

*Mc Leish*

**Carson, Pirie, Scott & Co.,**

—Retail.

**Dry Goods, Millinery, Carpets, Upholstery,**

**FURS, BOYS' CLOTHING AND FINE SHOES.**

*Trustees*

**State and Washington Streets.**

**Chicago, Sept. 16/92. 189**

Rev. T. W. Goodspeed,

Sec'y. Chicago University,

#1212 Chamber of Commerce Bldg., City,

Dear Brother:-

I learned at last meeting of trustees that it would be necessary to employ within a very short time some janitors for the University buildings, and it was the opinion of the trustees that students should not do that work in the dormitories, but that regular janitors be there employed. I wish through you to secure a chance to obtain some such position for a man named Erickson, now living at Glencoe, and whose circumstances make it imperative that employment should be obtained for him at once. He is a dane of the better class, educated and gentlemanly in manner, having filled some commercial positions in the old country and having left there for Chicago to obtain a position, which was filled before his arrival; since then he has had a hard time of it, but is well spoken of by those who know him best and is willing to turn his hand to any kind of honest labor and faithfully perform it. If the employment of janitors is in the hands

Carson, Pirie, Scott & Co.,

—Retail—

Dry Goods, Millinery, Carpets, Upholstery,

FURS, BOYS' CLOTHING AND FINE SHOES.

State and Washington Streets.

Chicago, Sept. 14/02. 189

Rev. T. W. Goodspeed,

Sec'y. Chicago University,

1212 Chamber of Commerce Bldg., City.

Dear Brother:-

I learned at last meeting of trustees that

it would be necessary to employ within a very short time some

janitors for the University buildings, and it was the opinion of

the trustees that students should not do that work in the normal

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through you to secure a chance to obtain some such position for a

man named Erickson, now living at Glenwood, and whose circumstances

make it imperative that employment should be obtained for him at

once. He is a man of the better class, educated and gentlemanly

in manner, having filled some commercial positions in the old

country and having left there for Chicago to obtain a position,

which was filled before his arrival; since then he has had a hard

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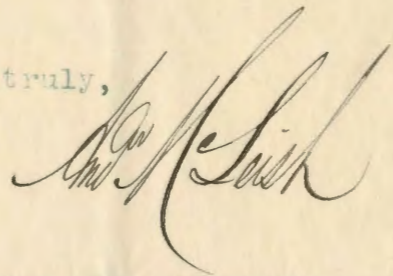
**FURS, BOYS' CLOTHING AND FINE SHOES,**

*State and Washington Streets.*

*Chicago, ..... 189*

of any of our trustees, would you kindly bring this matter before the right party and secure immediate information and if possible favorable action. I think the appointment would be a good one and the man a capable one for the work,

Yours very truly,

A handwritten signature in dark ink, appearing to read "J. P. Scott", written in a cursive style.

Carson, Pirie, Scott & Co.,

—Retail—

Dry Goods, Millinery, Carpets, Upholstery,

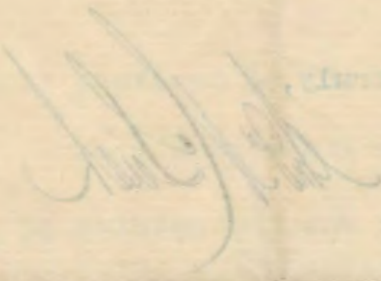
FURS, BOYS' CLOTHING AND FINE SHOES.

State and Washington Streets.

Chicago, 189

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the right party and secure immediate information and if possible  
favorable action. I think the appointment would be a good one and  
the man a capable one for the work.

Yours very truly,





**CARSON PIRIE SCOTT & Co.**

*Dry Goods,*  
State and Washington Streets.

*McLeish*

RETAIL DEPARTMENT.

388

Chicago, Oct. 30/93. 189

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

Sec'y. University of Chicago, CHICAGO.

Dear Brother Goodspeed:

The enclosed letter has just reached me, and although the writer is unknown to me I have no doubt he is what he represents himself to be and I will verify his claims. My object in writing to you is to ascertain what chance there is of obtaining for him a fellowship, or some work in the University, by which he can help meet his expenses. I commend the case to your friendly interest, and shall feel obliged if you will return the enclosure to me without delay, accompanied by a statement of what you have been able to do or expect to do.

Very cordially yours,

*And J. McLeish*

CARSON PINE SCOTTS CO.

127 N. Dearborn

Chicago, Ill.



Chicago, Oct. 30/93. 120

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

Sec'y. University of Chicago, CHICAGO.

Dear Brother Goodspeed:

The enclosed letter has just reached me, and although the writer is unknown to me I have no doubt he is what he represents himself to be and I will verify his claims. My object in writing to you is to ascertain what chance there is of obtaining for him a fellowship, or some work in the University, by which he can help meet his expenses. I command the case to your friendly interest, and shall feel obliged if you will return the enclosure to me without delay, accompanied by a statement of what you have been able to do or expect to do.

Very cordially yours,



*Carson, Pirie, Scott & Co.,*

[GOSPAGE STORE.]

*Dry Goods, Millinery, Carpets, Upholstery,*

FURS, BOYS' CLOTHING AND FINE SHOES,

*State and Washington Streets.*

*Chicago,*

*Jan. 8/94.* 189

*Trusler*

Pres. Harper,

The University of Chicago, CHICAGO.

Dear Dr. Harper:

The writer of the enclosed note I have known for about six years as a very bright and ambitious young colored man, the son of a very worthy and exceptionally intelligent man who was for years the head steward of the Illinois Club. Robert's case is entitled to consideration, if there is any possibility in assisting him in his desire to complete his course. If the projected Students' Aid Society has begun its work and is able to assist him, young Shaw will prove a worthy beneficiary. Not knowing whom to apply to, I regretfully trouble you and hope it may be possible to do something. If I felt able myself I would gladly invest in him, but I cannot do so now. If you will refer this matter to the right parties and ask them to advise me, I will esteem it a favor.

Yours very truly,

*Geo. McLeish*

Carson, Pirie, Scott & Co.,

(BOSSARD STORE)

Dry Goods, Millinery, Carpets, Upholstery,

FURS, BOYS' CLOTHING AND FINE SHOES.

State and Washington Streets.

Jan. 24. 1884

Chicago.

Pres. Harper,

The University of Chicago, CHICAGO.

Dear Dr. Harper:

The writer of the enclosed note I have known for about six years as a very bright and ambitious young colored man, the son of a very worthy and exceptionally intelligent man who was for years the head steward of the Illinois Club. Robert's case is entitled to consideration, if there is any possibility in assisting him in his desire to complete his course. If the project ed Students' Aid Society has begun its work and is able to assist him, young Shaw will prove a worthy beneficiary. Not knowing whom to apply to, I respectfully trouble you and hope it may be possible to do something. If I felt able myself I would gladly invest in him, but I cannot do so now. If you will refer this matter to the right parties and ask them to advise me, I will esteem it a favor.

Yours very truly,



CARSON PIRIE SCOTT & Co.

Dry Goods,

State and Washington Streets.

*McLeish*

RETAIL DEPARTMENT.

11

*Invoice*

Chicago, June 16/94. 189

Dr. W. R. Harper, Pres.,

University of Chicago, CHICAGO.

My Dear Dr. Harper:

I have suggested to the Glencoe School Board, of which my wife is a member, that perhaps they might learn through you of some man suitable in every way for the principalship of the school, which has lately become vacant. If some other officer of the University, (perhaps the one doing Prof. Abbott's work,) stands more in the way of hearing of such cases, will you kindly refer this matter to him. Glencoe wants, as does many another place, an ideal man, but speaking soberly, the present condition of school interests requires one of the rarest type of school masters, something of the "Arnold of Rugby" order. Educationally, he should be fitted to do the best work of a graded school, and have the necessary qualities in directing and strengthening the work of the other teachers. In experience, he should be well fitted, not only to do the above, but to command the confidence of the pupils, the teachers and the patrons of the school. Morally, and here is where the demand is most urgent, he should be a strong man, possessing high ideals, and of so influential personality that the meanest, most common place and degraded boy in the school will be affected and elevated by coming in contact with him - a steady

Chicago, June 16/94. 129



Dr. W. R. Harper, Pres.,

University of Chicago, CHICAGO.

My Dear Dr. Harper:

I have suggested to the Glencoe School Board, of which my wife is a member, that perhaps they might learn through you of some man suitable in every way for the principalship of the school, which has lately become vacant. If some other officer of the University, perhaps the one doing Prof. Abbott's work, stands more in the way of hearing of such cases, will you kindly refer this matter to him. Glencoe wants, as does many another place, an ideal man, but speaking soberly, the present condition of school interests requires one of the rarest type of school masters, something of the "Arnold of Rugby" order. Educationally, he should be fitted to do the best work of a graded school and have the necessary qualities in directing and strengthening the work of the other teachers. In experience, he should be well fitted, not only to do the above, but to command the confidence of the pupils, the teachers and the patrons of the school. Morally, and here is where the demand is most urgent, he should be a strong man, possessing high ideals, and of so influential personality that the meanest, most common place and degraded boy in the school will be affected and elevated by coming in contact with him - a steady



**CARSON PIRIE SCOTT & Co.**

*Dry Goods,*

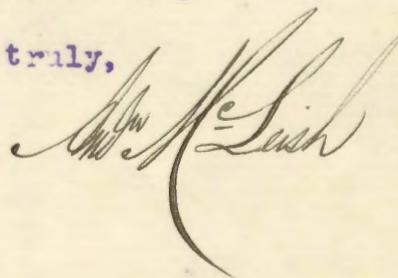
State and Washington Streets.

RETAIL DEPARTMENT.

Chicago, ..... 189

wise man not lacking in personal force is needed to raise the whole moral tone and esprit de corps of the school. If you can help in this matter, or turn the case, as suggested, over to some one else and communication be made to Mrs. M. H. McLeish, Clerk of School Board, Glencoe, Ill., it will greatly oblige,

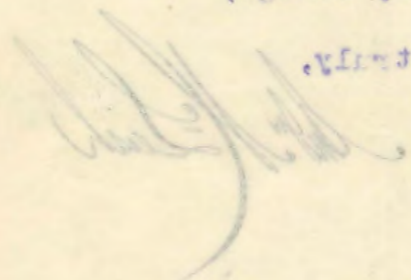
Yours very truly,

A handwritten signature in dark ink, appearing to read "M. H. McLeish". The signature is written in a cursive style with a large, sweeping flourish at the end.

Chicago, 189

wise man not lacking in personal force is needed to raise the  
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Yours very truly,





CARSON PIRIE SCOTT & CO.

Dry Goods,  
State and Washington Streets.

RETAIL DEPARTMENT

Chicago, April 11/95. 189

Dear Dr. Harper:

Some time before the last convocation there were presented to me for my signature, as president of the board of the Baptist Theological Union, a number of diplomas, in only one of which the name of the recipient was written. On two former occasions the same thing was done, and I therefore sent word by the messenger that I should like to receive a list of the names of those who were to receive the degrees or certificates - to this request the enclosed response has come, and I have underlined on it the only real reason assigned, which really does not appear to me to be a sufficient one. It is evident that Dr. Hulbart and other official signers, besides myself, are called upon to sign these diplomas in blank, which leaves such transactions loose, irregular and subject to abuse, if it should ever seem desirable to an unscrupulous person to do so. My object in writing is not to continue a discussion with the examiner's office, but to bring to your notice a matter that affects the value of the University degrees, if I am correct in my supposition about it. I presume you will agree with me that all the necessary and proper preliminary forms and signatures, including insertion of names, should have

Chicago, April 11/05. 180

Dear Dr. Harper:

Some time before the last convention there were presented to me for my signature, as president of the board of the Baptist Theological Union, a number of diplomas, in only one of which the name of the recipient was written. On two former occasions the same thing was done, and I therefore sent word by the messenger that I should like to receive a list of the names of those who were to receive the degrees or certificates - to this request the enclosed response has come, and I have underlined on it the only reason assigned, which really does not appear to me to be a sufficient one. It is evident that Dr. Hubert and other official signers, besides myself, are called upon to sign these diplomas in blank, which leaves such transactions loose, irregular and subject to abuse, if it should ever seem desirable to an unscrupulous person to do so. My object in writing is not to continue a discussion with the examiner's office, but to bring to your notice a matter that affects the value of the University degrees, if I am correct in my supposition about it. I presume you will agree with me that all the necessary and proper preliminary forms and signatures, including insertion of names, should have



CARSON PIRIE SCOTT & Co.

Dry Goods,

State and Washington Streets.

RETAIL DEPARTMENT.

Chicago, ..... 189.....

been complied with before the documents were sent to me. If I  
misapprehend the matter, please let the thing drop, and oblige,

Yours truly,

*Anders McLeish*

*P.S. I signed them at time they were brought to me.*

*AM*

Chicago, 189

been complied with before the documents were sent to me. If I  
misapprehend the matter, please let the thing drop, and oblige,

Yours truly,

*[Handwritten signature]*

*[Faint handwritten text, possibly a postscript or address]*



**CARSON PIRIE SCOTT & Co.**

**Dry Goods,**

*State and Washington Streets.*

*McLish*  
RETAIL DEPARTMENT

Chicago, May 17/95. 189

(77)

Pres. W. R. Harper,

The University of Chicago, CHICAGO.

Dear Dr. Harper:

I was shown today among some skins offered us for sale a very handsome cinnamon bear skin in unusually good condition. I thought of you and your new house, and write to ask if you desire to possess such an article for a floor rug. I think it could be dressed, cleaned, lined and put into condition for that purpose for possibly \$65.00 or a little more, and if you feel interested in it and will let me know, I can give you a chance to look at it and decide for yourself. If it does not interest you, please advise me.

Cordially yours,

*McLish*

P. S. It is not a very large size.

*Inspected*

PP 65116

RETAIL DEPARTMENT

CARSON PINE SCOTT & CO

Dry Goods

State and Washington Streets

189

Chicago, May 14/95.

(77)

Pres. W. R. Harper,

The University of Chicago, CHICAGO.

Dear Dr. Harper:

I was shown today among some skins offered  
 us for sale a very handsome cinnamon bear skin in unusually good  
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 if you desire to possess such an article for a floor rug. I think  
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 interested in it and will let me know, I can give you a chance  
 to look at it and decide for yourself. If it does not interest

you, please advise me.

Cordially yours,

P. S. It is not a very large size.

Enclosed



CARSON PIRIE SCOTT & Co.

Dry Goods,

State and Washington Streets.

*Trustees*

*McLeich*  
RETAIL DEPARTMENT

Chicago, May 21/95. 189

*Howay*

Dear Dr. Harper,

I have yours of 21st inst., but no list of toasts enclosed as stated. I am sorry enough to be called to this duty for Thursday noon, but would feel still more at sea without the data promised.

I received yesterday a communication from Dr. Morehouse, advising me of my election, at Washington, on the 9th inst. to the position of president of the American Baptist Education Society for the ensuing year. Before replying, declining the position, I wish to ask you if you know anything of this action and whether it was taken at the meeting of the Southern Baptist churches, and also whether the society presents its statement at the Northern May meetings, and if my presence there is necessary. I don't see how I can usefully fill such a place, situated as I am at present, but thought you would know something about the matter,

Yours truly,

*Dr. McLeich*

*P.S. List of toasts just reached me.*

CARSON PRINE SCOTT & CO

Dry Goods

1000 and Washington Street

Chicago, May 21/95.

Dear Dr. Harper,

I have yours of 21st inst., but no list of books enclosed as stated. I am sorry enough to be called to this duty for Thursday noon, but would feel still more at sea without the data promised.

I received yesterday a communication from Dr. McPherson, advising me of my election at Washington on the 25th inst. to the position of president of the American Baptist Education Society for the ensuing year. Before replying, declining the position, I wish to ask you if you know anything of this action and whether it was taken at the meeting of the Southern Baptist churches, and also whether the society presents its statement at the Northern May meetings, and if my presence there is necessary. I don't see how I can usefully fill such a place, situated as I am at present, but thought you would know something about the matter.

Yours truly,

*Wm. L. Chapin*

*W. L. Chapin*



CARSON PIRIE SCOTT & CO.

Dry Goods,

State and Washington Streets.

*The Link*  
RETAIL DEPARTMENT.

*Trunk*  
Chicago, *file* Dec. 30/95. 189

*OK*

*Exec. Com.*

President W. R. Harper,

The University of Chicago, CHICAGO.

Dear Dr. Harper:

In my judgment 8% or 9% would be less than a fair rate to fix the rental of Professor's houses at Lake Geneva. Of course, the University furnishes the ground free of ground rental, which is a fact that might be considered by the renters, although the University would not think of making a charge for it; but when you come to consider - say, 6% for interest, 3% or 4% for repairs, possibly 1% for insurance, it runs over 10%, and I am of the opinion that the rent ought to contain a percentage for liquidation of the whole investment in the probable life time of the dwelling. I cannot see therefore that 12-1/2% would any more than make the investment whole under all the circumstances. On such a basis as that, I do not think the rental would be considered oppressive,

Yours truly,

*The Link*

CARSON PIRIE SCOTT & CO.  
Dry Goods,  
State and Washington Streets

RETAIL DEPARTMENT

Chicago, Dec. 30, 1905.

President W. R. Harper,

The University of Chicago, CHICAGO.

Dear Dr. Harper:

In my judgment 2% or 2 1/2% would be less than a fair rate to fix the rental of Professor's houses at Lake Geneva. Of course, the University furnishes the ground free of ground rental, which is a fact that might be considered by the renters, although the University would not think of making a charge for it; but when you come to consider - say, 2% for interest, 2% or 2 1/2% for repairs, possibly 1% for insurance, it runs over 10%, and I am of the opinion that the rent ought to contain a percentage for liquidation of the whole investment in the probable life time of the dwelling. I cannot see therefore that 12-15% would any more than make the investment whole under all the circumstances. On such a basis as that, I do not think the rental would be considered oppressive.

Yours truly,



**CARSON PIRIE SCOTT & Co.**

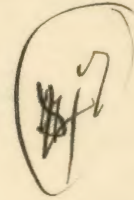
Dry Goods,

State and Washington Streets.

McLeish  
RETAIL DEPARTMENT.

*Trusler*  
Chicago, March 17th, 1897.

President W. R. Harper,  
University of Chicago,  
Chicago.



My dear Dr. Harper:--

I had a call from Mrs. Judge Bailey this morning, one of the objects of which was to offer to the University a copy of a very excellent oil painting of her husband, made a few years ago by Mr. Franklin Tuttle, of New York, whom she describes as an unusually gifted artist in portraits of men, and who himself would execute the copy referred to.

The condition of this gift is that she would agree to furnish the picture as one of a group of portraits of the University Board of Trustees, provided they thought best to consummate such an arrangement. She thinks that Mr. Tuttle's price for a portrait of the size of her husband's (bust length) is \$350. but feels sure she could consummate an arrangement at \$250. or thereabouts, provided enough portraits were ordered to justify his coming here to execute them.

I know the unfavorableness of the times, and the difficulties of securing an agreement that would consummate this plan, but there is one fact which it is our duty to consider, i.e. the historical importance of securing, if possible, likenesses of the men who have taken part in the founding of this institution. First of all I thought of yourself, and then remembering Mr. Ryerson's uncertain health and the death of our dear friend, Judge Bailey, it appeared to me wise to present the matter for consideration at least. It may be imposing an onerous burden upon some of our associates to ask for such a thing, but there are many considerations that make it desirable to secure their portraits while we may.

Very cordially yours,

*Wm. McLeish*

CARSON PIRIE SCOTT &amp; CO.

Dry Goods

Rear and Washington Streets

Chicago, March 17th, 1897.

President W. R. Harper,

University of Chicago,

Chicago.

My dear Dr. Harper:—

I had a call from Mrs. Judge Bailey this morning, one of the

objects of which was to offer to the University a copy of a very excellent oil painting of her husband, made a few years ago by Mr. Franklin Tuttle, of New York, whom she described as an unusually gifted artist in portraits of men, and who himself would execute the copy referred to.

The condition of this gift is that she would agree to furnish

the picture as one of a group of portraits of the University Board of Trustees, provided they thought best to consummate such an arrangement. She thinks that Mr. Tuttle's price for a portrait of the size of her husband's (about length) is \$250, but feels sure she could consummate an arrangement at \$200, or thereabouts, provided enough portraits were ordered to justify his coming here to execute them.

I know the unfortunateness of the time, and the difficulty

of securing an agreement that would consummate this plan, but there is one fact which it is our duty to consider, i.e., the historical importance of securing, if possible, likenesses of the men who have taken part in the founding of this institution. First of all I thought of yourself, and then remembering Mr. Ryerson's uncertain health and the death of our dear friend, Judge Bailey, it appeared to me also to present the matter for consideration at least. It may be imposing an over-burden upon some of our associates to ask for such a thing, but there are many considerations that make it desirable to secure their portraits while we may.

Very cordially yours,





**CARSON PIRIE SCOTT & Co.**

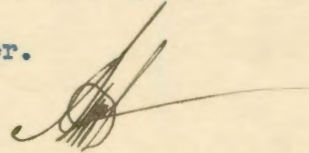
Dry Goods,

State and Washington Streets.

RETAIL DEPARTMENT.

---2--- Chicago,.....189.....

P. S. Mrs. B. says that the portrait at the Art Institute of the late Mr. Han-  
naford, of Chicago, was painted by Mr. Tuttle. I tried to have her consent to  
furnish Judge Bailey's picture, even if the plan she suggested as to those of the  
rest of the Board was not consummated, but she did not agree to that; though it  
might be possible to obtain her consent hereafter.

A handwritten signature in dark ink, appearing to be 'J. S. Tuttle', with a long horizontal flourish extending to the right.

PP65:15

RETAIL DEPARTMENT

189

Chicago

---

CARSON PIRIE SCOTT & CO.

Dry Goods

State and Washington Streets

E. E. Mrs. E. says that the portrait at the Art Institute of the late Mr. Har-  
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Furnish Judge Bailey's picture, even if the plan she suggested as to those of the  
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might be possible to obtain her comment hereafter.



CARSON PIRIE SCOTT & CO.

Dry Goods,

State and Washington Streets.

RETAIL DEPARTMENT.

*McLeish*

Chicago, January 25th, 1898.

Pres. W. R. Harper,

The University of Chicago,

Chicago.

41

My dear Dr. Harper:--

Through the kindness of a friend to whom it was sent, from Edinburgh, I send herewith for your examination the account of the construction of "McEwan Hall", the University Hall of the Edinburgh University. The illustrations furnish a fair idea of this beautiful and useful structure, and its perusal ought to prove a stimulus to the U. of C. and its friends. Where are we to look for an American representative of this type of benevolence? You will note with special interest the remarks made by the Chancellor of the University as to its necessity.

Mr. Cobb also ought to see this, if he is in Chicago, but I must ask that you care for it, and return to me when convenient.

Very truly yours,

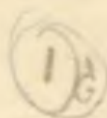
*Trusted*  
*And J. McLeish*

CARSON PIRIE SCOTT & CO.

Dry Goods.

State and Washington Streets.

Chicago, January 25th. 1898.



Prof. W. R. Harper,

The University of Chicago,

Chicago.

My dear Dr. Harper:--

Through the kindness of a friend to whom it

was sent, from Edinburgh, I send herewith for your examination the account of the construction of "McKean Hall", the University Hall of the Edinburgh University. The illustrations furnish a fair idea of this beautiful and useful structure, and its personal ought to prove a stimulus to the U. of C. and its friends. Where are we to look for an American representative of this type of benevolence? You will note with special interest the remarks made by the Chancellor of the University as to its necessity.

Mr. Cobb also ought to see this, if he is in Uni-

cago, but I must ask that you care for it, and return to me when

Very truly yours,

convenient.



CARSON PIRIE SCOTT & Co.

CHICAGO.

Mr. Francis W. Shepardson,

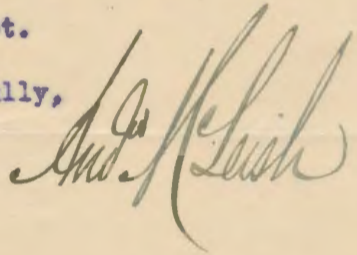
University of Chicago,

Chicago, Illinois.

Dear Mr. Shepardson,

I have pleasure in accepting the Invitation to the Dinner- in honor of the German Ambassador- given by the President and Senate of the University, and enclose herein check for a Ticket.

Respectfully,

A handwritten signature in dark ink, appearing to read "Andrew D. Leach". The signature is written in a cursive style with a large, sweeping initial "A".

Jan. 20th, 1900

UNIVERSITY OF CHICAGO

W. Francis V. Thompson,

University of Chicago,

Chicago, Illinois.

Dear Mr. Thompson,

I have pleasure in accepting the invita-

tion to the dinner in honor of the German Ambassador-

given by the President and Senate of the University, and

enclose herewith check for a ticket.

Respectfully,

Jan. 20th, 1900



118

## CARSON, PIRIE, SCOTT &amp; Co.

DRY GOODS.

*State and Washington Sts.*

RETAIL DEPARTMENT.

*Chicago,* March 15th, 1900 *189*

President W. R. Harper,

University of Chicago,

Chicago, Illinois.

Dear Doctor Harper,

I am in receipt of yours of the 14th inst, and am glad to hear you are making some progress in money matters. I sincerely hope your success will be full and complete.

I wonder if it is the time to move in the matter of a School of Technology-transferring the value of the Chicago Manual Training School to the University, and asking Mr. Rockefeller to accept it as a contribution towards his Two Million Dollars (\$2,000,000.00) pledge. Of course it would require to be housed (when the transfer was made,) and a School of Technology at the U. of C. ought to be upon a large and first class scale, which would require money from somewhere to erect a building I suppose, but it is a thing I would like to see accomplished as soon as it can be done.

I was told a day or two ago that Mr. Billings had gone East, and do not know of his return, but would only say as to that matter that, if you think it best to speak to him now, you should go directly to him.

In regard to the pressure, responsibility and care incurred through connection with these various educational interests I wish to make my position clear. My first and chief interest is <sup>in</sup> the U. of C. For that, and its upbuilding, I am willing to make sacrifices of time and convenience, even though the burden does seem heavy at times. All other educational interests are, in my thought, subsidiary, and I would welcome entire relief from any responsibility for them and confine myself to - as one has written- "This One Thing I Do."



CARSON, PIRIE, SCOTT & CO.

DRY GOODS.

118

RETAIL DEPARTMENT

Chicago, Ill.

University of Chicago,

Chicago, Illinois.

Dear Doctor Harper,

I am in receipt of yours of the 14th inst, and am glad to hear you are making some progress in money matters. I sincerely hope your success will be full and complete.

I wonder if it is the time to move in the matter of a School of Technology - transferring the value of the Chicago Manual Training School to the University, and asking Mr. Rockefeller to accept it as a contribution towards his Two Million Dollars (\$2,000,000.00) pledge. Of course it would require to be found when the transfer

was made, and a School of Technology at the U. of C. ought to be upon a large and first class scale, which would require money from somewhere to erect a building I suppose, but it is a thing I would like to see accomplished as soon as it can be done.

I was told a day or two ago that Mr. Billings had come West, and do not know of his return, but would only say as to that matter that, if you think it best to speak to him now, you should go directly to him.

In regard to the pressure, responsibility and care involved through connection with these various educational interests I wish to make my position clear. My first and chief interest is the U. of C. For that and its upbuilding I am willing to make sacrifices of time and convenience, even though the burden does seem heavy at times. All other educational interests are, in my thought, subsidiary, and I would welcome entire relief from any responsibility for them and confine myself to - as one

has written - "This One Thing I Do."



# CARSON, PIRIE, SCOTT & Co.

DRY GOODS.

*State and Washington Sts.*

RETAIL DEPARTMENT.

*Chicago,* March 15th, 1900 189

--2-- Harper

If we could substitute for the weaklings, and unfaithful ones upon the University Board, a sufficient number of capable men with consciences, I would feel happier, and have more assurance of its future.

I am,

Yours very truly,

*Ans. W. Leish*

CARSON, PIRIE, SCOTT & CO.

DRY GOODS.

1101 and 1103 North Dearborn St.

RETAIL DEPARTMENT.

March 18th, 1900

Chicago

-- 2 --

If we could substitute for the weakness and unfaithful ones upon the University Board, a sufficient number of capable men with consciences, I would feel happier, and have more assurance of its future.

I am,

Yours very truly,

Wm. H. Paine



*Trustees*

February 29th, 1901.

Mr. Andrew McLeish,

Care of Carson, Pirie, Scott & Company, Chicago.

My dear Mr. McLeish:

I have had a talk with Ernest A. Hamill and with James H. Eckels. Both of them are ready to accept appointments to membership on the Board of Trustees. I should be glad to have any further suggestions.

Very truly yours,

W. R. Harper

February 24th, 1901.

*Journal*

Mr. Andrew McLeish,  
Care of Carson, Pirie, Scott & Company, Chicago.  
My dear Mr. McLeish:

I have had a talk with Ernest A.  
Hamill and with James H. McKelis. Both of them are  
ready to accept appointments to membership on the  
Board of Trustees. I should be glad to have any  
further suggestions.

Very truly yours,

W. R. Harper



74 -  
April 23rd, 1901.

My dear Mr. McLeish:

Please do not be disturbed about my illness. It is simply an attack of the grippe, and I am trying to be very careful. I am sure two or three days will find me in shape again. I am working away at the various matters, and they are beginning to take good shape. I am more disturbed about the Elementary School than about anything else. Mr. Dewey has allowed the parents to wind him around their fingers.

Very truly yours,

W. R. Harper

April 23rd, 1901.

4

My dear Mr. McJannet:

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about my illness. It is simply an attack of the  
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else. Mr. Dewey has allowed the parents to wind  
him around their fingers.

Very truly yours,

W. R. Harper



*Trusted*  
CARSON, PIRIE, SCOTT & Co.

DRY GOODS.

*State and Washington Sts.*

*Chicago*

April 26th, 1901

RETAIL DEPARTMENT.



President W. R. Harper,

University of Chicago,

Chicago, Illinois.

My Dear Mr. Harper,

I regretted exceedingly hearing of your disability; and am glad to learn of your improvement, and most of all your own declaration that you are trying to be very careful.

If the admonitions of your friends are not seriously considered by you you ought to be admonished by the frequent recurrence, within the past few years, of these attacks. "A word to the wise is sufficient."

I am sorry that the organization of the School of Education should be attended with so much dissatisfaction on the part of the friends of the Elementary School, and the North Side Clientage of the Chicago Institute, and hope that you may find a way to reconcile the difference without sacrificing Mr. Dewey's influence and interest in his unique work.

Of course you have received a copy of the circular signed by William Kent, and others.

In the matter of the official letter, which I was instructed to write to Mr. and Mrs. Rockefeller, I would state that yesterday I mailed them such a communication, substantially covering the



CARSON, PIRIE, SCOTT & CO.

DRY GOODS.

106 and 108 Washington St.

April 28th, 1901

RETAIL DEPARTMENT

President W. R. Harper,

University of Chicago,

Chicago, Illinois.

My Dear Mr. Harper,

I regretted exceedingly hearing of your disability; and am glad to learn of your improvement, and most of all your own decision that you are trying to be very careful.

If the admonitions of your friends are not seriously considered by you you ought to be admonished by the frequent recurrence, within the past few years, of these attacks. "A word to the wise is sufficient."

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# CARSON, PIRIE, SCOTT & Co.

DRY GOODS.

*State and Washington Sts.*

*Chicago,*

RETAIL DEPARTMENT.

--2-- Harper

points indicated by you. Your failure to furnish them earlier was, of course, excused by your illness.

Yours very truly,

*And J. M. Leish*

CARSON, PIRIE, SCOTT & CO.

DRY GOODS.

116 North Washington St.

Chicago.

RETAIL DEPARTMENT

--S-- Harper

points indicated by you. Your failure to furnish them earlier was, of

course, excused by your illness.

Yours very truly,

*Wm. H. Harper*



*Enclosed*  
*H -*

Jan. 9th, 1902.

My dear Mr. McLeish:-

I am writing to you as a member of the Finance Committee, to raise two questions: 1) Is it not time that the University did something in reference to the North Side land received from Mrs. Blaine? So far as I know nothing has been done in reference to it. I should like to see the matter taken up and discussed.

2) Has the time not come for us to find a proper place in the city for the headquarters of the financial work of the University? I mean the office of the Business Manager. It seems to me that the sooner this is done the better.

Will you not give these two points your kind consideration?

Yours very truly,

W. R. Harper

Jan. 31st, 1902.

My dear Mr. McIsaac:-

I am writing to you as a member of the Finance Committee, to raise two questions: 1) Is it not time that the University did something in reference to the North Side land received from Mrs. Blaine? So far as I know nothing has been done in reference to it. I should like to see the matter taken up and discussed.

2) Has the time not come for us to find a proper place in the city for the headquarters of the financial work of the University? I mean the office of the Business Manager. It seems to me that the sooner this is done the better.

Will you not give these two points your kind consideration?

Yours very truly,

W. R. Harper



*Transcript*

January 28th, 1902.

Mr. Andrew McLeish,

Care of Carson, Pirie, Scott & Company, City.

My dear Mr. McLeish:

I have been wondering whether, if it were possible to interest him in the matter, Mr. W. A. Smith, of our Board of Trustees, would not be an excellent man to be appointed to the assistant business-managership, with a view to his taking control of the office when Mr. Rust gives up. I am told by those who know him intimately that Mr. Smith is a man of large and vigorous ability. He has had charge of some important work and has shown his skill. He knows all the inside affairs of the University, and, I think, would be an exceedingly satisfactory man to work with. The fact that he has never made a fortune for himself does not seem to me to indicate that he is not a capable financial man. I would like very much indeed to have you consider this question. I remain

Yours very sincerely,

W. R. Harper

January 23rd, 1902.

January 23rd

Mr. Andrew McLeish,

Care of Carson, Pirie, Scott & Company, City.

My dear Mr. McLeish:

I have been wondering whether, if it were possible to interest him in the matter, Mr. W. A. Smith, of our Board of Trustees, would not be an excellent man to be appointed to the assistant business-management, with a view to his taking control of the office when Mr. Rust gives up. I am told by those who know him intimately that Mr. Smith is a man of large and vigorous ability. He has had charge of some important work and has shown his skill. He knows all the inside affairs of the University, and, I think, would be an exceedingly satisfactory man to work with. The fact that he has never made a fortune for himself does not seem to me to indicate that he is not a capable financial man. I would like very much indeed to have you consider this question. I remain

Yours very sincerely,

W. R. Harper



(COPY)

26 Broadway  
New York

"February 20th 1902

Dear Mr. McLeish:

Your favor of February 1st was duly received and the matters therein referred to discussed with President Harper and Major Rust on their recent visit to New York. Pressure of business must be my apology for not replying sooner.

Taking up the items in your letter in the order in which they occur:

1st. My Father authorizes the expenditure of \$15,250 for equipment, machinery, etc., required for the new Press building, as recommended by the Committee on Press and Extension, and by the Board.

2nd. My Father authorizes the expenditure of fifty thousand dollars (\$50,000) for the purchase of a Law Library and the organization of a University School of Law as recommended by the Board, understanding that the total expense of the school, not including the cost of the library, for the first year shall not exceed \$12,000., and for the second year \$22,000, a sum which it is estimated that the receipts from student fees and matriculations will equal, the intention being to keep the expenditures within the receipts.

3rd. My Father authorizes the expenditure of \$5,606. on account of certain changes thought to be necessary in the Press Building in connection with the finishing of the same.

He also authorizes the expenditure of \$20,000., needed for general library equipment for the building, which same will provide for the purchase of steel stacks.





Both of these authorizations he makes on the recommendation of the Committee on Buildings and Grounds and of the Board of Trustees.

The total of these authorizations, viz: \$90,606., my Father herewith designates for the objects mentioned, from his \$2,000,000 gift of October 30th 1895.

Regarding the recommendation of the Director of the Oriental Museum calling for new cases required therein at a cost of \$1,100., which recommendation has been acted upon favorably by the Board, understanding that this sum will be provided from the Contingent Fund Mr. Gates and I as Trustees acquiesce in the action taken.

Very truly

(Signed) John D. Rockefeller, Jr."

Mr. Andrew McLeish  
Vice-president, Board of Trustees  
University of Chicago  
Chicago, Illinois

Ratio of these expenditures between the two categories  
of the Committee on Antislavery and Slavery and of the Board of  
Trustees.  
The total of these expenditures, viz. \$20,000, by  
proper financial management for the objects mentioned, may be  
an even rate of about \$100,000.

Regarding the recommendation of the Director of the  
National Board of Christian Education, which has been noted upon favorably  
by the Board, understanding that this can still be provided from  
the disbursement fund of \$100,000 and I as Treasurer acquiesce in the  
action taken.

Very truly

Yours faithfully,  
John H. Washburn, Jr.

Mr. Andrew Nelson  
Vice-President, Board of Trustees  
University of Chicago  
Chicago, Illinois



*Invitations*

April 14th, 1902.

Mr. Andrew McLeish,

Care of Carson, Pirie, Scott & Company, City.

My dear Mr. McLeish:

I have a ticket for you to the inauguration of President Butler Saturday afternoon. I have also a ticket for the great alumni dinner, to be given that evening at Sherry's. These are ten-dollar tickets. You may be sure the dinner will be a good one. At this dinner speeches will be made by President Roosevelt, Mayor Low, Secretary Hay, and others. Now, would it not be worth your while to leave Chicago in time to take in this celebration, and have a quiet Sunday in New York before our meeting with Mr. Rockefeller, Junior? Please let me know, in order that I may return the ticket if you do not wish to come.

Very truly yours,

W. R. Harper

April 14th, 1902.

Mr. Andrew McLeish,

Care of Garson, Pirie, Scott & Company, City.

My dear Mr. McLeish:

I have a ticket for you to the

inauguration of President Butler Saturday afternoon.

I have also a ticket for the great banquet dinner,

to be given that evening at Sherry's. These are

ten-dollar tickets. You may be sure the dinner

will be a good one. At this dinner speeches will

be made by President Roosevelt, Mayor Low, Secretary

Hay, and others. Now, would it not be worth your

while to leave Chicago in time to take in this cele-

bration, and have a quiet Sunday in New York before

our meeting with Mr. Rockefeller, Junior? Please

let me know, in order that I may return the ticket

if you do not wish to come.

Very truly yours,

W. R. Harper



*Confidential*

September 12, 1902.

*MacLeish*

Mr. Andrew MacLeish,  
State and Washington Streets,  
City.

Dear Mr. MacLeish:

I fear that the efforts made by the Trustees to furnish sufficient help in the office of the Business Manager, to insure the proper performance of all its business, have failed to accomplish the result. Do any members of the Board feel really satisfied with the present conditions in that office? Shall we have any substantial relief unless and until the Board either secures a new Business Manager, or itself divides the work and responsibility incident to the office?

It seems evident that no one man can personally superintend or manage all the minute details of the business of the University, and yet, is not this what the Major is continuing to attempt? Are we doing our full duty to the University in allowing present conditions to continue? A member of the Board is considering introducing a Resolution at its next Meeting, requesting the former Committee (Mr. MacLeish, Mr. Gray, and the President of the Board), to consider the present condition of the office, and its necessities, and recommend to the Board such division of labor and responsibility, either by creating Heads of Departments, or otherwise, as will secure its most efficient and economical administration. What is your judgment with respect to the matter?

For the Major's indefatigable industry,- for his loyalty to the Institution, and for his unquestioned integrity,- for himself,

September 12, 1902.

Mr. Andrew Macleish,  
State and Washington Streets,  
C i t y.

Dear Mr. Macleish:

I fear that the efforts made by the Trustees to furnish  
efficient help in the office of the Business Manager, to insure  
the proper performance of all its business, have failed to accom-  
plish the result. No any members of the Board feel really satis-  
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cure its most efficient and economical administration. What is  
your judgment with respect to the matter?

For the Major's indefatigable industry, - for his loyalty  
to the Institution, and for his unquestioned integrity, - for himself,



as a man, I have the highest regard. I would not needlessly do him an injustice, nor cause him a moment's discomfort. There are, however, limitations upon the capacity of any person, and I very much doubt whether the Institution has not far outgrown him in the magnitude and importance of its business affairs, and the numerous details incident thereto.

Hoping to hear from you at your early convenience, I am,

Yours very truly,

*signed J. A. B. Baldwin*

P.S. I mail a copy of this letter to Dr. Harper, in an envelope marked "Personal".

Y.

RECEIVED  
JAN 11 1900  
HENRY R. BALDWIN

RECEIVED  
JAN 11 1900  
HENRY R. BALDWIN

Mr. Andrew Macdonald.

S.

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tude and importance of its business affairs, and the numerous de-  
tails incident thereto.

Hoping to hear from you at your early convenience, I am,

Yours very truly,

*James M. Macdonald*

P.S. I wait a copy of this letter to Dr. Harper, in an

envelope marked "Personal".

Y.

OFFICES

PK

HEILY R. BALDWIN



*Trustees*

*[Signature]*

New York, May 2, 1904.

*[Checkmark]*

Mr. Andrew McLiesh,  
Care, Carson, Pierre, Scott & Co.  
Washington & State Street,  
Chicago, Ill.

Dear Mr. McLiesh:

Before leaving Chicago, I endeavored to get into communication with you about my visit here. It was concluded best to ask the trustees here to send Mr. Murphy, or some other representative to Chicago, to go over the financial matters submitted to the Board, so that they might become acquainted with the situation and know it as the trustees there know it. This was therefore the object of my interview to-day - not to secure any action on their part now, but to make the above request. Happily, they gave me time to go into matters very thoroughly, and to lay before them many things which we have not had time at other interviews to get well before them.

In connection with Mr. Arnett, I prepared a succinct analysis in the simplest possible form of the current accounts to March 31, 1904. This I prepared from the condensed general balance sheet of March 31, 1904, which

New York, May 2, 1904.

Mr. Andrew Melleson,  
Care, Carson, Pietsch, Scott & Co.  
Washington & State Street,  
Chicago, Ill.

Dear Mr. Melleson:

Before leaving Chicago, I endeavored to

get into communication with you about my visit here.

It was concluded best to ask the trustees here to send Mr.

Murphy, or some other representative to Chicago, to go

over the financial matters submitted to the Board, so that

they might become acquainted with the situation and know

it as the trustees there know it. This was therefore the

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at other interviews to get well before them.

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cinct analysis in the simplest possible form of the cur-

rent accounts to March 31, 1904. This I prepared from the

condensed general balance sheet of March 31, 1904, which



(Mr. A. McL.-2.)

you have. Mr. Rockefeller and Mr. Gates recognized that the item of \$43,587.40 constituting the loss to capital on June 31st last, had been called to their attention last year. It was my fault undoubtedly that it was not provided for at the time the Budget was agreed on in December. I should have again called their attention to it at that time - not as a part of the Budget, but as a part of the extra items desired to clean up the previous year's accounts. I called their attention to my failure to do this. Mr. Rockefeller said if I had called their attention to it, it would probably have been provided for then.

The \$21,000.00 they also recognized as a loss existing a year ago as a matter of fact, but carried in another form, to which their attention had been called, so there was nothing new in that item.

The only item entirely new to them was the item of \$94,573.34, the estimated loss on the current year's work. The main items of this, they recognized at once as wholly unavoidable. The item for instance, of college tuition below that expected, is undoubtedly as Mr. Gates very incisively stated, a result of the efficient work of the University itself - the impetus which it has given to Educa

you have. Mr. Hooker and Mr. Gates recognized that the item of \$21,000.00 constituting the loss to capital on June 31st last, had been called to their attention last year. It was my fault undoubtedly that it was not provided for at the time the Budget was passed on in November. I should have again called their attention to it at that time - not as a part of the Budget, but as a part of the extra items desired to clean up the previous year's accounts. I called their attention to my failure to do this. Mr. Hooker said if I had called their attention to it, it would probably have been provided for then. The \$21,000.00 they also recognized as a loss existing a year ago as a matter of fact, but carried in another form, so which their attention had been called, so there was nothing new in that item. The only item entirely new to them was the item of \$24,873.34, the estimated loss on the current year's work the main items of this, they recognized at once as wholly unavoidable. The item for instance, of college tuition below that expected, is undoubtedly as Mr. Gates very honestly stated, a result of the efficient work of the University itself - the impetus which it has given to Kansas



(Mr. A. McL.3.)

tional work in the West, so that other institutions inspired by its example are doing work so well that it has cut into the revenues of the University. Also the income on the Hankins property, and the necessary loss this year in getting the property into right condition. The years of foreclosure and receivership almost necessarily putting it in bad condition, making necessary expenses to <sup>redeem</sup> ~~redeem~~ it. The underestimate of the Power Plant salaries, fuel and light \$21,500.00, was one which could not be foreseen or avoided, and was occasioned by new conditions. In fact I am almost afraid that I failed to accomplish our purpose of having them come there or send a representative to get this closer, more intimate acquaintanship which we desire them to have on the situation there.

Mr. Rockefeller gave evidence of the close knowledge of conscious, careful, pains-taking method in which the trustees are administering this trust, and expressed the fullest confidence in their business methods, and urged that further information upon that subject could only confirm what he has already learned from his experience and observation.

I was gratified to have him agree with what we

ational work in the West, so that other institutions inspired  
by its example are doing work as well that it has put into  
the revenues of the University. Also the income on the  
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I was gratified to have him agree with what we



(Mr. A. McL.4.)

in the West have several times said, that the contingent fund is altogether inadequate. He himself, stated that a contingent fund on an expenditure so large and based on estimates so diversified, ought to be not less than \$50,000.

Mr. Gates asked, when I had laid the matter in detail before them, and they had figured over the ~~data~~ aggregates and added the unavailable to the bad - if what I would like was a check for that amount. I said no. That I was not authorized by the Board to make any such request; that the trustees regarded <sup>themselves</sup> ~~this~~ as assigned to the duty of administering this splendid benevolence; that they considered it their duty to place this situation before the trustees here; that they did not, as I understood it, feel justified in abruptly retrenching, cutting off departments, or the stopping of branches of the work without the full knowledge of the trustees in the East; that in a new institution, difficulties were encountered which do not exist in older ones; that these difficulties have to be met, and that they challenged the closest investigation of their work, and invited criticisms of it, and wished to know Mr. Rockefeller's desires as to the course being pursued, and the two trustees' views who were more intimately acquainted

in the West have several times said, that the contingent fund is altogether inadequate. He himself, stated that a contingent fund on an expenditure as large as based on estimates so diversified, ought to be not less than \$50,000.

Mr. Jones asked, when I had laid the matter in detail before them, and they had figured over the estimates aggregated and added the unavailability to the fund - it was I would like was a check for that amount. I said no. That I was not authorized by the Board to make any such request; that the trustees regarded this as assigned to the duty of administering this splendid benevolence; that they considered it their duty to place this situation before the trustees more; that they did not, as I understood it, feel justified in abruptly retrenching, cutting off departments, or the stopping of branches of the work without the full knowledge of the trustees in the fact; that in a new institution, difficulties were encountered which do not exist in older ones; that these difficulties have to be met, and that they challenged the closest investigation of their work, and invited criticism of it, and wished to know Mr. Jones' assistance as to the course being pursued, and the two trustees' views who were more intimately acquainted



(Mr. A. McL. 5.)

with his views. Mr. Rockefeller, Jr., promptly said it was not the desire or expectation of Mr. Rockefeller that the institution should be retarded or recede; that as to one or two items of expense which we all are familiar with, they had gotten away from those in charge of them, but that he was sure these matters even, were now well in hand, and would be held so. I wish the members of the Board might know the appreciation which is had in the East of their devotion to this important task, and the spirit of support which I could not help but feel in the air during this interview.

The three papers which expressed the situation most tersely, but in different ways, are:

1st - My report to your Board.

2nd - The analysis, a copy of which I send.

3rd - A trial balance of the June account, a copy of which I left at my office, and have asked Mr. Springer to send to you. If he does not find it, Mr. Arnett can supply a copy, as he prepared it. Mr. George C. Walker already has one. It shows the balances instead of both sides of the account, as the second page of the condensed

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sides of the account, as the second page of the condensed



(Mr. A. McL. 6.)

general balance sheet of March 31, 1904, copy of which you have shows that. This statement, together with the two pages of Budget income and expenditures, variations, 1903-4 submitted to your Board on April 26th, discloses the entire situation in detail as well as in summary. The bad items, the unavailable good assets and a working capital ought to be provided for.

Yours truly,

W. R. Harper

(Mr. A. M. L. G.)

General balance sheet of March 31, 1904, copy of which you  
have shown that. This statement, together with the two  
pages of Budget income and expenditures, variations, 1903-4  
submitted to your Board on April 28th, discloses the entire  
situation in detail as well as in summary. The fact that  
the unavailable good assets and a working capital ought to  
be provided for.

Yours truly,

W. R. Harper



The University of Chicago  
Founded by John D. Rockefeller  
Office of the President

May 11th, 1904.  
Chicago,

My dear Mr. Walker:-

I am sending you the enclosed letter in  
which I think you will be interested.

Yours very truly,

William Harper

Thank you very much  
for sending me the copy  
of letter which I return  
herewith. I do hope they  
will fix up the report and  
start us on a new and  
solid basis.  
Geo Walker

The University of Chicago  
Division of the Physical Sciences  
Office of the President

Chicago, May 11th, 1904.

My dear Mr. Walter:-

I am sending you the enclosed letter in

which I think you will be interested.

Yours very truly,

William D. Porter

Thank you very much  
for sending me the  
letter which I have  
just received. I am  
very glad to hear of  
the report and  
start on a new  
and better program.



June 3rd, 1904.

*Invoice*

Mr. Andrew McLeish,  
Chicago.

My dear Mr. McLeish:-

In response to your request I make the following statement concerning the Department of Astronomy. Mr. George E. Hale, while Director of the Observatory, has been urged to take up his residence permanently in California. His departure from the University would be, from every point of view, a distinct loss. He does not really desire to cut his connection, but it is impossible for him to go away for the proposed investigation, which will cover possibly the greater part of two years, without having matters at the Observatory in a somewhat different shape. The fact is, Mr. Hale has himself provided for some time some of the absolute necessities at the Observatory in view of our inability to make the necessary provision. He has done this uncomplainingly. As Dr. Goodspeed has said, these items are not of the nature of an endowment. They are matters which have existed for some time. If he should give up his directorship it would be necessary to do this. It seems therefore wise to make provision at present and hold Mr.

June 3rd, 1904.

Mr. Andrew McLaughlin,  
Chicago.

My dear Mr. McLaughlin:-

In response to your request I make the following statement concerning the Department of Astronomy. Mr. George E. Hale, while Director of the Observatory, has been urged to take up his residence permanently in California. His departure from the University would be, from every point of view, a distinct loss. He does not really desire to cut his connection, but it is impossible for him to go away for the proposed investigation, which will cover possibly the greater part of two years, without having matters at the Observatory in a somewhat different shape. The fact is, Mr. Hale has himself provided for some time some of the absolute necessities at the Observatory in view of our inability to make the necessary provision. He has done this uncomplainingly. As Dr. Goodspeed has said, these items are not of the nature of an engagement. They are matters which have existed for some time. If he should give up his directorship it would be necessary to do this. It seems therefore wise to make provision at present and hold Mr.



Hale together with his work in California to the University. It is a splendid opportunity to conduct investigations for the cause of science and for the credit of the University at the expense of Mr. Carnegie.

Yours very truly,

**W. R. Harper**

He has together with his work in California to the University. It  
is a splendid opportunity to conduct investigations for the cause  
of science and for the credit of the University at the expense of  
Mr. Carnegie.

Yours very truly,

W. R. Harper



ERNEST DEWITT BURTON  
SHAILER MATHEWS  
CLYDE WEBER VOTAW  
EDGAR JOHNSON GOODSPEED

The University of Chicago  
FOUNDED BY JOHN D. ROCKEFELLER

Chicago, Nov. 5, 1904.

Pres. William R. Harper,  
University of Chicago.

My dear President Harper:

I have read Mr. McLeish's letter with attention and interest. He is today where we were four weeks ago. Had he been with us in the discussion of the last four weeks he would probably be today where we are. It would be a great mistake, I am sure, to go back to him. Rather we must bring him up as we have brought the Committee of the Board and the Board up to where we are. We are standing for a principle of great significance. Now is the time to stand pat. To take the step Mr. McLeish advises would be to stultify ourselves before the Board and give them just occasion to feel that there had been vacillation. More than this it would be to sacrifice the great things that have been gained. Do let us stand firm, and carry the matter through along the lines already laid down. Conciliate the Committee of One Hundred if possible. But stand firm anyhow, and stand long enough so that it shall be clearly understood both for what we are ~~at~~ standing, and that we are standing.

Sincerely yours,

E.D.B.

*Ernest D. Burton*

Chicago, Nov. 2, 1904.

Pres. William H. Harper,  
University of Chicago.

My dear President Harper:

I have read Mr. McLean's letter with attention and interest. He is today where we were four weeks ago. Had he been with us in the discussion of the last four weeks he would probably be today where we are. It would be a great mistake, I am sure, to go back to him. Rather we must bring him up as we have brought the Committee of the Board and the Board up to where we are. We are standing for a principle of great significance. Now is the time to stand fast. To take the step Mr. McLean advises would be to actually compromise before the Board and give them just occasion to feel that there had been vacillation. More than this it would be to sacrifice the great things that have been gained. Do let us stand firm, and carry the matter through along the lines already laid down. Consolidate the Committee of One Hundred if possible. But stand firm anyhow, and stand long enough so that it shall be clearly understood both for what we are standing, and that we are standing.

Sincerely yours,

L. B. B.

*Leslie B. Brown*



*Mr. W. R. Harper  
General  
read & give to  
Mr. Matthews*

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RETAIL DEPARTMENT.

*Chicago,*

Nov. 2, 1904.

President W. R. Harper,

The University of Chicago,

Chicago.

My dear Dr. Harper:

I was interested in learning of the transfer of Professor Matthews to the department of systematic theology. I had not heard of it before you wrote. I shall be glad if this move will be favorably regarded by the critics of the Divinity School. I hardly believe, however, that it will withdraw the fire from Foster. If you defer action until the December meeting of the committee, is it not probable that the greatest pressure will exist then? and it may prove awkward and difficult to persuade the committee not to express itself at that time. If I were acting in the case, I should think it best, myself, to take the initiative soon and thus forestall any action that might be taken or attempted in December.

I have been very busy and under a great strain in the business work arising from our recent move. Things are, however, taking shape and gradually getting into smoother running order. You will readily understand that I have had no time or strength to give to the work of securing subscriptions for the proposed Divinity Building and I feel now that it is best (providing you are still conducting an active campaign) to turn the responsibility of completing the Evanston

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Nov. 3, 1896.

Chicago

RETAIL DEPARTMENT

*Miss Mary A. ...  
...  
...*

President W. B. Harper,

The University of Chicago,

Chicago.

My dear Dr. Harper:

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Chicago,

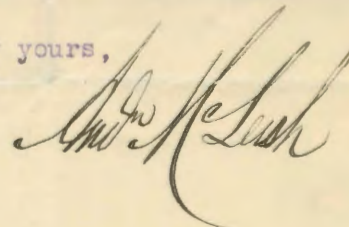
(2)

subscriptions over to Dr. Goodspeed or some one equally competent.

I have heard so little of the matter lately that I have assumed no active steps were being taken.

I am very glad you had the opportunity that Williams Bay afforded you for quietness in your work and obtaining a better perspective than is possible at the university. I shall be very glad to meet you during the coming week.

Very truly yours,



CARSON, PIRIE, SCOTT & CO.

DRY GOODS.

STATE AND MADISON STS., THROUGH TO WABASH AVE.

RETAIL DEPARTMENT

*Chicago*

(2)

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Very truly yours,

*Wm. Bay*



November 22, 1904

*Trustees*  
Mr. Andrew McLeish,

Carson, Pirie Scott & Company,  
Chicago, Illinois.

My dear Mr. McLeish:

I am authorized by the Chairman of the Standing Committee on theological instruction in the Advisory Committee of One Hundred, to say that a special meeting of that committee will be held Monday, December 12th, at noon, at the Quadrangle Club, for the consideration of matters to be presented to it at that time. Arrangements have been made for luncheon. You are very cordially invited to be present and I hope that nothing will prevent.

Yours very truly,

W. R. Harper

November 22, 1904

*Mr. Andrew McLeish*

Mr. Andrew McLeish,  
Garson, Pirtle Scott & Company,  
Chicago, Illinois.

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Yours very truly,

W. R. Harper



October 31st, 1904.

*Final*

My dear Mr. McLeish:-

As perhaps someone has told you the Theological Board has voted to transfer Mathews from the New Testament department to the Department of Systematic Theology. This does not put Mathews at the head of the department but gives him a rank equal to Foster's, and still further, they place in his hands the required work.

I was not myself present at the meeting of the Board or of the committee when this action was decided upon, but the action was taken on the basis of my recommendation. It seemed necessary to do something before the meeting of the Committee in December. It was impossible to depose or transfer Foster under pressure. This is a step of another kind and ought to appease the committee.

Let me say to you confidentially that if we can persuade the committee not to take any action concerning Foster, I will agree to propose his transfer within six months as well as that of one or two others, but if the committee takes action, it will be impossible for me to make such a recommendation under pressure. I think you will appreciate this point.

I have been sorry that I could not see you more this autumn. I know how very busy you have been. I have been spending a good deal of the time at Williams Bay very quietly. I am hoping to have a chance to see you during the coming week.

Yours very truly,

W. R. Harper

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Telephone "Exchange 2"

CHICAGO, Jan. 12, 1905.

Pres. W. R. Harper,  
University of Chicago,  
Chicago.

My dear Dr. Harper:-

I am in receipt of yours of the 11th inst. and can answer only your first question.

As to my impression of Mr. Johnson, I did not undertake the task of entering into his academic career and educational experience in any other than a most casual manner. His personality interested me most and in regard to that I might say that the impression he left, is on the whole favorable.

He appears to be bright, alert, cheerful and hopeful and, unless I am mistaken, he possesses a fair initiative power. He ought to prove a good man for parents to meet; and a good man to deal with and impress his own personality upon the boys.

I infer that his experience in academy work is along altogether different lines than that at Morgan Park, besides being co-educational; nevertheless it seems like good, honest, useful work.

Is he likely to rise to the fine opportunity offered in our academy for a large, influential and growing work? So far as his personality impressed me, I would say it might be safe to try him as he has some of the important qualities needed to start with and his evident intelligence should enable him to acquire increasing power through experience. His educational strength and fitness you are better able to judge of than I am.

Very truly yours,

*Andrew McLeish*



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CHICAGO, Jan. 12, 1905.

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PORTLAND, 12, 1905  
SEATTLE, 12, 1905  
SPokane, 12, 1905

Spokane, 12, 1905

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University of Chicago,  
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I am,

Very truly yours,

*W. R. Harper*



March 2nd, 1905.

My dear Mr. McLeod:-

The question of the next step in the Academy principalship is not altogether a clear one in my mind. After all we want a principal who will spend a large portion of his time outside of Morgan Park for the first few years until the people of the West have come to know him. And that means that we must still have a man on the inside to look after things. In this point Mr. Johnson agreed with me very heartily. I have talked this point over also with Mr. Chase. Mr. Chase would be willing to remain as dean, having the new person come in as principal. Everybody who knows Mr. Chase knows that he would work most satisfactorily with a principal, and at all events as long as he was wanted. My own plan would be therefore to appoint Johnson principal and ask him to be responsible for the outside at first, leaving the inside responsibility under Johnson with Chase.

But the question is where to get the money. I do not quite see how we could reduce Chase's salary more than \$500. even if we could do that, should he retain the responsibility of the inside work. We could take \$1,000. of the advertising money. I am sure that Johnson will bring students and we could risk \$1,000. on that. The

question is where to get the additional \$1,000. If we could do this

March 2nd, 1908.

My dear Mr. McLaughlin:-

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March 2nd, 1902.

My dear Mr. Melcher:-

The question of the next step in the Academy principalship is not altogether a clear one in my mind. After all we want a principal who will spend a large portion of his time outside of Morgan Park for the first few years until the people of the West have come to know him. And that means that we must still have a man on the inside to look after things. In this point Mr. Johnson agreed with me very heartily. I have talked this point over also with Mr. Chase. Mr. Chase would be willing to remain as dean, having the new person come in as principal. Everybody who knows Mr. Chase knows that he would work most satisfactorily with a principal, and at all events as long as he was wanted. My own plan would be therefore to appoint Johnson principal and ask him to be responsible for the outside at first, leaving the inside responsibility under Johnson with Chase. But the question is where to get the money. I do not quite see how we could reduce Chase's salary more than \$500. even if we could do that, should he retain the responsibility of the inside work. We could take \$1,000. of the advertising money. I am sure that Johnson will bring students and we could risk \$1,000. on that. The



question is where to get the additional \$1,000. If we could do this we ought to do it soon. I feel quite sure that Johnson will accept this plan, and I am ready to recommend it. I had worked it all out before becoming ill, and had gone over it in detail with Mr. Chase securing his consent to it. I have written to Mr. Nathaniel Butler a letter in which I have asked him to raise the question with Mr. Johnson whether he would definitely accept the position on this basis. Until we hear from him perhaps nothing need be done. Meanwhile, we might think about the question of the source of the extra \$3,000. not provided for in the budget.

Yours very truly,

W. R. Harper

March 2nd, 1902.

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W. R. Harper



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"PIRIE"

CHICAGO, Mar. 6, 1905.

Telephone "Exchange 2"

President W. R. Harper,  
The University of Chicago,  
Chicago.

My dear Dr. Harper:

I am glad to hear from you again, but sorry if the consideration of the Morgan Park matter in any way worries or disturbs you. I hoped that the committee might be able to take all of that load and only present to you their recommendations after full consideration and investigation.

If we had sufficient money, the plan of having one man get acquainted with the people of this vicinity and indirectly solicit students would be a good one; but we have not the means, and a double-headed arrangement is not a necessity, in my opinion, for the very great improvement of the academy interests.

I find that your own Mr. Felsenthal's and my impression of Mr. Johnson is so favorable to Mr. Johnson's candidacy that there does not appear to be a sufficient reason for delaying improvement if we agree upon the wisdom of taking one step at a time and try to provide work elsewhere for Mr. Chase, as the academy, itself, urgently needs the influence of a stronger personality, to say nothing of the impression made on "the outside." If the academy has a strong and

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Telephone Exchange 5

CHICAGO. MAR. 6, 1903.

President W. R. Harper,

The University of Chicago,

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CHICAGO,

Telephone "Exchange 2"

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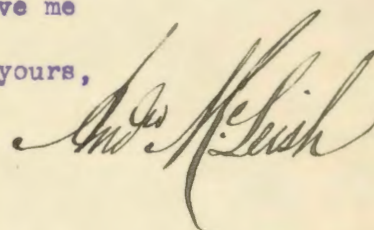
capable head, it will not be long before it will be widely known in this region.

There may be a question also concerning the wisdom of retaining a man at the academy as dean, who had not met our expectations as principal. If I were looking at the matter from the point of view of our New York friends, I would never consent to creating an additional expense of \$3,000 upon the work of M.P.A.

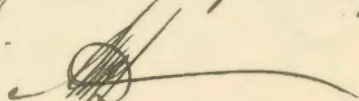
If you would like to have me convene the committee for consideration of these matters, I will do so upon receipt of telephone from Miss Cobb, which will save your strength and time in replying by letter.

With warmest desires for your recovery, believe me

Ever truly yours,



P.S. Receipt of "Fund of higher education" gives me great pleasure and I wish to thank you heartily for it. I expect satisfaction & enlightenment from its perusal.



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Telephone Exchange 3

(2)

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With warmest desires for your recovery, believe me

Ever truly yours,

*Wm. M. McKim*

*Dr. McKim of "The Hospital" writes me that  
and I wish to thank you for the letter  
I received from the Hospital.*



March 16th, 1905.

My dear Mr. McLeish:-

One of the things I am most anxious to see completed is the Divinity building. When we undertook to secure this building we undertook something which it was absolutely necessary to complete. It is suggested that we have failed, and that we have failed because of our liberal position. I feel that it would be a great reproach upon our work for twelve years, upon myself and upon all who have been connected with the work if we do not carry forward this building enterprise very quickly and vigorously. We see now in small subscriptions according to Dr. Goodspeed's statement about \$35,000. It is perfectly clear that we cannot get our \$100,000. unless we have at least five subscriptions of \$5,000. each.

I am writing to ask you whether, in view of all the circumstances, you will not be willing to make your subscription \$5,000. provided we are able to secure four other \$5,000. subscriptions by the first of July, it being understood that all these subscriptions are binding when we secure the total sum of \$100,000. according to the original proposition. I wish very much indeed that you could

the original subscription. I am very much interested in the  
the printing when we receive the first one of \$100.000. according to  
the list of July. It seems incredible that you have subscriptions  
blended as the price to receive one other \$2.000. subscriptions by  
services. I am very much interested in the first one of \$2.000.

I am writing to you now in view of the first one of \$2.000.

one \$100.000. interest as well as the first one of \$2.000.  
statement about \$32.000. It is believed that we cannot be  
only. We are now in many subscriptions according to Dr. Goodenough,  
not only for the first one but also for the first one of \$2.000.  
many and when you are able to be connected with the work of the  
it would be a great blessing upon one work for the first one of \$2.000.  
that we have the first one of the first one of \$2.000. I feel that  
necessarily to complete. It is believed that we have the first one of \$2.000.  
the first one of \$2.000. interest as well as the first one of \$2.000.  
completed in the first one of \$2.000. When we have the first one of \$2.000.  
one of the first one of \$2.000. I am very much interested in the first one of \$2.000.

My dear Dr. Goodenough:-

Yours truly,  
1902

see your way to do this, and if you could I would do my best to get  
the other four subscriptions. Perhaps you will at all events consider  
it and let me hear from you at Lakewood. My address will be  
Laurel in the pines, Lakewood, N.J.



see your way to do this, and if you could I would do my best to get the other four subscriptions. Perhaps you will at all events consider it and let me hear from you at Lakewood. My address will be Laurel in the pines, Lakewood, N.J.

Yours most sincerely,

W. R. Harper

Mr. Andrew McLeish,

C/o Carson, Pirie Scott & Co., Chicago.

March 18th, 1872.

see your way to do this, and if you could I would do my best to get  
the other four subscriptions. Perhaps you will at all events consider

it and let me hear from you at Lakewood. My address will be

My dear Mr. McJannet:-  
Lakewood, N.J.

One of the things I am most anxious to see  
Yours most sincerely,  
completed is the Divinity building. When we undertake to secure

this building we undertake something which is very difficult.

W. R. Harper  
necessarily to complete. It is suggested that we have failed, and

that we have failed because of our liberal position. I feel that  
Mr. Andrew McJannet,

it would be a great advantage upon our work for active parts, upon  
C/o Carson, Pirie Scott & Co., Chicago.

myself and upon all who have been connected with the work if we do

not carry forward this building enterprise very quietly and vigor-

ously. We are now in small subscriptions according to Dr. Geddes's

statement about \$25,000. It is perfectly clear that we cannot get

our \$100,000 unless we have at least five subscriptions of \$5,000.

each.

I am willing to ask you whether, in view of all the circum-

stances, you will not be willing to make your subscription \$5,000.

provided we are able to secure four other \$5,000 subscriptions by

the first of July. It being understood that all these subscriptions

are binding when we secure the total sum of \$100,000, according to

the original proposition. I wish very much indeed that you could



Andrew Mac Weish

141 State St.  
Chicago

March 23,

1906.

*Affiliation*

*22*

President W. R. Harper,

Laurel in the Pines,

Lakewood, N. J.

My dear Dr. Harper:

The Morgan Park arrangement, while approved by the board last Monday, did not go through without strong opposition from some and, perhaps, reluctant consent by all. The most strenuous opposition was by Senator Parker, who was apparently hypnotized by the most pessimistic portions of the Murphy report, and he felt it necessary upon the vote to record his negative. The strongest opposition by others, and it was somewhat general, was against retaining Mr. Chase at the Academy in any capacity whatever, and I really think that having secured the action you desired you would be doing Mr. Chase a kindness by informing him of the feeling of the board. My own personal hope is that you can arrange for his separation from the Academy within a brief period.

I have your letter of 16th in respect to the Divinity building. I am unable at the present to say that it would be right for me to increase my subscription to the figure you name; if I decided

Andrew M.

Andrew M. Harris

101 South 32  
Chicago

March 22,

1895

W

OK

President W. R. Harper,

Lamont in the House,

Induced, N. J.

My dear Dr. Harper:

The Morgan Park arrangement, while approved by the Board last Monday, did not go through without strong opposition from some and, perhaps, reluctant consent by all. The most strenuous opposition was by Senator Fisher, who was apparently hypnotized by the most pessimistic portions of the lengthy report, and he felt it necessary upon the vote to record his negative. The strongest opposition by others, and it was somewhat general, was against retaining Mr. Chase at the Academy in any capacity whatever, and I really think that having secured the action you desired you would be doing Mr. Chase a kindness by informing him of the feeling of the board. My own personal hope is that you can arrange for his separation from the Academy within a brief period.

I have your letter of 16th in respect to the Divinity building. I am unable at the present to say that it would be right for me to increase my subscription to the figure you name; if I decided



Andrew Mac Leish

141 State St.  
Chicago

190

(2)

it now, I would be obliged to say "no," but it is my purpose to see what can be done within a week or two to secure some sizable subscriptions from others: in fact, I already have one, which, with my own, would equal the amount you suggest for me.

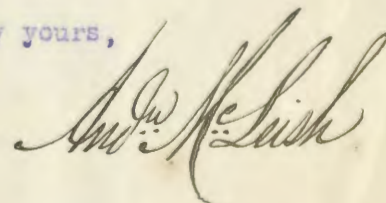
I am greatly disturbed to learn of your purpose to return here and resume teaching in April; I had supposed that question was settled when you decided to go to Paris. Of course, something may have arisen to alter that decision, but if it is not a medical objection and if it is mainly a financial question, I wish you would let me know.

We had a good convocation (barring the universal regret at your absence). Everything passed off with decorum and dignity. The convocation address was a success, able, scholarly and appropriate. And messages were forwarded to Mr. Rockefeller and yourself. From Mr. R-- there has come a very kindly, sympathetic and earnest response.

Mrs. Harper has now decided to come out to Craigie Lea on Saturday, and I hope will stay for a good, long rest, which she needs, and which we would be delighted to have her take at our home.

With fervent hopes for your recovery and gratitude for your returning strength, I remain

Very cordially yours,



Andrew MacLean

141 West 25  
Chicago

141

(2)

it now, I would be obliged to say "no," but it is my purpose to see what can be done within a week or two to secure some sizable subscriptions from others; in fact, I already have one, which, with my own, would equal the amount you suggest for me. I am greatly flattered to learn of your purpose to return here and resume teaching in April; I had supposed this question was settled when you decided to go to Paris. Of course, something may have arisen to alter that decision, but if it is not a medical hypothesis and if it is really a financial question, I wish you would let me know.

We had a good conversation (barring the universal regret at your absence). Everything passed off with decorum and dignity. The conversation address was a success, able, scholarly and appropriate. And messages were forwarded to Mr. Rockefeller and yourself. From Mr. B-- there has come a very kindly, sympathetic and earnest response. Mrs. Hanger has now decided to come out to Gracie on Saturday, and I hope will stay for a good, long rest, which she needs, and which we would be delighted to have her take at our home. With fervent hopes for your recovery and gratitude for your returning strength, I remain

Very cordially yours,





# CARSON, PIRIE, SCOTT & Co.

## DRY GOODS.

STATE AND MADISON STS., THROUGH TO WABASH AVE.

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MANCHESTER, 36 Cooper St. } ADDRESS  
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PARIS, 56 Rue des Petites Ecuries } "PIRIE"  
YOKOHAMA, 153. }

Telephone "Exchange 2"

CHICAGO,  
August 5, 1905

*H. J. Munster* ✓

Pres. W. R. Harper,  
University of Chicago,  
Chicago.

Dear Dr. Harper:-

I am in receipt of letters 29th and 31st ult.

In respect to institute of sacred literature, my name  
may be retained as associate member.

As I am about to leave the city for two or three weeks  
and have lately learned of your plan to spend sometime at Forest Hill  
with Mr. R. I write to express my hope that you will carry out your  
plans, greatly enjoy and be benefitted by your stay, and that you will  
remember and fulfill your promise made to me in New York last April, to  
have a plain and direct talk with the founder about the whole present  
situation and future work of the U. of C.

I expect to start East on Tuesday.

With best wishes, I am

Very truly yours,

A. McL.

*Andrew McLish*

CARSON, PIRIE, SCOTT & CO.  
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STATE AND MADISON STS. CORNER TO WABASH AVE.

RETAIL

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CLOTHING, HATS, SHOES, GLOVES, ETC.  
Telephone "Kew-Forest 5"

CHICAGO.

August 5, 1903

From W. H. Harper,

University of Chicago,

Chicago.

Dear Dr. Harper:-

I am in receipt of letters 28th and 31st ult.

In respect to Institute of Sacred Literature, my name

may be retained as associate member.

As I am about to leave the city for two or three weeks

and have lately learned of your plan to spend sometime at Forest Hill

with Mr. R. I write to express my hope that you will carry out your

plans, greatly enjoy and be benefited by your stay, and that you will

remember and fulfill your promise made to me in New York last April, to

have a plain and direct talk with the founder about the whole present

situation and future work of the U. of C.

I expect to start East on Tuesday.

With best wishes, I am

Very truly yours,

*W. H. Harper*

A. McL.



*Invoice*

May 28th, 1906.

Mr. Andrew McLeish,

C/o Carson, Pirie, Scott & Co., Chicago.

My dear Mr. McLeish:-

The situation as regards the Memorial Fund seems to be this: We have been at work in carrying out your proposition to the various Boards of Trustees, and I assume that we shall shortly succeed in meeting the terms of your gift. We shall know by the first of June the amount on which we can depend from the faculty subscribers. The subscribers from the alumni are coming in daily but in very small amounts. We can count on many subscribers but the total sum from that source will not be large. The same thing, of course, applies to the gifts from students. I have already written you the substance of my conference with Dr. Hirsch. His idea substantially is that the work of securing contributions from our Jewish friends will be undertaken by them, and he is confident that if we get the right persons there will be no difficulty in securing a substantial sum. It seems to me that it is along those

May 28th, 1906.

*Answer*

Mr. Andrew McLeish,

C/o Carson, Pirie, Scott & Co., Chicago.

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lines that we should move in endeavoring to see what can be done by others in Chicago. If the officers of the University undertake a personal canvass for subscriptions the impression will be primarily that we are seeking a building for the University. On the other hand the first thing sought should be a memorial for Dr. Harper. It seems to me that that idea would be more effectively carried out both in its form and in its results if friends of Dr. Harper, not officers of the University, would be willing to undertake the work. Is it not possible that a committee could be formed among those who are near to him personally and who would be willing to organize and carry out the plan in Chicago.

Very truly yours,

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a committee could be formed among those who are near to  
him personally and who would be willing to organize and  
carry out the plan in Chicago.

Very truly yours,



*Students*

October 25th, 1906.

Mr. Andrew MacLeish,

C/o Carson, Pirie, Scott & Co., Chicago.

My dear Mr. MacLeish:-

In the matter of the Harper Memorial Fund the situation seems to be as follows: 1) Faculty subscriptions reported to date amount to \$15,200. Mr. Iddings, the Secretary-Treasurer, is about to send out a reminder to those who have not thus far subscribed. He personally knows of a number who are expecting to give subscriptions but for a variety of reasons have not been prompt in doing so.

2) Work among the students was begun in the spring and will be continued this fall. It will be under way now in a few days.

3) Before Dr. Hirsch went away he agreed to take up the matter with the Jews on his return in the fall. I have asked him to meet me on that question but he has not yet been able to fix a time. I am hoping shortly to get this movement under way also. Of course it is necessary to handle it with great care.

October 25th, 1906.

Mr. Andrew McEwen,

C/o Carson, Pirie, Scott & Co., Chicago.

My dear Mr. McEwen:-

In the matter of the Harper

Memorial Fund the situation seems to be as follows: 1) Faculty subscriptions reported to date amount to \$15,200. Mr. Liddings, the Secretary-Treasurer, is about to send out

a reminder to those who have not thus far subscribed. He personally knows of a number who are expecting to give subscriptions but for a variety of reasons have not been prompt in doing so.

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4) The alumni committee will meet next week in order to authorize a new letter to the alumni. We shall send that out at once hoping to get a larger return. They made the unfortunate error of indicating in the original letter that \$5.00 from each alumnus would do. The result was that each alumnus sent in only \$5.00. Of course we should have had many times that sum.

5) At the last meeting of the general committee you will remember that a number of names were assigned, e. I think those names must have been hopeless ones. I have communicated with all on the list but with practically no success. I feel less discouraged from this last point than otherwise I might if I had not heard that some other members of the committee have had a similar experience. I am wondering whether it would be wise, or in any way desirable to obtain some suitable person who might give his whole time to the matter of a canvass. It seems to me that there must be many people in the city who will be willing to join in the enterprise but who cannot be reached by letters. A canvass as thorough as it ought to be made could not be made successfully by those of us who are busily occupied otherwise. Of course any of us might and gladly would take the time to see persons from whom a large subscription might be expected, but if a man were to take his whole time he might obtain a large number of small subscriptions which perhaps would foot up to a large amount.

Very truly yours,



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perhaps would foot up to a large amount.  
Very truly yours,



# THE WESTERN UNION TELEGRAPH COMPANY.

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THOS. T. ECKERT, General Manager.

NORVIN GREEN, President.

NUMBER

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REC'D BY

CHECK

RECEIVED at S. W. Cor, 10th and Chestnut Sts., Phila.

mg it 189

Dated Chicago 28

To W R Harper Hotel Lafayette Phila

It is important that Rockefeller should approve  
the Plan Proposed to Mrs Kelley We  
do not jeopardize the principal only pledge  
the interest of it for a series  
of years in every case we shall  
secure an income from the building itself





Chicago, February 15, 1919

My dear Mr. MacLeish:

On reaching home again and attending a meeting of the Board of Trustees on Tuesday, it did not seem natural not to have you present and in the chair. I hope, however, that you are getting thoroughly rested, and will come back to us in the fullness of time quite refreshed. I cannot say how deeply I sympathize with you and Mrs. MacLeish in the loss of Kenneth. When I was in Paris I had heard simply that you did not know definitely what had happened to him, and I did not succeed in getting any definite answer to inquiries on that subject. I was greatly distressed on reaching Chicago to find out the facts. It is one of the great sacrifices for the cause which so many have had to make, and we can only

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My dear Mr. MacLellan:

On reaching home again and attending a meeting of the Board of Trustees on Tuesday, it did not seem natural not to have you present and in the chair. I hope, however, that you are getting thoroughly rested, and will come back to us in the fulness of time quite refreshed. I cannot say how deeply I sympathize with you and Mrs. MacLellan in the loss of Kenneth. When I was in Paris I had heard simply that you did not know definitely what had happened to him, and I did not succeed in getting any definite answer to inquiries on that subject. I was greatly distressed on reaching Chicago to find out the facts. It is one of the great sacrifices for the cause which so many have had to make, and we can only



feel that it was a glorious gift for the liberty of the world. I am glad to know that the other boys are safe and well. Please give my cordial regards to Mrs. MacLeish, and believe me,

Very truly yours,

H.P.J. - L.

Mr. Andrew MacLeish  
The Manor  
Asheville, North Carolina

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Very truly yours,

N.P.L. - L.

Mr. Andrew MacLellan  
The Manor  
Asheville, North Carolina



THE MANOR  
ALBEMARLE PARK  
ASHEVILLE  
NORTH CAROLINA

7  
Feb'y 23. '19

*Indiscreet*  
Dear Pres. Judson

Your kind favor of  
15<sup>th</sup> Inst. reached me here & Mr. Mac-  
Leish joins me in thanks to you for  
the message of sympathy it contains.  
The blow is heavy - almost crushing -  
as Kenneth was the most loving and  
lovable one in our household and  
therefore the object of tender regards &  
fondest hopes; but we have learned  
that the divine will cannot err and  
is never unkind. Although dazed

and staggered by this affliction we  
are hoping that the beauty & rare  
completeness of his character - which  
most of his friends testify to - will  
bring us to realize that his work  
was done & beautifully complete.

Very truly yours

And<sup>d</sup> Mac Leish