success, the glory would belong to the State. While San Francisco might have some temporary profit, the lasting benefit would come to the State at large.

This statement of conditions was necessary because the Woman's Board found that there were many inert people who were quite willing to hold back, asserting that "the Exposition belongs to San Francisco; let her

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take care of it herself." This attitude was not a matter for censure in a State with the area of an empire, with fifty-eight counties and with interests as diverse as a continent. It is never easy to get the status of a great movement correctly before the people, and the first presentation of the Exposition was no exception to that rule. But the day speedily came when disinterested looking-on changed into active loyal co-operation, making possible many of the successes of the notable year.

Surveys are not easily made of work such as was done by the California Auxiliary. Its efforts brought splendid financial results, but the material outcome would not have been possible if loyalty and enthusiasm had not dominated the work of this great organization, over fifteen thousand strong.

Numerically, the larger counties and those within easy traveling distance of the Exposition made a splendid showing, but in the balance, they did not outweigh the results in far-away counties, where a few memberships may have meant a half day's travel for a chairman or a sub-chairman. In many parts of California "neighbors" are great ranches apart. Because of this fine spirit, the Woman's Board holds the short roster of the remote mountain counties in just as grateful remembrance as the membership of the populous districts.

PROBLEMS WOMEN SOLVED

Counties like San Francisco and Alameda had to be handled as if they were small States. The districts were like counties and the neighborhoods like towns. Mrs. Alfred P. Black had the responsibility of San Francisco and did not begin outlining her campaign until March 26, 1914, when she accepted the chairmanship. How well she handled her duties and how capable her sub-chairmen were is attested by the \$14,000 and more that this county paid into the treasury. Personally she sold memberships and pins aggregating \$1,052.

Mrs. Addison C. Posey organized Alameda County in the same efficient way. When she assumed the post of chairman, Mrs. C. R. Lloyd of Berkeley turned over a large membership which she had secured in the University town, one which when she closed her books meant 941 memberships and 472 official badges, totaling \$2,354. Alameda county's contribution was over \$5,400, Oakland furnishing the largest quota of memberships. The women of that county responded splendidly when there were calls for co-operative service, assisting in county as well as Exposition entertaining. This county also raised about \$1,100 for Travelers' Aid work.

Perhaps the most complete piece of systematic organization was that done in Marin county by Mrs. F. M. Angellotti and her successor, Mrs. Clinton Folger. Although not thickly settled, this county raised \$2,112.

PROBLEMS WOMEN SOLVED

There was no more effective or enthusiastic Auxiliary work done anywhere than under Mrs. J. O. Hayes in Santa Clara County. Returns from there were over \$2,000, besides the support of one Travelers' Aid worker during the period of the Exposition. Sacramento county, although one of the latest to organize, made a splendid showing under the direction of Mrs. William Ellery Briggs. This county also supported a Travelers' Aid worker. Sonoma, with Mrs. J. S. Sweet at the helm, did wide-awake work and also contributed the salary of a Travelers' Aid worker.

Among the farther-away counties, honors were divided between San Luis Obispo and Monterey counties on the south and Humboldt and Mendocino counties on the north. Mrs. A. Z. Sinsheimer of San Luis Obispo and Mrs. Thomas Doud in Monterey sent in returns steadily until the close of the Exposition, as did Mrs. A. J. Monroe in Humboldt county and Dr. I. M. Malpas in Mendocino.

The same hearty co-operation which included interest in every activity from membership to the Pioneer Mother Monument subscriptions, characterized the work in Butte county under Mrs. A. F. Jones; in Tehama, under Mrs. John Fife; in Yolo, under Mrs. E. J. De Pue; in San Joaquin, under Mrs. W. C. Neumiller; in San Mateo, under Mrs. John Johns; in Con-

PROBLEMS WOMEN SOLVED

tra Costa, under Mrs. Lewis Risdon Mead; in Solano, under Mrs. Henry Goosen; in El Dorado, under Miss Mary O'Donnell; in Fresno, under Mrs. W. J. McNulty; in Merced, under Mrs. C. F. Wade; in Napa, under Mrs. Percy King; in Santa Cruz, under Mrs. Fred Swanton; in Siskiyou, under Miss Beatrice Holbrook; in Placer, under Mrs. J. E. Prewett; in Del Norte, under Mrs. Ernest M. Fine; in Riverside, under Mrs. F. C. Martin; in Sutter, under Mrs. Mary Stewart Smith; in San Diego, under Dr. Mary Ritter; in Madera, under Dr. Mary Ryerson Butin; in Tuolumne, under Mrs. T. A. Winn; in Inyo, under Dr. Helen McNight Doyle; in Tulare, under Mrs. G. W. Small; in Amador, under Mrs. Bayliss C. Clark; in Lassen, under Mrs. C. C. Cahlan; in Calaveras, under Mrs. W. S. Getchell; in Mono, under Mrs. C. H. Dolan; in Yuba, under Mrs. E. B. Stanwood; in Glenn, under Mrs. Lizzie Snowden; in Imperial, under Mrs. R. B. Vail; in Kern, under Mrs. C. A. Hare; in Kings, under Mrs. Louis Allen; in Lake, under Mrs. Granville Libby; in Mariposa, under Mrs. J. J. Trabucco; in Modoc, under Mrs. N. B. Harris; in Nevada, under Mrs. W. F. Englebright; in Los Angeles, under Mrs. R. L. Craig; in Orange, under Mrs. Harry Dyre; in Plumas, under Miss Tillie Krueger; in San Benito, under Mrs. Thomas Flint; in San Bernardino, under Mrs. D. G.

PROBLEMS WOMEN SOLVED

Roberts; in Santa Barbara, under Mrs. Louis Long; in Shasta, under Mrs. William A. Etter; in Stanislaus, under Mrs. E. C. Dozier; in Trinity, under Mrs. J. W. Bartlett; in Ventura, under L. B. Hogue.

The following is California's official Auxiliary roster:

ALAMEDA COUNTY—Mrs. A. C. Posey, chairman, Oakland; Miss Mollie Connor, vice-chairman, Oakland; Mrs. H. A. Hebard, Alameda; Mrs. William F. Kett, Berkeley; Miss Glavinovitch, Oakland; Mrs. Lucien Longworthy, San Leandro; Mrs. John Allen Park, Hayward; Mrs. W. H. Tyson, Niles; Mrs. J. R. Scupham, Central Oakland; Mrs. Philip S. Teller, Alameda; Mrs. Charles R. Lloyd, Berkeley; Mrs. Frank Law, Seminary Park; Mrs. J. S. Emery, Emeryville; Mrs. G. W. Harrison, West Oakland; Mrs. C. D. Graham, Pleasanton; Mrs. Beach Soule, Piedmont; Mrs. Dudley Kinsell, Oakland; Mrs. M. G. Callaghan, Livermore; Mrs. Harry L. Boyle, Melrose; Mrs. Ely C. Hutchinson, Highland Park; Mrs. C. E. Cornell, East Oakland; Mrs. A. C. Christenson, Elmhurst; Mrs. Fred G. Harrison, Allendale; Mrs. Henry Wetherbee, Fruitvale; Mrs. Arthur C. Day, Sunol Glen; Mrs. A. E. Gott, Mrs. G. R. Williams, Mrs. C. E. Wilson, Mrs. R. H. Collins.

AMADOR COUNTY—Mrs. Bayliss C. Clark, county chairman, Sutter Creek; Mrs. W. J. McGee, vice-chairman, Sutter Creek; Miss Carrie Trudgeon, treasurer, Sutter Creek; Miss Lena B. Soracco, secretary, Sutter Creek; Mrs. J. J.

PROBLEMS WOMEN SOLVED

Wright, Jackson; Mrs. Robert Bagley, Ione; Mrs. H. E. Potter, Plymouth.

BUTTE COUNTY—Mrs. A. F. Jones, county chairman, Oroville; Mrs. E. W. Ehmann, treasurer, Oroville; Miss Lesle Jones, secretary, Oroville; Mrs. S. B. Onyett, Palermo; Mrs. F. A. Egan, Oroville; Mrs. W. T. Heim, Oroville; Mrs. J. R. King, Gridley; Miss M. M. Smith, Biggs; Mrs. James Finnell, Chico.

CALAVERAS COUNTY—Mrs. W. S. Getchell, county chairman, San Andreas.

CONTRA COSTA COUNTY—Mrs. Lewis Risdon Mead, county chairman, Byron Hot Springs; Mrs. R. G. Dean, vice-chairman, Brentwood; Mrs. M. R. Jones, Martinez; Mrs. Leonora Scott Beede, Antioch; Mrs. L. W. Brubeck, Concord; Miss May Tormey, Pinole; Mrs. Hammond, Byron; Mrs. George W. Schafer, Brentwood; Mrs. U. S. Abbott, Richmond.

COLUSA COUNTY—Mrs. Robert Cosner, county chairman, Colusa.

DEL NORTE COUNTY—Mrs. Ernest M. Fine, chairman, Crescent City; Mrs. J. M. McLaughlin, vice-chairman, Crescent City; Mrs. M. Hotchkiss, secretary, Crescent City.

EL DORADO COUNTY—Miss Mary O'Donnell, county chairman, Placerville.

FRESNO COUNTY—Mrs. W. J. McNulty, chairman, Fresno; Mrs. L. L. Cory, vice-chairman, Fresno; Mrs. Al-

PROBLEMS WOMEN SOLVED

fred Braverman, secretary, Fresno; Mrs. George H. Aiken, treasurer, Fresno; Mrs. A. S. Taylor, Coalinga; Mrs. Albert Nicholson, Oleander; Mrs. Arthur Armstrong, Fowler; Mrs. Robert B. Donnell, Reedley; Miss Vada Harrison, Sanger; Mrs. J. E. Whitson, Selma; Dr. Flora W. Smith, Kingsburg.

GLENN COUNTY—Mrs. Lizzie Snowden, county chairman, Willows.

HUMBOLDT COUNTY—Mrs. A. J. Monroe, county chairman, Eureka; Mrs. G. D. Murray, vice-chairman, Eureka; Mrs. J. W. Ryan, secretary, Eureka; Mrs. E. Bell, treasurer, Eureka; Mrs. Paul Brizard, Arcata; Mrs. H. A. Barber, Blue Lake; Mrs. Ernest Loveland, Ferndale; Mrs. George Williams, Fortuna; Mrs. William H. McMillan, Samoa; Mrs. W. F. Dickson, Loleta; Mrs. E. L. Cottrell, Scotia; Mrs. M. P. Hanson, Alton; Mrs. E. Waterhouse, Korbel.

IMPERIAL COUNTY—Mrs. R. B. Vail, county chairman, El Centro; Mrs. Wiley S. Weaver, El Centro; Mrs. I. E. DeRackin, Imperial; Mrs. Vaughn Francis, Holtville.

INYO COUNTY—Dr. Helen McKnight Doyle, county chairman, Bishop; Mrs. L. C. Hall, vice-chairman, Bishop; Mrs. W. A. Chalfont, treasurer, Bishop; Mrs. W. A. Parcher, secretary, Bishop; Mrs. Julian Eibeshutz, Independence; Mrs. W. G. Dixon, Big Pine; Mrs. E. H. Edwards, Lone Pine; Mrs. William Farrington, Laws; Mrs. Etta Thorington, Round Valley.

KERN COUNTY—Mrs. C. A. Hare, county chairman, Bakersfield.

PROBLEMS WOMEN SOLVED

KINGS COUNTY—Mrs. Louis Allen, county chairman, Hanford; Mrs. O. M. Lacey, vice-chairman, Hanford; Mrs. David Porter, secretary, Hanford; Mrs. Frederick Cuttle, treasurer, Hanford; Mrs. F. Shaltgren, Corcoran; Mrs. W. P. Byron, Lemoore; Mrs. F. P. Watson, Stratford; Mrs. Charles King, Hardwick.

LAKE COUNTY—Mrs. Granville Libby, county chairman, Middletown.

LASSEN COUNTY—Mrs. Charlotte C. Cahlan, county chairman, Susanville; Mrs. Edith C. Shotwell, vice-chairman, Constantia; Mrs. Grace C. Bridges, secretary, Susanville; Mrs. Lina G. Brownell, treasurer, Susanville; Mrs. R. F. Pray, Westwood; Mrs. Mona M. Williams, Madeline; Mrs. Marietta S. Hall, Doyle; Mrs. James I. Christie, Janesville; Mrs. Clara E. Gibson, Litchfield; Mrs. Marye E. Calahan, Amedee.

LOS ANGELES COUNTY—Mrs. R. L. Craig, county chairman, Los Angeles; Mrs. Florence Collins Porter, vice-chairman, South Pasadena.

MADERA COUNTY—Dr. Mary Ryerson Butin, county chairman, Madera; Mrs. Anniece McElligott, secretary, Madera; Mrs. H. O. Clapp, treasurer, Madera; Mrs. Leota Bigelow, O'Neals; Mrs. O. N. Stoltz, Raymond; Mrs. J. W. Schmitz, Madera.

MARIN COUNTY—Mrs. Clinton Folger, county chairman, Mill Valley; Mrs. S. M. Augustine, treasurer, San Rafael;

PROBLEMS WOMEN SOLVED

Miss Margaret Foster, secretary, San Rafael; Mrs. George Pinckard, San Rafael; Mrs. J. R. Hanify, Sausalito; Mrs. Peter Hamilton, San Anselmo; Miss Lena Blanding, Belvedere; Mrs. Edward Schmiedell, Ross; Mrs. Carolyn Atherton, Novato; Mrs. Frederic Burk, Kentfield; Mrs. Prentiss Gray, Fairfax; Mrs. S. S. Southworth, Bolinas; Mrs. George Eckert, Larkspur; Miss Clara Philipp, Inverness; Mrs. J. A. Johnston, San Quentin; Mrs. J. C. Perry, Corte Madera; Mrs. Frederick Dickson, San Geronimo; Mrs. Carl Renz, Mill Valley; Mrs. Zilla L. Dickenson, Tomales.

MARIPOSA COUNTY—Mrs. J. J. Trabucco, county chairman, Mariposa; Mrs. R. B. Stolder, vice-chairman, Mariposa; Mrs. J. L. Dexter, treasurer, Mariposa; Miss Alice Corcoran, secretary, Mariposa; Mrs. George Givens, Cathay; Mrs. M. Olcese, Hornitos; Mrs. C. L. Boothe, Darrah; Mrs. W. M. Brice, Briceburg; Mrs. W. G. Turner, Lewis; Mrs. F. T. Maguire, Mt. Bullion; Mrs. P. W. Judkins, Mariposa; Mrs. A. R. Cooley, Mariposa.

MERCED COUNTY—Mrs. C. F. Wade, county chairman, Los Banos; Mrs. J. E. Bedesen, vice-chairman, Los Banos; Mrs. E. M. Ward, secretary, Los Banos; Mrs. George Conway, treasurer, Los Banos; Miss Helen Arburua, Los Banos; Mrs. F. W. Parrish, Dos Palos; Mrs. Penelope Rogers, Le Grand; Mrs. W. T. White, Livingston; Mrs. C. A. Miller, Gustine; Mrs. David Larson, Stevenson; Mrs. Fannie J. Ferrel, Snelling; Mrs. J. W. Dunlap, Irwin City; Mrs. S. H. Spears, Merced Falls; Mrs. W. W. Deming, Winton; Mrs. Clarence Pfitzer, Volta.

PROBLEMS WOMEN SOLVED

MENDOCINO COUNTY—Dr. Ida Lathrop Malpas, county chairman, Ukiah; Mrs. Mary B. Templeton, vice-chairman, Ukiah; Miss Carrie Garsey, secretary, Ukiah; Miss Nettie Taylor, treasurer, Ukiah; Mrs. W. T. Eddie, Potter Valley; Mrs. William Hanen, Point Arena; Mrs. A. J. Fairbanks, Willits; Mrs. W. B. Coombs, Little River; Mrs. E. Gambrel, Largo; Mrs. Lee Riggs, Calpella; Mrs. Helena Clark, Fort Bragg.

MODOC COUNTY—Mrs. Nettie B. Harris, county chairman, Alturas.

MONO COUNTY—Mrs. Cordelia Hayes Dolan, county chairman, Bridgeport.

MONTEREY COUNTY—Mrs. Thomas Doud, county chairman, Monterey; Mrs. Emery T. Erb, vice-chairman, Monterey; Mrs. F. A. Zimmerman, secretary, Monterey; Mrs. J. H. Dobbins, treasurer, Pacific Grove; Mrs. G. C. Schley, Salinas; Mrs. W. M. Gragg, Monterey; Mrs. W. V. Grimes, Pacific Grove; Mrs. William Casey, San Lucas; Mrs. May M. Lynch, Bradley; Mrs. John Parker, Salinas; Mrs. Belle Talbott, King City; Mrs. Mary J. Breen, Metz; Mrs. Leota Clark, Soledad; Mrs. J. D. Roberts, Seaside; Miss de Neale Morgan, Carmel-by-the-Sea.

NAPA COUNTY—Mrs. Percy King, county chairman, Napa; Mrs. E. Wilder Churchill, vice-chairman, Napa; Mrs. W. M. Fisher, treasurer, Napa; Mrs. Clarence Clark, secretary, Napa; Mrs. Frank L. Coombs, Napa; Mrs. Hugh Crawford, Napa; Mrs. G. M. Francis, Napa; Mrs. Henry

PROBLEMS WOMEN SOLVED

Brown, Napa; Mrs. W. B. Griffiths, Napa; Mrs. H. C. Melone, Oak Knoll; Mrs. E. H. Winship, Napa; Mrs. G. W. Young, Napa; Mrs. Earl Raymond, Napa; Mrs. L. J. Evans, Napa; Mrs. C. E. Trower, Napa; Mrs. A. L. Voorhees, Napa; Mrs. Joseph Magliavacca, Napa; Mrs. F. W. Bush, Napa; Mrs. D. S. Kyser, Napa; Mrs. A. L. Bryan, Chula Vista; Mrs. F. Silva, Napa, Mrs. W. H. Young, Napa; Mrs. Ben Blow, Napa; Mrs. Fred Ewer, St. Helena; Mrs. M. Holje, Calistoga; Mrs. F. B. Malkinder, St. Helena.

NEVADA COUNTY—Mrs. William F. Englebright, county chairman, Nevada City.

ORANGE COUNTY—Mrs. Harry Dyer, county chairman, Anaheim.

PLACER COUNTY—Mrs. J. E. Prewett, county chairman, Auburn; Mrs. C. A. Walsh, vice-chairman, East Auburn; Mrs. George Kilburn, vice-chairman, East Auburn; Miss Cora Bronson, vice-chairman, Auburn; Mrs. Raglan Tuttle, secretary, East Auburn; Mrs. W. A. Shepard, treasurer, Auburn; Mrs. G. W. Hamilton, East Auburn; Mrs. Morris Lobner, Colfax; Mrs. Clarence McKinley, Forest Hill; Mrs. Mary James, Dutch Flat; Mrs. J. B. deGolyer, Lincoln; Mrs. H. E. Butler, Penryn; Mrs. F. Wesley Quast, Rocklin; Mrs. Bradford Woodbridge, Roseville; Mrs. P. B. Goss, Sheridan.

PLUMAS COUNTY—Miss Tillie Krueger, county chairman, Greenville.

PROBLEMS WOMEN SOLVED

RIVERSIDE COUNTY—Mrs. F. C. Martin, county chairman, Beaumont; Mrs. C. R. Stibbens, vice-chairman, Riverside; Mrs. Mary Ellis, Banning; Dr. June Robinson, Coachello; Mrs. Clarence White, Corona; Mrs. R. H. Kirkpatrick, Elsinore; Mrs. Andrew Eadie, Hemet; Mrs. H. E. Gard, Indio; Mrs. W. W. Stewart, Perris; Mrs. W. H. Ellis, Riverside; Mrs. Frank Farmer, San Jacinto.

SACRAMENTO COUNTY—Mrs. William Ellery Briggs, chairman, Sacramento; Mrs. C. B. Dewers, secretary, Sacramento; Mrs. Douglas A. Lindley, treasurer, Sacramento; Mrs. Henry Heilbron, vice-chairman, Sacramento; Mrs. Louise Gavigan, vice-chairman, Sacramento; Mrs. Robert T. Devlin, vice-chairman, Sacramento.

SAN JOAQUIN COUNTY—Mrs. W. C. Neumiller, county chairman, Stockton; Mrs. Charles M. Jackson, vice-chairman, Stockton; Mrs. Herbert Williamson, secretary, Stockton; Mrs. E. C. Stewart, secretary, Stockton; Mrs. M. J. Single, treasurer, Stockton; Mrs. Oliver Castle, Manteca; Mrs. Emily Cowell, Manteca; Mrs. J. S. Moulton, Ripon; Miss J. E. Daggett, Escalon; Mrs. T. J. Drais, Farmington; Mrs. Burton Towne, Woodbridge; Mrs. J. B. Cory, Acampo; Mrs. George A. Goode, Tracy; Mrs. Freeman Mills, Lodi; Mrs. Winfield Montgomery, Lockford.

SAN DIEGO COUNTY—Dr. Mary Ritter, county chairman, La Jolla.

SAN FRANCISCO COUNTY—Mrs. Alfred P. Black, county chairman, San Francisco; sub-chairmen, Mrs. Robert I. Bent-

PROBLEMS WOMEN SOLVED

ley, Mrs. C. S. S. Dutton, Mrs. F. F. Fehleisen, Mrs. Eugene Folsom, Mrs. C. E. Grunsky, Miss Lutie Goldstein, Mrs. Joseph Peltier (secretary of Auxiliary), Miss Ada Goldsmith, Mme. A. M. Giusti, Mrs. Edwin J. Hanson, Mrs. Henry Hilp, Mrs. John Herman, Miss Myra Jeffers, Mrs. Augusta Jones, Mrs. B. R. Kieth, Mrs. William R. Parnell, Mrs. J. S. A. Macdonald, Mrs. Harold Seager, Miss Jennie Partridge, Miss Margaret Curry, Miss Rachel Abel, Mrs. Mark Newman, Mrs. G. C. Sargent, Miss May Sinsheimer, Mrs. S. L. Strickland, Mrs. F. W. Thompson, Mrs. H. P. Howard, Mrs. S. M. Coburn, Mrs. Henry Bernhard, Dr. Katharine I. Howard, Mrs. Harris Weinstock, Mrs. M. G. Hill, Mrs. F. O. Nelson.

SAN LUIS OBISPO COUNTY—Mrs. A. Z. Sinsheimer, county chairman, San Luis Obispo; Mrs. Benjamin Brooks, vice-chairman, San Luis Obispo; Mrs. George Merritt, secretary, San Luis Obispo; Mrs. W. T. Summers, treasurer, San Luis Obispo; Mrs. M. Moore, Arroyo Grande; Mrs. John Eubanks, Cambria; Miss Belle Churchill, Paso Robles; Mrs. E. W. Black, Santa Margarita.

SAN MATEO COUNTY—Mrs. John Johns, county chairman, San Mateo; Mrs. Charles E. Green, vice-chairman, San Mateo; Mrs. J. H. Doane, secretary, San Mateo; Mrs. W. J. Martin, treasurer, South San Francisco; Mrs. C. S. Diggle, Lomita Park; Mrs. Ed. Green, Millbrae; Mrs. George Probasco, Burlingame; Mrs. C. F. McCarthy, San Mateo; Mrs. John Farnham, San Carlos; Mrs. George Merrill, Redwood City; Mrs. P. Rossi, Atherton; Mrs. R. B. Hutchi-

PROBLEMS WOMEN SOLVED

son, Visitacion Valley; Mrs. Arthur Redington, San Mateo; Mrs. G. W. Wilcox, Redwood City; Mrs. Henry Ward Brown, Colma; Mrs. George Sneath, San Bruno; Mrs. H. S. Hatch, Half Moon Bay; Mrs. E. J. Gazzett, Daly City; Mrs. H. A. Hinman, Belmont; Mrs. L. Curran Clarke, Redwood City; Mrs. Milton Pray, Easton.

SAN BENITO COUNTY—Mrs. Thomas Flint, county chairman, Hollister; Mrs. G. W. Cole, vice-chairman, Hollister; Mrs. Fred Hamilton, secretary and treasurer, Hollister.

SAN BERNARDINO COUNTY—Mrs. E. D. Roberts, county chairman, San Bernardino; Mrs. J. S. Wood, vice-chairman, San Bernardino.

SANTA BARBARA COUNTY—Mrs. Louis Long, county chairman, Santa Barbara; Mrs. Anna H. Conant, secretary and treasurer, Santa Barbara.

SANTA CLARA COUNTY—Mrs. J. O. Hayes, county chairman, Edenvale; Mrs. E. S. Karns, vice-chairman, Palo Alto; Mrs. Amanda Miller, secretary, San Jose; Mrs. M. R. Barstow, treasurer, San Jose; Mrs. C. H. Whitman, Campbell; Mrs. J. D. Blabon, Cupertino; Miss Ida Wehner, Evergreen; Mrs. T. Thompson, Gilroy; Mrs. Walter M. Field, Los Altos; Mrs. M. A. Owen, Los Gatos; Mrs. Etta Waring, Mayfield; Mrs. W. W. Campbell, Mount Hamilton; Mrs. M. Farrell, Mountain View; Mrs. Emily Karns, Palo Alto; Mrs. A. E. Osborne, Santa Clara; Miss Lyra Mills, Saratoga; Mrs. Burt Estes Howard, Stanford; Mrs. John Durst, Sunnyvale.

PROBLEMS WOMEN SOLVED

SANTA CRUZ COUNTY—Mrs. Fred Swanton, county chairman, Santa Cruz; Mrs. Charles E. Towne, vice-chairman, Santa Cruz; Mrs. Thomas E. Dixon, treasurer, Santa Cruz; Mrs. Frank A. de Cray, secretary, Santa Cruz; Mrs. James G. Piratsky, Watsonville; Mrs. H. V. Angell, Soquel; Mrs. M. C. Anthony, Boulder Creek; Mrs. William A. Phillips, Brookdale; Miss Alice Brooks, Ben Lomond; Mrs. William Martin, Glenwood.

SONOMA COUNTY—Mrs. J. H. Sweet, county chairman, Santa Rosa; Mrs. L. D. Jacks, vice-chairman, Santa Rosa; Mrs. O. L. Houts, secretary, Santa Rosa; Mrs. John Rinner, treasurer, Santa Rosa; Mrs. Henry Hahman, Santa Rosa; Mrs. Frank Denman, Petaluma; Mrs. P. N. Stofen, Sonoma; Miss Helen Jones, Healdsburg; Mrs. Charles Shaw, Cloverdale; Mrs. F. E. Sohler, Geyserville; Mrs. Mary B. Williams, Sebastopol; Mrs. C. C. Wymore, Rincon Valley; Mrs. Harry Weiss, Glen Ellen; Mrs. Henry Ballard, Graton; Mrs. J. D. Maddux, Fulton; Mrs. D. Fryer, Windsor; Mrs. Fred Wilson, Kenwood.

SHASTA COUNTY—Mrs. William A. Etter, county chairman, Redding.

SISKIYOU COUNTY—Miss Beatrice Holbrook, county chairman, Yreka.

SOLANO COUNTY—Mrs. Henry Goosen, county chairman, Fairfield; Mrs. B. F. Griffin, Vallejo; Mrs. Charles Rueger, Benicia; Mrs. F. A. Steiger, Vacaville; Mrs. Peter Cook, Rio Vista; Mrs. Robert Currey, Dixon.

PROBLEMS WOMEN SOLVED

STANISLAUS COUNTY—Mrs. E. C. Dozier, county chairman, Modesto; Mrs. Walter Garrison, treasurer, Modesto; Mrs. Connor, Hughson; Mrs. A. Simons, Turlock; Mrs. Frank Wells, Keyes; Mrs. J. B. Pressly, Riverside; Mrs. J. W. Murphy, Salida; Mrs. F. W. Reeder, Oakdale; Mrs. Minnie Ordway, Oakdale; Mrs. A. C. Walden, Newman; Mrs. Frank Nickerson, Modesto; Mrs. T. E. Wilson, Ceres.

SUTTER COUNTY—Mrs. Mary Stewart Smith, county chairman, Yuba City; Mrs. Anna Moncur, Yuba City; Mrs. W. E. Stafford, Live Oak; Mrs. P. W. Lytle, Terra Buena; Mrs. Grace Burns Harding, Verona; Mrs. E. P. Jacobs, Meridian; Miss Ella Moody, Sutter City.

TEHAMA COUNTY—Mrs. John Fife, county chairman, Red Bluff; Mrs. James Mallock, secretary, Red Bluff; Mrs. L. L. McCoy, treasurer, Red Bluff; Mrs. J. H. Connery, Los Molinos; Mrs. W. H. Samson, Corning; Mrs. G. W. Simpson, Tehama.

TUOLUMNE COUNTY—Mrs. T. A. Winn, county chairman, Sonora; Mrs. Frank R. Morgan, vice-chairman, Sonora; Mrs. E. D. Delameter, secretary, Sonora; Mrs. G. W. Price, treasurer, Sonora; Mrs. Carrie B. Badgeley, Sonora; Mrs. Lilian Brady, Columbia; Mrs. E. H. Reed, Tuolumne; Mrs. S. A. Ferretti, Groveland; Mrs. Garnet Barron, Soulsbyville; Mrs. L. J. Holland, Confidence; Mrs. Helen L. Davenport, Jamestown.

TULARE COUNTY—Mrs. George W. Small, county chairman, Visalia; Mrs. Anna Mills Johnston, vice-chairman,

PROBLEMS WOMEN SOLVED

Visalia; Miss Kathleen Small, secretary, Visalia; Mrs. Susan Mitchell, treasurer, Visalia; Mrs. M. C. Zumwalt, Tulare; Mrs. W. B. Phillips, Porterville; Mrs. B. G. Brown, Strathmore; Mrs. C. H. Boardman, Lindsay; Mrs. T. M. Gronen, Terra Bella; Mrs. Rogers, Ducor; Mrs. A. D. McLaine, Exeter; Mrs. J. L. Rhodes, Dinuba; Mrs. I. B. Hamilton, Orosi.

VENTURA COUNTY—Mrs. S. B. Hogue, county chairman, San Buena Ventura.

YOLO COUNTY—Mrs. Edgar J. De Pue, county chairman, Yolo Orchard; Mrs. R. L. Day, treasurer, Winters; Mrs. Fred Fairchild, secretary, Woodland; Mrs. A. E. Bullard, vice-chairman, Woodland; Mrs. Emily Hoppin, Yolo; Mrs. Lawrence Wilson, Winters; Mrs. Otto Wilber, Davis; Mrs. M. H. Stitt, Guinda; Mrs. H. J. Shute, Esparto.

YUBA COUNTY—Mrs. E. B. Stanwood, county chairman, Marysville; Mrs. David Powell, vice-chairman, Marysville; Mrs. C. F. Aaron, treasurer, Marysville; Mrs. William Strief, secretary, Marysville; Mrs. F. P. Gray, Hammonton; Mrs. J. M. Brock, Wheatland; Miss Agnes O'Brien, Smartsville.



CHAPTER IV

Travelers' Aid Work

SEVERAL years after the Columbian Exposition, Mr. Orin C. Baker, the now well-known social worker, being fond of fishing, went into the country of brooks and pools for a few days of the kind of sport that rests a busy, tired man. His hunt for lodgings took him to an attractive little home close to the woods, where he found a man and his wife who gave him kindly attention. When he returned morning and evening from his hours of fishing, an inviting table was spread for four. Each time, the man, the woman and the guest sat down with no reference to the vacant chair. Finally at breakfast on the morning he was leaving, Mr. Baker asked if they had been expecting another guest. "No," was the answer, our daughter went away to the Exposition and never came back. We could find no trace of her, but we have kept her place always set, because we are expecting her to return some day."

Deeply stirred, Mr. Baker said that he would find

their daughter for them. He took what little information they had of her last-known whereabouts and went his way. His quest led him here and there and finally to a neglected grave. Death had come to this girl after a few sad and badly-spent years, during which shame and disappointment kept her from going home to her parents, who were bewildered and heart-broken with waiting and actually dying of hope deferred.

Mr. Baker told these gentle folk as much of the truth as they had to know. The ineffable pity of it all brought this man of affairs to a round-about-face and changed his life from commercial to philanthropic lines. He thought of the protecting influences that might have stood between this unwary girl and the conditions which made for her tragedy and that blighted home. He analyzed all movements for social betterment, and saw in the Travelers' Aid plan of endeavor the greatest possibilities for the kind of protective work that would minimize the toll of death and dishonor for the young when pleasure or business took them away from the sheltering solicitude of home.

Mr. Baker became convinced that protection and direction for young people while traveling or while seeking to establish themselves in a new environment would mean fewer vacant chairs, fewer unknown graves and fewer broken hearts and lives. Led by this insight,

PROBLEMS WOMEN SOLVED

Mr. Baker took up Travelers' Aid as his life's work and later became the general secretary of the New York Society. He was in that position of responsibility when the Woman's Board was planning Exposition welfare work.

It was not this specific story that enlisted the best endeavor of the Exposition women in organizing the Travelers' Aid of California, but it was a soul-stirring argument for unremitting effort, once the work was under way. Data, no doubt exaggerated, about the failure of welfare work at former Expositions was current. The women knew that serious problems could arise with greatly increased travel, and they felt that the best kind of hospitality San Francisco could show to the peoples of the world it had invited for 1915, was to give a generous measure of protection to young people and women traveling alone. They wanted the young and the old, the foreigner, in fact any one in need of direction, to be able to find it coming and going to the Exposition and while they were in California.

The Exposition directorate had the tremendous responsibility of attending to the material well-being of the visitors. They had to see that hotels and restaurants kept faith with the public and with them; they had to maintain information bureaus and attend to the endless detail of insuring the safety and comfort of all guests.

PROBLEMS WOMEN SOLVED

The work for moral protection became quite normally the concern of the Woman's Board. In this, however, they had the full co-operation of the Exposition directors. President Charles C. Moore, besides giving public utterance to the Exposition's desire for the best co-operation with all welfare movements, appointed a committee on moral protection, of which Mr. John A. Britton was chairman, Mr. Joseph S. Tobin and Mr. Charles S. Stanton, the other members. This committee was "on duty" until the day the Exposition closed.

The Woman's Board did not waste time or energy trying to prove the startling stories told of other great world gatherings. They knew that the only possible indication as to the extent of the misery caused by the exploitation of innocence and human weakness at former expositions was to be found in the thousands of letters of inquiry from distracted relatives. It was enough for the women of California to know that the question of moral protection for the young was an issue.

The board, however, did investigate the conduct of welfare work done at Chicago and St. Louis, for there was plenty of it, good-intentioned and expensive. It discovered that the trouble came from a lack of co-operation. Women and men of every denomination had not only organized protective measures, but they had given service, loyal and unselfish, but with the fatal

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quality of inexperience. Inquiry showed further that there were as many badges as there were organizations, giving persons on evil bent an unlimited field for nefarious work. All they had to do was to call themselves an organization and get a designation of some sort and no one could gainsay their right to meet trains and boats, presumably on protection bent. The average human being, and especially the inexperienced traveler, has at least a degree of faith in an official emblem. It is hard to think that misuse can be made of a symbol of authority, but one of the serious phases of welfare work at St. Louis resulted from exactly this crime against decency and against the people who were conscientiously trying to protect the young travelers. That badge of evil purpose is now in a collection in the New York office. It is of purple ribbon, on which the words "Travelers' Aid" are printed in gold.

The question of the badge was taken up early by the California Society, its importance being thoroughly understood. A committee studied the Travelers' Aid badges of the world, for there are many authorized ones in use both in this country and in Europe. The members had more in mind than a badge for California. They knew that every one interested in this protective work was looking forward to the time when there would be but one emblem, and they hoped to secure a design

CALIFORNIA



GOLD STAR BADGE
TRAVELERS' AID SOCIETY OF CALIFORNIA

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that would appeal to other States and countries. In coming to a decision, colors and designs used elsewhere were considered with a view to harmonizing sentiment on these important details.

Primarily the committee decided on a Gold Star as the dominant feature of the badge, feeling that it could become as well known as the Red Cross. The desire was to have the gold star stand for moral protection always, as the Red Cross does for aid in times of stress. The Gold Star, emblematic of honor, light and purity, was placed on a shield typifying protection. To this fundamental expression was added the torch, telling its story of enlightenment. In color, the Gold Star, definitely cut in relief, is on a blue-bordered shield, upon which is cut—in gold on blue—"Travelers' Aid." Red appears in the fire of the torch. The shield (with a protecting pin) is hung on a short gold ribbon attached to a bar of blue enamel, on which appears in gold the name of the state or city in which the pin is being worn. The badge is covered by letters patent and every pin is numbered.

In planning to inaugurate the most efficient kind of protective service, the members of the Woman's Board felt that their attitude was no reflection upon San Francisco or its citizenship. They regarded their city in an absolutely impersonal way, recognized that it was a

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metropolis, subject to the same complex conditions obtaining in any large city. They knew that increased travel would bring problems immediately, and they were determined that every right-minded visitor could find protection and comfort, and that every one of timidity or inexperience could be directed and cared for, to the limit of human endeavor.

San Franciscans had learned some valuable lessons in the past which made them frank to admit a condition, knowing that that was the way to proceed toward a cure. The time was when an unwise loyalty made some San Franciscans unwilling to say that plague had found its way into their beloved city. Steadily and quietly and slowly it spread during a few blind years, until its horrors were menacing. The condition was then publicly admitted, and every measure known to science was employed to eradicate the disease, with the result that in a few months San Francisco had a clean bill of health from the United States Government. And so it was that the Woman's Board wanted from the world a clean bill of moral health for its Exposition. They wanted also the consciousness that there had been no laxity in their understanding of the significance of universal brotherhood. They were quite willing to be held accountable for their share in being their "brothers' keepers."

With this attitude of frankness toward conditions and

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their willingness not only to work, but to back their frankness with money, the Woman's Board felt entirely justified in sending out word, as it did to the mothers and fathers of the land, in fact to every one of any age or race or religion, that they had organized a California branch of the world-wide movement known as Travelers' Aid; that it was affiliated with hundreds of co-operating organizations all over the country, and that the young, the inexperienced or any one traveling alone might come to the Exposition protected at all times by its agencies. It wanted the world to know that the men who had made the Exposition were a unit for the preservation of the fair name of the "Dream City," and that back of these official standards were those of all representative men and women citizens of the West.

The initial work in this important movement is a monument to the good judgment and the untiring zeal of Mrs. Frederick G. Sanborn. It was her quiet personal endeavor that brought together on the board of the new Travelers' Aid a most remarkable aggregation of men and women. She did not trust to the misunderstanding and the apathy that could come from a campaign of correspondence. Because the conservation of time was vital and the issue of such moment, Mrs. Sanborn called on representatives of every denomination and of every large interest in San Francisco, and ex-

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plained the Travelers' Aid work. She showed that it was the one issue upon which people of every grade and shade of religious belief could join; she explained the national and international work that had been done and made it perfectly plain that the best hospitality California could extend was to try to insure moral protection to the people it was inviting to come to the Exposition, especially the girls and young men and women traveling alone. The scope and interest of the resulting organization is indicated in the personnel of the first board of directors. The members and their representation follows:

Rt. Rev. Bishop Edward Hanna (later Archbishop Hanna), Roman Catholic Church; Bishop Edwin H. Hughes, Evangelical Churches; Rabbi Martin A. Meyer, Jewish Congregations; Bishop William Ford Nichols, Episcopal Church; Rev. Eugene Benson, Episcopal Church; Rev. C. S. S. Dutton, Unitarian Church; W. H. Robbins, Jr., Alexander Russell, Milton H. Esberg and Robert Newton Lynch, Chamber of Commerce of San Francisco; Hon. John F. Davis, Native Sons of the Golden West; Mrs. J. W. Stirling, Native Daughters of the Golden West; John P. Young, *The Chronicle*; Charles S. Stanton, *The Examiner*; William H. J. Dutton, Fireman's Fund Insurance Company; William H. Crocker, Crocker National Bank;

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Miss Anna Nicholson, State Board of Education; Captain A. H. Payson, Santa Fe Railroad; S. Veatch, Brotherhood of Railway Trainmen; Charles M. Levey, Western Pacific Railroad; Archibald Kains, San Francisco Clearing House; Dr. George C. Pardee, Oakland; O. D. Jacoby, Oakland Bankers; H. E. A. Railton, Pacific Mail Steamship Company; Warren Olney, San Francisco Bar Association; Miss Grace N. Fisher, Oakland Young Women's Christian Association; Carlton H. Parker, California Immigration Department; James Horsburgh, Southern Pacific Company; Mr. Jesse W. Lilienthal, United Railroads; Mrs. H. E. Magee and Mrs. William Geer Hitchcock, Catholic Organizations; Mrs. L. P. Crane, Oakland; Miss Grace Trumbull (later Mrs. Charles Wesley Reed), California State Development Board; Mrs. Mary Prag and Mrs. Myer Friedman, Council of Jewish Women; Mrs. George P. Thurston and Miss Anna Beaver, Young Women's Christian Association; Mr. R. B. Hale, Panama-Pacific International Exposition; Mrs. Phoebe A. Hearst, Mrs. F. G. Sanborn and Mrs. Ernest S. Simpson, Woman's Board, Panama-Pacific International Exposition; Mr. J. O. Hayes, Santa Clara County.

Trying to avoid duplication of effort, the Woman's Board made a searching inquiry as to the protective

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measures already organized in San Francisco and nearby cities. It was willing to constitute itself a co-operating body if any existing society was able to conduct and finance the work that must be done before and during 1915. It found that the Young Women's Christian Association, which had been sponsoring practically all the Travelers' Aid work that had been done in twenty years, was not equipped to take added responsibilities, and further, that recognizing the magnitude of the work and the fact that all Travelers' Aid Societies should be a part of the national and international movement, it had been in correspondence with the New York Society with a view to turning over this department to the larger, specific organization. Other interests of the local Young Women's Christian Association were absorbing its energies and resources. The board also found different denominations doing protective work, but each was ready to come into the larger movement in a fine spirit of co-operation.

This survey of the field by the Woman's Board confirmed the opinion that they must initiate the movement. It was agreed that as there always had been and always would be the need for the good offices of such a society, it would be the height of folly to establish special welfare work for 1915. With this idea of permanency in mind, and because there was no time to reckon with the

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mistakes of inexperience, it was decided in 1913 to ask the New York Society to give the West the benefit of its expert knowledge. Accordingly, Mr. Baker was invited to come to San Francisco for a conference, which he did in October of that year. This move was of the greatest value. Early in 1914, Mr. Baker returned to California on the invitation of the Woman's Board. This second conference resulted in the drawing up of by-laws by Hon. John F. Davis. They were fashioned after those of New York, Eastern regulations as to ports and stations being adapted to the conditions in California. Following this came the incorporation of the Travelers' Aid Society of California, March 13, 1914.

Before organization was effected, members of the Woman's Board made personal subscriptions for the support of two aids to go into training with the Young Women's Christian Association, which at that time was using four aids in its work. This organization continued in the field until the new society was ready. The need for training a large number of workers and the enormity of the responsibilities for 1915 brought another visit from Mr. Baker late in 1914, the New York Society co-operating heartily. He remained until the beginning of 1915, when the California Society requested that of New York to release Mr. Baker for the entire period of the Exposition. The California Society expected to pay

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Mr. Baker's salary and expenses, but that responsibility was taken over by the New York Society, which realized the importance for the future of the success of the Travelers' Aid work during the Exposition. In addition to Mr. Baker's service, it furnished a trained worker for San Francisco and sent a special secretary so that the work in New York would not suffer. The financial assistance of the older society was a very material help, but greater than that was the expert direction of California's interests by Mr. Baker.

Each time Mr. Baker came West, he prepared an itinerary that took him to the important centers, and in this way supplemented the general propaganda which had been carried on by the Woman's Board through its County Auxiliaries. This meant that when the need came for material assistance during the Exposition year, there was a generous response from almost every section of the State.

San Diego, the other Exposition city, organized a Travelers' Aid Society, as did Los Angeles. Sacramento, which had long been doing protective work through the Young Women's Christian Association, increased its service and supported an aid at San Francisco. Sonoma County, through its Auxiliary, supported an aid for Exposition work, as did Santa Clara County. Being a part of the central society, Alameda's contribu-

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tion went into the general fund. In one way or another, every county in the State contributed to this important work. Women in isolated places, reasonably sure that they would not be able to come to the Exposition, joined the Auxiliary, that they might in that way do their part toward the success of this great protective measure.

Another important phase of Mr. Baker's activities was the training of aids. He lectured for them each week and was ever helping novices in the application of Travelers' Aid methods. This meant that by the time the Exposition opened there were a sufficient number of trained workers ready for service. The education of aids never lapsed, so that there was always a number of competent women available.

The number of aids on duty varied from time to time, the largest force being used during July, August and September. At one time the Society was carrying a force of forty-eight, three of whom were assigned to the office work. Twenty-two is the minimum number of aids required to cover the work in San Francisco and Oakland at any time. Every train and boat coming into San Francisco during the Exposition year was met by a Travelers' Aid representative. The workers were assigned in shifts, so that no woman worked longer than the legal eight hours.

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One night during the busiest season, a member of the board was returning on an overdue boat from Sacramento, and as the steamer slipped into its berth, he wondered if the workers really met every boat, particularly those which for freight reasons could not hold to a schedule. That particular night it was as cold as it was late and the wharf was a deserted place, but at the foot of the gang-plank stood an aid, her Gold Star badge telling the story of her mission. This busy man of affairs was deeply touched by the picture of this faithful worker at her post, ready to help a bewildered traveler of any age, but particularly on the lookout for the girl alone who might be coming into the city at that difficult hour.

Nothing more important was done by the Travelers' Aid Society during the Exposition year than the comfortable and safe housing of the visitors that availed themselves of its service. The Housing Department was organized promptly, so that when the increased travel commenced, it had a long list of suitable homes and hotels available for immediate use. In these verified locations, the traveler was assured of excellent moral conditions and definite charges.

During the Exposition months, the department placed 21,551 persons. Rooms were engaged by telephone, so that the aid knew the accommodation was

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available at that particular time. Strangers were always placed on the right street car or bus, and when necessary an escort accompanied the stranger to her destination. Hotel keepers were asked to notify the Travelers' Aid office of their safe arrival, or the office telephoned for the information. What is termed follow-up work was done whenever necessary or when it was thought advisable. In this way, many a young woman was put in touch with the right kind of companions or institutions.

In reviewing what was accomplished in San Francisco, Mr. Baker says without hesitation that the activities of the housing department during the Exposition constituted the finest protective work of its kind ever done. In submitting his report, the head of this department said of the future of this particular phase of Travelers' Aid work, that with an adequate force of workers, and not losing the hotel man's side of the question, a great deal of incoming traffic can be turned into proper channels. The struggling hotel man can be made to see that it pays to be decent. Virtue can be commercialized as well as vice has been in the past. Loosely-conducted hotels can be brought into line and San Francisco may have a reputation the country over for fair treatment as well as hospitality.

In addition to the comprehensive work done at the

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stations and docks, three or four expert aids were constantly on duty at the Exposition, the directors of which gave them headquarters in the Service Building. Mr. Alvin E. Pope, in charge of the Departments of Education and Social Science, facilitated the establishment of a rest room and general headquarters in the Palace of Education. The Woman's Board provided further accommodations in the California Building, furnishing an adequate office for the use of aids. All these stations were of the greatest value to the aids and a comfort to thousands of visitors.

The Catholic Society for Befriending Girls was one of the excellent co-operating influences at the Exposition. This organization was formed a few years ago in San Francisco under the direction of His Grace, Archbishop E. J. Hanna, and is a branch of the Catholic International Association which was organized in 1896 at Fribourg, Switzerland. The European society conducts most carefully-considered Travelers' Aid work and co-operates with the New York Society. In turn, the San Francisco branch co-operates with the local Travelers' Aid, Archbishop Hanna, its sponsor, being one of the vice-presidents of the California Society. Definite connection was established between this branch and the Woman's Board through one of its members, Mrs. Joseph A. Donohoe, who was also chairman of the

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rest room work. She gave many hours each day to its direction.

At the Exposition, the Society for Befriending Girls maintained a rest room in the Palace of Horticulture, headquarters being arranged for it by Mr. George A. Dennison, Chief of Horticulture. To this attractive room all girls were welcomed. Young women employed at the Exposition were the first to avail themselves of its privileges. Hot coffee, tea and chocolate were served free during the noon hours, the guests of the society bringing their lunches. They were served by the Auxiliary members, daughters of the women who composed the society. One secretary, one maid and a night matron were the only employees. From early March to the close of the Exposition nearly 25,000 girls enjoyed these comfortable headquarters. They were open from eight o'clock in the morning until ten o'clock at night during the summer months. Later, as the need for it decreased by reason of the shorter days, the hours were changed. A night matron was employed during the months of the largest attendance and was on call for any one who needed her services. This feature was greatly appreciated, as some of the Travelers' Aid headquarters, by reason of the Exposition rules, closed early.

In addition to the service open to all, assistance and positions were given to some 1500 persons. Some were

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located in homes, others had the benefit of general guidance and an unlimited number were given first aid help. There was absolutely no charge for any service in this rest room, but many of the young women, appreciative of its shelter and comfort, often added a small contribution to the general fund.

The history of the National Young Women's Christian Association at the Exposition is a remarkable one, and its co-operative work was most efficient. This Association conducted one of the most popular eating places at the Exposition—a cafeteria. In addition to this responsibility, it had well-equipped rest rooms; it secured employment for thousands, opened a nursery, and in short was ready at all times for all-round co-operation. Mrs. John F. Merrill, a member of the Woman's Board, was chairman of the Exposition Committee of the Young Women's Christian Association.

In addition to all the Travelers' Aid service and the general co-operation of welfare bodies, there was need for an educational campaign, because, strange to say, too little is known of the extent of the movement. With this need in mind Mr. Baker sent to New York and from his treasure store brought to the Exposition a most comprehensive exhibit, showing the extent and kind of work being done throughout the country. Mr. Alvin Pope extended every courtesy for its best presentation

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in the Palace of Education. The collection showed what was being done by non-sectarian Travelers' Aid Societies and by sectarian organizations doing Travelers' Aid work. The reports and exemplars were shown on fifty mats arranged according to States. They explained the development of the work from the beginning and the methods employed here and abroad. There were photographs of buildings and offices and rest rooms. Perhaps the most interesting and distinctive feature of this exhibit was a map showing the manner of world-co-operation. Another most interesting record was a report of the World Conference of Station Workers in Berne, Switzerland, in June, 1910.

It is significant and of great value to know exactly what this great protective work cost during 1915. Exclusive of the donation of service and salary from the New York Society, and assistance of many kinds in California that cannot be counted in money, this work cost \$28,167, fully one-half of which was contributed by the Woman's Board officially and by subscriptions by members personally and through their solicitation.

As soon as the new incorporation took over all the Travelers' Aid responsibilities, the Woman's Board became a co-operating organization. Nothing undertaken by the Exposition women was so jealously guarded as this welfare work it had brought into being.

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Transmuted into terms of dollars, this solicitude makes the following notable record:

General subscriptions.....	\$ 4,606.50
Woman's Board	6,000.00
Mrs. Phoebe A. Hearst.....	4,230.00
	<hr/>
Total.....	\$14,836.50

Analyzed, "general subscriptions" means that the money was given by the board as individuals, by outside stockholders and from County Auxiliaries. The Woman's Board made its first donation to the work by giving \$1000 toward organization expenses. It then arranged for a subscription of \$100 a month for fifteen months until the close of the Exposition. With the greater need in months of heaviest travel that amount was increased until the total official subscription reached \$6000. Mrs. Hearst's more than generous support was in keeping with her attitude toward every endeavor for the success of the Exposition and the well-being of the State.

Mrs. Edgar J. De Pue, chairman of Yolo County and an associate member of the Woman's Board, who also became a director of the Travelers' Aid Board, handled the special subscriptions. She sent authorization cards to the Auxiliary chairmen and sub-chairmen throughout the State for special monthly subscriptions during the

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Exposition year. The plea met with a generous response. Between three and four hundred dollars was collected every month in this way. Santa Clara, Sonoma and Sacramento Counties each supported a trained worker through the Exposition period.

When the Exposition closed, the Gold Star badge had an interesting record to its account, for it had been seen and noted by 136,491 people, that being the number of travelers assisted from January 1st to December 4, 1915. The kind of service rendered to this army of people met every possible contingency. Direction and information were given, lodgings secured, safe conduct afforded when necessary, and protection always. All this courteous attention and protection never cost a traveler one penny.

And at the last, the stockholders of the Woman's Board voted to make the Travelers' Aid Society its residuary legatee, giving in this way to the cause approximately \$10,000 extra as the nucleus of a fund that will recall in the years to come the City that Passed but from which a good Travelers' Aid Dream came true.



CHAPTER V

California Building

DURING the Exposition, the Woman's Board lived officially in the California Host Building, that distinctive, dominating central part of the great Mission "compound," directly under "The Towers." Within and without, it was a comfortable and a beautiful domicile, so picturesque that it was a constant stimulus to playful imagination. Every phase of the life there contributed to the living-in-a-story-book feeling that was one of the real delights of the wonderful year.

All the southern windows looked upon the reproduction of the "Forbidden Garden" of Santa Barbara, forbidden because it was the retreat for prayer and meditation of the Franciscan friars who wandered half the length of California to found the far-famed Missions. Its namesake seen from the windows under the Towers had an alluring beauty. Fenced in by a maze of tall cypress hedges, there were inviting entrances through little gates marked with a cross. In the center was the

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well with its burbling fountain, and just beyond that the pepper and palm trees and the several kinds of cactus without which no garden of early California was complete.

Everywhere in this romantic garden were colors defying the conventions of a painter's palette. The bluebells, the fox-gloves, the lobelia, the hollyhocks, the roses, the heliotrope, the stocks, the marigolds, the marguerites, the mignonette, the wall-flower, all the old-fashioned, sweet-growing things beloved of every one. They snuggled up and grew in crowded happiness throughout the long beautiful months. Small wonder it was that every kind of a song bird came to live in this garden. Just outside its protecting hedges were orange trees in riotous bloom during the early months of the Exposition and in full fruit before it closed. Exquisite perfume distilled in this beauty-garden was ever stealing through the casement windows which opened upon the south and the sunshine.

This garden of so many delights was in the patio formed by the interesting construction of the California Building and after the fashion of the Spanish-California days. Arcaded entrance walks at the sides gave exquisite lines and shadows to the scene. Beyond all this intimate beauty were the Exposition palaces, gay with their color and bunting, and further yet,



"BLESSING THE FLOWERS"

A PAINTING BY ORRIN PECK
THIS PICTURE, DONE IN THE REAL "FORBIDDEN GARDEN"
IN SANTA BARBARA AND WHICH HUNG IN THE
RECEPTION ROOM OF THE
CALIFORNIA HOST BUILDING WAS OF UNUSUAL INTEREST
BECAUSE OF ITS COUNTERPART IN THE PATIO

were the encircling hills of the city and those of the Presidio.

The Woman's Board was particularly fortunate to be able to hang in an appropriate arch leading to the reception room, a painting of the real "Forbidden Garden" by Orrin Peck, one of California's notable artists. It was called "Blessing the Flowers." This painting might have been done of the exquisite garden in sight, except for the presence of three Franciscan friars standing by the well. As it was, they gave a better understanding of its significance.

At night the magic lighting of the Exposition stole through the small-paned windows, bringing with it the mystic beauty of the vista. This charm, during all the hours of the twenty-four, ever suggested the environment of peace there would have been there for cloistered friars, if the California Building had been a real monastery instead of a charming make-believe.

In other vistas from other windows were roof gardens and arcades in which Mission bells swung, where segments of sculptured art on the palaces were outlined against the blue of the California skies, where glimmering and glistening was the top of the Tower of Jewels, and where stretches of the bay were beautiful with each mood of the day. Everywhere there was diverting interest so that it was not always easy to re-

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member that these attractive headquarters were meant for work as well as play.

Jurisdiction over this section of the California Building came with the responsibility assumed by the women to be official hostesses for California as well as to cooperate with the Exposition directorate along all needful lines. The Board required ample room for its administrative measures as well as for the playtimes for its visitors from everywhere. All this was outlined by George W. Kelham of the architectural commission when he turned over the responsibility of the drawings for the California Building and its construction to T. H. F. Burditt. This young man combined in the design of this edifice, which covered almost seven acres, all the "Mission motifs," prized as the artistic architectural heritage from the romantic days of California.

Entrance to the California Building was through a vaulted foyer, opening from the arcaded walk and the wonderful garden. Having entered, one saw through one arch after another, a vista of charm. Through three of them was seen the stately reception room, another led to the section where all the products of California were on display and others to the ballroom and the promenade which led to the arcaded veranda facing directly upon the Marina, San Francisco Bay with its fortified islands and the mountains on the other shore.

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It was on the second story that the business of the Woman's Board was conducted. From this floor the roof garden opened. What was originally designated as "The Board Room," but which was used exclusively for entertaining, was in the third story. Opening on the east to the beauty of the morning and on the west to the splendor of the sunset, this great room, sixty by sixty feet and reaching twenty-five feet to its beamed ceiling, was entertainingly attractive by day. It was equally so at night with its cheerful furnishings and diffused lighting. From this floor the ever-changing beauty of the bay and the abiding charm of the Exposition palaces could be enjoyed from an accessible tower.

Furnishing and equipping this commodious building was a problem. It was solved by a committee composed of Mrs. Phoebe A. Hearst, chairman; Mrs. William S. Tevis, Mrs. George A. Pope, Miss Laura L. McKinstry, Mrs. Joseph D. Grant, Mrs. Jesse W. Lilienthal, Mrs. Horace D. Pillsbury, Mrs. William Hinckley Taylor, Mrs. C. Edward Holmes, Mrs. Charles W. Slack and Mrs. Sigmund Stern.

In the beginning, the committee for conference with the Architectural Commission of the Exposition, composed of Mrs. William S. Tevis, Miss Laura L. McKinstry, Mrs. Phoebe A. Hearst and Mrs. Edward C. Wright, arranged for special features in the furnishing

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scheme. In this way suitable provision was made for the four famous Goblin tapestries which were lent by Mrs. Phoebe A. Hearst for the reception room. Their size determined the dimensions of the arches in which they were hung, in fact the entire room was designed and furnished with reference to them, the result being an elegant, dignified combination of color and comfort. Mrs. Hearst further established the harmony of this notable room by contributing the great rugs which she had to have made in Scotland.

With these fundamentals arranged for, the committee planned suitable furniture, no easy matter because they had to think in terms of heroic dimensions. The size of the reception room tells the story. It was fifty-five by ninety-one feet and the walls twenty-three and a half feet high. The beamed ceiling was of walnut's soft brown, and the walls, both in hue and texture, were of travertine which dominated the Exposition.

Taking the colors from the tapestries and from the harmonizing walls and ceiling, the appointments were charmingly developed. The center of the rugs was taupe. The border was a scroll of travertine hue on ruby red, the very edges of the rugs being black. The tables and frames of the chairs and settees were of walnut. The damask and velvet used for the settees and some of the chairs repeated the red in the rugs. Other chairs were

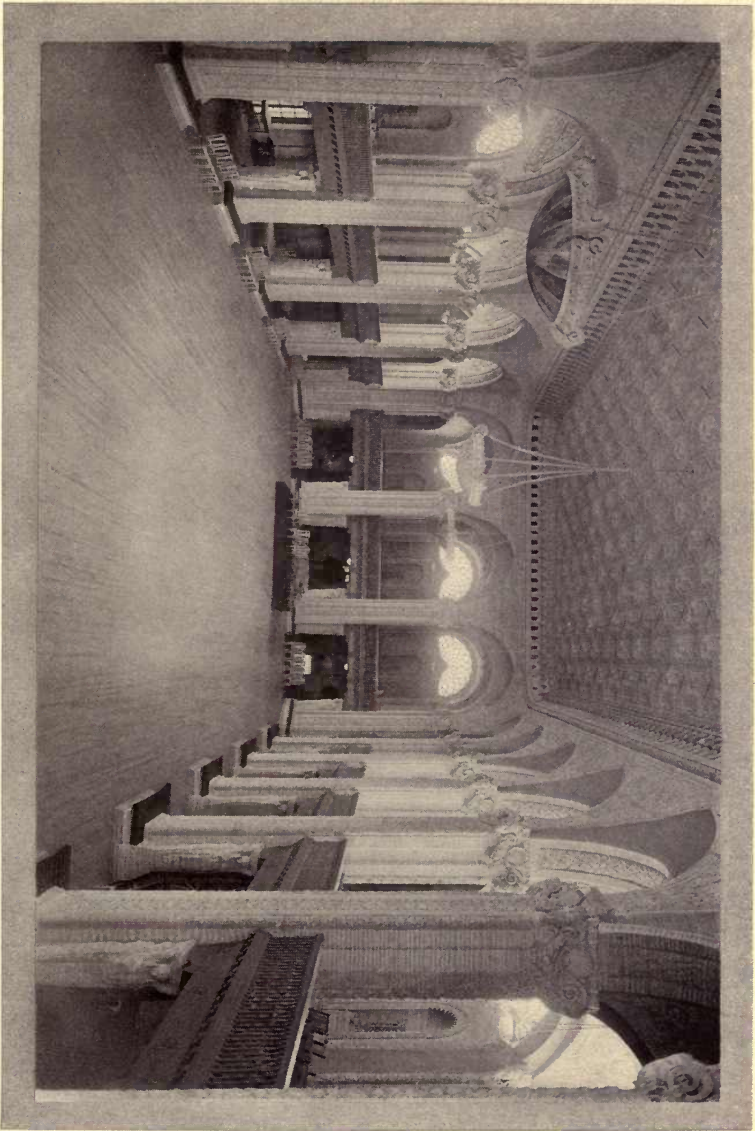
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done in a red travertine color brocade and several in green and travertine. Curtains of brocade in travertine hues hung in the center arch leading to this room and the same color was repeated in silk curtains at the windows which opened upon the patio.

The color scheme of the reception room was carried into the foyer. A circular seat about the Italian fountain was upholstered in burgundy damask. Commodious chairs of the same color were in velvet. Large tables and upholstered chairs were well placed. Two alcoves were fitted up for writing, and newspapers were always on file. Cheery lamps on the tables added their charm.

Because this foyer was fifty-four feet square it accommodated all this furniture, fittingly large, and yet there was ample room for the crowds that passed through it to the reception room, the ballroom and to the offices above. It served all the purposes of an entrance hall, it was an extra sitting-room as well as a reading and writing-room. One interest never interfered with another and neither one was ever conspicuous. It was certainly a composite of comfort. The center of the vaulted ceiling was twenty-eight feet from the fountain, and in the clearing hung a great wrought-iron chandelier of candles belonging exactly to the period of the room.

The ballroom, acknowledged by visitors from all parts of the world to be one of the best planned and most



BALLROOM OF THE CALIFORNIA HOST BUILDING, THE EXPOSITION'S GREAT MEETING PLACE,

WHERE REPRESENTATIVES OF EVERY STATE AND NATION WERE ENTERTAINED, WHERE ALL THE DANCANTS WERE HELD AND WHERE

THE PUBLIC WAS ALWAYS HAPPY.
THE ADMINISTRATION OF THIS INTERESTING BUILDING WAS THE RESPONSIBILITY OF THE WOMAN'S BOARD.

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beautiful they had ever seen, was one hundred and twenty feet long by fifty-five feet wide and nearly forty-three high. A gallery twelve feet wide and twenty feet high over a promenade of twelve feet, was built entirely around the room. This latter feature made it possible for those who did not dance to watch comfortably those who did and to have festivities quite apart from them. By three large arches the ballroom opened directly from the reception room, thereby adding great beauty and dignity to the functions which combined a reception and ball.

The mural handling of the ballroom was in such ornate but exquisite taste that the question of furnishing was easily settled. In color and texture the room was travertine, except in the galleries where delicate pink, a complement of the Exposition red, was used. There was scarcely an inch of the walls or the columns of this great room which was not covered with design, but it was absolutely unobtrusive, being deftly repeated until it became formal and conventional. The ceiling was geometric in design. Decorations were not needed, the room was so festively complete, but the neutral color made exactly the right background for the flags of all nations which were hung many times from the balcony.

Furnishing for the ballroom meant travertine-colored silk for the long windows, upholstered soft-toned cush-

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ions for seats around every column under the gallery and thousands of gold and travertine-enameled chairs. In the gallery alone a thousand chairs were none too many. During the day the light streamed into this room through amber-colored glass. At night, as in all other parts of the Exposition, not a light was to be seen, but it was everywhere in beautiful diffusion.

Every afternoon but Sunday, the public was invited to dance in this attractive ballroom. The Woman's Board arranged for dansants with the best of music, commencing at three o'clock and lasting two hours or longer, according to the day or the occasion. The time was extended on Saturdays and for special celebrations. The dansants were absolutely free, but there was tea for those desiring the service. Tables could be reserved and never a day passed without many and large parties. This feature made entertaining easy for San Franciscans as well as for visitors. These gay hours made the California Building a veritable Mecca every afternoon and the Woman's Board kept such careful supervision of this popular feature there was not one unpleasant circumstance to mar the entire period. Mrs. Putnam Griswold was the hostess-in-charge. Most unusually executive and competent, she carried the active responsibility of the dansants through the entire ten months of the Exposition.

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Ladies from the different bay counties received the guests of the California Building each afternoon. They extended their greetings in the reception room, giving a delightful home atmosphere to the Host Building. This pleasant responsibility was shared by the ladies of San Francisco, Alameda, Marin, Contra Costa, San Mateo and Santa Clara counties. They were assisted in receiving by the Auxiliary members from more remote counties when they could be at the Exposition. During the first two months special receiving parties assisted on what were known as "County Days."

The handsome "Board Room" on the third floor was furnished as an exhibit from the Herter Looms of New York. In addition to the original arrangement in this room, Mrs. Phoebe A. Hearst lent three fine old Gobelin tapestries which added greatly to its dignity and to its charm. Most of the furniture was red lacquer in finish and suitably upholstered. The curtains, of splendid texture, at the six immense windows recalled the color of the furniture and the rugs. On one wall hung a Herter tapestry. Floor covering and some pieces of furniture in neutral tones made a well-considered foil for the red. In gala decoration for luncheons, teas and dinners, this room was a really beautiful picture.

The large corridor outside was discreetly furnished so as not to clash with the unusual coloring of the Board

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Room and served as a reception hall. An elevator led to the upper floors, but all the halls and stairs were covered with velvet carpet, making every approach attractive.

The office floor contained eleven rooms, none too many for the never-ceasing activities of the Woman's Board. They were furnished according to their needs and some of them in beautiful elaboration by the members to whom they were assigned.

When the Woman's Board agreed "to furnish and maintain and administer" the California Building, it had an abundance of faith and enthusiastic willingness to work, but really a most indefinite idea as to the extent of its responsibility. The question of furnishing, they understood; they knew that money and plenty of it would be required for maintenance, but it faced "administration" with a courage that was as blind as proverbial love. But great, good fortune attended them in this adventure.

Because of rare executive ability and an absolute fidelity to any trust, both attributes well proven in other years, Mrs. Sanborn appointed Mrs. Charles W. Slack as chairman of what was called the "booking committee." Mrs. Slack was given two assistants, but in the very nature of the obligation and because it was continuous, the "booking" soon became the sole responsi-

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bility of the chairman. The term "booking" was found to be most elastic, including about every concern, both within and without the California Building. Mrs. Slack was not absent one day during the entire Exposition. If she had done nothing but "book" the events in the California Host Building, it would have been a distinct and very full responsibility for one more-than-competent woman because all the official entertaining was done there besides many functions given by Foreign and State Commissioners. In addition to all this, the use of the ballroom was accorded to a long list of clubs, conventions, congresses and fraternities for their social gatherings.

In all, four hundred and eighty-seven applications were made for the use of some part of the California Building. That involved, besides interviews, the writing of five hundred and seventy-three letters. Six hundred and fifteen festivities held in various parts of the Host Building were booked by Mrs. Slack. The segregation of this array is interesting. There were given one hundred and sixty balls, two hundred and forty tea dances, thirty-nine Sunday chamber music concerts, twelve additional concerts, sixteen "at homes" by the Woman's Board, eleven banquets in the Tea Room, twenty-one special luncheons in the Tea Room.

Because of the unexpected problems arising, the re-

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sponsibility of the "booking" of the California Host Building could not have rested on an employee, and in point of fact no paid service could have been secured for this unusual demand upon time and good judgment. Official decisions had to be made every day and many times, when the question could not have been formally "moved, seconded and carried." Not even the President of the Exposition could have secured a date in the California Building without consultation with Mrs. Slack. No other course was possible.

It does not require any hard thinking to realize that the successful conduct of such a building where something was happening all the time, was a distinct achievement. Dates and events had to be adjusted and reconciled, the people who saw no way out of their entertaining difficulties had to be helped and counseled, provision had to be made for special days and there were many of them, besides the come-day, go-day, God-bring-Sunday responsibilities that were always present.

When the Exposition closed there were no complications to be adjusted in the California Host Building. There were no regrets. Every one was happy. For Mrs. Slack to have brought this order out of possible chaos meant patience, wisdom and a calm outlook when one issue after another came up for adjustment. It meant that many a time she had to stay at her post when pleas-

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ure and diversion was calling on every side. Mrs. Slack's co-workers on the Board had the most sincere appreciation of their debt to her and they tried to express it by resolution and by personal acknowledgment, but they all realized that what they could say was quite inadequate. They knew that they could go about their respective duties and pleasures with never a thought of apprehension, for everything was always well at the California Host Building.



CHAPTER VI

Entertainment

HOSPITALITY in California, as far as the rest of the world is concerned, seems to have a reputation quite its own. The members of the Woman's Board tacitly agreed to take good care of that reputation when they became "official hostesses" for the Exposition. That they had become sponsors for a most comprehensive obligation they knew, but to them it could be fulfilled by simply being "at home."

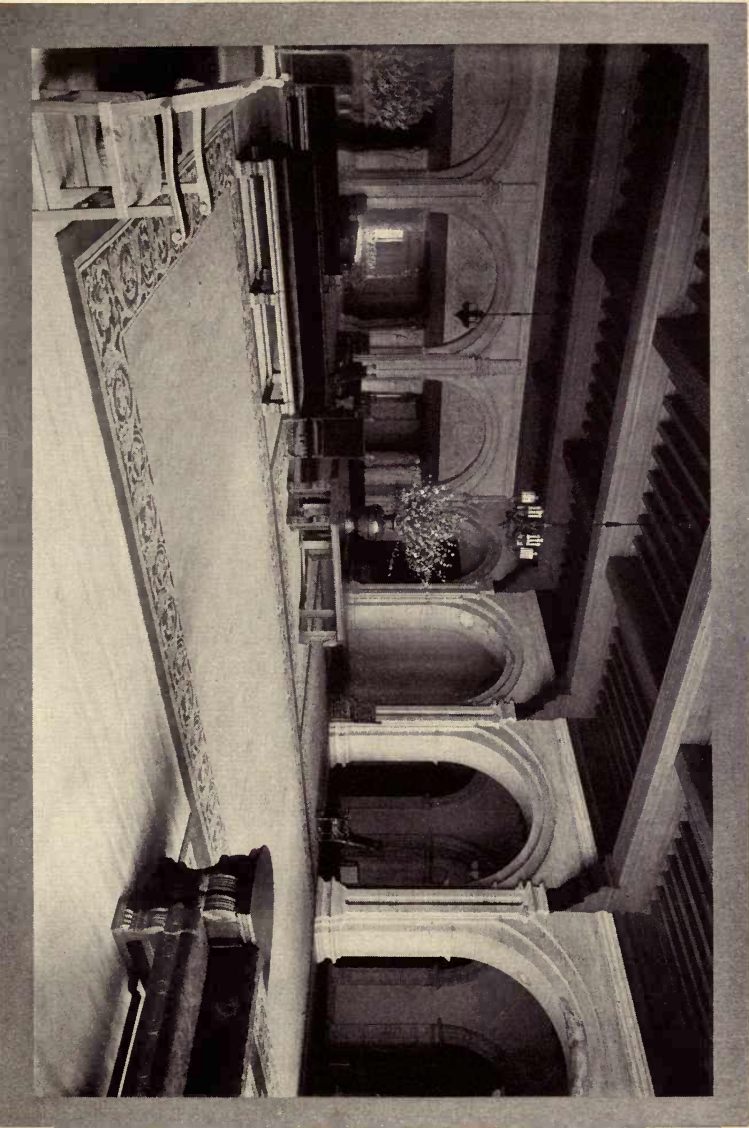
As the weeks grouped themselves into months, the women stopped once in a while to try to analyze why so many complimentary things were said about the hospitality of the West, while to them the courtesies extended by Californians at any time were simple enough and merely expressive of sincerely felt good-will. They concluded that California, *per se*, was hospitable. It had sunshine enough and to spare, it had "goodies" enough to divide, and it had beauty of land and sea for all to enjoy. It was decided that if the men and women of the

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land were enthusiastically cordial, and that, quite unconsciously, they were but reflecting the prodigality of the land in which they lived—a kindly, fair, inviting land. They loved it and wanted everybody else to share their privileges.

Trying to understand still more clearly, this analysis was carried to its last terms and it showed without question that Californians talk about their comfortable home country as ingenuously as children, but ever in the background is the undefined desire to divide its blessings with every one who crosses the border. Further than that, it seems to be the business of Californians to coax every one to cross that border, but once the peoples from elsewhere listen to the songs of the sirens of the West and come to see the singers, they find that the words are backed by deeds. Then the women concluded that that must be what the world calls "California Hospitality." But whatever it is, or however it is dispensed, it seems to belong here and individually and collectively the people of the State are all concerned with its preservation. This was particularly so when the wonderful Exposition was the attraction. So when San Francisco invited the world to call in 1915, it simply meant that every latch-string in California was on the outside.

Official hospitality was crystallized at the Exposition in the California Building, but radiating from that was



RECEPTION ROOM, CALIFORNIA HOST BUILDING

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the hospitality of the individuals, one which opened the homes of California, showing that a California welcome is but an aggregation of the joy and enthusiasm of the individual.

In the spirit of good fellowship, the Exposition planned its entertaining. The women were, in the very nature of things, and because they had agreed to be, the official hostesses. They found the responsibility full of charm and interest. It was nevertheless a responsibility and in the details of its fulfilment head and heart had to work together. There were committees and a most sincere individual co-operation in the big scheme of entertainment, but as in every great undertaking, the real direction became the definite obligation of one person. As the California Building was a comfortable, orderly official home, because of the good judgment and the constant watchfulness of Mrs. Charles W. Slack, so the official entertainment was an acknowledged and conspicuous success because its administration was in charge of Miss Laura Livingston McKinstry, one of the organizers of the Woman's Board and one of the members who was "on duty" from the actual beginning of Exposition activities until their picturesque close.

Mrs. Hearst was the honorary chairman of the committee on entertainment and in that capacity her service was notable and extensive. An appended list will

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bear testimony to her conspicuous contribution to this phase of the Exposition.

Miss McKinstry's committee, which was always ready for specific service, was composed of Mrs. Sanborn, in her ex-officio capacity, Mrs. Henry T. Scott, Mrs. Prentiss C. Hale, Mrs. M. C. Sloss, Mrs. Edwin F. Dimond, Mrs. Horace D. Pillsbury, Mrs. William T. Sesnon, Mrs. William Hinckley Taylor, Mrs. Philip E. Bowles, Mrs. Robert Oxnard, Mrs. Joseph A. Donohoe, Mrs. William S. Tevis, Mrs. Charles W. Slack, Mrs. Edgar J. De Pue and Mrs. Laurance Irving Scott. The unending detail, from the sending out of invitations to the seating of the last and often the unexpected guests, was the responsibility of the chairman, and that responsibility was immeasurable.

Miss McKinstry was most conspicuously qualified to handle this important work. Besides a rare kind of executive ability, the kind that places actual work side by side with direction, she had had a world-wide social experience. To her secretary she could delegate many duties, but decisions could be made only by an official. There was precedence to be considered, there were strangers to be made welcome and comfortable, there were menus to be selected, there were decorations to be passed upon and there was always the problem of seating to be solved.

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Seating at table in a home always has been and always will be a thoughtful proceeding. Multiply that detail until it reaches the proportion of seating as many as 474 guests, and some idea may be had of the tax upon Miss McKinstry's time and good judgment. From her experience, both within and without the Exposition, she evolved a plan for handling the larger functions that was most satisfactory. Each guest at the table of honor was given definite seating, the men being notified of their specific responsibilities as escorts. All other guests received, upon entering the reception room, a card upon which they found the letter of the table at which they were to be seated. To find their location was not a difficult matter as small tables were used and at each there was a member of the Woman's Board acting as hostess. But for all the well-made plans there were complications even beyond the eleventh hour, all of which were to be expected because of the unusual conditions obtaining in Exposition entertaining. Guests who were expected, were sometimes forced to decline too late to send any word; guests frequently came who were entirely welcome, but not expected, because their presence in the city was not known or who in the hurry had failed to acknowledge the invitations received. These changes frequently meant reseating with all its attendant scurry. But for that contingency, and others soon listed as possi-

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bilities, ample provision was made. There was always at hand an extra supply of place cards and always an extra table was prepared for the last-minute guests. Devotion to her responsibility, until there was no reasonable chance for an untoward circumstance to mar the pleasure of any occasion, often meant that Miss McKinstry was not a participant in the beautiful affairs she had planned so carefully. The members of the Board tried to guard against that always-to-be-averted defection, because Miss McKinstry's gracious presence at the Exposition functions was quite as indispensable as her unceasing endeavors in their behalf.

For the most part, sufficient notice was given of the date of a function, but it was often less than a few hours before its occurrence that there was definite knowledge as to the exact number to be entertained. It was not unusual for distinguished guests practically to come unannounced and for a short stay, so that invitations had to be given by telephone to those asked to meet them, but there was a comfortable way always found to meet such an emergency.

In order to divide the pleasures of meeting the Exposition's distinguished guests, the Woman's Board established the rule of asking the stockholders, in rotation, to subscribe for the dinners or luncheons. There were no complimentary invitations for the women of the Ex-

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position family. They always paid their way. Invited guests were selected with reference to the guest of honor. Officials of local State societies were asked when the Governor or other distinguished men and women of their native States were in California. The same rule obtained in the case of foreign ministers. Exposition officials were invited like stockholders in rotation. It was not possible to invite everybody all the time, nor was it desirable. All dinners and luncheons and "at homes," except the largest affairs, were held in what was known as "The Board Room," that interesting, tapestry-hung room on the third floor of the California Building. In this room as many as 225 persons have been seated. Affairs larger than those which could be accommodated there, were held either in the ballroom of the California Building or in the great reception room.

Entertaining for the Woman's Board commenced on March 13, 1912, when, at the request of the Exposition, it entertained at luncheon the women who came to California with the "Oregon First" delegation, while the men of the party were being similarly entertained at the Commercial Club.

Mrs. Philander C. Knox, wife of Secretary of State Knox, was the guest of honor at a dinner given on May 7, 1912, by the Woman's Board at the Fairmont Hotel, while the men of the Exposition were holding a banquet

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complimentary to the Secretary. This was a handsome dinner but the Exposition women made up their minds that such a division of interests after six o'clock in the evening was neither enjoyable nor complimentary. Mrs. Sanborn presented that consensus of feminine opinion to President Moore, and as he agreed with her heartily, there was no point for argument. From that day until the end of the Exposition, the men and the women and their guests "dined" together establishing a precedent that will, in all probability, become an institution in California, where men had been saying for many a day that they had no interest in banquets. The first dinner after the change of status was given by the Exposition directorate in honor of Secretary of State William J. Bryan. The next formal dinner to which women were invited came July 25, 1913. It was in honor of Secretary of the Navy and Mrs. Daniels, and was held at the St. Francis Hotel.

Returning to the affairs that really belonged to the women, the next one of special interest was a luncheon given Sunday, June 30, 1912, by Mrs. Hearst at her home, Hacienda del Pozo de Verona, at Pleasanton, in honor of the officers and speakers of the General Federation of Women's Clubs which was in session that week in San Francisco. In magnitude and exquisite appointments this luncheon was one like many others

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for which Mrs. Hearst provided a special boat and train from San Francisco to Pleasanton, thereby insuring the comfort and pleasure of her guests and the possibility of the trip, through a regulation of train hours. This trip meant two hours of sheer delight, riding through one of the most beautiful sections of California to see at the end of the trip one of the unique homes in America and to receive the greeting of this first woman of California.

Later that year, on October 10th, the Woman's Board had as guests at a luncheon at the Fairmont Hotel, the ladies in the party of Governor Harmon of Ohio who came with his staff to dedicate the site of the Ohio State Building.

New Year's Day, 1913, was a memorable one at the Exposition Grounds. After the ground-breaking ceremonies for Machinery Palace, the Woman's Board held a reception in the partly furnished Service Building, Mrs. William Hinckley Taylor, the third vice-president, in the absence of the president, standing at the head of the receiving line.

The ladies coming with the New Jersey Commission, when the site for their State building was selected, were entertained at luncheon in May, 1913. Madame Pizet, wife of the Peruvian Minister, and Senora Mendez were entertained at luncheon at the Francisca Club,

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July 11th. As on similar occasions, the ladies joined the men in the afternoon at the Exposition for the site-selection ceremonies. Mrs. Sanborn was hostess at a tea given on January 22, 1914, at the Palace Hotel to the women delegates to the Inland Waterways Convention.

Material concerns made the 1914 months drop swiftly away, but there were playtimes as well. One of the most interesting was a luncheon given July 23d for Mrs. William Randolph Hearst. It was a courtesy to Mrs. Hearst as a member of the important New York Commission, but it was also a cordial greeting from friends in her Western home.

Once the Exposition was opened, formal entertainments came in a steady procession. Besides that, it seemed to be the province of the Woman's Board to think of everything that was in danger of being forgotten in the tremendous stress of crowding events. For instance: The Juries of Awards, most distinguished men and women, came irregularly and were constantly busy with obligations they had assumed. It came to be the pleasure of the Board to arrange some receptions in their honor. The Woman's Board also did itself the honor of entertaining women of distinction connected with the exhibits, among whom were Dr. Frances Sage Bradley and Dr. Anna Louise Strong, connected with the United States Government Child Welfare Exhibit,

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Mrs. Helen Mabry of the National Child Labor Committee, Miss Margaret Fay Whittemore, in charge of the National Suffrage Headquarters, Miss Louise Brigham of furniture fame, Miss Mary E. Murphy of the Elizabeth McCormick Memorial Fund, Miss Laurine Sigmier of the Rockefeller Foundation and Dr. Denio.

Official entertaining commenced with a reception in the California Building on the opening day of the Exposition when the Woman's Board welcomed the multitude that came for that notable occasion. The first large official function given by the Woman's Board was a dinner in the ballroom of the California Building on Monday, March 22nd, in honor of the foreign and state commissioners to the Exposition. Upon that occasion 474 men and women were seated. Besides the complimented guests and the Exposition officials, others present were the stockholders of the Woman's Board. The last dinner at which the Board entertained was in honor of General Arthur Murray, U. S. A., and Mrs. Murray, who contributed so much to the success of the Exposition and who were so beloved personally. Upon this interesting occasion, the dinner was held in the reception room of the California Building. The Woman's Board compliment to the Navy came on August 10, 1915, when a dinner of 198 was given in honor of Rear-Admiral William T. Fullam, U.S.N.,

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and the officers of the Naval Academy Practice Squadron, when they made their trip to San Francisco coming through the Panama Canal. As Admiral Fullam remained in San Francisco, and Mrs. Fullam joined him, the Woman's Board had the pleasure of having them as special guests on several occasions.

One of the happiest of combination courtesies to honor dignitaries who visited the Exposition officially, consisted of a dinner followed by a reception and ball. At the former, the Woman's Board presided, initiating cordially the large formal function later in the evening. The California Host Building lent itself most comfortably to this arrangement. After the dinner, which was held in the Board Room, the guests of honor went downstairs to the reception room to greet the large company bidden in their honor. The California Grays or a company of regulars acted as a guard of honor on these occasions.

The Thursday afternoons "at home" of the Woman's Board were particularly agreeable and seemed to round out informal entertaining most satisfactorily. Cards for these affairs were sent to every state and foreign commissioner with word that their guests would always be welcome. To chiefs of departments the same courtesy was extended and greatly appreciated. Hardly a Thursday passed without a guest of honor. There was

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often music, when interesting singers or instrumentalists were heard. These afternoons were happy and informal.

The recorded entertainments given at the Exposition by the Woman's Board are as follows:

Stockholders' Luncheon; March 10th, 211 seated.

Banquet to State and Foreign Commissioners; March 22d, 474 seated.

Luncheon to meet Madame Zelia Nuttall; April 23d, 51 seated.

Luncheon to meet Madame Maria Montessori; April 25th, 43 seated.

Luncheon for the Women of Distinction Connected with Education Displays; April 29th.

Supper for the California Commissioners and Exhibitors; April 30th, 140 seated.

Luncheon for Madame S. Grouitch; May 15th, 28 seated.

Luncheon for Mrs. Percy V. Pennybacker; May 17th.

Luncheon Eastern Officers of the Young Women's Christian Association and for Governor Goldsborough's Party of Maryland; May 18th, 110 seated.

Reception to meet The Jury of Awards of Education and Social Economy Departments; May 19th, 4 to 6 o'clock, 60 seated.

Reception to meet The Jury of Awards; May 21st, 300 present.

Luncheon to meet: Mrs. James F. Fielder of New Jersey, Mrs. John Purroy Mitchel of New York; May 27th, 47 seated.

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Luncheon for the Fine Arts Jury of Awards; June 3d,
110 seated.

Dinner to meet Governor and Mrs. Charles Whitman of
New York; June 4th, 72 seated.

Dinner to meet Governor Lucius E. Pinkham of Hawaii;
June 11th, 60 seated.

Dinner to meet: Governor and Mrs. Samuel M. Ralston
of Indiana, Governor Louis B. Hanna of North Dakota;
June 22d, 70 seated.

Dinner to meet Governor and Mrs. George W. Clark of
Iowa; June 25th, 56 seated.

Luncheon to meet Mrs. William J. Bryan; July 5th.

Dinner to meet Governor Henry Carter Stuart of Vir-
ginia, Governor and Mrs. Emmet Derby Boyle of Nevada;
July 8th.

First "At Home" of Woman's Board; July 15th.

Luncheon to meet Mrs. Percy V. Pennybacker; July 16th,
150 seated.

Luncheon to meet Mrs. Champ Clark; July 17th.

Dinner to meet Governor and Mrs. Arthur Capper of
Kansas; July 19th, 56 seated.

Dinner to meet Governor David T. Walsh of Massachu-
setts; July 21st, 85 seated.

Dinner to meet: Governor and Mrs. Edward F. Dunne of
Illinois, Governor and Mrs. William Spry of Utah; July
23d, 150 seated.

Dinner to meet Rear-Admiral William F. Fullam, U. S.
N. and Officers of the Naval Academy Practice Squadron;
August 10th, 198 seated.

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Luncheon to meet Dr. Yama Kim, Committee on Distinguished Women; August 11th, 70 seated.

Reception to meet the Spanish-American War Nurses; August 12th.

Luncheon to meet the Wives of Humorists; August 26th, 10 seated.

Dinner to meet Hon. and Mrs. William Taft; August 31st, 174 seated.

Dinner to meet Governor Martin G. Brumbaugh of Pennsylvania; September 1st, 116 seated.

Luncheon to meet Mrs. William H. Taft; September 2d, 208 seated.

Dinner to meet His Excellency W. L. E. C. van Rappard, Envoy Extraordinary and Minister Plenipotentiary of the Netherlands to the United States; August 30th, 73 seated.

Luncheon to meet Mrs. George Goethals; September 7th, 44 seated.

Luncheon to meet Miss Kawaii; September 10th, 49 seated.

Luncheon to meet Mrs. Holman, wife of the Premier of New South Wales; 30 seated.

Dinner to meet Mr. Kai Fu Shah, Envoy Extraordinary and Minister Plenipotentiary of China to the United States; September 23d, 150 seated.

Dinner to meet Governor and Mrs. Moses Alexander of Idaho; September 29th, 98 seated.

Dinner to meet Governor and Mrs. Ernest Lister of Washington; October 1st, 71 seated.

Dinner to meet Governor and Mrs. Frank B. Willis of Ohio; October 6th, 86 seated.

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Dinner to meet Secretary and Mrs. William McAdoo; October 20th, 116 seated.

Luncheon to meet Mrs. McAdoo; October 20th, 47 seated.

Luncheon to meet Mrs. Thomas A. Edison; October 21st, 134 seated.

Dinner to meet His Excellency, Dr. Paul Ritter, Envoy Extraordinary and Minister Plenipotentiary of Switzerland to the United States, and Mrs. Ritter; October 27th, 116 seated.

Dinner to meet the Honorable Frank Barnard, Lieutenant-Governor of British Columbia, Special Representative of the Government of Canada, and Mrs. Barnard; October 28th, 96 seated.

Luncheon in Ball Room for Woman's Board; October 29th, 500 seated.

Dinner to meet Governor and Mrs. James Withycombe of Oregon; November 1st, 116 seated.

Luncheon to meet Lady Aberdeen; November 1st, 228 seated.

Dinner to meet the Marquess and Marchioness of Aberdeen and Temair; November 4th, 162 seated.

Tea to Mothers' Convention; October 11th, October 15th, October 22d, October 25th, seated about 1400 each date.

Luncheon to Lady Gregory; November 16th, 10 seated.

Luncheon in honor of Mrs. Hearst, given by the Committee on Distinguished Women; November 23d, 47 seated (Woman's Board and Directors; also Committee on Distinguished Women).

Dinner to meet Major-General Arthur Murray, U. S. A.,

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and Mrs. Murray; December 1st, 298 seated in Reception Room.

Buffet Luncheon in Board Room; December 4th, 600 seated (all Stockholders and Exposition Officials).

The unparalleled official entertainment extended by the Board's Honorary President, Mrs. Hearst, had all the intimate charm of personal courtesy. It kept the Hacienda en fete during all the years of the Exposition's making and being. The names of every notable architect and artist, dignitaries from other countries and practically every American of distinction who came to California in the interest of the Exposition, can be found on Mrs. Hearst's guest list. The courtesy extended to them was often a few charming restful days at the end of the week and often a stay of several days, sometimes a dinner, again a luncheon, but always something that gave them an opportunity of enjoying the country and of knowing the hostess whose courtesies were those of a principality.

During the summer of 1915, garden parties and barbecues to which thousands were invited were given in honor of the delegates and members of the National Historical Association, to the girls and teachers of the Lux School of Industrial Training, to celebrate the Fourth of July and to honor the National Association of Prison Directors.

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The following group of indoor entertainments during the months of the Exposition were notably large and of special interest:

Luncheon for members of the Association of American Universities and of the National Association of State Universities, which included many presidents of these institutions.

Luncheon for members of the Association for the Advancement of Science, among whom were noted astronomers and other scientists of distinction.

Luncheon for national officers of the Daughters of the American Revolution, officers of the State organization, of California Chapter, and chairmen of national committees.

Luncheon to Mrs. Percy V. Pennybacker, president of the General Federation of Women's Clubs.

Luncheon to Governor Phillips Lee Goldsborough of Maryland, his staff and party.

Luncheon for Mrs. Thomas Marshall, wife of the Vice-President of the United States.

Dinner for the Marquess and Marchioness of Aberdeen and Temair.

Besides these large entertainments there were many smaller gatherings at the Hacienda, and among officials directly connected with the Exposition who enjoyed Mrs. Hearst's hospitality during the Exposition were:

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President and Mrs. Moore and members of the Board of Directors.

Mrs. F. G. Sanborn and members of the Woman's Board.

Judge and Mrs. William Bailey Lamar and other members of the National Commission.

Director of Exhibits Captain Asher C. Baker and Mrs. Baker.

M. Albert Tirman, M. H. J. Lambert, M. Jules Guiffrey, M. Henri Guillaume, M. Pierre Gregoire, Commissioners for France.

Mr. F. Herman Gade, Commissioner-General for Norway, and Mrs. Gade, and M. v. Muathe of Morgenstjerne, Assistant Commissioner.

Mr. Alfred Deakin, Commissioner for Australia, and Mrs. Deakin.

Mr. M. H. Van Coenen Torchiana, Commissioner-General for the Netherlands, and Mrs. Torchiana.

Mr. Chen Chi, Commissioner-General for China, Mrs. Chen Chi and all members of the Commission.

Mr. H. Yamawaki, Commissioner-General for Japan, Mr. Y. Numano, Consul for Japan, and Mrs. Numano.

Mr. T. Anasagasti, Commissioner-General for Argentina, and other members of the Commission.

The Swedish Ladies' Auxiliary of the Commission for Sweden.

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The Commissioners for the States of New York and Massachusetts, chiefs of departments and others.

Among the many distinguished people who spent a day, a week-end or longer periods in 1915 as guests of Mrs. Hearst at the Hacienda or at her mountain home, "Wynton," on the McCloud river, were:

Ex-President and Mrs. William H. Taft.

Mr. and Mrs. Thomas A. Edison.

Hon. Champ Clark, Speaker of the House of Representatives, and Mrs. Clark.

Ex-Governor Martin Glynn of New York and Mrs. Glynn.

Judge and Mrs. Elbert H. Gary of New York.

Dr. and Mrs. Gill Wylie of New York.

Mr. and Mrs. John Hays Hammond of Gloucester, Massachusetts.

Mr. and Mrs. Charles S. Hamlin of Washington, D. C.

Dr. and Mrs. Christian Brinton of New York.

Mr. and Mrs. George W. Chadwick of Boston.

Admiral and Mrs. Charles F. Pond.

Admiral Baron Uriu and the Baroness Uriu of Japan.

Mr. and Mrs. Daniel Chester French of New York.

Mr. Charles Grafty of Philadelphia.

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Mr. and Mrs. Willard Paddock of New York.

Mrs. H. H. A. Beach of Boston.

Mr. and Mrs. Arthur Brisbane of New York.

Mr. and Mrs. Harrison H. Dodge of Mount Vernon,
Virginia.

Signor F. Constantino, Argentina.

Mr. Edwin Markham, of New York.

Dr. and Mrs. Ernest R. Kroeger of St. Louis.

Madame Augette Forêt, Paris.

Mrs. Margaret Anglin Hull and Mr. Hull.

Mrs. Zelia Nuttall, Coayaacan, Mexico.

President and Mrs. Benjamin Ide Wheeler of the
University of California.

Director and Mrs. W. W. Campbell of the Lick Ob-
servatory.

Mrs. Cassatt of Philadelphia and members of her
family.

Mr. Bradford Merrill of New York.

Miss Elizabeth Dodge of New York, Mrs. Dave H.
Morris of New York, and other national officers of the
Y. W. C. A.

Dr. Paul Ritter, Minister from Switzerland to the
United States, and Mrs. Ritter.

Commissioner-General and Mrs. P. Richard Bern-
strom.

Count and Countess del Valle de Salazar, of Spain.

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Major-General Arthur Murray, U. S. A., and Mrs. Murray.

General Lea Febiger, U. S. A., and Mrs. Febiger.

Colonel John J. Pershing, U. S. A., and Mrs. Pershing.

Commander Clark A. Woodward, U. S. N.

General Nelson A. Miles, U. S. A.

Colonel F. B. Wiborg, U. S. A.

Captain Edwin Carpenter, U. S. A., and Mrs. Carpenter.

Dr. Katherine E. Davis of New York.

Dr. Kate Waller Barrett.

Professor and Mrs. Max Ferrand of New Haven, Connecticut.

Dr. and Mrs. Thomas Addison, Lick Observatory.

Bishop and Mrs. William Ford Nichols.

Mr. and Mrs. Stowe Phelps of New York.

Mayor and Mrs. James Rolph, Jr.

Mrs. John Bidwell of Chico.

Mr. and Mrs. Bernhard Maybeck.

Mr. and Mrs. Charles Meyer of New York.

Mrs. Foulke, Washington, D. C.

Mrs. Thomas Walsh, Washington, D. C.

Professor Grattan, Harvard University.

Professor Adolf Bonilla of Spain.

Mr. Rudolph Gans of New York.

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Mr. and Mrs. Untermeyer of New York.

Mrs. F. M. Wolcott of New York.

Mrs. Florence Bayard Hilles of Wilmington, Delaware.

Mrs. Mabel Bayard Warren of Boston.

Mrs. Elizabeth W. Alston Pringle ("Patience Pennington") of South Carolina.

Mrs. Daniel Lathrop of Boston.

Mr. Moorfield Storey of Boston.

Commandante J. Miranda of the "Presidente Samiento."

Judge and Mrs. John P. Grant, Stamford, New York.

Mr. and Mrs. John W. Beatty, Pittsburg.

Mrs. Robert J. Burdette, Pasadena.

Miss Harriet Niel, Boston.

Mr. and Mrs. Thomas Leeming, New York.

Mr. and Mrs. M. V. Daboll, New York.

Mr. John Temple Graves, New York.

Mrs. Sarah Choate Seers, Boston.

Mr. and Mrs. Nathaniel Bowditch, Boston.

Mrs. Mabury, Dr. Anna Strong, Dr. F. S. Bradley, Dr. Denio, Miss Louise Brigham, Exposition representatives.

Dr. and Mrs. Charles J. White, Boston.

Mr. and Mrs. Alfred Kidder, Boston.

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Mr. and Mrs. Henry H. Townshend, New Haven, Connecticut.

Mrs. Coonley Ward of Chicago.

Miss Emma Thursby of New York.

These lists do not represent the extent of Mrs. Hearst's entertainment from the time she became Honorary President of the Woman's Board. During 1915 alone, not many less than 4,000 enjoyed her hospitality. In the two years preceding at least 6,000 more were guests at the Hacienda.

Of unusual interest were the important entertainments given by members of the Woman's Board, the Associate Directors and other stockholders, charming affairs that, while coming under an unofficial heading, were delightful courtesies for official Exposition guests. Some of the most notable of these entertainments, which consisted of dinners, receptions, week-end parties and teas, were given by the President, Mrs. Sanborn; by Mrs. George A. Pope, Mrs. William H. Crocker, Mrs. Henry T. Scott, Mrs. Joseph D. Grant, Mrs. I. Lowenberg, Mrs. M. H. de Young, Mrs. Reuben Brooks Hale, Mrs. Prentiss Cobb Hale, Miss Laura L. McKinstry, Mrs. Horace D. Pillsbury, Mrs. William T. Sesnon, Mrs. Alexander Russell, Mrs. Gaillard Stoney, Mrs. Philip E. Bowles, Mrs. Charles W. Slack, Mrs. Edwin R. Dimond, Mrs. Francis Carolan, Mrs. William

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Hinckley Taylor, Mrs. William S. Tevis, Mrs. Edgar J. De Pue, Mrs. Milton H. Esberg, Mrs. C. S. Stanton, Mrs. Robert I. Bentley, Mrs. Sigmund Stern, and Mrs. Florence Porter Pffingst.

Nothing more important was done by the Woman's Board than the issuance of courtesy cards for the California Building. These gave some 45,000 visitors to California all the comforts of the Auxiliary Rest and Tea Rooms. These cards were sent to every foreign and state commissioner, to delegates of the hundreds of conventions held in San Francisco; to heads of all Exposition departments and to every man and woman connected with the exhibits. Members of the Auxiliary could have courtesy cards issued on application for any out-of-the-state visitors. The Woman's Board feels that the mission of the courtesy cards was most important. They opened up a phase of Exposition entertainment that was thoroughly gratifying. With them it was possible to extend a welcome, some courtesies and privileges to visitors who could not be reached in any other way.

The California Building was not spick and span when it was first pressed into service. The Woman's Board commandeered the many acres of the California Display Section in November, 1914, and invited the State to have a party. The carpenters and plasterers were driven out, the great expanse made festive with flags

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and flowers. While guests from here, there and everywhere were getting acquainted on this occasion, the furnishing fund was increased by \$1,667.45.

There never was a time in the life of the Woman's Board when the members were not doing something to maintain the cordiality of the invitation that the Exposition had sent to the world. There were flowers for every expected guest, there were endless automobile courtesies, and always the small personal attentions, often more important than official recognition.

In meeting the distinguished guests of the Exposition, there was recompense for the women who had given up practically every other interest for Exposition service; there was recompense in having the opportunity of meeting the interesting men and women of California, but above all there was gratification in being a part of the fine co-operation that sought to uphold the recognized hospitality of the West.



CHAPTER VII

Distinguished Women

EARLY in the pre-Exposition days, Mrs. Max C. Sloss presented a plan to the Woman's Board for the entertainment of some of the world's most distinguished women. She stated that she would undertake to finance it, so that it would make no demand upon the resources of the Board. She thought that the development of the idea could be made an interesting special feature. The plan involved the selection by the committee of several distinguished women, the names to be presented to the Board for confirmation. The plan made them the guests of the Board from the time they left their homes until their return, with a stay of from one to two weeks at the Exposition.

The Woman's Board made Mrs. Sloss chairman of the committee with power to select her assistants. She invited some of her co-members on the Board and quite a number outside of it to serve, making the following large committee for this pleasant service: Mrs. Hearst,

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Mrs. F. G. Sanborn, Mrs. Edith Blanding Coleman, Miss Kaufman, Mrs. John Boyd, Mrs. Joseph Sloss, Miss McKinstry, Mrs. Marcel Cerf, Mrs. Frank L. Brown, Mrs. Milton H. Esberg, Mrs. J. K. R. Nuttall, Mrs. Henry J. Crocker, Dr. Jessica Peixotto, Mrs. Edwin W. Newhall, Mrs. Charles W. Clark, Mrs. Ernest S. Simpson, Mrs. Osgood Hooper, Mrs. Frederick Kohl, Mrs. William H. Crocker, Mrs. Charles Eells, Mrs. H. Sahlein, Mrs. Joseph D. Grant, Mrs. Joseph A. Donohoe, Mrs. Hazel King, Mrs. I. W. Hellman, Jr., and Mrs. C. C. Moore.

The committee met frequently and worked in real earnest. It was decided that a minimum of six distinguished women could be entertained, four from other countries and two Americans. The probable selection attracted wide attention and lists which contained the names of practically every woman of note in the world were sent to the committee. Many prominent newspapers in the country conducted symposiums, inviting opinions on the subject. The committee was in the midst of the resulting puzzle when the European war broke out and all foreign negotiations were stopped.

The committee then centered its attention upon American women of unusual distinction and selected Mrs. Zelia Nuttall who had done world-notable work in archeology, Miss Jane Addams, foremost among social

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workers, and Miss Katharine Davis of the New York Police Commission, who had directed so many excellent reforms in the prisons of the State of New York and particularly those in which young women were detained. The Woman's Board sent the invitations to these three women who accepted the distinguished courtesy extended. Later Miss Addams was forced, through ill health, to decline.

Mrs. Zelia Nuttall was the first distinguished woman to be entertained. A luncheon in her honor was given in the Board Room on February 23, 1915. The following day Mrs. Nuttall delivered an address on Sir Francis Drake in the Board Room and for this occasion invitations were extended to the stockholders. During the week in which Mrs. Nuttall was the guest of the Woman's Board, a number of private affairs were given in her honor.

Miss Katharine Davis' original date of coming had to be changed, and in consequence some of the plans for her entertainment. Her coming was of such general interest that the week was crowded with invitations which she accepted and so found but little time to see the Exposition. In truth, she became the guest of all the societies of charities and corrections, rather than of the Board, so anxious were they to hear of her methods and accomplishments. She had so much to tell the people,

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she never duplicated a lecture. One of the most interesting was that given in the ballroom of the California Building before the members of the Auxiliary.

There was general regret when announcement was made that Miss Addams was not well enough to make the trip to California. A large luncheon and many pleasant affairs had been planned in her honor, and Festival Hall had been secured for her lecture so that she could be heard by the thousands who were asking for invitations.

It was difficult to get from China and Japan any decision as to who were the distinguished women of the Orient. Finally the committee and the Woman's Board selected Dr. Yama Kim as the woman who had given unusual service to China. A luncheon in her honor took place August 12, 1915, after which she gave a talk of rare interest.

Miss Kawaii of Japan was the distinguished woman entertained September 10th. Her designation as a woman who had brought honor to her country was made by the Japanese Commissioners to the Exposition. She gave an illuminating address at the conclusion of the luncheon, tracing the mental unfoldment of an Oriental woman.

The crowning act of this committee on distinguished women was the luncheon given November 23d, honoring Mrs. Phoebe A. Hearst, the most distinguished

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woman of California and second to none in any country. The guests on this occasion were limited to the members of the Woman's Board and the members of the committee. As a token of affectionate regard and to recall the day, the committee sent to Mrs. Hearst twenty-six of the famous Bruguiere photographs of the Exposition. They were arranged in a portfolio made of exquisite Spanish brocade, in which the colors of the Exposition were happily combined.

The committee on distinguished women did not accomplish its original purpose but its co-operation made an interesting phase in the life of the Exposition.



CHAPTER VIII

Exploitation

EXPOSITION "Exploitation" was a riddle. Trying to solve it was not a sleepy business. No man or woman pledged under its banner ever had to sit with idle hands or dozing brains. For them it was ever a question of the economy of time, of checking up results, of finding new methods and of deciding what was the best thing to do next. There was never any lack of excitement, never any lack of good material for copy and never any lack of incentive to give one's best to the cause. Presenting the Exposition to the world was an interesting and comprehensive enterprise.

The Woman's Board was not far on its way when it came into a full realization of the meaning of Exploitation. Mr. George Hough Perry, director of this Division for the Exposition, made its definition perfectly plain at the first of the series of lectures at the Fairmont Hotel arranged by the Woman's Board for the pleasure and benefit of the members of the California Auxiliary

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and the interested public. He said that "exploitation" for the Exposition concerned itself with everything but the installation of exhibits. The significance of that statement gave the women of the Board enlisted for that service, an idea of the breadth of their responsibility. It crystallized many vagrant thoughts about simple "publicity" and set a standard of general usefulness toward which the members tried to work.

Records will bear out the assertion that there was the most effective co-operation between the Woman's Board and the Division of Exploitation. This commenced with the honorary appointment on June 19, 1913, by President C. C. Moore of Mrs. Ernest S. Simpson of the Woman's Board, as assistant to Mr. George Hough Perry. From that time until the very last day of the Exposition, the Woman's Board had the most cordial and helpful assistance from this Division. Outside of the general work for the Exposition, Mr. Perry was always ready to give time and service for consultation and co-operation in the endless business that was handled by the Woman's Board. His enthusiasm, his quick understanding and never-failing interest in the plans of the Exposition women, made "exploitation" a genuine pleasure. Mr. Perry also placed at their service the expert knowledge of Mr. Nolan Davis and Mr. A. H. Merrill, two of his department heads, men whose cour-

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tesy and help will always be gratefully remembered. In fact, similar co-operation was given by his entire staff.

The Woman's Board was from the very start of its activities so deeply interested and engaged with its work for the Exposition that there never was time or inclination to make any but the most meagre public record of its accomplishments. This attitude was so marked that every once in a while there would be a verbal search warrant issued by the casual inquirer as to what the Woman's Board was doing. When some definite action was taken or anything worth while achieved, word was sent broadcast. The policy of the women was never to tax the generosity of any part of the public press by asking space for the presentation of unimportant accounts as to the development of their plans. The cause for which the Woman's Board stood committed was too great, and the measures for which they were sponsors too important for the members to fritter away time and energy in presenting ephemeral details.

The first stupendous piece of "exploitation" undertaken by the Woman's Board was the organization of the women of the State. That step sent to the farthest parts of California, definite facts about the Exposition. It interested an army of women in the cause and opened up a definite avenue of publicity. In this way chairmen and sub-chairmen became active assistants in the depart-

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ment of exploitation. Every bulletin sent to them from the Woman's Board was used as material for copy for their local publications. The women of the State never failed to co-operate with the Board in this important measure. This specific "exploitation" was interestingly beneficent in that it put California women in touch with Exposition information from the months of its making until its beautiful realization. It prepared them for the most helpful and delightful participation in one of the greatest experiences the world has ever known, and certainly, the greatest of their generation.

Following in the wake of organization, the exploitation department arranged for a membership badge. Its purchase was not obligatory, because of the desire of the Board to keep membership within the monetary reach of all. A majority of the great roster availed themselves of the privilege of possessing this tangible evidence of participation, which was also an extremely interesting souvenir.

The design of this badge became the seal of the Woman's Board. It was made by Mrs. Lucia K. Mathews, one of California's artists of distinction. It is interesting to note that Mrs. Mathews' husband, Arthur Mathews, himself a painter among the first of the land and one of the men who did the murals for the Exposition, made the design for the official seal of the Expositi-

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tion. Mrs. Mathews' design was her contribution to the work conducted by the women. She was as generous as her drawing was beautiful. She developed an idea that seemed eminently fitting. Against a background of sky and water, she had Columbia opening the Gatun gates. The design was made in a circle and upon the outlining band was wrought the lettering. The same pin was used by the members of the Board and the Auxiliary with a slight change in color and designation. For the Woman's Board, the pin was done in two shades of blue and gold; for the Auxiliary, an attractive red was used for the band upon which the words "Woman's Auxiliary" were cut. The design admitted of an attractive color combination.

As soon as the site of the Exposition had been selected and the plans began to find expression in actual work, the absorbing interest of this great world enterprise suggested a piece of exploitation that had an educational value. It was the printing and distribution of more than half a million "lecturettes," the demand for which never ceased until the close of the Exposition.

In the first place, these small lectures were planned for the school children of California. The Exploitation Department knew that a knowledge of how the Exposition came about and how it was made would add immeasurably to the enjoyment and education of the chil-

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dren. Regarding the Exposition as a University with world information to give, the women saw that the young people of the State could not be ready to receive its benefits unless they had attended a "preparatory school" of some sort. The majority of them could not see the actual making of the Exposition, and so it was determined to take the Exposition to them. This was done in the "Lecturettes."

Knowing that it was possible for young children to get quite a definite knowledge of the wonderful Exposition if a description of it were presented in the simplest of language, a special series was prepared for them. The other series, "For Grammar and Higher Schools," proved to be most acceptable for the boys and girls grown tall. In many places all over the country, it was used for systematic study of the Exposition by the grown-ups. The sequence of the "Lecturettes" was as follows:

1—General Statement about the Panama-Pacific International Exposition.

2—Description of the site, how it was being prepared and a skeleton sketch of the general plan of the Palaces.

3—A Story of the World's Expositions that had preceded the one of 1915, beginning with the first one, which was held in Paris in 1798.

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4—Reasons for the selection of the site and the way in which the gardens were made.

5—The Palace of Machinery in charge of Capt. J. W. Danforth; the nature of its exhibits, and a record of its use for pre-Exposition affairs.

6—The Palace of Education and Social Economy in charge of Alvin E. Pope, and an explanation of the educational side of this department showing how the exhibits would differ from those of the same nature at all former Expositions.

7—The Social Economy Department, telling how the exhibits would, in every possible case, show working models, and calling attention to the fact that never before in the history of Expositions had there been such a presentation of this work for the betterment of humanity.

8—The California Building, with a description of the significance of its architecture and something of the uses to which this great structure covering nearly seven and a half acres would be devoted.

9—The Palace of Fine Arts, in charge of John E. D. Trask; the Palace of Liberal Arts and the fact that much of the statuary would be out of doors. Exhibits could only be mentioned casually.

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10—The Palace of Horticulture, with George H. Dennison as chief, with an outline of the exhibits and processes it would show.

11—The Palaces of Varied Industries and Manufactures, both of which were under the direction of Charles H. Green and which would hold an especial interest for children, as in the exhibits there they would learn of the things they see and use every day.

12—The Palace of Transportation, in charge of Mr. A. M. Mortensen, who was called the "Traffic Manager." Explanation in considerable detail of the wonderful things that were to be in this department.

13—The Exhibit of Live Stock, giving definite plans as to what Mr. D. O. Lively had secured for his important part of the Exposition.

14—The Palaces of Agriculture and Food Stuffs, both of which were under the direction of Mr. Thomas C. Stallsmith, with something of the nature of the exhibits.

15—The Palace of Mines and Metallurgy, under Mr. Charles E. Van Barneveld, particularly interesting because of its significance in the West.

16—A description of the way in which San Francisco and the Exposition was to provide for the physical com-

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forts of its visitors and of the way the 'Travelers' Aid was to plan for the moral protection of young people traveling alone.

17—A description of "The Zone," with an explanation of notable attractions.

18—A resume of the Conventions and Congresses and Conferences which were booked for the Exposition by Mr. Thomas A. Barr.

19—A story of the Auditoriums provided at the Exposition, in San Francisco and Oakland for the use of the great gatherings.

20—The illumination of the Exposition by William D'Arcy Ryan, and a description of the Tower of Jewels.

21—A description of the wonderful color scheme of the Exposition worked out by the great American artist, Jules Guerin.

22—The story of the Courts and mural decorations.

23—The Foreign Pavilions at the Exposition, telling of the nature of the participation of foreign countries.

24—A resume of the State Buildings and their significance as to construction.

When the "Lecturettes" were first planned, they were to be presented to the schools by the chairmen and sub-

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chairmen, who were to read one of them for the children each Friday afternoon, or to arrange for their presentation by the teachers. The "lecturettes" were made sketchy and short so that the children would not be wearied with detail. It was aimed to give them fundamental facts and stimulate their imaginations and interest. No paper was longer than ten minutes.

In a short time, the demand for the "Lecturettes" caused the Board to change the plan of distribution, sending them direct to every school in the State of California. The field was extended to include the State of Oregon, the School Superintendent of which signified his desire to have them. As in California, they were sent directly to the schools.

In a few months, requests came for them from Mr. Thomas Moore and Mr. John Kelley of the New York office of the Exposition, and in this way more than 100,000 were sent to the schools of the East. In all, more than 900,000 "Lecturettes" were circulated, reaching millions of children. As they were sent to schools, one for each class, the above numbers are not significant of the number of people reached. During the entire Exposition personal requests for sets were filled. The Woman's Board discovered that what was good Exposition information for children was equally so for their elders.

The Exploitation Department of the Woman's Board

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followed the newspaper and magazine notices that appeared throughout the country and when necessary sent follow-up material. Extended articles were prepared about woman's participation in the Exposition and were circulated all over this country and in foreign lands by the department of the Division of Exploitation which was under the jurisdiction of Mr. Hamilton Wright. Bohemia was particularly interested in the part women were taking in the Exposition, and one story, sent on request, was translated into the language of the country for an important magazine.

Attractive pamphlets were prepared after the plans of the Woman's Board were definitely outlined. Many special articles were written, one in particular appearing in an important special edition prepared by California women in Riverside. The regular routine of local publicity formed another and quite distinct phase of the general work of exploitation.

Supplementing the work of lecturers sent by the Exposition throughout the United States, the Exploitation Department of the Woman's Board notified club women in every city on the itinerary of the dates and subjects of the lectures, thereby increasing interest and insuring cordial audiences.

Hundreds of talks were given by members of the Board before all kinds of audiences and in many places

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throughout the State. Trips covering many days were frequently made, and invitations for speakers were often accepted on a few hours' notice.

To enlarge the scope and interest of the Exploitation Department, the Board made a number of appointments of what were designated as "Associate Directors," the articles of incorporation of the Woman's Board limiting the number of regular directors. This action brought into the work Mrs. George Hough Perry, Mrs. Minnie Sabin Cooper, Mrs. Alexander Russell, Mrs. Charles S. Stanton, Mrs. Mary Austin, Mrs. George B. Sperry and Miss Janet Peck of England. Mrs. A. P. Black, who was an associate director, by reason of her responsibilities as chairman of San Francisco became an active and valuable member of this department, as did Mrs. Edgar J. DePue, county chairman of Yolo. Mrs. S. M. B. Healy, an Auxiliary member, spoke for the Board in Panama and in the East.

Special honor is due Mrs. Minnie Sabin Cooper for a masterly piece of publicity work. It meant practically four months' service. She represented the Woman's Board, acting with Chief D. O. Lively in organizing and exploiting the Children's Pet Exhibition. Mrs. Cooper's well-directed efforts brought almost eleven hundred pets to the show, the most motley, well-beloved collection of lively feathers, furs and fins ever gathered

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under one roof. Competitive compositions, for which prizes were given, greatly stimulated interest. In judging the merits of these essays, Mrs. Cooper was assisted by Miss Jean Parker, Mrs. Joseph D. Grant, Mrs. M. C. Sloss, Mrs. P. C. Hale and Miss Edith Slack. For every possible reason prizes were given the exhibitors. Mrs. Cooper rallied many men to her support in this work for the children and their pets, and in addition had the most generous help from Mrs. M. H. de Young, Mrs. James Rolph, Jr., Mrs. Jesse Lilienthal, Mrs. C. M. Cooper, Mrs. W. C. Ralston, Mrs. Morton Lindley, Miss Etta Powers, Mrs. D. R. Jones and Mrs. D. Wood.

There were many times when the stress of exploitation work, particularly in the matter of distribution, became taxing. At such times valuable assistance was given by Miss Erna St. Goar (Mrs. John Hubert Mee), Miss Eleanor Davenport, Mrs. George C. Sargent, Miss Myra Jeffers, Miss Edna Cohn, Miss T. Kristensen, Miss Fernanda Pratt, Mrs. Leon Goldman, Miss Edith Treanor, Miss Johanna Volkmann, Miss Edith Slack, Mrs. Agnes Lane Leonard, Miss Charlotte Hughes, Miss Alice Chambers and Miss Edna Rooney.

Because of its great variety, the work of the Exploitation Department of the Woman's Board was always worth while. It brought its members into intimate touch with every phase of the Exposition life.



CHAPTER IX

Motherhood Monument

JUST about the time the Woman's Board was coming into a full realization of the responsibilities it had assumed, it was asked by Mr. John E. D. Trask, Director of the Department of Fine Arts for the Exposition, to consider the question of sponsoring a movement to secure funds for a bronze monument to honor the Pioneer Mothers of California. The idea had been brought to him by Mrs. Ella Sterling Mighels. She presented a good brief to Mr. Trask, for he in turn became a beguiling advocate before the Woman's Board. He concluded his plea for the monument by saying that he would give such a statue the place of honor in the Palace of Fine Arts, and suggested that at the close of the Exposition it be presented to the City of San Francisco.

Notwithstanding the fact that the members of the board knew that the resources of California, and particularly those of San Francisco, were being heavily taxed to finance the Exposition, the appeal was irre-

sistible. Sentiment found a convincing incentive in the prospect of having an art treasure as a legacy from the Exposition that could at last be but a memory. It also minimized their discernment as to what they must put in the "ways and means" scales to make the dream come true. The weighing could not be an easy matter, for crowding out every material thought was the tenderest human sentiment. Every woman who voted to honor the wonderful pioneer mother, had in her heart that ever-cherished love that is akin to sweet pain for the mother who was still with her, or for the mother of hallowed memory who never seems far away. It was that all-encompassing love for each one's mother, recalling her joys, her sorrows and her sacrifices, that made it possible to put faith and courage into making a monument at that time to reverence all motherhood, despite many other engrossing obligations already assumed.

The Woman's Board had a vision of the significance of a monument to Motherhood. As far as it knew, this tribute would be the first concrete expression in bronze and marble of this world-devotion. Specific deeds of heroism, of patriotism and sacrifice by women had been honored in the plastic art. They knew of the monument in Portland, Oregon, to the little squaw who led the Lewis and Clark Expedition from the wilderness of the new land to its places of safety. They knew of the

tribute in New Orleans to the little bread woman who had taken from her own frugal store and given the best in service that others might not suffer. They knew that there had been definite honors, both in type and in art for the pioneer "men" and that the appellation had not been a generic term. Pioneer women, somehow, had been taken for granted. There never had been any public expression of honor for the women who had, without complaint, braved the hardships of the "early days of California," and who had contributed their energetic half to the prosperity of the new land.

When the issue came up for final consideration, there seemed to be never a doubt that the time had come to put into concrete form vagrant thoughts and feelings about the women who had walked side by side with the honored men. And so was launched the responsibility of erecting the monument to all motherhood, dedicated to the Pioneer Mothers. The two thoughts in the movement led in the beginning to some discussion and a little misunderstanding as to the artist's conception of his commission. The World-Mother was taken by some to be the Pioneer Mother, and as such, there was objection to type and habiliment. Because the sculptor was expected to epitomize all of everybody's ideas and ideals, his was the experience of all entrusted with similar responsibility. But like all really big men, he was ap-



MOTHERHOOD MONUMENT
DEDICATED TO THE PIONEER MOTHERS OF CALIFORNIA
IN ITS EXPOSITION SETTING
DONE BY CHARLES GRAFLY

proachable, and willing to make any consistent change. His way was not all clear sailing, but he met objections with a calm patience and a straightforward statement that in every possible way he would try to help the promoters to realize their dream of what such a statue should express, reserving quite rightly his decision as to the artistic unities.

In his original sketch Mr. Grafly modeled what might be termed a primitive mother. Some members of the association thought it would be better to have a woman typical of the life of the West, in view of the dedication. But before making any changes, Mr. Grafly accepted the invitation of the association to come to San Francisco for a conference. That was productive of satisfactory understanding on both sides. Mr. Grafly quickly realized the spirit of the West. Historically, he knew it, and in his quest along that line came most romantically upon pictures and data that served in the delineation of the bronze panels which are such a splendid feature of the monument. Later the critics knew that there was nothing haphazard about Mr. Grafly's interpretation or execution. All went well when the original idea of the universal mother was understood.

The work was begun with faith in the men and women of pioneer stock, in the men and women of

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every stock, knowing that they would hold dear the honor of the pioneer women still living, cherishing the while thoughts of the mothers who had done with life's problems. Honor bestowed for the loyalty, the fidelity, the courage and ability of the pioneer women was but honoring all motherhood; likewise the converse. What the women of the forties and fifties did, was but a token of what is found in the heart of every right-minded woman, elements that occasion promptly converts into help and hope, service and sanctity.

As the best means of handling the business side of this measure, an organization was effected called the Pioneer Motherhood Monument Association of California. Representing the Woman's Board, Mrs. Phoebe A. Hearst became the honorary chairman; Mrs. F. G. Sanborn, the chairman; Mrs. Ernest S. Simpson, vice-chairman; Mrs. Gaillard Stoney, the secretary, and Miss Caroline Snook, treasurer. The first meeting was held on Thursday, May 22, 1913, at the rooms of the Woman's Board in the Exposition Building, corner of Pine and Battery Streets, the scene of all the pre-Exposition activities.

On the original membership list, the pioneer families were represented by Mrs. Phoebe A. Hearst, Mrs. Eleanor Martin, Mrs. Timothy Guy Phelps, Mrs.

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Mary D. Prendergast,* Mrs. Emily North Whitcomb, Miss Catherine L. Cole, Mrs. Laura Phelps, Miss Caroline Snook, Mrs. Ella Sterling Mighels, Mrs. E. C. Wright, Mrs. William S. Tevis, Mrs. Paul Goodloe, Mrs. M. A. Huntington, Mrs. George J. Bucknall, Mrs. Florence Porter Pfingst, Mrs. John M. Burnett, Miss Lillian O'Hara, Miss Grace Livermore, Mrs. Henry P. Tricot, Mrs. Luther Wagoner, Mrs. Charles R. Shurtleff, Mrs. J. J. Donnelly, Dr. Mariana Bertola, Miss Alice H. Dougherty, Mrs. Grace W. Baker, Mrs. H. M. Green, Mrs. Olive Bedford Mallock, Miss Allison Watt, Mrs. May Boldemann, Mrs. Margaret Grote Hill, Mrs. E. Burke Holladay, George C. Sargent, Judge John F. Davis, Emmet Hayden, Mrs. J. M. Goewey, Mrs. W. H. O'Brien, Mrs. Matilda Hirleman, Mrs. Ellen Jewell, Mrs. Alice Gally, Mrs. Mary Bates McLennan, Mrs. Horace Hill, Mrs. Ellen Lees Leigh, Mrs. B. M. H. Gurnett, Mrs. Jane Martel, Miss Josephine Crowley,* Mrs. A. J. Vining, Mrs. Mary Deneger, Mrs. Annie Morrison Reed, Mrs. Louis Sloss, Miss Mary E. Callaghan, Mrs. Aylett R. Cotton, Mrs. A. Perry, Mrs. Henrietta Barry Byrne, Mrs. K. D. Boynes, Mrs. Louis K. Rike, Mrs. Sidney S. Palmer, Mrs. Richard Sprague, Mrs. Laura Bride Powers, Mrs. C. C. O'Donnell, Miss Josephine F. Daniels, Mrs. John

*Deceased.

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Gallwey, Mrs. W. B. Burnett and Mrs. Charles W. Slack.

This body of men and women represented the Association of Pioneer Women (those who came in forty-nine), The Woman's Auxiliary of the Society of California Pioneers, The Daughters of California Pioneers, Sons and Daughters of the Santa Clara County Pioneer Society, Native Sons of the Golden West, and Native Daughters of the Golden West.

There was no delay in starting. Within a week after organization was effected, the following committee was appointed by the chairman, Mrs. Sanborn: Mrs. George J. Bucknall, chairman; John E. D. Trask, secretary; John Galen Howard, George W. Kelham, M. Earl Cumming, Mrs. P. A. Hearst, Mrs. William S. Tevis, Dr. Mariana Bertola, Mrs. Ella Sterling Mighels, Mrs. Timothy Guy Phelps, Mrs. Paul Goodloe, Mrs. Ernest S. Simpson, Mrs. E. C. Wright, Mrs. M. A. Huntington, Mrs. Florence Porter Pfingst, Mrs. Louis Sloss, Judge John F. Davis and Hon. James D. Phelan.

After extended correspondence with ten of the leading sculptors of this country, including those of California, the unanimous choice of the Art Committee was Charles Grafly of Philadelphia. This action was unanimously endorsed by the association. Mr. Grafly agreed

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to make the monument for \$22,500 and estimated that \$2,500 more would be required for the pedestal and installation. The statue was due to be delivered at the Exposition December 31, 1914.

Months passed with the routine business of collecting money. The Native Daughters at their Grand Parlor made a twenty-five cents per capita tax, which meant approximately a fund of \$2,500. This was the first large contribution. Judge John F. Davis brought the matter to the Native Sons, an organization which could not, according to its by-laws, levy a per capita tax, so their contribution to the fund was voluntary. Judge Davis addressed every parlor in the State of California, with the result that a clear \$4,560 was given to the cause. The presentation was formal and made to Mrs. F. G. Sanborn and Mrs. P. A. Hearst by Mr. Louis Mooser, president of the Native Sons; John McDougald, treasurer of the Native Sons, and Judge John F. Davis at the Fairmont Hotel. With this substantial contribution came a message of good-will confirming the conviction that the Native Sons and Native Daughters, the children of the Pioneer Mothers as well as those belonging to the later years, rallied promptly to the call of those concerned with the business side of this fine project.

The Pioneers, headquartered at San Francisco, found that their constitution and by-laws stood between them

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and contribution. A collection of especial interest was that of \$500 made by Alfred Woodhams of the Santa Clara Society of Pioneers. Although eighty-four years of age, Mr. Woodhams traveled over his county, loyal to his self-imposed task. His enthusiasm was a spur to many a good-natured but easy-going friend of the cause.

The first realization that from a financial standpoint, the time was not propitious for the collection of any fund that did not represent a necessity, was confirmed as the months passed. If it had not been for the unflinching courage and the unending resourcefulness of the chairman, Mrs. Sanborn, the Motherhood Monument would not have been realized, despite the good efforts of the Native Sons and Daughters and the generous few. Her inspiration carried the laggards, those who meant well, but who could not see the way when success was not immediate. Mrs. Sanborn's insight and continuous effort opened one avenue after another.

There was a sincere desire that the monument should represent the little given by many so that its significance should not be lost. With that thought in mind, Mrs. Sanborn felt that it would be good for the school children of the State to give their mite in the name of Mother. She went to Sacramento in April, 1914, to consult with Mr. Edward Hyatt, the State Superintendent of Public Schools. With the most sympathetic interest

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in the cause, he gave instant co-operation, and sent a circular letter to every city and county superintendent in the State.

This move was carried out with remarkable success, considering that by the time the circulars reached the schools, some of them were closing for the term. In San Francisco, the pennies amounted to \$661.59. When all the pennies were counted, the amount aggregated \$1,362.02, contributed approximately by 136,000 children, each one of whom will always have a sense of proprietorship in the beautiful monument, and be the better men and women for the sentiment awakened by their participation. It would have been pleasant to have had but a penny from every one, but the boys and girls grown tall had to give what they could spare, so that the monument might grace the Exposition, and recall to all the visitors something of the women who braved the dangers of the pioneer days of the country that had grown into a wonderland.

Vacation days and the absence in Europe of Mrs. Sanborn made a summer lull in the work of collection. As soon as she returned, Mrs. Sanborn waited upon Governor Hiram W. Johnson and at her request, he made Saturday, October 24th, "Mother Monument Day."

Because of lack of time to perfect the State-wide

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organization necessary to make the collection in one day, the return was not worthy of the cause and the splendid appeal made by the Governor. But in one way and another, money enough was raised to insure the actual making and casting of the statue and its placing on a temporary base in front of the great rotunda of the Fine Arts Palace on June 30, 1915. Mr. Grafly did not insist on the letter of his contract. He took the money as it could be paid and graciously waited "for the balance."

In justice to Mr. Grafly, as well as to the men and women and children who were making the monument possible, nothing was left undone to insure satisfactory results. When Mrs. Sanborn reached this country from a stay in Europe, she went with Mr. Sanborn, July 19, 1914, to Gloucester, Mass., where Mr. Grafly had his summer studio and where he modeled the statue. From this visit, a satisfactory report was brought to the Association in San Francisco. It was agreed, however, at that time, that still another committee should see the model before it was sent to the foundry. The committee was composed of Mrs. Phoebe A. Hearst and United States Senator James D. Phelan. They reached Boston on their appointed day, and gave the final approval and the model was hurried to the foundry in Pennsylvania.

The extra precautions taken in regard to this monument meant several months of delay, so instead of being installed at the Exposition on the last day of December, 1914, it was June, 1915, before it was ready for unveiling. The ceremony took place June 30th at four o'clock, and it was agreed that it was by far the most beautiful and impressive celebration of the thousands that had marked the interesting way of the Exposition. In justice to all the others, it must be admitted that over none brooded such appealing sentiment, and no other had the good fortune of so majestic and beautiful a setting. Mr. Trask gave the statue the center of the peristyle of the Fine Arts Palace in front of its main entrance. Hundreds of seats were arranged to the north and south. In every vista was either the lagoon, some beautiful growing thing or some exquisite work of art. And all these fascinating views were framed by the columns that lent their grace and dignity to this palace, which is enchanting by night and inspiring by day. Every feature of its marvelous setting seemed eminently fitted for this picturesque dedication.

Judge John F. Davis, Grand President of the Native Sons of California, was chairman of the day. Seated with him were Mrs. Hearst, the honorary chairman of the Association; little John Randolph Hearst, her young grandson, who had been selected to "pull the

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string" of the enveloping flag; President C. C. Moore of the Exposition; President Benjamin Ide Wheeler of the University of California, who wrote the dedication which appears on the bronze panel on the front of the pedestal; Mr. John E. D. Trask, Chief of the Department of Fine Arts; Mrs. Margaret Grote Hill, Grand President of the Native Daughters; Mrs. George J. Bucknall, chairman of the Art Committee, who was little four-year-old "California" when her native State was admitted to the Union in 1850; Mrs. Helen B. Ladd, president of the Pioneer Women's Association; Mrs. Charles C. Moore, and Mr. A. R. Woodhams, of the Santa Clara Pioneer Society.

Judge Davis in giving the monument into the custody of President Moore, said in part:

"The finest church in the world, Notre Dame of Paris, set on the most beautiful boulevard in the world, honors a mother, but never before in the world has there been erected a monument for the explicit purpose of honoring motherhood in the abstract. The Panama-Pacific International Exposition has established a precedent. On the pedestal, you will see the reminders of the terror and horror of the immigrant trail. But also, you will see the bow of promise, the galleons of the Pacific Seas and the Golden Gate. I shall now ask little John Randolph Hearst, the grandson of one of the

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noblest women of the country, to pull the cord that will unveil the monument. I shall give him a command that I trust he will remember all the days of his life—John, pull the string.”

There was a mighty tug by strong young arms and then the statue was revealed. The Exposition Band played the “Star Spangled Banner,” while the flag that enveloped it floated away to an arch in the Fine Arts dome, making a picture with a real thrill in it.

The statue is heroic in proportion. This world-mother typifies majesty, dignity, intellect, efficiency, sympathy and love. She is presenting her two beautiful children to the future with full faith, but protecting them the while.

The sentiment and significance of the dedication to the Pioneer Mother is specifically expressed in the panel, which, like the statue, is bronze. The pedestal is of fitting marble. The dedication appears on the front panel. Written by President Benjamin Ide Wheeler of the University of California, it reads:

“Over rude paths, beset with hunger and risk, she pressed on toward the vision of a better country. To an assemblage of men busied with the perishable rewards of today, she brought the threefold leaven of enduring society—faith, gentleness, hope, with the nurture of children.”

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Below the inscription is a relief map of the old Oregon and California trails to the West, secured from the Iowa State Geographical Society. Another bronze panel with prairie schooner and western group, occupies the rear of the base.

President Moore accepted the gift for the Exposition, saying in part:

"I hope John Randolph Hearst will remember this occasion and tell it to his children and his grandchildren, for never in his life will he participate in a more beautiful ceremony or one fraught with more sacred sentiment. Never in the world's history has there been such a noble, beautiful and majestic setting for a ceremony. The sentiment here glorified is more human than any other which may be entertained by man, for it pays honor to man's best friend, the one whose confidence in him never falters. The environment, the spirit, the very air here, interpret man's idealistic conception of motherhood. To the women who have given this splendid monument to the world, all honor is accorded from the public with special honors from the Exposition. These buildings will soon be razed. It were idle to hope that they will be perpetuated, but this exquisite monument will endure."

Mrs. Hill, speaking for the Native Daughters, paid a tribute to Mrs. Hearst and Mrs. Sanborn, the two

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women who had done the most to bring the idea of a motherhood monument honoring the Pioneer Women of California to a successful fruition.

Senator James D. Phelan, the son of pioneers, added his message of appreciation for the sentiment that had given the beautiful monument to the Exposition and the city.

Mr. John E. D. Trask declared that what the Col-leoni was to Venice, the Lion of Lucerne to Switzerland, the Shaw Memorial of St. Gaudens to New England, the monument of the Pioneer Mother will mean to the entire West.

Dr. Benjamin Ide Wheeler's tribute, splendid in its every thought and classic in its phrasing, is so exquisite a eulogy to the pioneer women of California, it is quoted in full. He said:

"We stand in a great place. The mountains look down on the sea. Tide and highway meet. The new West faces the ancient East. We are assembled on a great day. High festival proclaims how a youngest nation joining its coasts into one, opens here the chief portal of its fate. It is a place and a time when such symbols as we rear speak with their deepest meaning.

"The skill of the artist has fashioned in beauty for us here the figures of mother and children. What they shall, however, mean to each of us will depend where-

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with we each shall see. But this much will be open to every eye: where the mother is, there is the present home; in the mother's forward look, there is the hope of the days to come.

"It is the work of men to take risks and to pursue the irregular and the extraordinary; it is the task of women to establish normal standards and to appoint the recurring order of things. Men drive at the shifting goals of the day; woman's life yearns toward permanence and order, morals and the home.

"The men of the pioneers were riskful and virile far beyond the ordinary lot of humans. Seldom had men in all the experience of the world been called upon so suddenly to create for themselves a new mode of living. The vehement and the temporary were written on all their doings and arrangements. Danger and hardship beset them in all their paths.

"But for the presence of women it would have been after all only a foray or raid. Men would have taken what they wanted, scarred the hillside and made off. Beauty and order, home and fireside, school and church had not been there at all.

"This woman who draws her children about her creates the sacred shelter of the home and lays thereby the deep and sacred foundations of human society. The woman who peers out widely over the rough paths and

perils toward a vision of blessed valleys brings with her the promise of sweetness and light and faith in better days and nobler things."

The presence of Mrs. Pattie Lewis Reed gave a touch of exquisite pathos, the more marked because totally unexpected. Mrs. Reed, the only surviving member of the immigrant Donner Party, was brought from the audience to the platform. When she was presented Judge Davis sketched the fateful story of the Donner Party, nearly every member of which died on the shores of the lake which now bears the name of the courageous company. As he talked, the dainty pioneer lady opened a treasured package which contained the funny, old-fashioned bit of a doll she had carried across the plains, cuddled through that long dreadful winter and preserved during all the intervening years.

And so it was that there were smiles and tears on that wondrous day in 1915 when the best of all human impulses—reverence and patriotism—were stirred to heart-depths by the beauty and significance of the ceremonies attending the presentation to the Exposition and the Municipality of the gift statue honoring the Madonna of the West.



CHAPTER X

Stockholders

QUITE like the men and the women who became stockholders of the Panama-Pacific International Exposition, the women who supported the co-operative, helpful attitude of the Woman's Board looked for no reward. The honor of their State and particularly that of San Francisco was at stake, and as citizens they were willing to maintain it by every loyal means.

Busy with many constructive measures, the Woman's Board made no active campaign to sell the stock it had issued. At the very beginning, a majority of the block of 25,000 shares was subscribed to by the thirty-six members of the Board. This action was both necessary and expedient, because authority should go with responsibility. Further, it was fitting that liability should be assumed by the women who were charged with the distribution of the funds.

This action of the Woman's Board was announced, also the fact that stock was for sale to women who could

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not or would not engage in the active work. Members of the Board invited friends to subscribe, and as time went on, many asked to buy stock in small quantities. In all, there were three hundred and eighty-five stockholders.

Annual meetings were held and reports submitted, also important measures, such as the organization of the Travelers' Aid Society. Directors were elected and routine business transacted. Interest in the work always assured a good attendance.

An important meeting was called for December 4th, the last day of the Exposition, but it was adjourned until the afternoon of December 9th, when reports were made and an estimate submitted by the Treasurer of the probable balance to the credit of the stockholders when work in hand was complete. When the announcement was made that the amount would approximate several thousand dollars a motion to give it to the Travelers' Aid was unanimously carried. One provision went with the gift—that the money be placed as the nucleus of an endowment fund to bear the name of the Woman's Board of the Panama-Pacific International Exposition.

The stockholders of the Woman's Board were:

ADAMS, MRS. EDSON F.

ADAMS, MRS. LAWSON S.

AINSWORTH, MRS. FRANK H.

ALEXANDER, MRS. C. B.

ALLEN, MRS. GENEVIEVE

AMES, MRS. FISHER

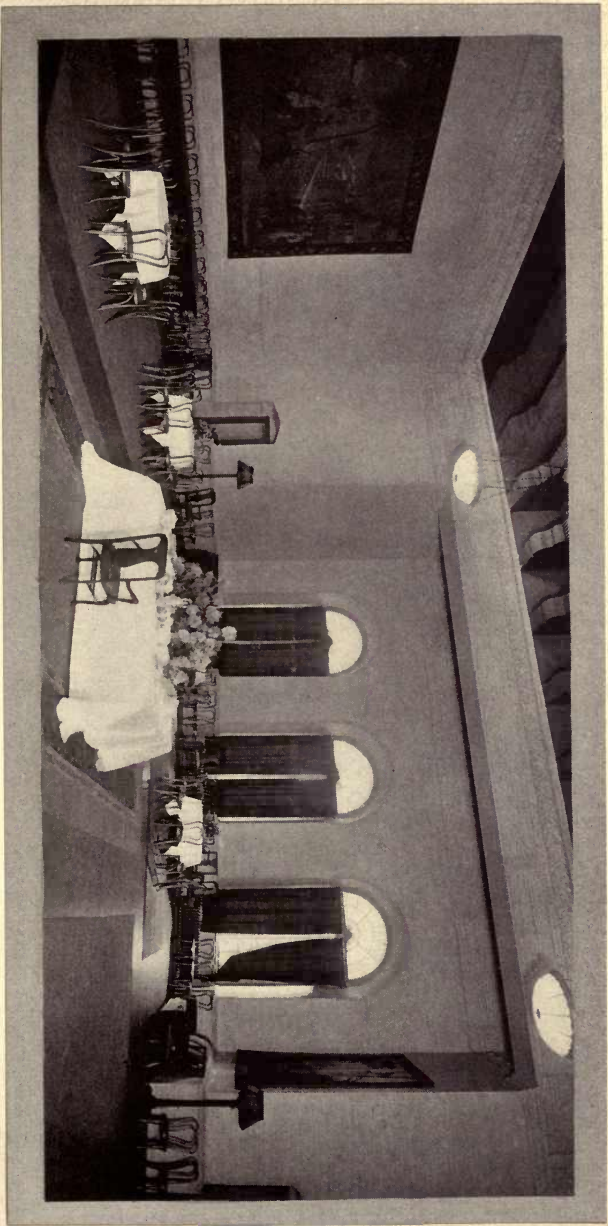
PROBLEMS WOMEN SOLVED

- ANDERSON, MRS. ALDEN
 ANDERSON, MRS. FRANK B.
 ANGELLOTTI, MRS. F. M.
 ASHE, MRS. WM. W.
- BAILLY, MRS. T. EDWARD
 BALL, MISS KATHERINE R.
 BALDWIN, MRS. A. S.
 BANCROFT, MRS. A. L.
 BATES, MRS. GEORGE E.
 BAXTER, MRS. GEO. P.
 BELSHAW, MRS. CHAS. M.*
 BENEDICT, MRS. EGBERT J.
 BENEDICT, MRS. EMMA HAYES
 BENTLEY, MRS. ROBERT I.
 BERNHARD, MRS. GEO. M.
 BERRYHILL, MRS. JAMES I.
 BERTOLA, MARIANA, M. D.
 BIGELOW, MRS. S. C.*
 BIXLER, MRS. DAVID
 BLACK, MRS. ALFRED PRESSLEY
 BLACK, MRS. JAMES A.
 BLACK, MRS. ORLOW
 BLACK-SPENS, MRS. H.
 BLANDING, MISS LENA
 BLANEY, MRS. CHAS. D.
 BOGGS, MRS. A. G.
 BOWLES, MRS. PHILIP E.
 BOWMAN, MISS ELSIE
- BOYD, MRS. FRANK GAVIN
 BOYD, MRS. JOHN F.
 BOYD, MISS LOUISE ARNER
 BRADLEY, MRS. F. W.
 BRICE, MISS ELIZABETH B.
 BRICE, MRS. ELIZABETH T.
 BRIGGS, MRS. CLARENCE F.
 BRIGGS, MRS. WALLACE W.
 BRIGGS, MRS. WM. ELLERY
 BRINEGAR, MRS. E. P.
 BROUGHER, MRS. HENRY CALVIN
 BROWN, MRS. ABRAHAM LINCOLN
 BROWN, DR. ADELAIDE
 BROWN, MRS. ARTHUR MERRILL
 BROWN, MRS. FRANK L.
 BUCK, MRS. JOHN A.
 BUCK, MRS. WALTER E.
 BULLARD, MRS. EDWARD D.
 BUNCE, MRS. ELIZABETH
 BURCH, MRS. ALBERT
 BUTIN, MRS. J. S.
- CAMERON, MRS. GEO. TOLAND
 CAROLAN, MRS. FRANCIS
 CARPENTER, MISS ESTELLE
 CARR, MRS. AUSTIN L.
 CERF, MRS. MARCEL E.
 CHICKERING, MRS. ALLAN
 CLARK, MRS. BAYLESS COLEMAN

*Deceased.

PROBLEMS WOMEN SOLVED

- CLARK, MRS. WARREN D.
 CLARKE, MRS. CRAWFORD W.
 CLOUGH, MISS HILDA
 COLEMAN, MRS. ETTA
 COLEMAN, MRS. ROBERT LORD
 CONGER, MRS. SIDNEY J.
 COOK, MRS. PETER C.
 COOPER, MRS. MINNIE SABIN
 COTTON, MRS. A. R.
 CRAWFORD, MRS. JAMES C.
 CROCKER, MRS. C. H.
 CROCKER, MRS. HENRY J.
 CROCKER, MRS. WM. H.
 CROCKETT, MRS. CARO
 CROWELL, MRS. MONTFORT K.
 CURREY, MRS. ROBERT J.
 CURTISS, MRS. G. L.
 CUSHMAN, MRS. DOUGLAS
 CUTTEN, MRS. J. E.
- DANIELS, MISS JOSEPHINE F.
 DARLING, MRS. JOHN A.
 DAVIS, MRS. JOHN F.
 DAVIS, MRS. WINFIELD SCOTT
 DECKER, MRS. KATE A.
 DEERING, MRS. T. P.
 DEGREAYER, MRS. JEAN E.
 DENNISON, MRS. WALTER E.
 DENMAN, MRS. WILLIAM
 DE PUE, MRS. E. J.
- DETRICK, MRS. JESSIE BOWIE
 DEVLIN, MRS. ROBERT T.
 DEVLIN, MRS. WILLIAM HUGH
 DEYOUNG, MRS. M. H.
 DEYOUNG, MISS PHYLLIS
 DIETRICH, MRS. H. D.
 DILL, MRS. LAURA MARSHALL
 DIMOND, MRS. EDWIN R.
 DUNNE, MRS. PETER FRANCIS
 DONOHOE, MRS. JOS. A.
 DONOVAN, MRS. ELLEN DWYER
 DORNE, MRS. NELLIE W.
 DOZIER, MRS. THOS. B.
 DUTARD, MRS. HIPPOLYTE
- EDWARDS, MRS. C. H.
 EDWARDS, MRS. JAMES W.
 ELLIOTT, MRS. ADELAIDE
 ESBERG, MRS. MATILDA
 ESBERG, MRS. MILTON H.
 EYRE, MRS. EDWARD L.
- FARRELL, MRS. JAMES
 FENNIMORE, MRS. WATSON D.
 FIFE, MRS. JOHN
 FINNELL, MRS. JAMES
 FISK, MRS. KATE B.
 FITCH, MRS. CLARA V.
 FITCH, MISS VIRGINIA
 FLEISHHACKER, MRS. MORTIMER



WHERE BANQUETS, LUNCHEONS AND "AT HOMES" WERE GIVEN
IN HONOR OF THE EXPOSITION'S DISTINGUISHED VISITORS

PROBLEMS WOMEN SOLVED

- | | |
|------------------------------|----------------------------|
| FLINT, MRS. THOMAS | HANIFY, MRS. JOHN |
| FLOURNOY, MRS. JOHN | HARVEY, MRS. JOSEPH |
| FOLGER, MRS. J. A. | HASTINGS, MISS ELLA |
| FORDERER, MRS. GEORGE S. | HAUGH, MRS. S. J. |
| FREEMAN, MRS. ABRAHAM C. | HAVEN, MRS. THOS. EASTMAN |
| FREEMAN, MISS MABEL | HAYES, MISS LIDA A. |
| | HAYS, MRS. JACK |
| GALLWEY, MRS. JOHN | HEARST, MRS. PHOEBE A. |
| GHIRARDELLI, MRS. LOUIS | HECHT, MRS. HELEN |
| GIFFIN, MRS. O. F. | HELLER, MRS. E. S. |
| GOODRICH, MRS. EDWARD E. | HELLMAN, JR., MRS. I. W. |
| GOODWIN-BERRY, MRS. MINDORA | HENSHAW, MRS. WILLIAM G. |
| GOOSEN, MRS. HENRY | HERTZ, MRS. LOUIS |
| GOTTLOB, MRS. J. J. | HETH, MISS NANNIE RANDOLPH |
| GRANGE, MRS. CLARENCE | HIGGINS, MRS. MARVIN R. |
| GRANT, MRS. JOSEPH D. | HOGUE, MRS. LUNDY B. |
| GRIMES, MISS ALICE | HOLLINGSWORTH, MISS NELLIE |
| GRUNSKY, MRS. C. E. | HOLMES, MRS. C. EDWARD |
| GUNST, MRS. M. A. | HOLMES, MRS. E. CLARENCE |
| | HOLMES, MRS. HOWARD C. |
| HAAS, MRS. A. | HOOKE, MISS JENNIE M. |
| HAAS, MRS. WILLIAM | HOPKINS, MRS. TIMOTHY |
| HAKIM, MRS. WILLIAM NICHOLAS | HOUSTON, MRS. ALBERT |
| HALE, MISS CLARISSE | HOWARD, MRS. HORACE P. |
| HALE, MRS. O. A. | HOWARD, MISS KATHERINE I. |
| HALE, MRS. P. C. | HUGHES, MISS CHARLOTTE E. |
| HALE, MRS. REUBEN BROOKS | HUNT, MRS. CHAS. F. |
| HALL, MISS KATE M. | HUNT, MRS. E. L. |
| HAMMER, MRS. WM. | HUNTINGTON, MRS. MARY A. |

PROBLEMS WOMEN SOLVED

IRELAND, MRS. WM. BETHUNE	LINDLEY, MRS. DOUGLAS A.
IRVINE, MRS. WILLIAM HENRY	LLOYD, MRS. CHAS. R.
	LONG, MISS AMY
JACKS, MRS. L. D.	LONG, MRS. OSCAR F.
JACOBS, MRS. E. P.	LONG, MISS SALLY
JOHNS, MRS. JOHN	LOW, MISS FLORA C.
JOHNSON, JR., MRS. HIRAM W.	LOWENBERG, MRS. I.
JOYCE, MRS. F. L.	LUND, MRS. GEO. EMILE
JONES, MRS. A. F.	LUNDBORG, MISS FLORENCE
JUDSON, MRS. CHAS. C.	
JUNG, MRS. LEONIE	MABURY, MISS CARLOTTA
	MACDONALD, MRS. GEO.
KAHN, MRS. IRA	MACKENZIE, MRS. JOHN H.
KEENEY, MRS. CHAS.	MACKRILLE, MRS. IDA FINNEY
KNOBLOCH, MRS. NORA AGNES	MADARY, MRS. MATHIAS R.
KNOX, MRS. FRED. W.	MALPAS, DR. IDA MAY
KOSHLAND, MRS. MARCUS S.	MARTIN, MRS. WALTER S.
KREBS, MRS. ABBIE E.	MATSON, MRS. WM.
	MAUD, MRS. CHAS. E.
LANDFIELD, MRS. JEROME B.	MCCARTHY, MRS. CHAS. F.
LANSDALE, MRS. PHILIP VAN H.	MCCREARY, MRS. FANNIE C.
LATHROP, MRS. LELAND S.	MCDONALD, MISS BLYTHE
LENT, MRS. GEO.	MCDONALD, MRS. JAMES
LEWANDOWSKI, MRS. J. A.	MCGEE, MRS. WM. J.
LEWIS, MRS. CHARLES L.	McKEE, MRS. JOHN D.
LILIENTHAL, MRS. ERNEST R.	McKINSTRY, MISS LAURA
LILIENTHAL, MRS. JESSE W.	McLENNAN, MRS. FRANK P.
LILIENTHAL, MRS. THEODORE M.	McMULLIN, MRS. JOHN
LINDGREN, MRS. C. J.	McMURTRY, MISS BELLE S.

PROBLEMS WOMEN SOLVED

ROTHSCHILD, MRS. JOHN	SLOSS, MRS. M. C.
RUDE, DR. ANNE E.	SLOSSON, MRS. HENRY LAWRENCE
RUSSELL, MRS. ALEXANDER	SMITH, MISS CHARLOTTE L.
	SMITH, MRS. JULIUS PAUL
SANBORN, MRS. F. G.	SMITH, MRS. MARY STEWART
SARGENT, MRS. GEO. CLARK	SMITH, MRS. SIDNEY V.
SCHILLING, MRS. AUGUST	SNOWBALL, MISS LUCILE
SCHLESINGER, MRS. BERT	SON, MISS BLANCHE E.
SCHLOSS, MRS. FLORENCE F.	SON, MISS HELEN ANNE
SCHWAMM, MISS LOUISE	SPENCER, MRS. FRED F.
SCHWAMM, MRS. MARGARETHA	SPERRY, MRS. AUSTIN
SCOTT, MRS. HARRY H.	SPERRY, MRS. GEO. B.
SCOTT, MRS. HENRY T.	SPIEKER, MRS. J. J.
SCOTT, MRS. IRVING M.	SPRAGUE, MISS FRANCES
SCOTT, MRS. LAURANCE IRVING	STADTMULLER, MRS. EDWIN W.
SEALE, MRS. JESSIE CARR	STANTON, MRS. C. S.
SESNON, MRS. WM. T.	STANWOOD, MRS. E. B.
SESSIONS, MRS. DAVID R.	STERN, MRS. ABRAHAM
SEYMOUR, MRS. WALTER	STERN, MRS. SIGMUND
SHEA, MRS. JAMES	STEVENS, MRS. WILLIAM E.
SHERMAN, MRS. L. S.	STONE, MRS. FREDERICK P.
SHERWOOD, MRS. HENRY H.	STONEY, MRS. GAILLARD
SHIELDS, MRS. ALEXANDER McM.	SUSSMAN, MISS EMILIE
SHURTLEFF, MRS. CHARLES A.	SWEET, MRS. JAMES S.
SIMPSON, MRS. ERNEST S.	SWEETLAND, MRS. CLIFFORD
SIMS, MRS. J. C.	SWIFT, MRS. JOHN F.
SINSHEIMER, MRS. A. Z.	
SLACK, MRS. CHAS. W.	TARKE, MRS. LOUIS
SLACK, MISS EDITH	TAYLOR, MRS. WM. HINCKLEY
SLOSS, MRS. JOSEPH	TEVIS, MRS. WM. S.

PROBLEMS WOMEN SOLVED

- | | |
|-------------------------------|-----------------------------|
| THIERIOT, MRS. FERDINAND | WEBER, MRS. J. J. |
| THOMAS, MRS. HARRY W. | WEBBER, MRS. GEO. EDWARD |
| TOBIN, MRS. JOSEPH OLIVER | WEINSTOCK, MRS. HARRIS |
| TOBIN, MRS. JOSEPH SADOC | WEIR, MRS. WM. B. |
| TODD, MRS. FRANK GREGORY | WENZELBURG, MRS. A. |
| TOWLE, MRS. G. W. | WETMORE, MRS. CLARENCE |
| TOY, MRS. GEO. D. | WHEELER, MRS. CHAS. STETSON |
| TRABUCCO, MRS. JOSEPH J. | WHITE, MRS. LOVELL |
| TUBBS, MRS. ALFRED S. | WHITE, MRS. ROBERT |
| TUBBS, MRS. WM. B. | WHITING, MRS. RANDOLPH V. |
| TUCKER, MRS. JAMES ELLIS | WILLIAMS, MRS. ELIA GILBERT |
| TUTTLE, MRS. C. W. | WILSON, MRS. RUSSELL J. |
| | WOOD, MRS. E. K. |
| VAN FLEET, MRS. WM. CARY | WOODWARD, MRS. THOS. P. |
| VAN WINKLE, MISS HELEN | WOOLSEY, MRS. CHESTER H. |
| VAN WYCK, JR., MRS. SIDNEY M. | WRIGHT, MRS. EDWARD CLARK |
| VOLKMANN, MRS. GEO. F. | WRIGHT, MRS. J. B. |
| | WRIGHT, MRS. SELDEN S. |
| WALLACE, MRS. HAMILTON S. | WYMORE, MRS. WILLIAM W. |
| WALTER, MRS. I. N. | |
| WARNER, MRS. MURRAY | YERINGTON, MRS. H. M. |
| WARR, MRS. H. | YOUNG, MISS EDITH |
| WATSON, MRS. WILLIAM C. | YOUNG, MRS. WM. W. |



CHAPTER XI

Finance

ONCE upon a time a San Francisco banker said to an interesting young woman actively engaged in practical philanthropies, that he would be quite happy to have her one of his directors. He declared that the kind of financing that could start without a dollar, run behind each month and come out at the end of a year with \$20,000 on the right side of the ledger was worth analyzing. This wonder-worker in finance was a member of the Woman's Board, but it was not her responsibility to think of its debits and credits. She felt entirely at home, however, because the miracle of money happened steadily throughout the years of its active existence.

The Woman's Board started without a dollar. It never received anything akin to a subsidy or a gift from official sources. It financed its affairs, guided by the best knowledge the members could bring to their problems, but backed always by an abiding sense of responsibility plus genuine enthusiasm and plenty of hard work.

PROBLEMS WOMEN SOLVED

Women associated with all former Expositions had but one problem—how to spend the money that was given to them. An official of the Board of Lady Managers of the St. Louis Exposition while in San Francisco made definite, interested inquiries as to the financial status of the Woman's Board. After a genuine expression of appreciation and astonishment she said:

“We had \$104,502.29 from the Federal Government. Of course, we worked to get it, but it was ours to handle as we would. Try as we did, we could not spend it all. We entertained every available person, we furnished our headquarters with the handsomest things obtainable, but we finally had to turn \$26,666.66 over to President Francis of the Exposition.”

In interesting ways, some expected and some not, money came, and to spare, to finance the great variety of undertakings of the Woman's Board. The members realized their obligations and they had faith that they would meet them, but they had no way of approximating their extent. Neither could they plan methods of procedure accurately. For the most part, they took each day's demand as it came, but “dipped into the future” just as fast and as far as the best available light would illumine a perfectly new road. Occasionally there was a little careful traveling in the dark, but the Board developed considerable ability to keep the lights in good order.

PROBLEMS WOMEN SOLVED

Handling and conserving the income of the Woman's Board was a real responsibility. It was assumed by Mrs. Philip E. Bowles, who was elected treasurer at the time of incorporation and served until the last day of the Board's accountability. When she accepted the trust, Mrs. Bowles announced her intention of filing a \$10,000 bond. Women accustomed to amiable, ruleless, enthusiastic ways of doing business, considering simple good faith as ample protection, would not have thought of such a formal action. Mrs. Bowles, equally unused to responsibility, but having a keen insight as to the kind of a trust she had undertaken, would proceed in no other way.

The members of the Board soon learned that there was some one at the helm who would not permit enthusiasms to bring the corporation anywhere near the red ink in their totals, and who was always ready to report on the financial status of the corporation. Her policy was generous and helpful, but firm and wide-awake. With this knowledge, women of the Board went their busy ways gathering their fund, comfortable and confident that their rating was always "solvent."

The finance committee, acting with Mrs. Bowles and the president, was composed of Mrs. I. W. Hellman, Jr., chairman; Mrs. Lovell White, Mrs. Frank Anderson, Mrs. Joseph D. Grant, Mrs. Phoebe A. Hearst,

PROBLEMS WOMEN SOLVED

Mrs. R. B. Hale, Mrs. Charles W. Slack, Mrs. Jesse W. Lilienthal and Mrs. Francis Carolan.

Articles of incorporation filed by the Woman's Board provided for a stock subscription of \$25,000, stock to be \$10 a share. As a great responsibility was vested in the Board, a majority of the stock was bought by the members. Of the entire block 1921 shares were sold, bringing to the Board \$19,210.

The next important step taken by the Board, having a financial as well as a great co-operative value, was the organization of the women of California into an Auxiliary, the status of which has been told in the chapter on County Organization. The membership fee of \$2 in the Auxiliary brought into the treasury \$14,802 from San Francisco County and \$16,940 from other counties. Supplementing the membership, the Board issued a pin which increased the Board's assets by \$2,698.55. A substantial source of income developed in the handling of the Tea and Luncheon Room and the Dansant Tea Service in the California Ballroom. It netted \$18,510.25.

The Board was most fortunate in its special contributions, Marin County women giving over \$1000 of the \$3,431.25 which came in that way. Generous contributions to the furnishing fund were made by Mrs. Phoebe A. Hearst, Mrs. George A. Pope, Mrs. Henry T. Scott, Mrs. I. Lowenberg, Mrs. Abbie E. Krebs, Mrs. J. R.

PROBLEMS WOMEN SOLVED

Bidwell, Mrs. Louis Sloss, and Mrs. J. F. Bedesen for Merced County.

For the accommodation of its Auxiliary members, the Board handled Exposition season tickets aggregating \$35,760. This was done without expense to the Exposition administration. As against that transaction, the Exposition handled a large amount of printing and publicity detail for the Woman's Board. There was always an exchange of service and courtesy between the two boards, just such as obtains in a large harmonious family, but which can never be expressed in terms of money. It is acknowledged freely and gratefully by both boards.

Interesting detail of the extensive entertaining of the Exposition guests done by the Woman's Board has been explained in a former chapter. One item in the treasurer's report of this feature deserves an explanatory note. It reads, "Payments, \$18,203.51," and against that amount, "Collections, \$7,583.25." This means that when members of the Board or other stockholders were participants in official entertainments, they paid their way. Their cards always carried the price per plate. This procedure obtained from the first of the pre-Exposition affairs to the last formal function. This statement in dollars and cents does not even remotely suggest either the extent or the cost of the entertaining done by the

PROBLEMS WOMEN SOLVED

Woman's Board, because a large percentage of administration expenses were incurred for this phase of the work. Further than that, no estimate can ever be made of the never-ending service given by the members of the Board who carried this responsibility.

Figures do not explain another account—the cost and salvage of furniture. That story must find its classification among those that tell of social service in which impulse, guided by a little common sense and human sympathy, determined procedure. When the Exposition closed all the normally salable furniture and carpets had found new owners, or were stored awaiting disposition. The remaining furniture had been made for unusual spaces and uses and could not have been sold except to a dealer for the proverbial song. Rather than stand responsible for this economic waste, it was decided to give large pieces to institutions in need of them and where they would give a life-time of service. Beneficiaries under this ruling were the Associated Charities, the Young Women's Christian Association, the Home for Incurables and the orphans.

It is not possible at the date of going to press to give the last item of income and expenditure, but it is possible to say where the balance in the treasury will go when double lines shall have ruled off the last entry. The stockholders, as noted in the preceding chapter, voted

PROBLEMS WOMEN SOLVED

that it should be given to the Travelers' Aid Society, organized by the Woman's Board and the dearest concern of the women of California. This action was taken, knowing that the amount might approximate several thousand dollars.

In order to save the last possible cent for this work, Mrs. Hearst, the Honorary President, always the Board's help in time of need, gave rent-free offices in the Hearst Building for the use of the corporation until it shall have discharged its last obligation.

The following report is submitted by Mrs. Bowles :

PROBLEMS WOMEN SOLVED

TREASURER'S STATEMENT

From date of Organization to December 7, 1915

RECEIPTS

Stock Subscriptions:		
1921 Shares at \$10.00 per share.....	\$ 19,210.00	
Memberships:		
San Francisco Auxiliary	\$14,802.00	
Other County Auxiliaries	16,940.00	
Permanent and Annual	198.00	31,940.00
Pin Sales:		
Membership pins	\$ 7,008.00	
Less cost	4,309.45	2,698.55
Directors' pins	\$ 205.00	
Less cost	184.50	20.50
Contributions:		
Individuals	\$ 2,284.50	
County Auxiliaries	1,146.75	3,431.25
Tea Room:		
Gross receipts	\$51,623.05	
Less operating expenses	40,772.29	10,850.76
"Dansant" Tea Service:		
Gross receipts	\$15,321.05	
Less expenses	7,661.56	7,659.49
Check Rooms		735.40
"Dansant" November 21, 1914 (Dedication of California Building):		
Gross receipts	\$ 4,619.00	
Less expenses	2,951.55	1,667.45
Received from Women's Panama-Pacific International Exposition Association		217.00
Interest on bank accounts		867.61
Miscellaneous		475.98
Furniture sales		1,375.20
Season tickets		35,760.00
TOTAL RECEIPTS		\$116,909.19

PROBLEMS WOMEN SOLVED

TREASURER'S STATEMENT

From date of Organization to December 7, 1915

DISBURSEMENTS

Legal expenses	\$	196.47
Expenses at 2364 Pacific Avenue		357.11
Rent of offices in Boyd Building, Pine and Battery Streets, 33 months		2,987.50
Postage		223.88
Stationery and office supplies		1,939.40
Salaries of employees		10,321.15
California Host Building expenses		3,081.89
Insurance premiums		418.30
"Revolving Funds"		524.00
Expenses of County Auxiliaries		90.23
Entertainment Account:		
Disbursements	\$18,203.51	
Less collections	<u>7,583.25</u>	10,620.26
Welfare work, payments to Y. W. C. A.....		372.14
Contributions to Travelers' Aid Society.....		6,000.00
Advance payment to Blair-Murdock Company, account publication of "Problems Women Solved"		1,000.00
Miscellaneous		1,055.52
Furnishings and equipment for California Host Building, Tea Room and Auxiliary Rest Room.....		28,538.91
Season tickets		<u>35,760.00</u>
TOTAL DISBURSEMENTS	\$103,486.76	
BALANCE, cash on hand, December 7, 1915.....		<u>13,422.43</u>
		\$116,909.19



CHAPTER XII

An Official Survey

THE Woman's Board was interested in the great humanitarian principles exhibited by the Department of Social Economy. The Department was likewise interested in the successful application of these principles to the management of the departments conducted by the Woman's Board. Added to this fact, I had the privilege of knowing their aims, observing their methods and seeing the results of their work. It measured up to the best standards. There was no preferment for individuals; the well-being of all was the dominating motive in every activity.

Despite the fact that San Francisco had recently been rebuilt at a cost of \$300,000,000 and more, that \$7,500,000 had been subscribed by its citizens for the Exposition, that the municipality and the State had each voted \$5,000,000 to the cause, that many citizens were embarrassed financially by the Mexican war situation, the members of the Woman's Board, quite undaunted,

PROBLEMS WOMEN SOLVED

faced the situation and raised funds sufficient to carry out their plans, exercising always the greatest efficiency and economy. They issued stock, which was practically a receipt for contributions. They organized the women of California into a great Auxiliary body, a proceeding as stupendous as it was unique. They secured a regular income from their luncheon and tea room service, and the members personally made generous contributions.

Against this income of approximately \$82,000, the Woman's Board shows a large amount spent for official entertaining, but of it considerable was expended for luncheons which were given to the aged, the infirm, the children of the poor, to several thousand charges of the Associated Charities, the Catholic Humane Society and the Hebrew Benevolent Association. A minimum was spent in administration expenses, a sum was given to the Young Women's Christian Association for pre-Exposition Travelers' Aid work, and practically all the remainder went or is going to the protective (not reformation) work of the Travelers' Aid Society of California.

The organization of this non-sectarian Travelers' Aid by the Woman's Board, I consider its greatest accomplishment, assisting as it did 136,491 visitors while they were in San Francisco for the Exposition. The women

of California have established a remarkable record for protection. Compared with the disastrous results at the Chicago and St. Louis expositions, the protective work done in San Francisco shows great advance in methods and is a worthy standard for further endeavor along the line of non-sectarian co-operation. As against the thousands of girls reported lost at both of the other exposition cities, the Chief of Police of San Francisco states that in 1915 there was only the average number of runaways and they were all located.

Members of the Woman's Board were appointed to assist the various chiefs of departments. One of the most valuable contributions was the series of lecturesses written by Mrs. Ernest S. Simpson for the school children. These lecturesses gave a general outline of the Exposition, its organization and its functions; a description of the architecture, sculpture, etc., and of the exhibits being organized in the different palaces. These were distributed in the public schools of the Pacific Coast, and in addition, several hundred thousand were sent to the Middle West and to the East. In fact, the demand could hardly be supplied. Mr. John Kelley, Exposition publicity manager for the Atlantic States, said that this was the best single piece of pre-Exposition publicity.

At other expositions the Boards of Lady Managers



LOOKING FROM THE FOYER TO THE RECEPTION ROOM OF THE
CALIFORNIA HOST BUILDING
WHERE THE RARE GOBELIN TAPESTRIES HUNG

PROBLEMS WOMEN SOLVED

contributed little to actual exposition management. In California, the status of the women was quite different. The success of the work here was due largely to the direction and assistance given by the Honorary President, Mrs. Phoebe A. Hearst, and to the wise, tactful and untiring efforts of the active president, Mrs. Frederick G. Sanborn, supported by the earnest, sincere and hard-working members of the Board and to the efficient work of the secretary, Mrs. Gaillard Stoney. No paid employee of the Exposition would put in longer hours or harder work than Mrs. Charles W. Slack who had full charge of the California Host Building.

It is a high tribute to the State of California that its best women should come forward and offer their untiring services for the good of their State and for the good of every other State and the Nation.

ALVIN E. POPE,
Chief of the Departments of
Education and Social Economy.



CHAPTER XIII

In Conclusion

LOOKING backward over the never-to-be-forgotten Exposition years and forward into the time when the experience of the Woman's Board may be of value to others enlisted for a similar cause, there are many reasons for reflection. In the train comes something akin to peace of mind for the successful solving of many problems—not the complacency that means inertia, but the kind of peace that gives women who participated in this work a realization of their ability to bear their part of any great responsibility.

It is significant of the thought and caution with which the women of the Board proceeded that they fulfilled every promise made to themselves or any one else. Pamphlets issued in the first days stated the policy of the Board and explained all the plans formulated at that time. On December 4, 1915, when all who loved the Exposition had to see "the lights go out forever," one of those pamphlets served as data for an inquiry from an-

PROBLEMS WOMEN SOLVED

other State as to the part women had taken in the great enterprise. It went its way with the memorandum, "All plans matured."

The story of achievement recorded in this book has not been told in a boastful spirit. Quite the contrary. The members of the Board view the years thoughtfully. They are grateful that women, newly come into a position of responsibility, are able to give a satisfactory account of their stewardship. They know the value of the development afforded by participation in so interesting a success. They realize that whatever measure of accomplishment was theirs, that fidelity, self-sacrifice and industry accompanied them all the way. They think of the stupendous endeavor that went into the making and holding of the Panama-Pacific Exposition, and know that their contribution was but one unit in the great aggregation of forces and thought that made it possible to open the Dream City on time, finished and beautiful; to conduct it without untoward accident or incident, and to close it in good faith on the scheduled day, with a full acknowledgment of every blessing that had brooded over the years and with a layman's blessing that was deeply significant.

Another exposition may come. To the women who will share responsibility with the men of that time and place, the Woman's Board of this time and place be-

PROBLEMS WOMEN SOLVED

queaths to them the secret of whatever success they have attained. It spells co-operation, faith, work.

To these women of the future, the teller of this story of adequate co-operation wishes for them a directorate with such a President as the Hon. Charles C. Moore, a committee for consultation composed of such courteous gentlemen as Mr. Reuben Brooks Hale, Mr. John Britton and Judge Curtis H. Lindley, a Director-General as wise and as kind as Dr. Frederick J. V. Skiff, a Secretary as untiring and engaging as Mrs. Gaillard Stoney, a Treasurer as faithful as Mrs. Philip E. Bowles, a Chairman on Entertainment as proficient and gracious as Miss Laura Livingston McKinstry, a first lady of their official home as courteous and devoted as Mrs. Charles W. Slack, and, above all, a President like Mrs. Frederick G. Sanborn, who never lost the way upon which her Board traveled in the best of fellowship, and an Honorary President like Mrs. Hearst, who eased that road at every turn and who always kept the light burning.

*Portrait Reproductions Woman's Board of
the Panama-Pacific International Exposition:
Directors, Honorary Vice-Presidents
Honorary Members and County
Auxiliary Officials*



MRS. PHOEBE APPERSON HEARST
Honorary President



Mrs. FREDERICK G. SANBORN
President



MRS. LOVELL WHITE
First Vice-President



MRS. I. LOWENBERG
Second Vice-President



MRS. WILLIAM HINCKLEY TAYLOR
Third Vice-President



MRS. JOHN F. MERRILL
Fourth Vice-President



MRS. FRANK L. BROWN
Fifth Vice-President



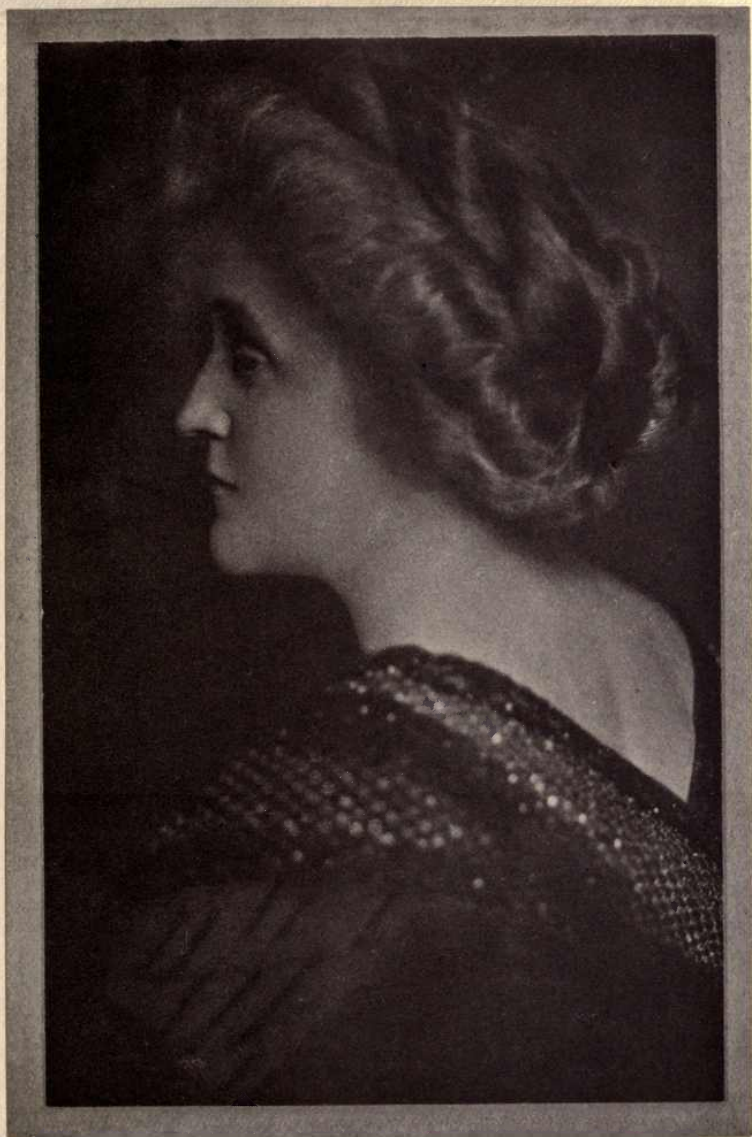
MRS. ERNEST S. SIMPSON
Sixth Vice-President
Assistant Division of Exploitation



Mrs. GAILLARD STONEY
Secretary



MRS. PHILIP E. BOWLES
Treasurer



MRS. EDWIN R. DIMOND
Assistant Treasurer



MRS. CHARLES W. SLACK
Auditor



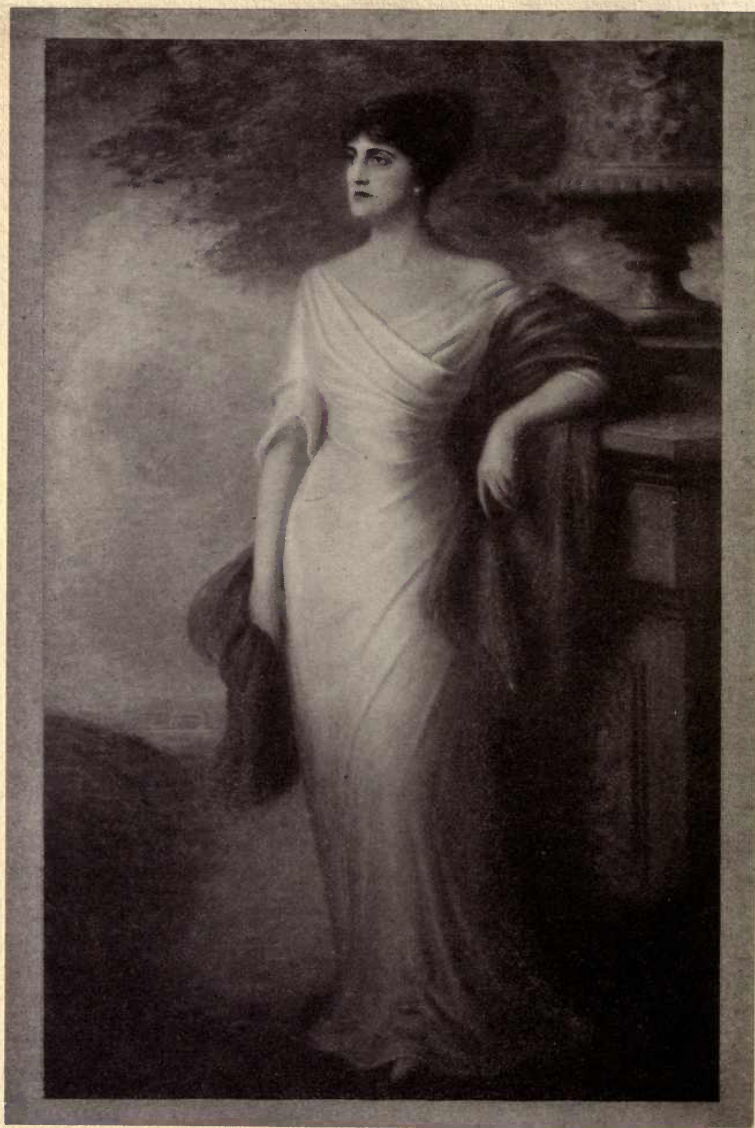
MRS. EDSON FRANCIS ADAMS
Director



Mrs. FRANK B. ANDERSON
Director



DR. MARIANA BERTOLA
Director



MRS. FRANCIS CAROLAN
Director
Assistant Department of Fine Arts



MRS. AYLETT R. COTTON
Director



MRS. JOSEPH A. DONOHOE
Director



Mrs. JOSEPH D. GRANT
Director



MRS. PRENTISS COBB HALE
Director



MRS. REUBEN BROOKS HALE
Director



MRS. I. W. HELLMAN, JR.
Director



Mrs. C. EDWARD HOLMES
Director



MRS. JOHN JOHNS
Director



MRS. ABBIE E. KREBS
Director



MRS. JESSE W. LILIENTHAL
Director



MISS LAURA LIVINGSTON MCKINSTRY
Director



MRS. ROBERT OXNARD
Director



MRS. HORACE D. PILLSBURY
Director



MRS. GEORGE A. POPE
Director



MRS. HENRY T. SCOTT
Director



MRS. LAURANCE IRVING SCOTT
Director



MRS. WILLIAM T. SESNON
Director



Mrs. MAX C. SLOSS
Director



MRS. WILLIAM S. TEVIS
Director



MRS. EDWARD C. WRIGHT
Director



MRS. JOHN F. SWIFT
Honorary Vice-President



Mrs. JOHN BIDWELL
Honorary Vice-President



MRS. MARY E. BUCKNALL
Honorary Vice-President



MRS. WILLIAM H. CROCKER
Honorary Vice-President



MRS. EMMA SHAFTER HOWARD
Honorary Vice-President



MRS. CHARLES B. ALEXANDER
Honorary Vice-President



MRS. IRVING M. SCOTT
Honorary Vice-President



Mrs. LOUIS SLOSS
Honorary Vice-President



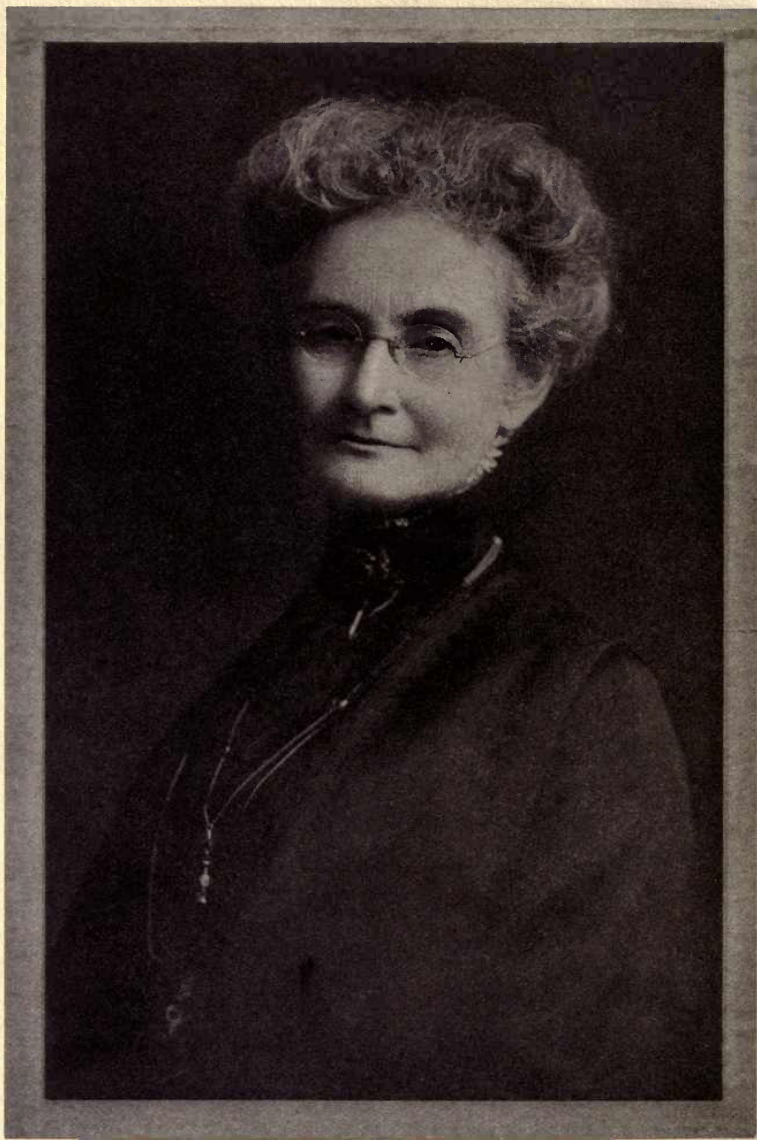
MRS. LEWIS W. MOORE
Honorary Vice-President



Mrs. ALONZO E. HORTON
Honorary Vice-President



MRS. ELLEN M. TRACY
Honorary Vice-President



MRS. G. D. STEVENS
Honorary Vice-President



Mrs. JAMES ROLPH, JR.
Honorary Member



MRS. FRANKLIN K. LANE
Honorary Member



MRS. MARION DE VRIES
Honorary Member



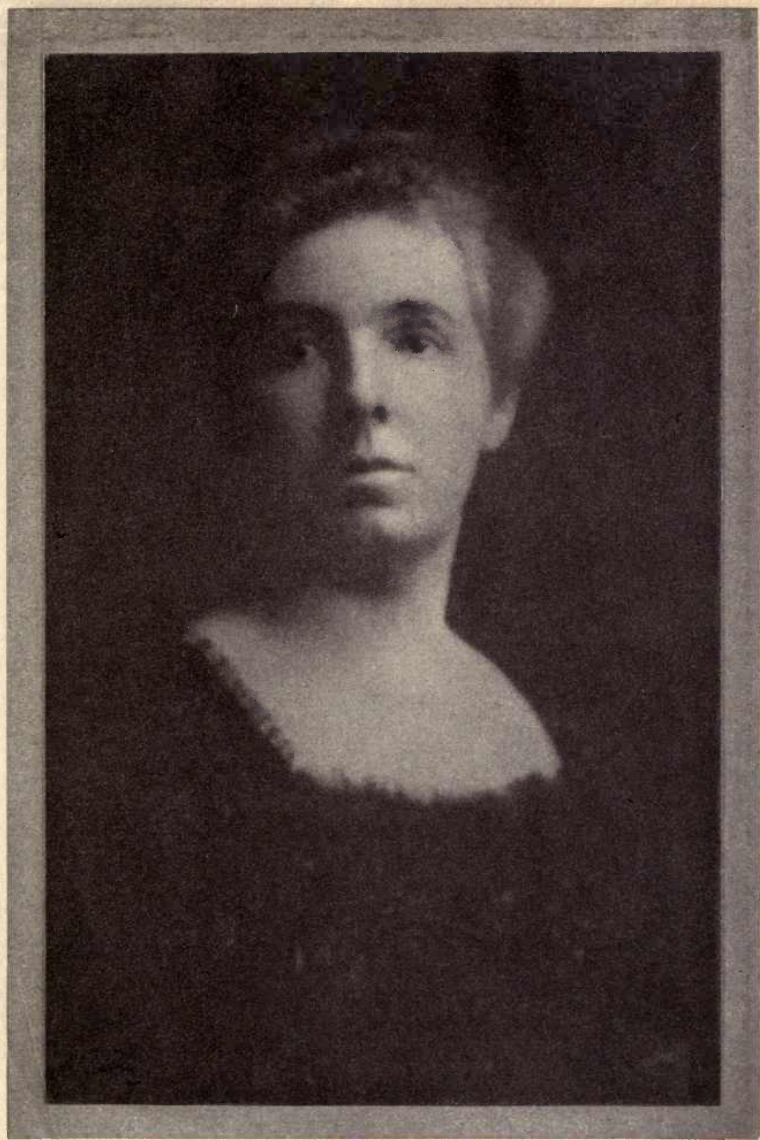
MRS. JACOB SLOAT FASSETT
Honorary Member



Mrs. JOSEPH RUSSELL KNOWLAND
Honorary Member



Mrs. A. J. WALLACE
Honorary Member



MRS. F. M. ANGELLOTTI
Honorary Member



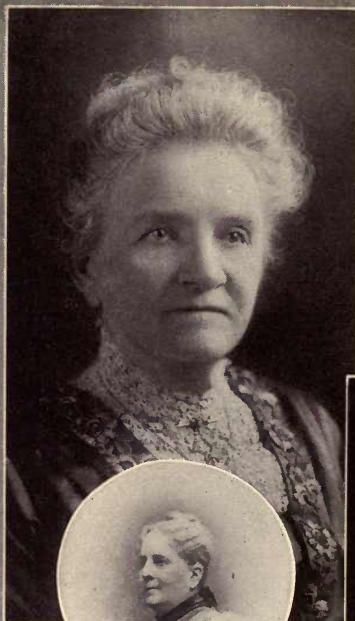
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Associate Director
MARY AUSTIN
Associate Director

MRS. CHARLES S. STANTON
Associate Director
MRS. GEORGE HOUGH PERRY
Associate Director



MRS. JOHN FLOURNOY
Associate Director
MRS. MINNIE SABIN COOPER
Associate Director

MRS. EDGAR J. DE PUE
Yolo County Chairman
MRS. GEORGE B. SPERRY
Associate Director



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Madera Honorary Vice-President

MRS. ELLEN W. STEEL STURGES
San Bernardino
Honorary Vice-President

MRS. ADALINE MILLS EASTON
San Mateo Honorary Vice-President

MRS. ELIZABETH LOWE WATSON
Santa Clara Honorary Vice-President

MRS. R. C. DORRIS
Modoc Honorary Vice-President

MRS. GEORGE FOSTER JONES
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Mrs. CHARLES MCCREARY
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Mrs. SARAH DUNLAP
Placer Honorary Vice-President
Mrs. EMMA HAPGOOD
Yuba Honorary Vice-President



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Riverside Honorary Vice-President
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Shasta Honorary Vice-President

MRS. JULIA PATTERSON CHURCHILL
Siskiyou Honorary Vice-President
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Stanislaus Honorary Vice-President

MRS. AUGUSTUS J. FAIRBANKS
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MRS. HARRIET KIMBALL KING
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MRS. VIOLA ROSEBERRY
Lassen Honorary Vice-President

MRS. THOMAS BLOODGOOD DIBBLEE
Santa Barbara Honorary Vice-President

MRS. DANIEL HAIGHT
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MRS. C. A. CLARKE
Ventura Honorary Vice-President



MRS. MARK L. McDONALD
Sonoma Honorary Vice-President

MRS. ELLEN G. MANSFIELD
Napa Honorary Vice-President

MRS. C. W. MCKEE
San Diego Commissioner

MRS. M. E. TOWER
Calaveras Honorary Vice-President



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Madera Honorary Member

MRS. CHARLES REES LLOYD
Alameda Honorary Member
Sub-Chairman

MRS. EDNA R. WINN
Tuolumne County Chairman
Honorary Vice-President

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Santa Cruz Honorary Member

MRS. ROBERT HARKINSON
Contra Costa Honorary Member



MRS. ELLA ROBERTS DUNBAR
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Santa Clara Vice-Chairman
Honorary Member

MRS. GEORGE CARLOS ROSS
San Mateo Honorary Member

MRS. E. P. FOSTER
Ventura Honorary Member



MRS. LOUIS TARKE
Sutter Honorary Member

MRS. T. A. TEMPLETON
Mendocino Honorary Member

MRS. CHARLES ROBERT BOYD
Sutter Honorary Member

MRS. R. P. LATHROP
San Benito Honorary Member

MRS. GEORGE STEPHENS
Yolo Honorary Member



MRS. GEORGE C. ROEDING
Fresno Honorary Member

MRS. DAVID POWELL
Yuba Honorary Member

MRS. E. W. BILLEB
Mono Honorary Member

MISS MOLLIE E. CONNERS
Alameda Honorary Member

MRS. S. S. MOSER
Calaveras Honorary Member

MRS. H. M. GILCHRIST
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San Bernardino Honorary Vice-President

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Honorary Vice-President Alameda County



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Sonoma Honorary Member

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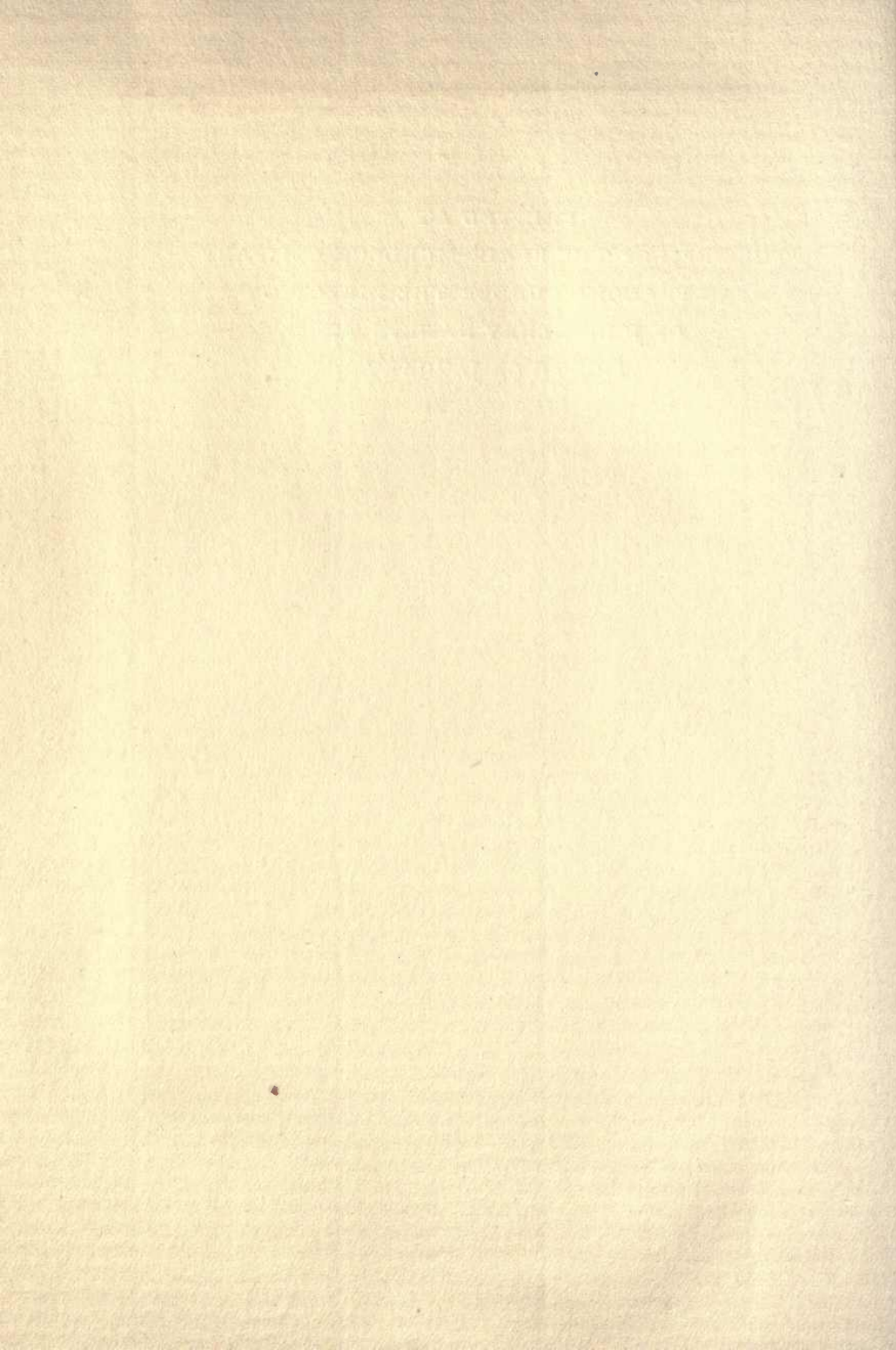
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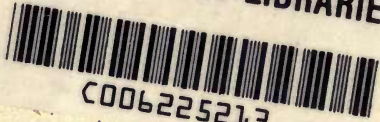
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