

May 2, 1890

Dr. Boardman to Mr. Gates:

"During my visit at Rochester a few days ago, I was the guest of President Strong. We had frequent and earnest interviews about the proposed National University. I saw that he felt seriously hurt that, while our Education Society had given audience to Columbian College, even sending a committee to Washington, we had given him no hearing in behalf of New York City. He feels absolutely confident that if our denomination were to declare, with substantial unanimity that New York is the place for the University, a certain friend will place millions at our disposal. I do not know whether his confidence is well-based. But I think it is only fair that he should have a prompt and considerate hearing. We seldom make a mistake when we look all around a vast subject. As for myself, I feel certain that Washington is the place. But this is no reason why I should refuse to hear competent and true men present their arguments for other localities.

"Accordingly, I earnestly advise our Executive Board to <sup>u</sup>invis<sup>t</sup> Dr. Strong to present his case to us as soon as possible - say at Chicago.

"Rejoicing that Chicago herself, under your skilful and tireless pilotage, seems to be slowly warping into port, \* \* \* \*"



✓ ✓  
Mr. Gates to Members Executive Board, Education  
Society, May 2, 1890.

"The next meeting of the Executive Board of the  
American Baptist Education Society will be held at the  
Auditorium Hotel Chicago, Ill. on Thursday, May 22nd  
next at 2:30 P. M. Business of great importance will  
be transacted, and a full meeting of the Board is  
desired. It is earnestly hoped that you will be present."

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Dr. Morehouse to Dr. Harper, May 3, 1890.

"Yours of the 2nd is at hand. Headquarters for the Societies will be at the Auditorium Hotel. If you write Mr. Goodman a room will be secured for you. I have engaged two rooms but will probably have one to spare so that if you choose I may reserve that for you. Still I may have a friend who will yet decide to go."

P. S. "The pledges for Chicago University are rolling up. Big time ahead."

Dr. Marchbanks to Dr. Harper, May 3, 1893.

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Mr. Goodman a room will be secured for you. I have engaged  
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a friend who will yet decide to go."  
T. S. "The pledges for Chicago University are rolling  
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Dr. Goodspeed to his sons, May 4, 1890.

"I am so very busy that I can write but a little.  
Am now sending out our last appeals by mail and there is a  
world of work.

During the past week we have personally added between  
\$6000. and \$7000. to our subscriptions. The Standard Club  
subscription now stands at \$20,000. and I have hope that  
they will bring it up to \$30,000.

In my Notes I shall count the Jewish subscriptions and  
throw out our \$6000. as I suggested to you last week. We had  
on Friday a very encouraging conference with F. W. Peck. We  
shall next week receive from him a 'generous subscription.  
There will not be many larger on our list.' A number of new  
men have also promised us subscriptions this week and next.  
Everything is bright and I hope we shall be through by the  
time you reach home. At all events the day is substantially  
won. The only thing that troubles us now is that a general  
strike is threatened and if it comes it will cause us trouble  
and loss, but I do not see how anything can now defeat us.  
We have much hard work to do during the next two weeks, but  
are strong and confident."

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Mr. Gates to Dr. Harper, May 7, 1890.

"We shall have besides the ordinary work of appropriation, election of officers, etc., important matters like the following to decide - articles of incorporation, name, etc., of the New Institution, selection of the first board of trustees, selection of site, whether 10 or 20 acres, and whether we shall extend to Plaisance, or not, selection of permanent financial agent, measures looking towards building. Besides Dr. Strong has applied for a chance to lay his matters before our board, and I think an opportunity will be given him to talk to the board in a body, informally, collected as individuals. He will demand some action unless I can persuade him beforehand of the folly of it. The meeting for 22nd can dispose of minor matters and we can then adjourn until a later date. I hope you can come. But have preferred stating the facts rather than giving an offhand opinion that your presence is imperative."

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May 8, 1890

Dr. Boardman to Dr. Morehouse:

"Your favor of yesterday is at hand. I appreciate your thoughtfulness in advising me of the exact hour of the sermon at Chicago.

"I also received by this morning's mail a letter from Secretary Gates, which I transcribe as follows:

"\*Morgan Park, Ill., May 5th, 1890. Dear Dr. Boardman: I shall heartily second any endeavor on your part to secure for Dr. Strong every courtesy accorded to Dr. Welling. I will lay the matter before the Board at the next meeting in due order of business. I have no doubt but that a meeting can be arranged during the anniversaries in which the Board could meet Dr. Strong and hear his views at length. Perhaps an entire evening session of the Board could be given to that subject, and possibly more if Dr. Strong should desire. Sincerely yours, F.T.Gates."

"I have also received a note from President Strong, stating that he expects to be at Chicago. Although desiring, as you yourself do, to treat Dr. Strong with entire Christian Fairness, I am more convinced than ever that Washington is the place for our National University."

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"I have also received a note from President Strong, stating that he expects to be at Chicago. Although desiring, as you yourself do, to treat Dr. Strong with entire Christian fairness, I am more convinced than ever that Washington is the place for our National University."



May 11, 1890

Mr. Gates to Dr. Morehouse:

"Dr. Boardman wrote me that Dr. Strong was deeply hurt that he had not been accorded such a hearing as Dr. Welling had received. I replied that I for one was willing to accord him every courtesy granted Dr. Welling. This would be a fifteen minute speech as you remember, and the appointment of a small committee to examine his plans. I told Dr. Boardman that we might find an evening in which Dr. Strong would meet the Board informally and lay his scheme at length before it. I understand that Dr. Strong asks only what was accorded Dr. Welling. That he should have in all fairness. Of course no public presentation is possible.

"We are getting on. Strikes here have cost us \$10,000 in a lump that we had confidently counted on and may cost us \$5000 more. \$35,000 will now swing us through. We think fully \$40,000 and perhaps \$50,000 are in sight."



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Dr. Goodspeed to his sons, May 11, 1890.

"Is it possible that this is my last letter to you during your College course? How time goes one. Next Sunday we shall have you with us." .....

"I have been this morning to the Centennial Church. They have been building this year, and we have not pressed them. They had however given us \$4000. and added \$700. to it this morning which will grow to \$1000. during the week." .....

"We have raised \$16,000. during the week and the Standard Club has added about \$5000. I think and will I guess go on and approximate \$30,000. in all. If we can now raise \$39,000. it will give us the Reichelt and Olson libraries, and the mineralogical cabinet as an overplus, a margin. And this we will do, if God permit. We think we are certain to do it before night of the 21st.

You ask about the First and Second Church. The subscription of the First now stands at \$86,500. and the Second at \$48,000. We shall get an even \$50,000. from the Second, but the First will not get above \$90,000. and will not reach that sum I fear. Our success, however, is now beyond any question. The only point in doubt is as to how large a surplus we can reach. We expect to do a great week's work this work, and I think we shall not be disappointed.

I leave home every morning at 8 or 8:35 and shall be glad to see one or both of you at 172 La Salle Street, Saturday morning. I may have work for you to do if you are not too"

Dr. Goodspeed to his sons, May 11, 1890.

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END 1337

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G. S. Goodspeed to Dr. Goodspeed from New Haven,  
May 26, 1890.

"Your kind letter so full of just the information we wished to know was received by us a few days ago. I took the liberty of reading it to Dr. Harper and he was also interested.

Last evening I had a long talk with him about Chicago matters which it seemed to me might be interesting to you. Of course, you understand that what I write is strictly confidential as it would not do for him to know that I had written you. I found to my great surprise that he was quite favorably inclined to Chicago. Six months ago when we talked about it he was entirely opposed to the whole thing, as he himself acknowledged. But some experiences which he has had in entering the academical faculty here and observing the working of things has seemed to entirely alter the state of his mind. I do not think that he wants to go to Chicago—he does not want the position, but I think that he would be willing to consider the matter and more than that I know that he has even gone so far as to formulate clearly certain conditions on which he would go if asked. These conditions I am not at liberty to make known. They are strong and yet not too strong in view of the fact that he would be asked to give up the position at Yale which has in it so much that has promise of larger success as well as permanence. I certainly hope—what before I had feared—that he will be invited to come to Chicago. I feared it because, I felt he had no interest in the enterprise beyond that of one who as a Baptist sustained peculiarly close relation to our educational interests. But now as he seems to be favorably inclined towards undertaking the enterprise I hope that he will be invited to do so. I am surprised at his clear grasp of great university problems. He has been closely studying Yale for the past year. I know, that, not only because of his past work in other lines and his genius for organization but also because of his acquaintance with the very line of work which would fall to him, *he* would magnificently succeed there. I am also desirous that the matter would take shape for another reason. I believe that the change of scene and work would add twenty years to his life. He has been very near breaking down several times this year. Every year here will add to the burdens that will weigh him down. The new enterprise with its wonderful opportunities would renew and revive him. I certainly hope that the way will be open. I hope that the conditions he makes if he should be chosen will not be deemed too hard. He should be taken on any terms, if he can be gotten. You won't let any one know of what I have written, so that it will ever be known to Dr. Harper."

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[May 26, 1890]

[Canvas was completed May 26, 1890]

Editorial Note:- Soon after Dr. Goodspeed and Mr. Gates completed the canvas for the \$400,000, a friend of Mr. Gates having a somewhat similar canvas to make in distant cities inviting suggestions as to methods of canvas or rules of procedure which experiences ~~of~~ <sup>the</sup> Dr. Goodspeed and Mr. Gates had found useful. Mr. Gates re-produces these rules here as furnishing a detailed picture of the daily wrestling of the two canvassers with their work. The letter from which these rules were taken was confidential, but perhaps the lapse of time may justify its release.

(1) Dress well. Put on your best clothes and let them be costly. Let your linen be immaculate. See that your boots are polished, and also that your hands are kept clean and your hair well brushed, not only in the morning, but kept so throughout the rough and tumble of the day. To this end, it would be necessary to go into hotels occasionally, consult the boot-black the lavatory and brush up. This is no trifling thing. People size up ones importance and dignity very largely by his personal appearance and the size of their gifts if not indeed every gift at all will depend not a little on their estimation of the importance and dignity of the canvassers. People are judged by these apparent trifles of personal appearance far more than is often expected. *And the streets of Chicago soil the person hourly*

(2) Keep absolutely and serenely good humored. Mark, I say good humored, not gay. Enter the room in genial and radiant good nature and allow no lapse from this for an instant under any provocation. At times and perhaps when you least expect it, you will have justification for irritation, but under no circumstances betray the least suspicion of irritation. Be armored habitually against it.

(3) Provide yourself with an elegant personal card and put on that card nothing whatever but just your name. Cut off all your titles and do not let the card indicate even your business. For, you must keep your work so advertised through the daily press, through intercourse with reporters, through news items communicated from time to time, that every man in town will know you and your business so soon as he sees your card. Many business men receive only through cards sent in to their private offices.

(4) On entering, go straight to your subject without palaver; ask if a few minutes can be spared for you and do not press your work with

Mar 26. 1850

Dear Sir,  
I have the honor to acknowledge the receipt of your letter of the 21st inst. in relation to the matter of the  
estate of the late John Smith, deceased. I have also the honor to acknowledge the receipt of your letter of the 24th inst. in relation to the same matter.  
I have the honor to inform you that the same has been referred to the proper authorities for their consideration.  
I am, Sir, very respectfully,  
Your obedient servant,  
J. B. Smith

I have the honor to inform you that the same has been referred to the proper authorities for their consideration.  
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#2:

out consent, but do not allow the impression of the first sixty seconds to be that you are in for a long talk. On the contrary in various indirect ways, awaken the happy anticipation that your stay will be brief without being abrupt. This you can do by going straight to the point at once. If you find your man busy and preoccupied do not press the matter but with the utmost cheer and good nature say you will call again at a more convenient time. With care you can do this so tactfully that he will perceive that you really understand his preoccupation, sympathize with it and do really respect it.

(5) I said in my second point that you must keep good natured. I now wish to say that you must also keep your victim, if I may so call him, also good natured and this throughout. ~~Conscientiously~~ <sup>constantly</sup> endeavor to make the interview continuously pleasant for him. If you find him embarrassed at any point relieve that embarrassment. For illustration: he may be embarrassed by the smallness of the amount which he can give. The best class of men often are. Reassure him on this if you find he needs it and on any other point of embarrassment.

(6) If you find him big with gift, do not rush him too eagerly to the birth. Let him take his time with genial encouragement. Make him feel that he is making the gift, not that it is being taken from him with violence.

✓ (7) Appeal only to the noblest motives. His own mind will suggest to him all the more selfish ones, but he will not wish you to suppose that he has thought of these. He will wish you to believe; he will wish himself to believe that he is giving only from the highest motives.

(8) I have hinted in another connection that you should keep your enterprise well exploited to the public through the daily press. Never let a week pass without some public notice of your work. This will be your most distasteful duty, but it will become less so after you know the ~~rule~~ <sup>rule</sup>. Your name should always appear in connection with your work. You must stand before the public as a public man and the distinct representative of your cause. You will find this to be the highest importance in your private daily canvas. I do not mean that you need to secure any newspaper praise whatever, but you must secure such a place in the public eye that private business men will feel honored by having you call upon them and be well informed regarding your cause and regarding you as its exponent, when their eye meet your visiting card.

(9) It is of the highest importance that you have a companion in your canvas. In all respects on a par with yourself. That you and your companion know each other intimately. That you study



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#3:

team work, ~~so~~ That you do not collide, but, by study of your man, *know* which is to take the ball, and which is to lead in the principal play. Your victim will, himself, unconsciously and instinctively decide with which of the two he prefers to talk. Let him make his choice. Two is a majority over the one whom you are seeking to gain. Two is five times as good as one from every point of view. There is *wisdom* ~~psychology~~ underlying Christ's sending forth his disciples not singly, but in pairs.

(10) Let the victim talk freely, especially in the earlier part of the interview. While he is thus revealing himself, he is giving you the opportunity to study him and all his peculiarities. By the time he is through you will be prepared, if you are alert, with your plan of successful attack. Never argue with a man; never contradict him. Search out the true points in his views or excuses and cordially acknowledge them; seek in the main to agree with him and where necessary to combat *him* so only by way of slight modification of his views. Never oppose anything which he says, that you are not absolutely bound to oppose by the very essential nature of your mission, in all else yield. If your man is talkative, let him talk, talk, talk, give your fish the reel and listen with the deepest interest to every syllable.

(11) If he is taciturn, do not try to make him talk but keep your own mill going, while you watch his face. Never permit any embarrassing silences.

(12) Withdraw with cordiality when beaten. That is to say: When you fail to get your subscription at the time, which will be four times out of five, from our experience. He will watch closely in what temper you withdraw, but make him feel that the interview has been a distinctly pleasurable one to you. Even if he declines to give, make him, if possible, a friend of the college for all time.

(13) But though he declined, do not regard or let him regard the matter as closed. You will be near him again in a few days and things may then look different to him. Any how you have enjoyed the call and would like to call again.

Dr. Goodspeed and myself finally secured some \$20,000. in Chicago from men who had declined to give so often and so positively that we had ceased to have the slightest hope of securing a dollar from the whole bunch. It is a good plan never to allow a man to give a final "no" or to commit himself in words definitely and finally against your cause. If you see it coming, if it is evident that he is making no progress, or progress backward, excuse yourself before the fatal word has come out and withdraw so as to give you an excuse for coming again.

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#4:

(14) From the beginning, watch for signs of weariness or impatience. Cultivate the instinct of knowing you have done all you can do for that time and at that point cut off the interview and go.

✓ (15) Aim so to conduct a canvas as to raise up a permanent constituency for the cause. Try to make every man you canvas a friend of yourself and of the college whether he gives or not. Aim to make your visit so pleasurable, if possible, that your victim will be ~~distinctively~~ glad to have such pleasing gentlemen call upon him again.

✓ (16) Never tell a man how much you think he ought to give. Do not do it even if he asks you as occasionally a man will. Instead of answering his question, you can say to him, you will be glad to tell him what others are giving, if he desires to know, but that you cannot presume to name any figure for himself. Indeed you assure him that you do not presume to know that he should give anything, least of all, how much.

✓ (17) Accordingly, seldom try to get the last cent possible. Never exhibit the least disappointment in the smallest of a man's gift and express yourself with the greatest cordiality and gratitude even if you are secretly disappointed in the smallness of the gift. I need not say never permit your victim to suspect it, even if you are disappointed.

(18) Before entering on your canvas, meditate long on the downright merits of the question and do not ask a man for a dollar until you are in the depths of your soul satisfied that, viewed from the highest motives, your cause fully justifies all the gifts and the sacrifices you ask. Allow nothing to induce you to undertake a canvass that does not possess you through and through.

✓ (19) Work continuously, rapidly and at a hot pace. If your work flags you are gone. Never allow in yourself the smallest relaxation of the nervous tension, and if not in yourself, so also not in your friends or the public until your work is done. Canvas every day and all day, going rapidly from man to man, rain or shine. Read nothing, write of nothing, think of nothing, so long as your canvas continues, but the canvass. Speak publicly on that subject only, bringing every ounce of vital energy, every moment of waking time, into the service of the canvass. Regard every suggestion involving interruption, delay or postponement as treason. Whatever success we achieved, or in my observation, others have achieved under similar circumstances, has been due mainly to the ~~fine~~ energy ~~to the work of~~ subscription once undertaken has been continued.

This rapidity of movement keeps ones self in tension to do his best work. It brings the success, small though it may be, that tends in the aggregate to keep up courage. It keeps your work before your friends and the public. It tends to give it a gradually increased momentum. It gives you something of advance to report each day or each



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#5:

week. Gradually the work gathers *Volume* force, breadth, momentum until at last it becomes irresistible and rushes on to a successful culmination. This insistent and persistent energy is the easiest road, as well as the shortest and leads straight to the goal.

Finally, if one adopts these rules and others like them, which will suggest themselves, ~~they~~<sup>one</sup> will be likely to find, which we found in our Chicago canvass and indeed which I learned in the canvass in behalf of the Pillsbury Academy in Minnesota, before I entered on the work in Chicago, ~~This~~ namely, the great majority of men, - ninety-nine out of every hundred, are in fact pleased and secretly complimented to be courteously and respectfully invited to contribute to a great cause by the men having that cause in charge. In Chicago Dr. Goodspeed and I invited many many hundreds of men, the larger number of these several times over, before our canvass was concluded. I scarcely can recall in the whole experience two instances in which we were not courteously and graciously received.

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(Copy)

Rochester, N.Y., May 29, 1890.

Dr. Augustus H. Strong to Mr. Rockefeller.

.....

I have just returned from Chicago, where the completion of the million dollar fund was celebrated with great enthusiasm. With kind regards to all the members of your family, I am, as ever,

*Editor's Note. See Report of Proceedings  
of American Baptist Education Society  
at Chicago May 1890.*

(Copy)

Rochester, N.Y., May 22, 1890.

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I have just returned from Chicago, where the completion of  
the million dollar fund was celebrated with great enthusiasm. With  
kind regards to all the members of your family, I am, as ever,

Believe me, Sir, Respectfully,  
of American Baptist Educational Society  
at Chicago May 1890.



(Copy)

New Haven, Conn., May 29, 1890.

My dear Mr. Rockefeller:

Will you allow me to congratulate you upon the inauguration of the work at Chicago. It was a very sore disappointment that I could not be there and take part in the last meeting. My duties at New Haven were so binding as to prevent my leaving the city. I believe you have done the greatest thing that has been done for the Baptist denomination in the way of education since the denomination has had an existence. I feel sure that great results will follow. I shall hope some time soon to have the pleasure of calling upon you.

I remain,

Yours very sincerely,

(Sd.) W. R. Harper.

Mr. John D. Rockefeller,  
New York City.

(Copy)

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(Sd.) W. R. Harper.

Mr. John D. Rockefeller,  
New York City.

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Mr. Gates to Dr. Harper, May 31, 1890.

"Yours received. Am rushed with work. Everything has gone smoothly. Very broad charter adopted with old name. Trustees, E. N. Blake, J. D. Rockefeller, F. E. Hinckley, H. A. Rust, C. W. Needham, Edw'd Goodman, A. McLeish, J. W. Midgely, Fred A. Smith, E. S. Corthell, Hon. G. A. Pillsbury, Judge J. M. Bailey, C. C. Bowen, W. R. Harper-Baptists. Ferd W. Peck, H. H. Kohlsaat, Chas. L. Hutchinson, Judge D. L. Shorey, Eli Felsenthal, Geo. C. Walker, Martin A. Ryerson-not Baptists. Charter will not be filed until old board dissolves which will be in about ten days. The three blocks in a row purchased from Mr. Field at \$257,500. of which he gives \$125,000. First money received will go to pay for site. Do not think action regarding president will be taken for a year perhaps. No board meeting will be arranged for until after articles of incorporation are filed. One of your telegrams failed to reach me. No occasion for anxiety at any point."

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Trustees, N. H. Blake, J. D. Rockefeller, P. M. Hinchey,

H. A. Hunt, G. W. Needham, Edw'd Goodman, A. McDaniel, J. W.

Midgely, Fred A. Smith, E. S. Corbitt, Hon. G. A. Pillsbury,

Judge J. M. Bailey, G. C. Bowen, W. H. Harper-Baptist.

Fred W. Peck, H. H. Kohlman, Chas. F. Hutchinson, Judge

D. L. Shovey, Eli Peisenthal, Geo. C. Walker, Martin A.

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Dr. Goodspeed to Dr. Harper, June 1, 1890.

"Your telegram came last night. But I had sent you a paper on Friday. Gates had telegraphed you. There was nothing I could say in a telegram and so I write instead. Everything has gone, I think, just as you would have had it go had you been here. We grieved over your absence and could hardly excuse you for failing us. The Inter Ocean will tell you what a great time we had Wednesday morning during the reading of the report on the University. I never saw anything like the enthusiasm, spontaneous, irrepressible, universal. It was a great hour for Gates and me.

I send you the Board of Trustees.

<del>(1)</del>	<del>(2)</del>	<del>(3)</del>
J. D. Rockefeller	F. E. Hinckley	J. W. Midgley
E. Nelson Blake	A. McLeish	C. W. Needham
Geo. A. Pillsbury	E. Goodman	H. A. Rust
W. R. Harper	F. A. Smith	J. M. Bailey
C. C. Bowen	E. L. Corthell	E. B. Felsenthal

Ferd. W. Peck  
H. H. Kohlsaat  
D. L. Shorey  
Chas. L. Hutchinson  
Martin A. Ryerson  
Geo. C. Walker

This is a noble list. I do not see how a better one could be made. The first column names Baptists from abroad. The second and third (9 of them) city Baptists. The last seven are citizens, not Baptists, tho' Kohlsaat and Walker are related to us. E. B. Felsenthal is the Jewish representative, an alumnus of the old University, a young lawyer, to whom we owe the Jewish help. We are not yet giving the names out till we know they will serve. Please observe this.

The charter has been adopted and as soon as possible the incorporation will be effected and the Board will then be called together and organize and begin work. This may take two weeks not longer I think. Can you then come out and attend the meeting or the several meetings that will need to be held? If you can, you had better give me the date that will be convenient for you. You can tell as well as I can and better, for you are a part of it now and I am not, what the Board is likely to do and ought to do to launch the enterprise."

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7. A. Pillsbury	8. Goodman	9. A. Hunt
10. R. Harper	11. A. Smith	12. M. Bailey
13. C. Bowen	14. L. Cornell	15. H. W. Bennett

16. W. Peck  
17. H. K. Kinsman  
18. J. L. Sherry  
19. C. E. Hutchinson  
20. Martin A. Ryerson  
21. Geo. C. Walker

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"I and others, Gates, Peck, Midgley, etc., hope that Blake can be induced to accept the Presidency of the Board and will return to Chicago and give the next three years to the work of starting the enterprise, looking after the business part of it, investments, buildings, etc. He could do a splendid service. If this meets your view, you must help us to lay hold of him.

I have been made Secretary pro tempore or an interim till the Board meets and organizes and chooses some one for the place.

We have closed the deal with Field and have bought the three blocks from 56th to 59th Street fronting South on the Midway Plaisance, \$132,500. and have paid \$5,000. down. I am going to make every effort to collect this whole sum at the earliest possible moment so that we may have the whole 20 acres paid for at the outset. We have 3 full blocks with a mile of frontage. We have \$1,200,000. to begin with and (this is not to be spoken of) a will has already been made devising to us from 100 to \$150,000. more.

The charter is said to be a model, giving the Board the largest powers, and if you come to preside over the University you will have boundless scope. You do not need to be told that it is my dearest wish that you should do this, and if you will consider it, I shall do what I can to have you invited to come. This question may not be taken up at once. Possibly the Board may feel that a year may be wisely given to getting the buildings under way before the question of the Presidency and the Faculty is taken up. Please write me frankly and fully on this point, as I must know how you feel about it. It may be that the choice of a President is one of the first things that ought to be considered and that he will need two years to get together his faculty and make the fullest and best preparation for opening. Perhaps a year would give him time enough. Think this all over. We are to consider that our endowment will not be immediately available and will come in at the rate of \$120,000. per year, beginning perhaps not sooner than September 1. This, of course, will depend on Mr. R. We shall I think collect \$150,000. by January 1 next on our subscriptions and be fully prepared by the opening of spring to begin building.

This question of buildings is a most important one.

1. How many shall we need within five years.
2. What shall be the general plan, one great building, or a separate one for each specific purpose, a system of quadrangles for the three blocks, or what?
3. What shall be built first?"



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- "4. Shall the dormitory system be adapted?  
5. In what way shall we go to work to secure the very best plans for the most improved college buildings? etc. etc. etc.

What about an academy at Morgan Park? Mr. Walker is very anxious about that and will give liberally for it. He has asked me to come in and see him about it tomorrow. A committee was appointed by the Education Society Board on this subject.

If you should be running up to Boston, go out to Arlington and see Blake. The Charter is now in Dr. Lawson's hands and you could see it, or he would doubtless send you a copy. The incorporators are Rockefeller, Field, Blake, Hinckley, Gates and myself. I do not now remember whether you are one of them or whether there is any other.

Well, you see how things stand. We now have \$421,000. and are adding to the sum daily. We shall have a good margin on the \$400,000. fund.

We had a great meeting.

Gates and I feel immensely relieved as you can imagine but there is not time for rest. As Mr. Gates says the trouble now begins. I start in at once to make the largest possible collection and hope to make a good showing by the time the Board meets to organize.

So far there has been no jar, no hitch in our arrangements. Everything has gone like clock work. Without doubt however there will be difficulties yet to meet. But we have every advantage.

If you take the Presidency I am confident the future will be far more splendid than the past year. If I could elect you you would go in at once. But a Board of Trustees composed of such able men as this one will have minds of their own. If you are disposed to consider the matter, I hope you will come on to the meeting and help to give direction to things from the very start. Your knowledge of the whole case would give you the largest influence. You will be the only expert present. Come.".....  
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Mr. Gates to Dr. Harper, June 2, 1890.

"Yours 31st rec'd. I answered most of your questions in a letter this A. M. Board will not meet I presume for a month. Articles of Incorporation will not be filed until old Board dissolves which will not be for ten days, and some time must elapse to get new board together. Am crowded just now with so vast a pile of work that I scarcely know what to turn to next. There is nothing whatever that need give you a moment's anxiety. Everything has gone off in a way to give us all, and you not least I am sure, absolutely *unmixed* satisfaction. The names of the Board will please you I think."

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The names of the Board will please you I think."



✓  
June 3, 1890

Mr. Rockefeller to Dr. Harper:

Acknowledging his letter of the 29th, Mr. Rockefeller says:  
"I am greatly encouraged by what you say with reference to the value of  
our new college at Chicago, and join with you in the hope that our highest  
expectations may be realized."



June 4, 1890

Dr. Harper to Mr. Gates:

"Your favor of the 31st ult is at hand. I am very glad to receive the same. Am pleased to know the names of the trustees though, I confess, I am a good deal surprised. I suppose that it is all right. It does seem very strange to see a board of trustees without a minister on it. Am much obliged to you for the details. I have had a long letter from Goodspeed who has added some points. You are all to be congratulated. I shall be glad to help forward the good work so far as it lies in my power. If there are any points in the background which you think I ought to know, I should be glad to have you send me word. I should like, of course, to be kept posted and to know the inside. I appreciate the work that must rest upon you. Is there anything in reference to the Education Society which I ought to know, e.g., the executive committee, special committees, or anything else?"





✓✓  
(Copy)

Morgan Park, Ill., June 4, 1890.

Mr. F. T. Gates to Mr. Rockefeller.

.....

.....

+ + But we have now reached a point in our work at which before  
taking another step, indeed before making further inquiry or con-  
sulting others, I desire to have as full a conference as possible  
with yourself.

The health of my family will detain me here for five or possibly  
ten days yet. Then I shall be obliged to go as far east as Boston,  
and would like to stop at Cleveland or New York on the way, if your  
engagements will admit of an interview or two, on the question of our  
future operations.

Everything is moving to our complete satisfaction here and  
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Dr. Harper to Dr. Goodspeed:-

"I have just received your long letter. I am under a thousand obligations for the fullness with which you have entered into the matter. This is just what I wanted to know and has given me a good idea of the situation. I have not yet thoroughly digested its contents but hope soon to do so. The personal questions which you broach in your letter I, of course, appreciate. I will make you here one or two frank statements; in return I ask the same thing from you. My statements are these:

1. I am much more inclined to consider the Chicago question today than I have been at any time within the past four years. If I could talk with you I would show you how and why this is the case.

2. If I thought or had ever thought that the matter would be practically a unanimous feeling on the part of those interested, it would have great influence in removing difficulties which have always existed in my mind touching the matter.

Now, will you answer me frankly three questions: (1) What other name or names have been proposed; who is in the field? (2) So far as you know, what is Gates' feeling in reference to the matter? (3) So far as you know, what is Rockefeller's feeling?

You and I know each other pretty well. This is a matter for absolute frankness. The only motives which would induce me to take hold of the work would be (1) a feeling that no other man could be found who would suit the demands of the parties interested; (2) the satisfaction of working for the denomination; (3) the pleasure of being connected with you. As a matter of fact, within two weeks I shall be made here the Dean of the Faculty of Philosophy and Fine Arts, if I will accept it. It has been proposed to me by the President and by the leading members of the Faculty. I have hesitated because I do not know whether I want to take the business responsibility which it would involve. The whole question is a perplexing one. Will you not write me fully and frankly how you feel and think? I wish also you would indicate Dr. Northrup's present state of mind in reference to the subject. I had a long talk with Dr. Strong Monday afternoon. He called upon me here.

I will consider the questions which you ask in your letter and answer them more in detail later. I will come to the first Board meetings. If they could be appointed for Friday or Saturday two weeks from now, it would suit me exactly. I will probably give up the trip to St. Louis in view of this meeting."

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"I have just received your long letter. I am under a thousand obligations for the fulness with which you have entered into the matter. This is just what I wanted to know and has given me a good idea of the situation. I have not yet thoroughly digested its contents but hope soon to do so. The personal questions which you broach in your letter I, of course, appreciate. I will make you here one or two frank statements; in return I ask the same thing from you. My statements are these:

1. I am much more inclined to consider the Chicago question today than I have been at any time within the past four years. I could talk with you I would show you how and why this is the case.

2. If I thought or had ever thought that the matter would be practically a unanimous feeling on the part of those interested, it would have great influence in removing difficulties which have always existed in my mind touching the matter.

Now, will you answer me frankly three questions: (1) What other name or names have been proposed; who is in the field? (2) So far as you know, what is Gates' feeling in reference to the matter? (3) So far as you know, what is Rockefeller's feeling?

You and I know each other pretty well. This is a matter for absolute frankness. The only motives which would induce me to take hold of the work would be (1) a feeling that no other man could be found who would suit the demands of the parties interested; (2) the satisfaction of working for the demonstration; (3) the pleasure of being connected with you. As a matter of fact, within two weeks I shall be made here the Dean of the Faculty of Philosophy and Fine Arts. If I will accept it. It has been proposed to me by the President and by the leading members of the Faculty. I have hesitated because I do not know whether I want to take the business responsibility which it would involve. The whole question is a perplexing one. Will you not write me fully and frankly how you feel and think? I wish also you would indicate Dr. Northrup's present state of mind in reference to the subject. I had a long talk with Dr. Strong Monday afternoon. He called upon me here.

I will consider the questions which you ask in your letter and answer them more in detail later. I will come to the first Board meeting. If they could be appointed for Friday or Saturday two weeks from now, it would suit me exactly. I will probably give up the trip to St. Louis in view of this meeting."



June 5, 1890

Dr. Harper to Mr. Gates:

"Your kind favor of June 2d is at hand. You need not have troubled to write me again. I am very much obliged to you. I can see that you must be so crowded that you hardly know which way to turn. When will you come east? I am to be in Philadelphia most of the time from June 12th to July 4th. Will you not drop in on me there? I had planned to go to St. Louis June 14th, but if there is to be a Board meeting in Chicago to which I ought to go, I will have to give up that trip. I am anxious to know ~~sixth~~ some of the inside matters. I had a long talk with Dr. Strong last Monday. He informed me that the only candidates for the Presidency of the new University of whom he has heard mention in Chicago, were you and myself. Perhaps we can make a combination and pool the issue. I shall hope to see you very soon."



(Copy)

New Haven, Conn., June 5, '90.

Mr. John D. Rockefeller,  
~~Cleveland, Ohio.~~

My dear Sir:-

*Dr. Harper to Mr. Rockefeller*

Your kind favor of June 3d has been received. The same mail brought me the list of the Board of Trustees for the new school.

I was delighted to see your name in the list. I venture to hope that you will allow it to remain. It will be a great help. I shall hope some time to have an opportunity of talking with you, in order that I may get a better idea of your desires in reference to the new institution.

Yours sincerely,

(Sd.) ~~W. R. Harper.~~

(Copy)

New Haven, Conn., June 2, '99.

Mr. John D. Rockefeller,  
Cleveland, Ohio.

My dear Sir:-  
*Mr. Harper to Mr. Rockefeller*

Your kind favor of June 2d has been received. The same mail

brought me the list of the Board of Trustees for the new school.

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will allow it to remain. It will be a great help. I shall hope some

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a better idea of your desires in reference to the new institution.

Yours sincerely,

(Sd.) W. R. Harper.



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Dr. Goodspeed to subscribers, June 5, 1890.

"The work done in raising the \$400,000. fund for the new University has been fully approved. We are therefore now ready to receive the money subscribed and I have been appointed to collect the subscriptions. The terms give subscribers the option of paying in full at once, or in installments running through five years. We are asking as many as can do so to let us have the full amount subscribed, to enable us to pay at once for that part of the site that has been purchased. Mr. Field has given us ten acres, and ten acres have been purchased, so that the site will contain twenty acres. If you can pay your subscription in full it will be a great favor and help.

If you do not wish to do this, please do the best you can, and indicate in your answer to this how you wish to pay the balance-whether in annual or semi-annual installments, or in what way, that I may know hereafter just when to address you. This is intended especially for those, who, in their subscriptions, did not indicate how they preferred to pay. If this request is complied with it will enable us to prepare properly the promissory notes for all who do not pay in full during the next sixty days. It is our desire to meet as fully as possible the wishes of our subscribers. It will gratify them to know that our first 5 per cent installment is already paid in, and that a large amount is likely to come in this month. This fact may be an encouragement to all to make the sum now paid as large as possible. Please send to the undersigned in check, draft, money order, or registered letter, or in any safe way, and oblige"

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June 6, 1890

Mr. Rockefeller to Mr. Gates:

"When I hear from you definitely about the time you desire to come, please telegraph within a day or two of that time, and I will answer you by wire."

Note: Mr. Gates left Chicago to visit Mr. Rockefeller at Cleveland on the afternoon of June 15th.

June 6, 1890

Mr. Rockefeller to Mr. Gates:

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Note: Mr. Gates left Chicago to visit Mr. Rockefeller at Cleveland on the afternoon of June 15th.



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Dr. Goodspeed to Dr. Harper, June 8, 1890.

"Your letter of June 4th has given me much pleasure. The questions you ask I will answer frankly. 1. I hear no one seriously proposed for President except yourself. Of course names are lightly and foolishly bandied about. Some of Dr: Lorimer & church have said they supposed he would be chosen. One man has spoken of Jesse B. Thomas. A gentleman named to me not long since Congressman Wilson of West Virginia, a Baptist and a Democrat! But no one has ever been named with any seriousness but yourself. No one is in the field to my knowledge.

2. Gates feels just as I do.

3. I have always supposed Mr. R. would wish you to take the place, but I have no information in regard to his present views. Gates will see him soon and will no doubt talk the matter over with him.

4. Dr. N. is not feeling cordial toward us just now. We have been so overwhelmed with the work of raising our \$400,000. that we have not consulted him and he feels that he has been neglected. As a result he is not in favor of anything just at this time. I speak generally, not at all in reference to you, as I do not know his mind on that subject.

We are likely to have some difficulty with Dr. Lorimer who is not on the Board and is quite dissatisfied. He will probably in a quiet way try to cause us trouble. I write "

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probably in a quiet way try to cause us trouble. I write

"this for your private ear. He would not favor you or anyone else at present nor until he feels happier. I am anxious that you should hold your mind open on the subject. Come and get acquainted with the Board. ~~Let~~ your ideas as to the institution on all questions relating to it, formulated, so that you can lay a plan of procedure before those gentlemen. You will be the only expert on the Board. You will be recognized as such and will be expected to advise. Of course this collection of men, the Board, will come together and at the outset be all at sea as to what should be done. Some one should be ~~proposed~~ to lay plans before them in a clear and orderly way. The Board is an able one, a capable body of business men. There are only seven or eight college men, but they will take hold of the suggestions made to them in an intelligent and strong way. There will not be a man who has any personal ends to serve. All will come together impressed with the responsibility of their trust and will seek the highest good of the institution. They will consider intelligently all that is proposed and will I believe act wisely. They are likely I should think to defer the choice of a president till a capable committee has considered the matter carefully and brought in a report.

I wish you to get clearly in mind the first things to be done. What are they? Without waiting for the organization of the Board the Education Society is paying for the site. After that is done and the Board has organized, what next? We may have funds to begin the first building this fall."



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"Certainly we shall be in a position to push building operations next spring. We do not yet know how fast Mr. R. will pay his subscription. If he pays as fast in proportion as we collect, we shall have \$300,000. of endowment money in hand within a year, perhaps more. By the time the Board meets we shall know his purpose on this important point. I think he will pay as fast as we collect, but I do not know this. Suppose he does and by September, 1891, we have \$400,000. of endowment assuring us an income from that source of \$25,000. for the year following with some accumulation of income to begin with. Shall we open the institution at that time? Or shall we take another year, so as to get our building fund more fully in hand and get four or five buildings erected?

If this latter course is thought to be the wise one, when shall the question of the presidency be taken up? Will the president need two years to enable him to get a faculty and do all the preliminary work required? No man can answer this question so intelligently as you can.

Suppose the position was to be offered to you and the school was to open in September, 1892. How long a time would you wish to be fully prepared for the opening?

I write you fully because I know you are not and never will permit yourself to be put in the position of a candidate for the place. I want you and Gates wants you, but we shall not allow the Board to suppose you are a candidate. We shall say to the members of the Board that you are the only man in"

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"the denomination capable of properly filling the position, but that we have no idea whether you can be secured, that we hope you can and that we hope it will be urged upon you when the proper time comes. You will come to the Board meeting therefore knowing that you have not been compromised in the least and prepared to give the Board the best results of your experience and knowledge.

I believe the Board will look for a man for the place in vain until they lay hands on you. The only anxiety I have is that you shall keep your mind open. Do not decide adversely in advance and don't commit yourself to any one.

If possible we will fix the meeting for the 20th and 21st as you suggest. Whether we can get ready so soon as that I do not know, as the act of incorporation has to go to Blake and Rockefeller for their signatures and then to Springfield to be filed. I think it has already gone to Mr. R. tho' it is possible Gates intends to take it in person."

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[ "I am sorry you did not write me ~~that~~ Strong said to you. Gates tells me <sup>he</sup> Strong told you that Gates' name as well as yours was mentioned for the presidency. I do not need to tell you that Gates never thought of such a thing, and would not consider it for a moment if he supposed there was any serious mention of him, which he does not. Do not mention it to him, if you do not wish to offend him. ] He will not consider that he is in any way *qualified* and is impatient of any reference to it. He thinks it belittles the place to name him in "



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" connection with it and feels that to suppose him capable of an ambition for it is an insult to him.

But I weary you.

You speak of the necessity of a 'Practically unanimous feeling on the part of those interested.' Don't you know there will be scores of candidates and that they and their friends will not be unanimous for any one? What I want is a unanimous Board, who will lay violent hands on the one man for the place and not take No for an answer."

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Mr. Gates to Dr. Harper, June 9, 1890.

2  
[ "Dr. Strong might also have told you that in conversation with him I stated as emphatically as possible and almost profanely that under no conceivable circumstances would I be the President of 'The University of Chicago.' As I have already written yourself and spoken in the same way I need not assure you that I mean what I say. I know of no cable on this earth big enough ~~or~~ strong enough to haul me into that position. Aside from an unconquerable personal disinclination, and the consciousness of unfitness, I conceive my duty to lie in an altogether different direction. The position has countless elements of repulsion, and not one of attraction to me. Be assured that any association of my name with that place is simply and only an embarrassment. ] There! how will that do stated in cold black and white! You are the only man I have ever seriously thought of for that position. I stand where I have always stood. The wonder to me is that you should seem to doubt me. What have I done that you should now inquire of Goodspeed where Gates stands, you rascal. You will always find me old fellow just where I was the last time you met me. Count on that. [ I have not talked with you much about the matter lately because I have been bent double with a load of anxiety as to whether any presidency would be possible. ] And now 3  
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least \$100,000. of Mr. Rockefeller's money drawing  
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That you will be offered the presidency I have not a  
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subject, and if for the present you should seem a  
trifle reluctant to entertain the thought as in the  
past all the more eager will the board be to secure  
you. Your eye will not have failed to note the  
character and makeup of this board. It is a new  
bottle for the new wine."\*.....

.....

\*"We have manipulated the board in nobody's  
interest. But Lorimer practically charges us with  
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(Copy)

Morgan Park, Ill., June 9, 1890.

Mr. F. T. Gates to Mr. Rockefeller.

.....

.....

In reply to yours of 6th, I hope to wire you before you  
receive this.

