

AIRMAIL

November 23, 1954

Mr. John V. N. Dorr II  
138 Rua Campanha  
Belo Horizonte NG  
Brazil, South America

Dear Jack:

I am enclosing herewith a blurb on "Mother and Child", also a writeup of Nell, partly in connection with it. A copy of the book is coming to you under separate cover. From all this you will see that the book bids fair in time to carry out its original purpose, a message to the rest of the world regarding what might be called the real United States. We showed the original book to that very nice man representing our company, Dr. Vincent Ribéro who said there should be an edition brought out in Brazil. We have now got 5,000 additional prints of the pictures but have not put them through binding into a book, etc. If you have any opportunity before you come here to show this to officials or others who might care for it, I wish you would do so and bring up their reactions. You will note the brochure says "for sale at all bookstores and at Dorr Foundation . . ." This has been cleared with Harpers and offers a means of coming nearer breaking even on a second edition.

Rushmore's statement in the blurb is literally true and while I have found friends who have wept over the book, others equally dear to me have not got any reaction more than "What camera did you use? I would like to do the same." It is, however, gradually gaining recognition and today I heard of some unexpected recognition that its author may have before long.

Another subject -- Dorr-Oliver Incorporated. Oliver B stock has been selling since news of the merger at \$26 per share versus \$16 before. At \$26 the stock that both Dorr and Oliver stockholders will have after the merger would give present Dorr stock a value of \$130 per share. I would express a probability that it might be worth \$100 unless too many people wish to realize on it that have not wished to do so when the Dorr stock could be sold only for \$50 as a non-marketable stock. The net of all this is that Dorr-Oliver is going to be a big company and I have every reason to believe that it has the manpower and other needs so that two and two will make four and one-half to six.

I am interested in two other projects, the portfolio of both of which has Dorr stock as a major holding and whose assets therefore should be increased thereby. Dorr Associates is adapted for any individual undertakings more personal in character than Dorr-Oliver, Inc. and could well be or foster a group of consulting engineers to operate worldwide. Dorr Foundation, on the distributing side, should have a market value not much below \$400,000



November 23, 1954

and if utilized as a catalytic foundation can go places. It has stood behind the book you will receive and I believe will do a great work therein and also receive credit therefor among other foundations in time. Its work in backing the white line, now coming to fruition, will also add to its powers for usefulness.

I am enclosing with this letter two memoranda and covering letters written by the Dorr Foundation on the white line project. Measurements on Death Valley, the worst part of the Hudson River Parkway, with a tabulation of accidents not due to wild speeding, there were 40 accidents between January 1 and May 31, 1954. After the white line had been painted, there were only 14 accidents from June 1 to October 31, 1954.

I write you all these things to set you thinking in regard to the future which altogether spell an opportunity to participate both in the production and intelligent distribution of wealth. I have an interesting book entitled, "Time Out for Mental Digestion," which I will give you on your return or mail you beforehand to read on the plane.

In line with the utilization of properly earned "goodwill" your father suggested Dorr Foundation establish a Dorr prize for scholarship at a Turkish university, which I enthusiastically endorsed as the name Dorr, through his and Russell's efforts, has a strong standing which should enable it to render additional service. Somehow I feel through your work in Brazil the same thing might hold good there. I know that my work in the Black Hills, plus the Dorr scholarship given there at the South Dakota School of Mines, has been fundamentally useful.

We should hold in mind that for every dollar The Dorr Company makes in its business the customers make at least several dollars, usually on a continuing basis. Business to me is not what you can get but what you can give with normal returns for anything given in savings or otherwise. I think I have told you that the earliest policy of The Dorr Company was never to sell any machinery unless you felt the purchaser would benefit thereby.

I wish greatly that I could join you before you come up but pressure here forbids. It must always be remembered that the pattern of Dorr personnel in the Dorr Company, which I know will be followed in Dorr-Oliver, is that a Dorr man has to justify his right to what he gets in the company at least 10% more than one of another name. If anyone would suggest that either Del or Burr Hardon got where they are except on merit, they would be laughed at by everyone in the company.



Mr. John V. N. Dorr II

-3-

November 23, 1954

Enough for the present. I am more interested in dropping burdens than in taking on new ones but I seem to have an uncommon capacity for trouble.

Affectionately,

John V. N. Dorr

Enclosures Dorr Foundation Memos #1 and 2 with covering letter.

Brochure on "Mother and Child"

Reprint from Fairfield County Fair on Mrs. Dorr and "Mother and Child"

JVND/est