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File No.

Regarding

Date

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HARPER CORRESPONDENCE, FEB 20, 1897, HARPER & MYERSON
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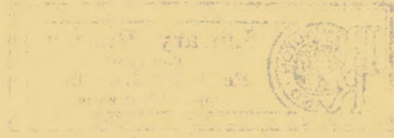
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For use in all cases

NIGHT MESSAGE.

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This is an **UNREPEATED NIGHT MESSAGE**, and is delivered by request of the sender, under the conditions named above.

6THOS. T. ECKERT, General Manager.

NORVIN GREEN, President.

NUMBER.

SENT BY

REC'D BY

CHECK

1684

mk pa

10 p.m. nm

RECEIVED at the WESTERN UNION BUILDING, 195 Broadway, N. Y.

Oct 27

1891

Dated

Chicago 27

To

Rev

77

Gates

607

Temple

Court Ny

Rust

Ryerson

Hutchinson

Kohlstaath

and

others

subscribed

necessary

money.

Hallelujah

W.R. Harper

Prec. Pure
25.3

89.25

F 7

December 2, 1924.

My dear Mr. Plimpton:

I hand you herewith check of
Mr. F. T. Gates for \$1000. as a con-
tribution toward the sum which the Uni-
versity is at present raising for the
endowment of the Divinity School in
accordance with the attached note of
Mr. Gates.

Very truly yours,

Mr. H. C. Plimpton,
Office of the Auditor.

EDB:CB

XXXX: 2

7 F

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Very truly yours,

Mr. W. O. Plimpton,
Office of the Auditor.

RDB:CB

C O P Y

*original sent to
Mr. Dickerson*

66 South Mountain Ave.,
Montclair, N. J.
Nov. 18, 1924.

F7

Dear Dr. Burton:

I am enclosing herewith my check for \$1000. for The Seminary. I know perfectly that you are not the treasurer, of the Baptist Theological Seminary, but I don't know who is and you do. But I send this to and through you mainly for another reason; - I want you to know how thoroughly I appreciate and delight in the spirit and the work of the Seminary, which, as it is today, and for many years has been your personal creation. I send you this today in particular because by this same mail I am sending a similar check to Fosdick for Union, and I could not do that in advance of this check to you.

If I were worth one-tenth of what I am reputed to be worth in some circles this check could be and would be ten times as much.

Cordially and Aff'y yours,

F. T. Gates.

C O P Y

Nov. 18, 1924.
Montclair, N. J.
66 South Mountain Ave.,

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I am enclosing herewith my check for \$1000. for The Seminary. I know perfectly that you are not the treasurer of the Baptist Theological Seminary, but I don't know who is and you do. But I send this to and through you mainly for another reason: - I want you to know how thoroughly I appreciate and delight in the spirit and the work of the Seminary, which, as it is today, and for many years has been your personal creation. I send you this today in particular because by this same mail I am sending a similar check to Fosdick for Union, and I could not do that in advance of this check to you.

If I were worth one-tenth of what I am reputed to be worth in some circles this check could be and would be ten times as much.

Cordially and Affly yours,

F. T. Gates.

Copy sent to Mr. Dickerson

not yet F7

November 21, 1924.

My dear Dr. Gates:

May I raise a question respecting the designation of your recent generous gift to the Divinity School?

You are aware, of course, that the property of the Baptist Theological Union is quite inadequate to support the School and that by far the larger part of the income is from the University. Because of this fact, and because there always remains a possibility--though with every year more improbable--that the contract between the two corporations may be dissolved, it is the present policy both of the Theological Board and of the University, to make new gifts for the Divinity School to the University rather than to the Theological Union. Thus the new building now in process of erection, given by Mrs. Swift and her sons, was a gift to the University, is on University property, and would continue so in case of dissolution of the contract. So also the endowment fund which we are setting out to raise--\$500,000--as soon as possible, and \$500,000 more a little later, is being raised by the University, but designated for the Divinity School. The precise phraseology has not been determined, but I should suppose the pledge card when made up will read somewhat as follows-- "For the work of the Divinity School, or such division of the University as may hereafter succeed it in that field of work now occupied by the Divinity

Copy sent to Mr. Dickinson

November 21, 1934.

My dear Dr. Gates:

May I raise a question respecting the designation of your recent generous gift to the Divinity School? You are aware, of course, that the property of the Baptist Theological Union is quite inadequate to support the School and that by far the larger part of the income is from the University. Because of this fact, and because there always remains a possibility--though with every year more improbable--that the contract between the two corporations may be dissolved, it is the present policy both of the Theological Board and of the University, to make new gifts for the Divinity School to the University rather than to the Theological Union. Thus the new building now in process of erection, given by Mrs. Swift and her sons, was a gift to the University, is on University property, and would continue so in case of dissolution of the contract. So also the endowment fund which we are setting out to raise--\$500,000--as soon as possible, and \$500,000 more a little later, is being raised by the University, but designated for the Divinity School. The precise phraseology has not been determined, but I should suppose the pledge card when made up will read somewhat as follows--"For the work of the Divinity School, or such division of the University as may hereafter succeed it in that field of work now occupied by the Divinity

School."

If this latter designation would be satisfactory to you I should be glad if you would sign the enclosed statement which I will then attach to your letter and embody in my report to the Board of Trustees.

Cordially yours,

Dr. F. T. Gates,
66 S. Mountain Ave.,
Montclair, N. J.

BBB:CB

"School."

If this latter designation would be satisfactory to
you I should be glad if you would sign the enclosed statement
which I will then attach to your letter and embody in my report
to the Board of Trustees.

Cordially yours,

Dr. F. T. Gates,
66 S. Mountain Ave.,
Montclair, N. J.

EDB:CB

Original in Mr. Dickerson's Office

F7

I desire that my gift of \$1000 designated in my letter of November 13th as for the Theological Seminary be regarded as a contribution to the University of Chicago for the work of the Divinity School, or for such division of the University as may hereafter succeed it in the field of work now engaged in by the Divinity School

(Signed) Frederick T. Gates.

November 26, 1924.

Original in Mr. Dickerson's Office

I desire that my gift of \$1000 designated in my letter of November 13th as for the Theological Seminary be regarded as a contribution to the University of Chicago for the work of the Divinity School, or for such division of the University as may hereafter succeed it in the field of work now engaged in by the Divinity School

(Signed) Frederick T. Gates.

November 26, 1924.

77
November 21, 1924.

My dear Dr. Gates:

It is not easy for me to express my appreciation of your generous gift to the Divinity School, conveyed in your letter of November 13th.

Of course the Divinity School cannot share in the general campaign of the University, in which we are now engaged, including as it does a generous conditional gift from the General Education Board, and I have foreseen that it was going to be a bit difficult to handle the matter, so that the Divinity School would not be entirely left behind.

What we have done is to set up an auxiliary committee to work in cooperation with the General Committee, approaching people who might be specially interested in theological education. Your generous gift, Unsolicited, comes at a most opportune moment to encourage this Committee.

But even more that the gift I appreciate your recognition of the work which the Divinity School has been doing. Justice to my colleagues forbids me to take at full face value what you kindly say about my part in it, but I am very glad that you feel somewhat as I am compelled to feel about the work of the school.

47
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I t ink we have done some things for clearer and
more enlightened thinking and a modern ministry. But we
want to do much more, and I believe we can.

Very cordially yours,

Dr. F/ T. Gates,
66 South Mountain Ave.,
Montclair, N. J.

EDB:CB

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more enlightened thinking and a modern ministry. But we
want to do much more, and I believe we can.
Very cordially yours,

Dr. F. T. Gates,
66 South Mountain Ave.,
Montclair, N. J.

HDB:CB

9

The University of Chicago

Office of the Auditor

F 7

December 3, 1924.

My dear President Burton:

I beg to acknowledge receipt of your letter of December 2 inclosing check for \$1,000. from Mr. F. T. Gates, being a contribution toward the sum which at present is being raised for the endowment of the Divinity School.

Yours very truly,

W. D. Huntington

President E. D. Burton,
Harper Library.

The University of Chicago

Office of the Registrar

December 2, 1934.

My dear President: Please:

I beg to acknowledge receipt of your
letter of December 2 enclosing check for
\$1,000. from Mr. F. T. Bates, being a con-
tribution toward the sum which at present
is being raised for the endowment of the
Divinity School.

Yours very truly,

W. B. Eerdmans

President E. A. Burton,

Harvard Library.

Gifts
no date

The President reports the receipt of a check for \$1000 from Mr. Frederick T. Gates accompanied by a very cordial letter expressing the desire that this gift be regarded as a contribution to the University of Chicago for the work of the Divinity School, or for such division of the University as may hereafter succeed it in the field of work now engaged in by the Divinity School.

The President reports the receipt of the following letter from Mr. Frank R. Lillie.

My dear Mr. Burton:

Mrs. Lillie and I would like to contribute sixty thousand dollars (\$60,000) towards the development of the University with the proviso that it be used to erect a building for Experimental Zoology to replace the present Bionomics Greenhouse. We hope that the south half of the west half of the block bounded by Ellis and Ingleside Aves. between 56th and 57th Streets may be set aside for the building and necessary yards. With all best wishes for the University,

Sincerely yours,

Frank R. Lillie.

The President recommends the acceptance of the proposed gift, and that a letter of thanks be sent to Mr. Lillie

The President reports the receipt of the following letter addressed to Dr. Breasted by John Nicholas Brown.

Page 3 Copy of Mr. Brown's letter attached

2

Original

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The President reports the receipt of the following

letter addressed to Dr. Brewster by John Nicholas Brown.

Page 3 Copy of Mr. Brown's letter attached

4

The President recommends the acceptance of the
gift and pledge.

All three of these gifts came to the University
without solicitation or suggestion.

27
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gift and pledge.

All three of these gifts came to the University

without solicitation or suggestion.

AMERICAN BAPTIST EDUCATION SOCIETY,

REV. FRED. T. GATES, Cor. Sec.

Racine Wis. Jan 21 1838

Mr John D. Rockefeller

Dear sir and brother:-

May I invite a moment or

two to explain a little in detail the policy which

I think the Education Society ought to pursue in developing the educational interests of the west?

The Chicago question is a part of it only.

The wide general policy which I shall suggest is bold, revolutionary, attended with great difficulties, but not costly, and if successful promising results that are simply immeasurable. I have not

thought it wise to outline it to anyone whomsoever

before. I think it should be followed step by step but never as a policy divulged. As you read you will bear in mind of course that I hold each item subject to modification on better information.

The order I present is not the order of time.

That must be governed by opportunity.

1. Franklin College to be removed to Indianapolis. ^{24 miles}

2. Ewing College to be made an Academy.

3. Shurtleff College to be removed to St Louis fifteen or twenty miles distant.

4. William Jewell College to be removed to Kansas City fifteen miles distant. Landmarkism to be

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C. C. Bowen, *Mich.*

T. T. Eaton, D. D. *Ky.*

Hon. Jno. Haralson, *Ala.*

J. B. Link, D. D. *Texas.*

AMERICAN BAPTIST EDUCATION SOCIETY

REV. FRED. T. GATES, Gen. Sec.

Chicago, Ill., Jan 21 1883

Mr John D. Rockefeller

Dear sir and brother:-

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- | | |
|----------------------|-------------------------------|
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| | Rev. G. J. Burdette, Ore. |
| | Rev. A. C. Dixon, Me. |
| | Hon. J. Buchanan, N. Y. |
| | A. C. Osborn, D. C. |
| | C. C. Bowen, Mich. |
| | T. T. Eaton, D. C. |
| | Hon. Jno. Harrison, Ala. |
| | J. B. Link, D. C. |

AMERICAN BAPTIST EDUCATION SOCIETY,

2

REV. FRED. T. GATES, Cor. Sec.

extirpated, new blood introduced, and the college brought into sympathy with the best elements of western life.

PRESIDENT.

Francis Wayland, L.L. D. *Cl.*

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Hon. Geo. A. Pillsbury, *Minn.*

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Hon. Jno. Haralson, *Ala.*

J. B. Link, D. D. *Texas.*

4. All the other so-called colleges of Missouri to be made Academies and converted into feeders to these two institutions as relocated in St Louis and Kansas City.

5. If William Jewell can be removed to Kansas City let Ottawa University in Kansas be neglected to sink naturally into a feeder for Kansas City.

7. Let the Education Society immediately endorse Des Moines University on condition of changing its name to college (which it will do) and let moderate conditional aid be now given it. This will destroy the sham at Pella near by, and put an end to the small faction in Iowa which ^{is} ~~are~~ ^{obstructing} ~~preventing~~ the educational development of that state.

8. Let Omaha be held in reserve as the location for a future college and let surrounding interests be treated with ^{silent} reference to this object held in reserve.

9. Rescue Sioux Falls University at the moment when by doing so it can be converted into an Academy. The time is now about ripe for that.

AMERICAN BAPTIST EDUCATION SOCIETY

REV. FRED. T. GATES, Gen. Sec.

extirpated, new blood introduced, and the college brought into sympathy with the best elements of western life.

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Vice Presidents.	Hon. L. B. Ely.
	Hon. Geo. A. Pillsbury, Mass.
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	Hon. Geo. Harrison, Ill.
	J. B. Link, D. D. Texas.

AMERICAN BAPTIST EDUCATION SOCIETY,

REV. FRED. T. GATES, Cor. Sec.

10. A strong college to be encouraged in the

"Twin Cities of the North" Local wealth and wisdom will take care of this as soon as the time is ripe.

II. Plant Academies in northern and central Illinois ^{as possible} beginning soon and do the same around the colleges above named just as rapidly as they assume ^{or not before} the locations suggested. Use the present plants

for Academies and then add two or three others around each college at strategic points, where local effort will treble or quadruple outside aid.

The result of such a policy if successful will be to give us colleges in Indianapolis, St. Louis, Kansas City, ~~Denver~~ Des Moines, Omaha, Minneapolis - St Paul, the six chief local centres of wealth and population in the west, with a cordon of Academies around each. So located local wealth and interest may confidently be relied upon to take care of the future development of each. The plants now engaged would be put to better use as Academies, and the expense to the Society would be only that incident to removal, ⁴ after that the western colleges would take care of themselves. To the denomination at large these removals would involve a great saving of expense over any attempt to develop these

PRESIDENT.

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AMERICAN BAPTIST EDUCATION SOCIETY.

REV. FRED. T. GATES, Cor. Sec.

3

A strong college to be encouraged in the

"Twin Cities of the North" local wealth and wisdom

will take care of this as soon as the time is ripe

II. Plant Academies in northern and central Illi-

nois beginning soon and do the same around the

colleges above named just as rapidly as they assume

the locations suggested. Use the present plants

for Academies and then add two or three others

around each college at strategic points, where lo-

cal effort will triple or quadruple outside aid.

The results of such a policy if successful will

be to give us colleges in Indianapolis, St. Louis,

Kansas City, Denver, Des Moines, Omaha, Minneapolis -

St. Paul, the six chief local centres of wealth and

population in the west, with a cordon of Academies

around each. So located local wealth and interest

may confidently be relied upon to take care of the

future development of each. The plants now

engaged would be put to better use as Academies,

and the expense to the Society would be only that

incident to removal, after that the western colleges

would take care of themselves. To the demon-

tion at large these removals would involve a great

saving of expense over any attempt to develop these

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~~them~~ REV. FRED. T. GATES, Cor. Sec.

~~colleges~~ in their present locations. In the

long long future the gain by removals suggested would be simply measureless.

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How shall this difficult, I might even say dangerous work be accomplished?

I. As a necessarily preliminary step a great and overshadowing college to be planted in Chicago.

This may be expected to make- bring all the colleges to be dealt with into subordination. Their most promising collegiate students will leave them for Chicago - a great gain. Their impossible

dreams of dominance and empire will be nipped in the bud. They will become tractable. A powerful institution in Chicago will stimulate the cities named to invite the changes suggested above. ^{The colleges} They may be expected to grasp at any proffered aid which promises permanence and self protection even at the cost of removal. The selfish voice of merely local ^{village} interests will be overborne.

2. The direct influence of the Society can then be brought to bear to secure the removals, and this in various effective ways :-

(a). By refusing endorsement in present location.

AMERICAN BAPTIST EDUCATION SOCIETY

REV. FRED. T. GATES, Cor. Sec.

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AMERICAN BAPTIST EDUCATION SOCIETY,

5

REV. FRED. T. GATES, Cor. Sec.

(b). By offering aid on condition of change.

(c) By quietly and powerfully moulding public opinion from behind the editorial chair, from the platforms of the Society and local educational conventions

(d) By quietly working up the matter in the cities and securing favorable offers from them.

(e) By dealing with the institutions seriatim and never announcing ~~this as~~ a general policy, ^{-This} so ~~as~~ to prevent combinations of resistance.

(f). If \$250,000 annually for four years to Chicago would prevent setting aside \$50,000 annually to aid in a policy like the above, then I should favor the cutting down of the annual sum contemplated for Chicago so far as would admit your aid in perfecting this system. *Four years could be changed to five with the same result of 1,000,000*

When these changes are effected and the interests of western education thus secured the question of a UNIVERSITY in Chicago will then invite renewed attention.

These views are justified in part by the facts set forth towards the close of an essay of mine which I am told Prof Harper placed in your hands.

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I count much on the influences and forces which

can be silently accumulated through years of quiet

work for these great and high ends. Our ablest

western men might very likely say that these plans

are the bright but hopeless dreams of ~~inexperience~~ ^{inexperience}.

Such brethren fail I think to measure the almost

resistless power of organization, kindly tactfully

but undeviatingly devoted to chosen ends, an organ-

ization controlling varied resources and using ^{them} ~~the~~

an organization careful at every point not to an-

tagonize public sentiment and to mould it in advance

of its action.

Truly and gratefully yours

F. T. Gates

P.S. You will see that I would not favor any pres-

ent aid to Kalamazoo, nor any aid whatever to Frank-

lin Shurtleff or William Jewell until it appears

that they can not be removed without destruction.

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Racine Wis Mar. 14 '89

Dear Dr Goodspeed,

I have now got off letters similar to the one sent you to the entire list agreed upon in Chicago as twice enlarged. You have the list I believe. I wish you would consult with Dr Smith as to raising funds to meet current expenses from these brethren and others. Dr Sorinier has done something, but no other pastor so far as I know has lifted his finger for us. Our treasurer Mr Levering expresses his astonishment that when so much time and money this year has been spent on the Chicago matter so little comparatively has come from that quarter for the current support of the Society. Mr Lever-

AMERICAN BAPTIST EDUCATION SOCIETY,

REV. FRED. T. GATES, Cor. Sec.

Received this Nov 14 89
 Dear Mr. Goodspeed
 I have now got off
 from business to the one that you
 to the entire light of your
 Chicago as your enlarged you
 have the list of books I wish you
 would connect with the Society as
 to raising funds to meet our
 great expenses from these brethren
 and others. The Society has done
 something, but we still have
 so far as I know for after his fine
 for us. Our Treasurer Mr. Green-
 ing expenses his contribution
 that when we cannot time and
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 front of the Society Mr. Green-

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March 4, 1889

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is in intimate communication with the Washington and southern members of our Board who took passage at Chicago and who now, we know not what, private communication with Mr Rockefeller. I should be sorry indeed to hear Mr R. know how apathetic pastors and others who ought to lead in this matter have been on this matter of trifling but necessary preliminary expense. It angers ill for the success of a larger movement. If we could show \$1500 or 2000 from Chicago to cover these preliminary expenses including those of this Committee that fact would help us amazingly. by not only with the Board but with Mr R. I must now go south, and in any event could not in good taste press this matter.

AMERICAN BAPTIST EDUCATION SOCIETY,

REV. FRED. T. GATES, Cor. Sec.

is an interesting and important
 with the Association and Association
 members of our 1300 and who had
 occurred at Chicago and who
 have, we know not what, friends
 communication with the book
 fallen. I should be sorry unless
 to have Mr. P. know how often
 these persons and others who could
 to lead in this matter has been on
 this matter of talking but necessary
 furthermore reference to and us
 it for the reason of a larger
 movement. If we could show
 1300 a 2000 from Chicago to
 even the persons who reference
 including some of the Government
 that fact would help in carrying
 it out only with the 1300 and the
 with Mr. P. I want now to
 work, and in any event could not
 in good faith face this matter.

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March 14, 1889

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Hon. Jno. Haralson, Ala.

J. B. Link, D. D. Texas.

I have written Dr Smith. But I
need your counsel and aid in the
matter. I know you will appreciate
the importance of it and give it such
attention, as it demands, in such ways
as your skill will suggest.

A resister now welcomes me

Cordially
F. T. G.

AMERICAN BAPTIST EDUCATION SOCIETY.

REV. FRED. T. GATES, Cor. Sec.

March 14, 1889

I have written to you about 7 but I
 am all your business and all in the
 matter. I have you with reference
 the importance of it and you I send
 attention, as it demands, in such ways
 as your state will support.
 I remain your obedient servant
 F. T. Gates

- | | |
|----------------------|--------------------------------|
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T. T. Eaton, D. D. *Ky.*

Hon. Jno. Haralson, *Ala.*

J. B. Link, D. D. *Texas.*

Racine Wis. Apr. 8 89

Dear Dr. Goodspeed

Brethren in the east insist on my attending the sittings of the committee. I expect to take 3 pm or 5 pm. train tomorrow from Chicago. Shall be in Standard office about 1.30 pm. and ~~if you have~~ any last word on any part of the general subject I shall be glad if you can meet me. It is not unlikely that I shall see Mr Rock-efeller before returning. Forgive your copy of the Morgan Park answers if you come.

Cordially

Fred T. Gates

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	Hon. Jno. Harrison, Ala.
	J. B. Link, D. D. Texas.

Dear Sir,
*I have the honor to acknowledge the receipt of your letter of the 1st inst. and in reply to inform you that the same has been forwarded to the proper authorities for their consideration. I am, Sir, very respectfully,
 Yours, F. T. Gates*

F. T. Gates to Dr. Harper.

January 11, 1891.

"I have been thinking of late and particularly of this Sunday afternoon, of a conversation had with you, a year ago perhaps, in which you praised the wondrous skill of Jesus as a teacher -- how He waived the inessential errors, for the sake of the essential truth, how He adapted His teachings to the current notions of his hearers, how He maintained an impenetrable reserve on matters which they could not bear, matters in which his teaching might stumble their poor weak faith. Jesus believed what you believe, did he not, regarding the Old Testament? Why not you then imitate His skill, His adaptations, His reserve? If He believed as you believe, why not imitate his reserve and speak as He spoke? His reserve was chosen at self sacrifice, deliberately, for a purpose. "Ye can not bear them now". Your faith would be crushed. He did not speak all He believed, lest He might wreck the faith and ruin the souls of his followers.

"Your views of the Old Testament are destructive of views currently held and current views are currently believed to be essential to the Christian faith itself. The question is not whether your views are true. Let that be granted. Will it be according to the method and spirit of Jesus to give these destructive criticisms - destructive at least of current notions - to the Christian public? Suppose it be true that Moses did not write the Pentateuch, that Daniel is apocryphal, that there were two Isaiahs, that Chronicles is artificial, that there is no specific prophecy, wherein is the faith of the Disciples to be upheld, their love and zeal promoted by declaring these facts? Harmless to you, may there not be a very large portion, nay, the great mass of the Christian public whose weak faith "can not bear them now". Is there not danger that in announcing your iconoclastic views, you will sow doubts which you can by no means destroy? I have been more and more concerned to observe your tendency to "speak out". I can understand how a desire to be honest, and candid, and particularly not to deceive the public, now calling you to a lofty office, seems to you to demand frankness of speech on these points. You have stated your views to the leading brethren. That is enough it seems to me. Your views ought, I think, to be confined to the class room. You, as a loved and admired teacher, can there lead your docile pupils, through all the perils, to the solid ground on which you rest. It is hand work and individual and takes time and skill. But Oh! how different a thing that is, from sowing doubt broadcast over the land through the press. Surely candor requires no such public statement. The public demands no such candor. Jesus was never candid at such cost. The Pharisees could not even trap him on the question of tribute. Candor might vainly invite many things from him which his disciples could not "bear". Such candor is a subtle temptation specially strong to open generous natures like yours. I verily believe that this appeal to your honesty and candor is a

#2:

January 11, 1891.

temptation of the evil one. I see it leading to nothing but disaster, disaster to your influence and injury to thousands and thousands of worthy people. It seems to me to be the subtlest snare that could be spread for you and for all that your name represents, that is so precious to us all. I am not afraid of the fagot or the wheel. Nor do I raise issues as to fact. I feel that a "public statement" is not called for, needless, uncontrollable, will certainly be misunderstood, do harm that no man can correct to the public itself and in a large measure prevent your doing the measure of good you might do in after years, by stopping the very ears of the Christian public. "

January 11, 1901.

temptation of the evil one. I see it leading to nothing but disaster, disaster to your influence and injury to thousands and thousands of worthy people. It seems to me to be the simplest error that could be spread for you and for all your many representations, that is no pretence to me at all. I am not afraid of the light or the wheel. Nor do I refuse to see as to fact. I feel that a "public statement" is not called for, needless, unnecessary, will certainly be misinterpreted, do harm that no one can correct to the public itself and is a large measure proved your doing the measure of good you might do in other years, by stopping the very cause of the Christian public."

THE UNIVERSITY OF CHICAGO,

OFFICE: 1212 CHAMBER OF COMMERCE BUILDING.

Dictated.

CHICAGO, April 9, 1892.

My dear Mr. Gates:-

It seems that Goodspeed telegraphed you also the other day. I went to Marshall Field and at first he said he would not do anything. He realized that Chicago ought to furnish the million dollars and that it could do it very well; that it was an outrage to Mr. Rockefeller if it was not done. He said he had made a beginning, that nobody had followed him and that he would not now do anything more. I argued with him at some length and finally I asked him if he would give the last one hundred thousand dollars of the million. He considered the matter a few minutes, then told me to go ahead; that he would do it. We are now preparing the form of subscription of which we will send you a copy as soon as it is made. Kohlsaas, McLeish, and others think that we can make the thing a success. I have no doubt of it. He specified the time - 60 days; we are going to try to make it 100. This means, I think, that you must come out and help us. Of course the matter is in a definite shape. If it could have been put in this shape last October we should have had the million dollars by this time. Goodspeed has been all wrong in this matter and it is his standing out that has made the year thus far without success. All the gentlemen agree that I am right in the matter of the condition

Not quite fair to Goodspeed.

and now that we have it I have no fear of the result. Of course it means working night and day; but that is a pleasure with such a possibility at the end.

I may say to you that I am losing ground physically. A headache comes on now every day at 5 o'clock; some days at 4 o'clock. Some days I am compelled to go home and go to bed. Within ten days I have been compelled to give up work at 5 o'clock three times.

Prof. Palmer and his wife are here. He has a great proposition: It is nothing more nor less than the moving of the whole Philosophy Department of Harvard College, including James and Royce. This is probably too big a thing for us to undertake. Henderson is here from Philadelphia in connection with the University-Extension, and Ray Greene Huling reaches Chicago to-day. All this with the million dollars makes life rather busy. In spite of it all, I went to bed last night at a little after six, breaking three engagements for the evening. The technological work is coming on nicely. Yerkes case is still hopeful.

I remain

Yours truly,

J. R. Harper
B.

*On Receipt
Mr. Coles endorsed on the
reference to Dr. Goodspeed
"Not quite fair to Goodspeed"*

607 Temple Court,
New York.

Oct 31 1892

Dear Dr. Goudspeer

Confidential

Pleasant visit at Cleveland. Nothing however to communicate either of good or bad news. May soon be in Chicago again on business. - No loan to our friends - Horn continues to Hutchinson & Ryerson an strong appreciation of their conservatism as to further expenditures and specially in ^{not} putting more into named buildings ^(Fries) than donors have subscribed. You will see the title of "Watch dog of the Treasury" at least I have given you that title. The board will suffer no embarrassment from their action in adding the words "Founded by John D. Rockefeller" to University name, on Seal, official documents and official letter heads. - At least I saw no signs of interference with this appreciative purpose. I like it better than Rockefeller University and I think all who know of it show that feeling. I write hurriedly

Very yours

J. D. Rockefeller

26 BROADWAY,
NEW YORK.

November 16th., 1896.

Dear Dr. Harper:-

I have just received a letter from President Stetson of Des Moines, Iowa, in which he says:-

"I got a letter from President Harper
"in which he stated that he had seen you
"prior to my writing you and that you had
"agreed that my salary should be paid and
"\$25,000 given if \$50,000 could be raised."

President Stetson does not quote you but apparently is stating simply his interpretation of your letter. Wont you kindly correct President Stetson in this matter. I know you would be far from saying that I made any agreement of any kind, either respecting the \$25,000 or the salary of President Stetson, except the promise that I would take up the matter with Mr. Rockefeller. The fact is, I had, ^{as I stated} at the time, very grave doubts whether Mr. Rockefeller would care to take on, at the present time, new obligations with respect to Des Moines, and I very consciously guarded my language in talking with you on the subject. As to Dr. Stetson's letter requested by you in yours of the 13th., I enclose it herewith, but desire to assure you that there was nothing specially prejudicial in the letter and I have so informed Dr. Stetson in answer to his distress about it. As I indicate above, there never was, in my mind, much hope of the success of the new plea for Des Moines.

Yours very truly,

President W. R. Harper,
C h i c a g o.

J. I. Gates

Gates

(91)

Chas. S. Co.
President W. R. Harper,

Yours very truly,

of the new plea for Des Moines.

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kindly correct President Stetson in this matter. I know you
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"\$25,000 given if \$50,000 could be raised."
"agreed that my salary should be paid and
"prior to my writing you and that you had
in which he stated that he had seen you
"I got a letter from President Harper

Stetson of Des Moines, Iowa, in which he says:-

I have just received a letter from President

Dear Dr. Harper:-

NEW YORK
35 BROADWAY

November 13th., 1896.

Copy

26 Broadway, New York

June 5th, 1897

Dear Dr. Goodspeed:-

I am only today able to reply to your letter of May 8th, with Mr. Rust's of May 7th. Mr. Rockefeller will add Fifteen thousand dollars (\$15000.) to his former contribution of Thirty thousand dollars (\$30000.) making Forty five thousand dollars (\$45000. all told to pay for the grounds at Morgan Park and the building erected thereon, and the furnishing of the building and the preparation of the athletic grounds, and the connecting lot, all of which are more fully described in your letter of May 8th and Mr. Rust's letter of May 7th.

This additional contribution of \$15000. is to be credited to Mr. Rockefeller as an advance payment on his conditional pledge of Two Million dollars of October 30th, 1895. This additional \$15000. will be paid as actually required to pay for the properties purchased, with improvements thereon.

Yours very truly,

(Signed) F.T.Gates

Rev. T.W.Goodspeed, D. D.,

Secretary, University of Chicago,

C h i c a g o, I l l s.

Copy

26 Broadway, New York

June 8th, 1897

Dear Dr. Goodspeed:-

I am only today able to reply to your letter of May

8th, with Mr. Rust's of May 7th. Mr. Rockefeller will add fifteen

thousand dollars (\$15000.) to his former contribution of thirty thousand

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paid as actually required to pay for the properties purchased, with

improvements thereon.

Yours very truly,

(Signed) F.T. Gates

Rev. T.W. Goodspeed, D. D.,

Secretary, University of Chicago,

Chicago, Ills.

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SENDthe following message subject to the terms
on back hereof, which are hereby agreed to.

August 18th, 1902.

(NIGHT MESSAGE)

Mr. F. T. Gates,

26 Broadway, New York City.

Telegram received. Have consulted friends. Segregation question, you remember, was originally connected with financial provision. All, including John, thought this unfortunate. His strong desire was to have question settled wholly without reference to source of funds. We are fully satisfied that no funds will be needed for this policy which any other policy will not require. We particularly desire not to mix

READ THE NOTICE AND AGREEMENT ON BACK.

ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS

To guard against mistakes or delays, the sender of a message should order it REPEATED ; that is telegraphed back to the originating office for comparison. For this, one-half the regular rate is charged in addition. It is agreed between the sender of the following message and this Company, that said Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery of any UNREPEATED message, beyond the amount received for sending the same ; nor for mistakes or delays in the transmission or delivery, or for non-delivery of any REPEATED message, beyond fifty times the sum received for sending the same, unless specially insured, nor in any case for delays arising from unavoidable interruption in the working of its lines, or for errors in cipher or obscure messages. And this Company is hereby made the agent of the sender, without liability, to forward any message over the lines of any other Company when necessary to reach its destination.

Correctness in the transmission of a message to any point on the lines of this Company can be INSURED by contract in writing, stating agreed amount of risk, and payment of premium thereon, at the following rates, in addition to the usual charge for repeated messages, viz, one per cent. for any distance not exceeding 1,000 miles, and two per cent. for any greater distance. No employee of the Company is authorized to vary the foregoing.

No responsibility regarding messages attaches to this Company until the same are presented and accepted at one of its transmitting offices ; and if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the agent of the sender.

Messages will be delivered free within the established free delivery limits of the terminal office. For delivery at a greater distance, a special charge will be made to cover the cost of such delivery.

The Company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

THOS. T. ECKERT, President and General Manager

THE WESTERN UNION TELEGRAPH COMPANY.

INCORPORATED

21,000 OFFICES IN AMERICA. CABLE SERVICE TO ALL THE WORLD.

THOS. T. ECKERT, President and General Manager.

Receiver's No.

Time Filed

Check

- 2 -

SEND the following message subject to the terms }
 on back hereof, which are hereby agreed to.

the educational question with money considerations. All Trustees
 strongly favor immediate action. If you still feel postponement
 necessary, please call me on telephone at one o'clock New York time.

William R. Harper

(D)

Charge.

ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS

To guard against mistakes or delays, the sender of a message should order it REPEATED ; that is telegraphed back to the originating office for comparison. For this, one-half the regular rate is charged in addition. It is agreed between the sender of the following message and this Company, that said Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery of any UNREPEATED message, beyond the amount received for sending the same ; nor for mistakes or delays in the transmission or delivery, or for non-delivery of any REPEATED message, beyond fifty times the sum received for sending the same, unless specially insured, nor in any case for delays arising from unavoidable interruption in the working of its lines, or for errors in cipher or obscure messages. And this Company is hereby made the agent of the sender, without liability, to forward any message over the lines of any other Company when necessary to reach its destination.

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THOS. T. ECKERT, President and General Manager

Form No. 260.

THE WESTERN UNION TELEGRAPH COMPANY.

INCORPORATED

21,000 OFFICES IN AMERICA. CABLE SERVICE TO ALL THE WORLD.

ROBERT C. CLOWRY, President and General Manager.

Receiver's No.

Time Filed

PAID chg.

Check

SEND the following message subject to the terms }
on back hereof, which are hereby agreed to.

September 25th, 1905.

Mr. F. T. Gates,

Montclair, N. J.

Have had another operation and bad week but seem
to be improving. Expecting you or Mrs. Gates with
Fred on Thursday. Come directly to house.

William R. Harper

READ THE NOTICE AND AGREEMENT ON BACK.

ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

To guard against mistakes or delays, the sender of a message should order it REPEATED ; that is, telegraphed back to the originating office for comparison. For this, one-half the regular rate is charged in addition. It is agreed between the sender of the following message and this Company, that said Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery of any UNREPEATED message, beyond the amount received for sending the same ; nor for mistakes or delays in the transmission or delivery, or for non-delivery of any REPEATED message, beyond fifty times the sum received for sending the same, unless specially insured, nor in any case for delays arising from unavoidable interruption in the working of its lines, or for errors in cipher or obscure messages. And this Company is hereby made the agent of the sender, without liability, to forward any message over the lines of any other Company when necessary to reach its destination.

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The Company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

ROBERT C. CLOWRY, President and General Manager.

March 7th, 1906.

Mr. F. T. Gates,

26 Broadway, New York.

My dear Mr. Gates:-

Professor Weller has shown me your letter of the 9th of February relating to the Hall collection. The situation seems to be this: The collection can now be had for \$30,000 or \$40,000. My own personal guess is that even a smaller offer, perhaps \$25,000 would be considered. Mr. Weller estimates that it would cost seven or eight hundred dollars to transfer the material from Albany to our museum. Perhaps a thousand dollars would be a safe estimate. The Department has made as careful an investigation as circumstances permit and feel confident that the scientific value of the collection is such that if we had it, together with what we now have, we should have the best collection of fossils, minerals and books relating to them in the country. The duplicates can be used for exchanges. If brought here the collection,

...to receive the recommendation of Professor
...of the Department of Geology, and as a result
the Board would wish to be in a position to
March 1906.
Very truly yours,
A. N. Seward
Mr. F. T. Gates,
36 Broadway, New York.
My dear Mr. Gates:-
Professor Weller has shown me
your letter of the 31st of February relating to the
Hall collection. The situation seems to be this:
The collection can now be had for \$20,000, or \$40,000.
My own personal guess is that even a smaller offer,
perhaps \$25,000 would be considered. Mr. Weller esti-
mates that it would cost seven or eight hundred dollars
to transfer the material from Albany to our museum.
Perhaps a thousand dollars would be a safe estimate.
The Department has made as careful an investigation
as circumstances permit and feel confident that the
estimated value of the collection is such that if we
had it, together with what we now have, we should have
the best collection of fossils, minerals and books
relating to them in the country. The duplicates can
be used for exchanges. It brought here the collection,

desire to endorse the recommendation of Professor
which is already boxed, can be placed in the basement
Weller of the Department of Geology, and am sure that
and other rooms of Walker Museum and stored there.
the Board would unite with me in it.

It is not necessary that it be catalogued now or at

Very truly yours,

any time in the near future. The Department is willing
to undertake proper care of the collection without
addition to the budget. Of course that means that the
books can be placed on the shelves at once and that such
articles from the collection can be used as the
resources of the department admit. The great bulk of
the fossils and minerals remaining in the boxes for an
indefinite period. What the Department wants is to
secure the collection. Some day when the resources
of the University permit it will of course then be
possible to have it completely catalogued.

Now I am quite aware of the agreement made in
December 1903 and do not wish to ask the Trustees to
recommend to Mr. Rockefeller a gift which in any sense
could be held as conflicting with that agreement.

I am writing to ask your personal judgment in this
matter, considering that the desire of the Department
is primarily to secure the collection, and that its
being here does not involve at any time in the immediate
future an addition to the budget. Would it or would
it not be regarded as contrary to the spirit of the
agreement in question? If not I should certainly

which is already boxed, can be placed in the basement and other rooms of Walker Museum and stored there. It is not necessary that it be catalogued now or at any time in the near future. The Department is willing to undertake proper care of the collection without addition to the budget. Of course that means that the books can be placed on the shelves at once and that such articles from the collection can be used as the resources of the department admit. The great bulk of the fossils and minerals remaining in the boxes for an indefinite period. What the Department wants is to secure the collection. Some day when the resources of the University permit it will of course then be possible to have it completely catalogued. Now I am quite aware of the agreement made in December 1903 and do not wish to ask the Trustees to recommend to Mr. Rockefeller a gift which in any sense could be held as conflicting with that agreement. I am writing to ask your personal judgment in this matter, considering that the desire of the Department is primarily to secure the collection, and that its being here does not involve at any time in the immediate future an addition to the budget. Would it or would it not be regarded as contrary to the spirit of the agreement in question? If not I should certainly

desire to endorse the recommendation of Professor Weller of the Department of Geology, and am sure that the Board would unite with me in it.

March 7th, 1906.

Very truly yours,

H. P. Judson

Mr. F. T. Gates,

26 Broadway, New York.

My dear Mr. Gates:-

The great bulk of Professor Weller has shown me your letter of the 3th of February relating to the Hall collection. The situation seems to be this: The collection can not be had for \$30,000 or \$40,000. My own personal guess is that even a smaller offer, perhaps \$25,000 would be considered. Mr. Weller estimates that it would cost seven or eight hundred dollars to transfer the material from Albany to our museum. Perhaps a thousand dollars would be a safe estimate. The Department has made as careful an investigation as circumstances permit and feel confident that the scientific value of the collection is such that if we had it, together with what we now have, we should have the best collection of fossils, minerals and books relating to them in the country. The duplicates can be used for exchanges. If brought here the collection,

desire to endorse the recommendation of Professor
Weller of the Department of Geology, and am sure that
the Board would unite with me in it.

Very truly yours,
H. P. Judson

to undertake proper care of the collection and to
assist in the budget. Of course that means that the
books can be placed on the shelves at once and that such
articles from the collection can be used as the
resources of the department itself. The great bulk of
the fossils and minerals remaining in the house for an
indefinite period. What the Department wants to do
is secure the collection. How long when the resources
of the University point it will of course have to
be made to have it completely completed.
For I am quite sure of the agreement made in
December 1903 and do not plan to end the transfer to
transferred to Mr. Rockefeller a gift which in my view
would be held as conflicting with that agreement.
I am willing to ask your personal judgment in this
matter, considering that the desire of the Department
is to have the collection and that the
being done does not involve in any way the transfer
of the collection to the University. I am sure it will
be not be regarded as contrary to the spirit of the
agreement in question. It has I think been

it until then that a movement by us at that time would precipitate purchase by the State. 3) The Trustees, while they have taken no official action, are agreed that the collection is a very desirable one to have. March 22nd, 1906.

4) Reluctance to take action at this time has been based solely on the consideration that we presented certain needs last winter, and that it is not very Mr. F. T. Gates, after that to present new needs.

26 Broadway, New York City.

Thanking you for your clear statement which puts me in possession of the facts as to the whole situation, My dear Mr. Gates:- I am

Your favor of the 20th inst. with enclosure is received. I fully understand the situation and will act accordingly. The whole matter of your letter will of course be held as strictly personal and confidential.

So far as the collection is concerned I may say this: 1) Professors Chamberlin and Salisbury and I agree that the collection is a thing which the University needs. 2) My own opinion is that it can be held in abeyance until next winter without serious danger of losing it. Still, there is, I must admit, a risk there in the fact that the State Legislature is very hard at work trying to get an appropriation from the State and of course next winter the Legislature will be in session, so that it might be possible if we leave

until then that a movement by us at that time would
precipitate purchase by the State. (3) The Trustees,
while they have taken no official action, are agreed
that the collection is a very desirable one.
March 22nd, 1906.

(4) Reluctance to take action at this time has been
based solely on the consideration that we presented
certain needs last winter, and that it is not very
likely that we shall be able to present new needs.

Mr. T. L. Gates,
22 Broadway, New York City.
Thanking you for your kind statement which puts
me in possession of the facts as to the whole situation,
My dear Mr. Gates:-

I am
Your favor of the 20th inst.
very truly yours
with enclosure is received. I fully understand the
situation and will act accordingly. The whole matter
of your letter will of course be held as strictly
personal and confidential.

So far as the collection is concerned I may say
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there in the fact that the State Legislature is very
hard at work trying to get an appropriation from the
State and of course next winter the Legislature will be
in session, so that it might be possible if we leave

it until then that a movement by us at that time would precipitate purchase by the State. 3) The Trustees, while they have taken no official action, are agreed that the collection is a very desirable one to have. March 22nd, 1906.

4) Reluctance to take action at this time has been based solely on the consideration that we presented certain needs last winter, and that it is not very courteous so soon after that to present new needs.

Thanking you for your clear statement which puts me in possession of the facts as to the whole situation, I am

Your favor of the 20th inst.

with enclosure is received. Very truly yours, H. P. Judson
I fully understand the situation and will act accordingly. H. P. Judson
The whole matter of your letter will of course be held as strictly personal and confidential.

So far as the collection is concerned I may say this: 1) Professors Chamberlin and Salisbury and I agree that the collection is a thing which the University needs. 2) My own opinion is that it can be held in abeyance until next winter without serious danger of losing it. Still, there is, I must admit, a risk there in the fact that the State Legislature is very hard at work trying to get an appropriation from the State and of course next winter the Legislature will be in session, so that it might be possible if we leave

it until then that a movement by us at that time would
precipitate purchase by the State. 3) The Trustees,
while they have taken no official action, are agreed
that the collection is a very desirable one to have.
4) Reluctance to take action at this time has been
based solely on the consideration that we presented
certain needs last winter, and that it is not very
doubtless so soon after that to present new needs.
Thanking you for your clear statement which puts
me in possession of the facts as to the whole situation,
I am
Very truly yours,
H. R. Johnson
Your favor of the 20th inst.
with enclosure is received. I fully understand the
situation and will act accordingly. H. R. Johnson's matter
of your letter will of course be held as strictly
personal and confidential.
So far as the collection is concerned I may say
this: 1) Professors Chamberlin and Salisbury and I
agree that the collection is a thing which the University
needs. 2) My own opinion is that it can be held
in abeyance until next winter without serious danger
of losing it. Still, there is, I must admit, a risk
there in the fact that the State Legislature is very
hard at work trying to get an appropriation from the
State and of course next winter the Legislature will be
in session, so that it might be possible if we have

be surprised if a less sum, \$30,000 or even \$25,000 would secure it. In the opinion of our experts it would be very cheap at any of these prices. The cost of removing the material to Chicago May 21st, 1906 in Walker Museum it is estimated could be covered by \$1,000. Being placed in Walker it would be cared for and used by the My dear Mr. Gates:- present budget plan without additional cost. The complete Mr. Hutchinson tells me that when he saw you in New York on his return from abroad, you spoke to him about the matter of the Hall collection and intimated that possibly Mr. Rockefeller might be interested in securing it for us. I have been reluctant to take up the question of getting a special gift from Mr. Rockefeller at this time, thinking it on the whole better to do all these things at once. With regard to this matter, however, the circumstances seem to me to warrant raising the question, more especially as you spoke about it to Mr. Hutchinson. an attempt to secure it by The situation is this: The collection in the opinion of our departments of Geology and Paleontology, is of very great value. It will supplement what we have so well that the combination would give us, on the whole, the best collection of the country. It can be had at the present time for at the outside \$35,000, whereas a few years ago it was offered at \$50,000. I should not

at \$2 a time was \$30,000 or even \$25,000
In the opinion of our experts it
is very cheap at any of these prices. The cost
of removing the material to Chicago may be \$15,000.
Volney Davis it is estimated would be covered by \$1,000.
Being placed in Volney it would be saved for and used
by Henry Davis. Davis - I would suggest that you should
additional cost. The cost Mr. Hutchinson tells me that
when he saw you in New York on his return from abroad,
you spoke to him about the matter of the Hall collection
and intimated that possibly Mr. Rockefeller might be
interested in securing it for us. I have been reluctant
to take up the question of getting a special gift from
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of our departments of Geology and Paleontology, is of
very great value. It will supplement what we have so
well that the combination would give us, on the whole,
the best collection of the country. It can be had at
the present time for at the outside \$25,000, whereas a
few years ago it was offered at \$50,000. I should not

be surprised if a less sum, \$30,000 or even \$25,000 would secure it. In the opinion of our experts it would be very cheap at any of these prices. The cost of removing the material to Chicago and placing it in Walker Museum it is estimated could be covered by \$1,000. Being placed in Walker it would be cared for and used by the Department on the present budget plan without additional cost. The complete exploitation of the material being reserved for a later day. The H

The Board of Trustees at their meeting last week on consideration of these circumstances, voted their desire to obtain the collection and their regret that the funds at their disposal did not warrant the University in obtaining it under the present budget plans. Under these circumstances I feel warranted in asking whether Mr. Rockefeller will consider the question of the amount in question for the purchase of the Hall collection. I may add that I am informed that an attempt to secure it by appropriation from the Legislature failed as I rather anticipated it would. Enclosed I send material descriptive of the collection.

Very truly yours,

H. P. Judson

be surprised at a less sum, \$30,000 or even \$25,000 would secure it. In the opinion of our experts it would be very cheap at any of these prices. The cost of removing the material to Chicago and placing it in Walker Museum it is estimated could be covered by \$1,000. Being placed in Walker it would be cared for and used by the Department on the present budget plan without additional cost. The complete exploitation of the material being reserved for a later day. The Board of Trustees at their meeting last week on consideration of these circumstances, voted their desire to obtain the collection and their regret that the funds at their disposal did not warrant the University in obtaining it under the present budget plan. Under these circumstances I feel warranted in asking whether Mr. Rockefeller will consider the question of the amount in question for the purchase of the Hall collection. I may add that I am informed that an attempt to secure it by appropriation from the Legislature failed and rather anticipated it would. Enclosed I send material descriptive of the collection. I am sure you will find that the collection is very truly yours, on the whole, the best collection of the country. H. P. Johnson, Jr. and the present time for its sale is \$100,000, whereas a few years ago it was valued at \$50,000. I should not

subsidy to be granted to all the journals at a fixed amount not to be exceeded. In previous years this has been an uncertain thing and has been represented by various figures. The present budget, amounting to \$20,000, we propose now to make it \$20,000 to be apportioned among the various journals on a suitable basis. In

December 1st, 1906.

Mr. F. T. Gates,

26 Broadway, New York.

My dear Mr. Gates:-

With reference to some of the points of which we spoke, I should like to put a few things in writing for your consideration.

1. With regard to the journals, it seems to me that this is the situation: As a University we must publish the results of investigation by departments. The best means of making such publication, aside from questions of finance, it seems to me, must be decided in the first instance by the experts in the respective departments. If they on the whole believe that a journal is the most efficient mode of securing publicity for research, and of stimulating interest in research not merely in the University but in other places, it would seem to me that we must be guided by that judgment. Then comes the question of finance. The policy we wish to recommend is in the first place to put the total of the world, took an interest in the journal as associate

Mr. V. T. Gates,
28 Broadway, New York.

My dear Mr. Gates:-

With reference to some of the points of which we spoke, I should like to put a few things in writing for your consideration.

I. With regard to the journals, it seems to me that this is the situation: As a University we must publish the results of investigation by departments. The best means of making such publication, aside from questions of finance, it seems to me, must be decided in the first instance by the experts in the respective departments. If they on the whole believe that a journal is the most efficient mode of securing publicity for research, and of stimulating interest in research not merely in the University but in other places, it would seem to me that we must be guided by that judgment. Then comes the question of finance. The policy we wish to recommend is in the first place to put the total

subsidy to be granted to all the journals at a fixed amount not to be exceeded. In previous years this has been an uncertain thing and has been represented by all various figures, the present budget amounting to ~~remarkable~~. We propose now to make it \$20,000 to be apportioned ~~among~~ among the various journals on a suitable basis. In the second place we should introduce thorough business methods in the relationship between the editors and the business office of the journals. To do that we propose to offer inducements to the editors to increase the ~~be~~ income and to reduce the expenses of each periodical. This inducement takes the form of giving ~~an additional~~ ^{an annuity} ~~the~~ saving effected in the subsidy appropriation to the journal itself for promotion, the other ~~annuity~~ ^{annuity} ~~going~~ going to the sinking fund, the purpose of which in time will be to retire the subsidy altogether. Further, I ~~am~~ am personally confident that much more returns can be obtained for instance from advertising than we have now. It is believed, and I think justly, that much better results can be accomplished in the not distant future by these methods. I point out, for example, one thing of which I spoke to you. The net cost to the University of the Journal of Political Economy for 1904-5 was \$1999.70. A new arrangement was made whereby a body of experts in that subject, eminent men in various parts of the world, took an interest in the journal as associate

subsidy to be granted to all the journals at a fixed amount not to be exceeded. In previous years this has been an uncertain thing and has been represented by various figures, the present budget amounting to \$20,000 to be apportioned among the various journals on a suitable basis. In the second place we should introduce thorough business methods in the relationship between the editors and the business office of the journals. To do that we propose to offer inducements to the editors to increase the income and to reduce the expenses of each periodical. This inducement takes the form of giving a saving effected in the subsidy appropriation to the journal itself for promotion, the other savings going to the sinking fund, the purpose of which in time will be to retire the subsidy altogether. Further, I am personally confident that much more return can be obtained for instance from advertising than we have now. It is believed, and I think justly, that much better results can be accomplished in the not distant future by these methods. I point out, for example, one thing of which I spoke to you. The net cost to the University of the Journal of Political Economy for 1904-5 was \$1999.70. A new arrangement was made whereby a body of experts in that subject, eminent men in various parts of the world, took an interest in the journal as associate

editors. By this means, and by some more effective methods introduced in the promotion, the net cost of that journal for 1905-6 was reduced to \$656.13. While we may not be able in any given case to make so remarkable a change as this, still I am very confident that similar methods will have similar results all along the line.

2. I discussed with you somewhat the question of salaries. Our salary schedule was fixed in view of the general condition of things in 1891-92. Since that time cost of living has increased very greatly. It will be I think a modest estimate to consider that the cost has increased in Chicago by 25%. Our salary schedule remains unchanged. It would be enormously to our advantage (I use the word enormously advisedly) if we could in some way adjust our whole salary schedule to the scale of present financial conditions. The salary payroll in the Faculties of Arts, Literature and Science including those who have \$3,000 or less amounts in round numbers to \$250,000. The salary payroll in the Divinity School in like manner for those who have \$3,000 or less amounts to \$20,000. A general increase of 20% would be a moderate and reasonable adjustment under the present circumstances. This would involve for the Faculty of Arts, Literature and Science \$50,000 a year, for the Divinity Faculty \$4,000 a year. Of course even if a portion of this were done at one time it would be exceedingly helpful.

editors. By this means, and by some more effective methods introduced in the promotion, the net cost of that journal for 1903-4 was reduced to \$66,125. While we may not be able in any given case to make so remarkable a change as this, still I am very confident that similar methods will have similar results all along the line.

2. I discussed with you somewhat the question of salaries. Our salary schedule was fixed in view of the general condition of things in 1891-92. Since that time cost of living has increased very greatly. It will be I think a modest estimate to consider that the cost has increased in Chicago by 25%. Our salary schedule remains unchanged. It would be enormously to our advantage (I use the word enormously advisedly) if we could in some way adjust our whole salary schedule to the scale of present financial conditions. The salary payroll in the Faculties of Arts, Literature and Science including those who have \$3,000 or less amounts in round numbers to \$260,000. The salary payroll in the Divinity School in like manner for those who have \$3,000 or less amounts to \$20,000. A general increase of 20% would be a moderate and reasonable adjustment under the present circumstances. This would involve for the Faculty of Arts, Literature and Science \$50,000 a year, for the Divinity Faculty \$4,000 a year. Of course even if a portion of this were done at one time it would be exceedingly helpful. The Journal as a whole

In 1905 Harvard University secured a fund of \$2,400,000 as an addition to the endowment, the income to be devoted to raising the salary scale. A comparative statement as between Chicago and Harvard at the present time is as follows: We pay to heads of departments from \$4,000 to \$7,000, and to professors not heads of departments \$3,000 (of which there are now 29). Harvard does not have the system of heads professors, but pays full professors from \$4,000 to \$5,500. It will be noted that the lowest Harvard salary for a professor is \$4,000. We pay an associate professor \$2500. The Harvard salary for an associate professor ranges from \$3500 to \$4500. We pay an assistant professor \$2000. Harvard pays an assistant professor, \$2500 to \$3000. We pay instructors from \$1200 to \$1500 and associates \$800 to \$1000. In Harvard there are no associates and instructors have from \$1200 to \$1500. Thus the lowest salary for this class of members of the faculty is \$800 and the lowest at Harvard is \$1200.

3. I spoke to you about a question which has caused some disturbance in the Board at the present time, namely, the restriction denominational clause in the charter. There is involved in that another matter quite aside from the question on its merits. Under the present restrictive clause we are debarred in sharing in the

In 1908 Harvard University secured a fund of \$2,400,000 as an addition to the endowment, the income to be devoted to raising the salary scale. A comparative statement as between Chicago and Harvard at the present time is as follows: We pay to heads of departments from \$4,000 to \$7,000, and to professors not heads of departments \$3,000 (of which there are now 29). Harvard does not have the system of head professors, but pays full professors from \$4,000 to \$6,500. It will be noted that the lowest Harvard salary for a professor is \$4,000. We pay an associate professor \$2500. Harvard salary for an associate professor ranges from \$2800 to \$4500. We pay an assistant professor \$2000. We pay Harvard an assistant professor \$2200 to \$3000. We pay instructors from \$1200 to \$1800 and associates \$800 to \$1000. In Harvard there are no associates and instructors have from \$1200 to \$1800. Thus the lowest salary for this class of members of the faculty is \$800 and the lowest at Harvard is \$1200. In the matter for 3. I spoke to you about a question which has caused some disturbance in the Board at the present time, namely, the restrictive denominational clause in the charter. There is involved in that another matter quite aside from the question on its merits. Under the present restrictive clause we are deprived in sharing in the

benefits of the Carnegie Pension Fund. Inasmuch as other institutions will share in those benefits it becomes increasingly important if the clause is retained that we should have a pension system of our own. We have been making a study of the matter and I am having a detailed statement drawn up as to the possible financial implications of such a scheme. This we shall of course have ready to present for preliminary consideration at the time of our meeting.

My dear Mr. Bates:-

Hoping that we shall see you here and with pleasant memories of my charming visit in your New Jersey home, I am
With reference to some of the points of which we spoke, I should like to put a few things in writing for your consideration.

Very truly yours,

1. With regard to the journals, it seems to me that this is the situation: As H. P. Judson we must publish the results of investigation by departments. The best means of making such publication, aside from questions of finance, it seems to me, must be decided in the first instance by the experts in the respective departments. If they on the whole believe that a journal is the most efficient mode of securing publicity for research, and of stimulating interest in research not merely in the University but in other places, it would seem to me that we must be guided by that judgment. Then comes the question of finance. The policy we wish to recommend is in the first place to put the total

benefits of the Carnegie Pension Fund. Inasmuch as other institutions will share in these benefits it becomes increasingly important if the clause is retained that we should have a pension system of our own. We have been making a study of the matter and I am having a detailed statement drawn up as to the possible financial implications of such a scheme. This we shall of course have ready to present for preliminary consideration at the time of our meeting.

Hoping that we shall see you here and wish pleasant memories of my opening visit in your New Jersey home. I am

Very truly yours,
H. P. Jordan

260

ROOM 1507
26 BROADWAY
NEW YORK

New York, N. Y.,
Jan. 24, 1907.

Harry Pratt Judson, Esq.,
Acting Pres. University of Chicago,
Chicago, Ill.

Dear Sir:-

In a conversation with Mr. Gates he told me of the tribute paid by President Jordan of the University of Illinois to the uplifting influence of the educational system of the entire Northwest by the University of Chicago. It was part of a speech, he says, delivered a couple of years ago. Can you tell me where to get that speech, or, if not trespassing too much on your kindness, will it be possible for one of your assistants to procure a copy of the speech and send it to me? Mr. Gates regards it as a striking testimony to the work done in all directions by the University of Chicago, and I am sure I shall be able to make use of some extracts from it in an article I am preparing.

Believe me with great respect,

Yours faithfully,

J. H. Clarke

ROOM 1207
22 BROADWAY
NEW YORK

New York, N. Y.,
Jan. 24, 1907.

Harry Pratt Judson, Esq.,
Acting Pres. University of Chicago,
Chicago, Ill.

Dear Sir:-

In a conversation with Mr. Gates he told me of the tribute paid by President Jordan of the University of Illinois to the uplifting influence of the educational system of the entire Northwest by the University of Chicago. It was part of a speech, he says, delivered a couple of years ago. Can you tell me where to get that speech, or, if not trespassing too much on your kindness, will it be possible for one of your assistants to procure a copy of the speech and send it to me? Mr. Gates regards it as a striking testimony to the work done in all directions by the University of Chicago, and I am sure I shall be able to make use of some extracts from it in an article I am preparing.

Believe me with great respect,

Yours faithfully,

John F. Clarke

January 28th, 1907.

Mr. J. I. C. Clarke,

26 Broadway, New York.

My dear Mr. Clarke:-

Your favor of the 24th inst. is at hand. I will make inquiries and see if I can get the speech to which you refer. It would not of course be by "President Jordan of the University of Illinois". The president of the University of Illinois is President James. President Jordan is at ~~Leland~~ University Stanford University. However, I think the speech to which you refer was made a year or two ago, possibly by President Jesse of the University of Missouri. As soon as I get a copy I will see that you have it.

Very truly yours,

H. P. Judson

January 28th, 1907.

Mr. J. I. C. Clarke,

26 Broadway, New York.

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is President James. President Jordan is at Indiana University

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to which you refer was made a year or two ago, possibly

by President Jesse of the University of Missouri. As

soon as I get a copy I will see that you have it.

Very truly yours,

H. P. Johnson

January 30th, 1907.

Mr. F. T. Gates,

26 Broadway, New York.

My dear Mr. Gates:-

I enclose letter from Mr. J. M. Clarke to Professor Weller which will explain itself. Before taking the matter up I should like to know what foundation there is for his suggestion. Another matter which might be concerned is of course the standard of Mr. Land as a painter, about which I know nothing.

We are greatly distressed here by the sudden death of Dean Jackman of the School of Education Monday morning from pneumonia. Hulbert is still holding his own, but his condition is very critical. On my return from New York I learned that on Tuesday he had an operation for gall stones. Pneumonia has supervened and his heart is not strong. Altogether we are very anxious.

Very truly yours,

H. P. Judson

January 30th, 1907.

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26 Broadway, New York.

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of Dean Jackson of the School of Education Monday morning from pneumonia. Herbert is still holding his own, but his

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stones. Pneumonia has supervened and his heart is not

strong. Altogether we are very anxious.

Very truly yours,

H. P. Judson

regard to the surplus which you may find interesting. We shall have about \$8,000 available for the various purposes indicated in our communications to yourself and Mr. Rockefeller, and which were regarded rather as ordinary budget matters than as occasions for special action.

August 19, 1910

The work on the library building is now proceeding rapidly.

It is up as far as the second story, and is making it very plain

My dear Mr. Gates:-

that it is going to be a large and impressive structure.

It seems a long time since I have heard from you. I can only hope that your summer at Lake George has been gave the name of Gates. He was a young man. Our maid, who is a full of interest, and that you and yours are in the best of health. temporary one, of course did not know him, and he had no card. I

I was sorry that the plan of a midsummer Board meeting did not materialize. It would have been interesting, and would have made extremely disappointed not to have seen him. Please give my

it possible perhaps to orient ourselves in some ways. I infer cordial regards to all at the Lake and believe me,

that the bill for incorporating the great foundation did not come out of committee, and hope that in that case the short session may be more fruitful.

At the meeting of our University Board on Tuesday the Auditor's report showed that the fiscal year of 1909-10 was and her successful one financially. It was fortunate that we handled matters prudently through that year, as at the end some unexpected and rather heavy expenses came along which the small contingent fund would hardly have provided for. I am enclosing the Auditor's statement with Lake George, New York.

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August 19, 1910

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Very sincerely yours,
H.P.J.

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Mr. F. T. Gates,
Lake George, New York.

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At the meeting of our University Board the Auditor's report showed that the fiscal year of 1909-10 was not too successful one financially. It was fortunate that we had not been burdened through that year, as at the end were anticipated and rather heavy expenses were along which the small contingent fund could hardly Mr. T. T. Gates, Lake George, New York.

26 Broadway
New York

December 13, 1910.

The Board of Trustees of The University of Chicago,
Chicago, Illinois.

Gentlemen:

I herewith tender my resignation as Trustee of The
University of Chicago, to take effect immediately.

Very truly yours,

D. T. Gates

36 Broadway
New York

December 13, 1910.

The Board of Trustees of The University of Chicago,
Chicago, Illinois.

Gentlemen:

I herewith tender my resignation as Trustee of The

University of Chicago, to take effect immediately.

Very truly yours,

J. J. [Signature]

December 27, 1910.

My dear Mr. Gates:

Your favor of the 22nd inst. is received.

Last Thursday I telegraphed you on this subject and undoubtedly you wrote before receiving the despatch in question. Mr. Hutchinson's plans for the bust contemplate its being placed on the mantelpiece in Hutchinson Hall, other articles in proximity, so that the smaller size in his judgment would be better adapted.

With cordial regards, I am

Very truly yours,

H. P. J.

H. P. Judson

Mr. F. T. Gates,
26 Broadway,
New York City.

December 27, 1910.

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With cordial regards, I am

Very truly yours,

M. P. Judson

Mr. F. T. Gates,
26 Broadway,
New York City.

ack
2/7/11 11

Aunt Chicago

26 Broadway
New York

February 1, 1911.

Dear Dr. Judson:

I am in need of an historical atlas suitable for a general library, covering the classical period, the mediaeval and modern times - one that will be sufficiently full and accurate without being too large for convenient use.

I know of no one who can define my wants so well or who would be so likely to name the work which would fill them, as yourself. Would it be too much trouble for you to write down the name of such an atlas as you think I would like best, and send it to me in the enclosed envelope?

Kindly give my regards, and those of the folks at home, to the good lady.

Very truly yours,

I. H. Gates

President Harry Pratt Judson,
c/o Mr. George B. Cluett,
Palm Beach, Florida.

Sebring
New York

February 1, 1911.

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President Harry Pratt Johnson,
c/o Mr. George B. Clapp,
Palm Beach, Florida.

26 Broadway
New York

February 1, 1911.

February 27, 1911

I am in need of an historical atlas suitable for a general library,
March 2, 1911

covering the classical period, the mediæval and modern times - one that
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Memorandum from Mr. McLaughlin:-

My dear Mr. Gates:-

The best known atlases are ^{g.} Droysen's
"Allgemeiner Historischen Handatlas" (Bielefeld, Leipzig, Velhagen &
Klasing, 1886); Spruner-Menke's "Hand-Atlas für die Geschichte des
Mittelalters und der Neuere Zeit" (Gotha: Perthe, 1880); and Reginald
Lane Poole's "Historical Atlas of Modern Europe from the Decline of the
Roman Empire" (Oxford: Clarendon Press, 1902). These three are large,
scholarly, and cumbersome. It should be noted, also, that two of them
do not cover the classical field. Judson

There are two very good smaller atlases, E. W. Dow's "Atlas of
European History" (Holt, about 1907), and F. W. Putzger's "Historischer
Schul-Atlas" (Belhagen & Klasing, 1902). Both of these are intended
chiefly for use by historical students in the universities. They are
modern, of convenient size, thoroughly accurate and trustworthy. In
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ack
2/7/11 H

Aunt Chicago

26 Broadway
New York

February 1, 1911.

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March 2, 1911
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My dear Mr. Gates:-

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February I am sending enclosed memorandum from Mr. McLaughlin, Head
too much trouble for you to write down the name of such an atlas as you think
of our Department of History. I think this will cover the ground.

I would like best, and send it to me in the enclosed envelope?

I may say, indeed, that as regards my own knowledge I concur with

Kindly give my regards, and these of the folks at home, to the good
Professor McLaughlin's recommendations.

lady.

Cordially yours,

Very truly yours, H. P. Judson

H. P. Judson

F. T. Gates

President Harry Pratt Judson,

c/o Mr. George B. Cluett,

Palm Beach, Florida.

Mr. F. T. Gates,

26 Broadway, New York.

February 27, 1911

March 2, 1911

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modern of convenient size, thoroughly accurate and trustworthy. In
my judgment, the University library can use one of these two smaller atlases
would be the most suitable.

26 Broadway
New York

March 6, 1912.

Dear Dr. Judson:-

I have just received the enclosed crushing reply to my pamphlet. I hand it to you with my expiring breath.

Very truly yours,

L. J. Yates

President Harry Pratt Judson,
University of Chicago,
Chicago, Ill.

March 6, 1912.

28 Broadway
New York

Dear Dr. Johnson:

I have just received the enclosed regarding reply to my

sample. I have to say with my existing breast.

Very truly yours,

President Henry Ford Johnson,

University of Chicago,
Chicago, Ill.

26 Broadway
New York

46
March 6, 1912.

Chicago, March 8, 1912

Dear Dr. Judson:-

I have just received the enclosed crushing reply to my
pamphlet. I hand it to you with my expiring breath.
Dear Mr. Gates:-

Very truly yours,
The tortuous evolutions of the human intellect
are not possible always to follow.

Very truly yours,
F. T. J.

President Harry Pratt Judson,
University of Chicago,
Chicago, Ill.

Mr. F. T. Gates,
26 Broadway, New York.

Chicago, March 8, 1912

Dear Mr. Gates:-

The various evolutions of the human intellect

are not possible always to follow.

Very truly yours,

H. T. F.

Mr. W. T. Gates,
20 Broadway, New York.

Chicago, June 19, 1912

Dear Mr. Gates:-

Thank you very much for your favor of the 17th inst. with enclosure relating to the cost of instruction at Yale. Mr. Arnett has been making an exhaustive study for us on this matter. You spoke to me of the parents' being in some cases permitted the privilege of paying to the Treasurer of the College the difference between the cost of tuition and the term bill rendered. May I ask if such letter comes directly from the Treasurer of the College, or is it informal?

By the way I understand indirectly that the Yale authorities are in doubt as to the advisability of suggesting that parents pay the difference in tuition above mentioned. Doubtless you are informed on this subject.

With all best wishes, I am,

Cordially yours,

H. P. Judson

H.P.J. - L.

Mr. F. T. Gates,
26 Broadway, New York.

Chicago, June 19, 1912

Dear Mr. Gates:-

Thank you very much for your favor of the 17th inst. with enclosure relating to the cost of instruction at Yale. Mr. Arnold has been making an exhaustive study for us on this matter. You spoke to me of the parents' being in some cases permitted the privilege of paying to the Treasurer of the College the difference between the cost of tuition and the term bill rendered. May I ask if such letter comes directly from the Treasurer of the College, or is it informal? By the way I understand indirectly that the Yale authorities are in doubt as to the advisability of suggesting that parents pay the difference in tuition above mentioned. Doubtless you are informed on this subject.

With all best wishes, I am,

Cordially yours,

H. P. J. - L.
Mr. F. T. Gates,
26 Broadway, New York.

H. P. J. - L.
Mr. F. T. Gates,
26 Broadway, New York.

26 Broadway
New York

October 16, 1911.

Dear Doctor Judson:-

Your two letters were duly received. The one referring to medicine I caused to be copied and sent to Mr. Murphy and to Mr. J. D. R., Junior who has been away and whom I have not seen since June. Your letter will receive attention just as soon as the Committee can get together.

Meantime, let me congratulate you on your escape, which, notwithstanding the inconvenience the accident caused you, must yield you out of it all not a little gratitude and satisfaction.

I have noted in the papers the prosperity of the University. Mrs. Gates and I often spoke during the summer of Mrs. Judson's travels. She very kindly and thoughtfully kept us informed in some degree of her movements, through postals and picture cards.

All our family are well and all, including Grace, are away to school, Percy alone remaining with us. All doing just as well as we could hope or desire.

The matter to which you call my attention will be taken up at the first possible moment.

Cordially yours,

S. J. Gates

President Harry Pratt Judson,
University of Chicago,
Chicago, Illinois.

Chicago, Oct. 6, 1911

Dear Mr. Gates:

I am writing to ask the judgment of Mr. Rockefeller's Committee on our medical education. There is of course no question of finance involved, either directly or indirectly, but under all the circumstances it seems very right that we should have the opinion in question. This is the situation.

1. If we are sure to have a medical school we ~~cannot defer action longer. Should we do so?~~ ~~must act now.~~ If we do not, the interest and gifts of our people, which are more and more turning to medicine, will be given to other institutions, ~~scattered, and thus~~ ^{lost} by us. If we had had the foundation in the last two years considerable ~~sums~~ ^{money} would have come our way which has ^{already} gone elsewhere.

2. It is not of the question to obtain large gifts ~~from~~ ^{in Chicago for a new foundation}. This matter has been canvassed thoroughly, and with this ~~result~~ ^{conclusion}.

3. If we move at all it ~~will~~ can be only by combining with the Rush people. By them I do not mean merely the physicians, like Bellings and Beran, but the trustees, like John J. Glessner, A. A. Sprague, Rosenwald, and others - men of wealth and large ideas.

4. The Rush property, aside from ~~the~~ ^{the} location

of the land, is not of great value. But the Contract with the Presbyterian Hospital (recently enlarged) is a valuable asset. It would give the new school at once an excellent hospital for clinical work. And it is believed that a million dollars for endowment could be raised here by a united effort.

5th. A fundamental condition should be a
free hand on the part of the University to
organize in such way as they see proper
its Board & business.

64. ~~the~~ ⁱⁿ ~~school~~ ^{Brand & Huston} ~~will~~ ^{will} ~~be~~ ^{be} ~~able~~ ^{able} ~~to~~ ^{to} ~~develop~~ ^{develop} ~~the~~ ^{the} ~~university~~ ^{university} ~~into~~ ^{into} ~~a~~ ^a ~~proper~~ ^{proper} ~~school~~ ^{school} ~~in~~ ⁱⁿ ~~the~~ ^{the} ~~near~~ ^{near} ~~future~~ ^{future} ~~years~~ ^{years} ~~for~~ ^{for} ~~its~~ ^{its} ~~proper~~ ^{proper} ~~development~~ ^{development}.

76. I have no interest in commercial medicine, but am greatly interested in scientific medicine.

8. In view of all the circumstances of the past it would be improper for us to move in this matter contrary to the judgment of Mr. Rockefeller's representatives.

9 & (If on the other hand) we concur with us in the view that the move in question is advisable, it is essential that we know such to be the case. We shall not take any steps against your judgment ^{or existing} ~~from approval~~. In the light of the past ~~this~~ we think we must go forward with confidence.

10 & It is appropriate to add:

10. If you ^{affirmative action & college add.} ~~would say~~, ~~we~~ ~~do not~~ ~~dissent~~, but
"We hope that the University will establish medicine
on a scientific and not on a commercial

would be that effect
something of the kind,
basis," it would be helpful.

11 H. You incur no sort of obligation by giving us
your judgment - we feel under an obligation
not to act without knowing your views.

We are anxious to decide the
whole matter promptly

H. P. J.

