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Mr. Rockefeller to Mr. Gates:

March 3, 1891.

This letter is a pledge of another \$100,000. for the American Baptish Educational Association. Society

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March 3, 1891.

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March 4, 1891.

Dr. Goodspeed to Dr. Harper:-

"Your letter just at hand is decidedly amusing in that you say you wondered whether things were going backward so rapidly that I had no heart to write you.

Is all that has been done here resting on so uncertain a foundation that anything like the above could take place? My own work of collecting subscriptions goes right on, not quite so fast as I could wish but the total grows every day.

Day before yesterday a representative of one of the leading real estate firms in the city came in to ask if we would sell our site, and to say that he had a customer for it and that he could sell that part of it that cost us \$132,500 for \$234,000. I have never heard a criticism on the site except from some members of the Board and with this price practically offered for it Gates and I can afford to let those gentlemen talk.

We have now sent out above 4000 bulletins. I shall without doubt need 500 more. That will be enough. Requests continue to come for it every day and students continue to report daily. Yesterday there were four or five. It is a very poor day that does not bring two. We have now above 200 names.

A letter comes from a missionary of the China Inland Mission asking whether the children of missionaries will be admitted free of tuition. We must at no distant date take up the question as to tuition and the children of missionaries and ministers of all denominations and students for the ministry.

I am a good deal disappointed that I hear no more of that new fund for the Scientific School. Must we give that up?

I feel very anxious that our building committee shall get to work. This agitation about the site, however, has brought everything to a stand. So far as I can ascertain the board is evenly divided on the question of securing the additional block, and what the final result will be no man can now tell. No doubt you and gates and Blake talked the matter over in New York. You found them both opposed to the project and I have wondered how it fared with you in the hands of two such positive men.

Whether we can get a quorum together to do business on Saturday I dont know. It will require the presence of every trustee who is in the city. We made a mistake when we fixed on 9 as necessary for a quorum. We can never have a working board on that basis. It must be not more than seven for more than half our trustees are away from the city all the time. Take the case just now. You and Blake, Pillsbury and Bowen reside elsewhere. Judge Bailey is holding court at Ottawa. Dr. Parker is in Egypt. F.W.Peck in the Bermudas. Kohlsaat in Italy. Storey in France. Walker in Calif, and Needham in Washington; yes and Midgley in Kansas City. Probably Rust is absent also. However I will get a meeting if possible and welwill act on the contract of union with the San and enact those points regarding yourself.

When can you have the next bulletin ready to submit to the trustees? We should contrive in it the history, stating your acceptance and anything else of importance. I wonder what you are getting into it to double the number of pages. I am glad you finally see your

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Dr. Goodspeed to Jr. Harpert-

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way thro' it, the' I have a faint remembrance of having heard something of the same sort before. However I am in no hurry. Take your own time and get it right.

I send you a couple of clippings from this morning's Tribune. Rogers evidently intends to raise a world of money in Chicago and in a panic over the possibility of our getting ahead of him. But when you get here we will go to work and gather in everything in sight. You will have nothing to do next year if Abbott comes but to raise that million we now want."

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"Your brief line at hand. I very much regret that you do not come to meet the S. Club. An address before these wealthy men in Chicago on the theme on which you spoke in New York would be worth thousands of dollars to the University.

I send you a communication which I do not feel authorized to answer.

Just what it means I do not know, but there may be something in it.

The two slips are from the Detroit Bap. paper and will interest you."

hr. Goodspaed to Dr. Harperi-

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Dr. Goodspeed to Dr. Harper:

"At the last moment Hinkley wrote me that he was called out of town and this left us again without a quorum.

We talked over the matter of salary, head professorship of the Semitic Dept., leave of absence to go abroad informally and all were hearty amd harmonious.

We shall try to hold a meeting in two weeks when some of the absentees will be here."

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Dr. Goodspeed to Dr. Harper:-

"Although we had no regular meeting Saturday we talked over various matters for an hour or more. As a result I was directed to request Mr. Hinkley on behalf of four members of the building and grounds committee to authorize the calling of a meeting at once. take up the question of securing the additional block of ground and dispose of it. I fear we may have trouble over it however. that we have land enough now, that we shall be widely blamed if we begin our history by incurring a great debt, that we should begin with what we have and buy more when we need it, that for the next five years we can raise for buildings, libraries, apparatus, etc. Others feel that we ought now to provide grounds for the greatest university in the world, that we ought to have a greater front on the plaisance, that the additional block will change the shape of the site immensely for the better, that we shall be blamed if we do not make more adequate provision for the future, that five years from now the additional land will cost twice as much as at present, etc. Both sides are right in some respects and what to do is a most difficult question. I should like to see the change made but we have not the means and we cannot tell until we have made thorough trial whether we can find the means. What we spend on land we must be content to take off from the cost of buildings or for the present erect fewer buildings. There can be no question that we cannot cover our present site in my lifetime or yours. \$150,000 we must pay for this additional land will build two dormitories. accommodating 200 students and yielding up an income of at least \$10,000. While I am ambitious for the University that it shall have the best of everything, I am most anxious that we shall go forward carefully, avoid debts as we have from the beginning promised to do, by a wise business management commend the work to the business public and to the man who has done the most for it.

There was an excellent spirit manifested Saturday and I think if we can manage to settle the site question the building committee will go forward at once.

I have just received the New York newspaper accounts of your Thursday might speech. Just what did you say about those millions? It is impossible to tell from these accounts. I judge you made a good speech, just such an one as I wish the Standard Club could hear.

Gates comes back from New York pleased with the Board meetings and with the additional \$100,000. He tells me that Mr. R says he has decided to make all his educational gifts hereafter through the Society. I judge that Mr. R. will watch our conduct of the University with great interest. We ought to so conduct its business as to win his cordial approval. You know it is a favorite idea of yours that a great University is simply a great business. It would be worth anything, if we are going to buy this additional block, to secure his unqualified approval of the step beforehand. Why not lay it before him - both sides of the question, the pros and cons, and learn his view? We are in danger right here of making one way or the other a serious mistake. Let us go as carefully and wisely as we can."

Dr. Goodspeed to Dr. Hirporte

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"I had a talk with Mr. Blake, He was quite ill. Mr. Kingsley was present. I did not think best on both occasions to touch on theology. But I fear we cannot get Blake. He is not well and hesitates to take the risk. In a letter more recently written to Dr. Goodspeed he renews his desire to be relieved of the Presidency. Dr. Goodspeed will doubtless write you more fully. No. quorum Saturday of Chicago University Board but I should judge a highly profitable discussion from Dr. Goodspeed's report. I was not present. I believe it is settled that I am to go to New York though not perhaps before fall. I had a conversation with Mr. Rockefeller about it, and abide by his judgment".

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Mr. Harper to Mr. Gates:

March 10,1891.

"Your kind favor of March 9th has been received. I am sorry about Mr. Blake and also that there has been no quorum of the University Board. This means simply that we must have an executive committee. I shall come to Chicago within three weeks. I will telegraph this afternoon the exact date of my coming.

"I am very sorry to learn that you are to go to New York. This is unfortunate all around. I shall see if I cannot do something or say something to prevent it. You must have had a good Board meeting. I regret exceedingly my inability to be present. I remain".

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Dr. Goodspeed to Dr. Harper:-

"Your favor of Saturday is at hand. I think it most important that you get Adams and you will have to give him the 6,000 if you cantget him in any other way - unless you change your whole plan and man the University with young men, bright and promising fellows who are certain to make their mark but who can now be got cheap. There are plenty of such men who are anxious to come, as a proof of which I send you two applications today. One of the difficulties about the situation is that you cannot appoint anyone else with salary beginning next year. Your salary and Abbott's with other necessary expenses will take everything available for next year. We must not load down the building fund with professors salaries next year.

There is one subject on which I ought to write you. During the past week old students and friends of Prof. Stuart have been circulating petitions to you and the board to give him a position. One of them came in to see me and I told him I thought it was too late, that it so happened that the latin department was provided for, the professor actually engaged. I did not of course say who had been engaged. I told him also that you and Stuart were warm friends and that if there was a place for him you would be just as likely to give it to him without a petition as with. They may cease the effort in this direction but it will only be to give it a turn in some other. There seems to be a very earnest desire that there shall be some reorganization of the old University in the making up of the faculty. They want Stuart and Riggs to be recognized. From what I can learn both of them are quite willing to receive appointments. It may be that it will be possible to satisfy the desire I speak of by appointing two or three Alumni, like Grose, etc.

Do you know Prof. O.B. Clark of the Ind. State Univs? Moss knows him well. He is in English literature. He wants to come and you are likely to hear from him or his friends. You are also likely to hear from the friends of Riggs.

Can you not arrange with Adams for 6000 if he must have that and let the appointment take effect July 1, 1892? There is one way in which you could let it date from July 1, 91 and only one so far as 1 can see, and that is by giving as your own salary as head professor of the Semitic department. Or you surrender 2000 a year next year and make him do the same and give him \$4,000 for next year and you take \$8,000. I venture on this dangerous ground because I feel the importance of securing Adams if it can be done without ruining us. It is impossible to overstate the importance of our keeping our heads financiallyclear up I think it will go far to keep your stack away up above Bar with the Board if they find you cooperating with them in making for the University the cleanest kind of a financial record. If we can do this especially during the next five years it will be worth other millions to us with J.D.R. who as you know is a careful business man and will look with great favor on a like carefulness in us.

But this is more than enough on this topic. I hope however you can get Mr. R's view on that matter of the site of which I wrote. Mr. Hinckley has just been in. He has a new plan but I will not bother you with it. Can you be at our meeting next week Saturday? I am going to try to get Blake and Bowen and Pillsbury here as well as every trustee who is in the city.

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March 11, 1891. Have you any way of reaching the Fayerweather trustees or is it now too late? But this letter is already too long and I must relieve you. Two new students today."

"P.S. Order 1000 bulletins and get them to me as soon as possivle. This will certainly be enough."

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-at feet to lote to later the later to long and I must even the sound to so to the state out you want to so to the grow and to so to the grow as good as out to the sound to so the sound to the will certainly be enough."

March 12 1891.

Mr. Gates to Dr. Goodspeed:

"You will remember that when in Chicago I stated that a form of assignment of Mr. Rockefeller's pledge to our Society for \$600,000. was in course of preparation. Mr. R's attorney has completed the work. I sent you the papers connected therewith as follows, viz:

- "(a) Resolutions regarding same for adoption by the University.
 Will you kindly observe the following directions regarding these resolutions. (1) Get same passed at next meeting of Board. (2) In passing them fill out the blank date in 3rd page in the line reading "E. Nelson Blake, by instrument dated March -- 1892" with date of your meeting or leave it blank to be filled out with Mr. Blake's actual execution of the instrument. (3) Certify to the resolutions and send the paper back to me so soon as Mr. Blake actually executes the assignment.
- "(b) A form of assignment in duplicate the original to be signed by Mr. Blake as follows "American Baptist Education Society by E. Nelson Blake Attorney" and duly acknowledged. This you are to keep. The copy please fill out as a copy of the original and certify to it as such and send back to me."

March 12 1891.

Mr. Onter to Dr. Goodspeed:

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Dr. W. H. Butirick to Dr. Harper. March 12, 1891.

"I do not know that I have written you a note of thanks for your acceptance of the Chicago Presidency. I thank you and congratulate the universe. Certainly you make a great sacrifice and with equal certainty is your acceptance a most important thing in education."

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Mch. 13, 1891

Dr. Harper to Mr. Rockefeller:

"Would it be possible for you to let me have an hour with you Sunday evening? I have three or four matters concerning which I desire to talk. They are not matters of detail, but questions of considerable importance. I know how busy you are, but I feel that it is really necessary for me to discuss with you these questions."

Mch. 13, 1891

Dr. Harper to ar. Rockefeller:

"Would it be possible for you to let me have an hour with you Danday evening I have three or four amtters concerning which I desire to talk. They are not metters of detail, but questions of considerable importance. I know how boay you are, but I feel that it is really necessary for me to discuss with you these questions."

Dr. Goodspeed to his sons, March 16, 1891.

"Our work goes slowly. Collections continue to come in, but they are only half what they ought to be. And so the work of completing the payments on the site drags and in spite of all I can do seems destined to drag its slow length along clear up to the first day of June.

I am this morning in receipt of a telegram from Dr. Harper telling me that he will be here next week and try to spend three days with us.

We have two difficulties just now. One is that the Board is divided on the question of securing the additional block for the site and so far as now appears the difference is irreconcilable. The other is, that, for this month, so large a number of our trustees are sick or absent that I can neither get a quorum of the Board nor can I reach a quorum of any committee, so that everything is blocked.

The grippe is here again this winter and tousands are down with it. The Board of Control of the World's Fair cannot get a quorum and after trying in vain for some time have given it up till April. If Mr. Blake can come out with Dr. H. we can perhaps get sufficient members to do business."

Br. Goodspeed to his sons, March 16, 1891.

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"Your kindness of the 12th has been received. I note what you say about doing or saying something to prevent my going to New York. Of course I shall not object to your thinking I am indispensible in Chicago and saying so. My only caution would be that you do not plead that I prefer to remain in Chicago. I did strongly prefer it I know, but on pretty full reflection and consultation with my family we have concluded to welcome the change. Personally I am convinced that it is best and am fully reconciled to it. I know you will not make any representations in anywise inconsistent with this, I think final judgment on my part."

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Dr. Goodspeed to Dr. Harper:-

"Your telegram is at hand. I am glad you are coming out. I hope Mr. Blake can come with you. Perhaps in that case we can get a quorum. Such of our members as are not out of the city are about to go or are sick.

La grippe is here and thousands are down with it. Mr. Ryerson and Major Rust among others. You should write on what date you would like to have a meeting while you are here and what committee you would like to meet and where, so that I may arrange for them. On Friday and today we tried to get a meeting of the Building Committee. It was possible for only two to come either day. All the rest were out of the city or sick or so engaged as to be unable to be here. At Mr. Hutchinson's request I called a meeting of the Financial Committee today at 11 o'clock. Mr. H. alone came. Mr. Midgley started for New York this morning, Mr. Blake is in Boston, Mr. Peck in the Bermudas, Mr. Ryerson sick in bed, Mr. Wadham in Washington, Mr. Kohlsaat in Europe and Mr. Walker in Calif. This will indicate to you that it is not because our trustees lack interest that they do not attend meetings, but because they simply cannot. They are most faithful in attending whenever they can be present. think it very doubtful if we can get a quorum Saturday. We can do this however next week when you are here for you make one, Peck will be back, our sick men will be well and perhaps I can get Blake and Bowen and Pillsbury.

W. B. Owen tells me that he has ten students now studying under him for the University. He tells me he will remain next year and prepare them. You once said to me that you must give Owen something to do. If you remain of this mind would it not be well to let some sort of a beginning of the Academy be made next year? Twenty or thirty pupils might be gathered and then prepare for a big opening in 92. Abbott might have the oversight and have Owen associated with him. The pupils could board in the village. I write this not because I have any interest in Owan or wish to have a word to say about any appointment. Owen indeed is a man in my opinion of extraordinary promise as a teacher, but the thing that impresses me is that ten students have gathered there voluntarily and if any formal work was undertaken two or three times as many might assemble and when Oct. 92 comes we might by developing what now exists make a noble opening.

What I wrote above about attempting to get a meeting of the Finance Committee only to find it possible for but one man out of eight to attend, will illustrate to you how useless it would be to put our The true remedy business into the hands of an Executive Committee. for this difficulty is to reduce the number necessary to form a quorum to seven or five.

But must stop here. I send you a document which I think may be of great interest and importance, but we have no microscope. I have therefore not read it. "

Dr. Goodspeed to Dr. Harpert-

"Your talegreen is at mand I am glad you are considered in the open it among the Blake can come with you. Percape in that our associate as are not out of the afty are about to to our or are glad.

La grippe le nere and thousands are down with it. Il. Hypreum and Major Rost moon; others. You should write on what date you would like to have a mostler while you are here and what sommittee you would like to meet and shore, so that I may arrange for them. On Friday and today we tried to get a casting of the Building Committee. Itwee poersible for only two to come althor day. All the rest were out of the city or sick or on onyaged as to be unable to be bare. At Mr. Mutchinson's chools's if is value sessioned Telement and to getterm a belief I decuper Mr. Il slone came. Mr. Midgley started for Her York this sorming, Mr. blace is in Boston, Mr. Pesk in the Normalder, Mr. Myerson wick in bed. Mr. Wedness in Washington, Mr. Kohleset in Durope and Mr. Walker in Celif. This will indicate to you that it is not because our trustees lack inter-. formed vigals tend occupied and together, but because they simply commot. I .desert ed mes vent terenalmy whenever they can be present. I which is year doubted if we can get a quorum Enturday. We can do thin neweyer must week when you are here for you make one. Pack will be .vanda.Eff bees

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Finance Committee only to find it possible for but one men out of elgible for but one men out of elgible to me acted, will illustrate to you now neeless it would be to put our business into the hands of an important Committee. The true remote for this difficulty is to reduce the number necessary to form a quartum to nearest of five.

But must stop here. I send you a document which I taink may be of great interest and importance, but we have no microscope. I have therefore not read it.

Dr. Goodspeed to Dr. Harper:-

"Your two letters came today - later just after I had sent mine to you. The list of men you wish me to prepare I have made out and it is now on Mr. Hutchinson's desk for revision, curtailment and enlargement. I will do the best I can in making a brief statement regarding each man.

I note what you say of Chark, Stewart and Riggs. I am inclined to think the Granville latin professor has prejudiced you a little against Riggs, of whom Anderson, my sons, Mrs. Dixson and many others think most highly. The boys tell me that Riggs greatly excels the other man as a teacher of latin in illuminating the text with all sorts of information, historical, mythological, rhetorical, etc., while Chandler confines himself excluseively to the reading and to the construction. Chandler attempted to teach history by giving the students a series of dates only. I judge Chandler is a good teacher in spite of his methods. He has conceived a violent dislike to Riggs because R. does not adopt his way. Riggs inspires his students with a love of knowledge. Chandler makes them understand the Latin Grammar and not much more. As Chas. says, Riggs can teach English Literature and rhetoric and the finishing studies of the preparatory course. It is certainly to be considered that he has brought the Granville Academy back to the numbers and efficiency it had under your If you should think it proper to give him a chance with the Academy and give Owan the Latin, would they not make a good team? deed Owen is so much like yourself in his energy, capacity for work and method that he could teach both the Greek and Latin together better than any two men you will be likely to find. He would need two departments to give him enough to do and keep him quiet. There can be no doubt that the appointment of Riggs would satisfy and quiet and fully reconcile the old Univy. element.

You understand I am not asking this. What's Riggs to me? I am only venturing to suggest something that may be worthy of consideration. Personally I have no interest in the appointment of anyone."

Dr. Goodspeed to Pr. Harpor:-

sule, this but I will find - padot emo anothel out another but about I want of any of the sun to delight out out in the line of the sule of the sulfation, courtained a delight of the sulfation of the last out if the sulfation of the last out of life i these

I note what you say of Clark, Stewart and Kiggs. I am inclined smooth mann. to think the Grantille latin professor has prejudiced you a little sgainer Algan, of whom Anderson, my sons, Mrs. Disson and many others think sust n me new tedle on the greatly execute the other and on I wingen contracted to extend the star was the star with all more of information, size or tool of the control of the c enticulations and of one anthony on the construction. company to solve a symmetry of girtney of person of bergans. I judge Chandler is a good tenouge in spite of his methods. He nes coor colved a violent dislike to Rigge because A. does not adopt his way. Rigge inspires his students with a love of knowledge. Chamiler makes these understand the Latin Grammar and not much more. As Chas. says, highe can and to subside uninstable and the pirocent best expressed delight dosed properatory course. It is cortainly to be considered that no according the Granville Academy buck to the quebers and efficiency it and wader your if you should inthis it proper to live aim a chance with the Academy and give Owner the Latin, would they not make a good teast 12deed Owen is so much like yourself in his county, capacity for each and many resided honogor wheat here wered and most somer bloom on Jan's bonton of simulatings our book blook all . Soit of gledil of flist boy man our you rive him enough to do sad keep him quiet. There can be no doubt that and alicances think has felop how william biscow again to secondary and

old Univy. Sistence.

You understand I am not seeing that may be worthy of considern

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ation. Personally I have no interest in the appointment of anyone."

Mch. 17, 1891.

Mr. Northrup to Mr. Rockefeller:

"I owe you an apology for not acknowledging before this date your recent pledge of \$5,000 on account of deficit in the current expenses of the seminary. Dr. Harper sent your letter addressed to him, to which I replied, but failed, through forgetfulness, to write to you in relation to it. I hardly need to assure you that the Board greatly appreciates your kindness and will do all in its power to fulfil the condition which you make.

"I take the liberty of enclosing a copy of the terms of union between the University and the Seminary, which have been agreed upon by the joint Committee and which will, I doubt not, be ratified by the two Boards. The Union is, as you will see, one of contract and as close, in every particular, as it could be made and avoid the danger of future legal difficulties."

Her Hortling to Mr. Nachefellers

"E owe you an employy for not acknowledging before this date your recent pledge of \$5,000 on account of deficit in the current expenses of the seminary. Or larger sent your letter addressed to bis, to which I replied, but failed, through forgetfulness, to write to you in relation to it. I hardly need to assume you that the Board greatly appreciates your kindness and will do all in its power to fulfil the ocedition which you make.

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March 17, 1891

Dr. Goodspeed to Dr. Harper:-

"Will the next bulletin take an envelope exactly the same size as Bulletin No. 1? It is important for us to know this that we may begin to direct the envelopes. I suppose of course it will, but we dont want to make any mistake about it. Therefore please give us a word on this and we will go ahead.

The within is the best I can do with the time at my disposal. I first made a list of 80 and cut it down to between 50 and 60 in writing it out."

Harth IV, 1891

Dr. Coorageed to Dr. Harperter

and seems and purposes appropriate the control of con

The within is the best I cam do with the time at my disposal. I first made a list of 60 and out it cown to between 50 and 60 in writing

Dr. Goodspeed to Dr. Harper:-

"There will be in the city tomorrow only the following trustees:

McLeish F. A. Smith Hutchinson Felsenthal Rverson

and possibly Midgley.

Ryerson has been sick with the grippe for two weeks and I do not know how he is now. It has just so happened that March has seen a general hegira of our trustees. We cannot therefore have a quorum tomorrow. In addition to the above now here I hope that we can get next week Bailey who with you would make a quorum. I will try to get Pillsbury and Bowen. Blake I find is again in Florida. Whether it will be possible to get a meeting I dare not say positively. You have not written me anything about a meeting while you are here. Perhaps you do not care for one. If the time of your coming was a week later we should have P ck and possibly Kohlsaat as well as Corthell and Hinckley and perhaps Blake. The absence of the trustees from the city is one of those things that it is useless to fight against. Our men are simply not here. Rust has gone south Walker is in Calif. Corthall is in Washington Hinckley in New York for ten days Bailey holding court in Ottawa Peck in Bermuda, etc.etc.

I hear today of a lady who intends to endow some time a scholar-

ship and of a man who intends to give us a fine library.

I send a letter which belongs to you.

I do not regret what you say of Adams. I am told his influence is not first rate in the University, anything but Christian. He looks more like a high liver than a student. Since I stopped smoking I have become very particular you see. "

Tanguak all of beegsbood and

"There will be in the city tomorrow only the following trustment

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Ayerson has been atok with the grippe for the seeks and I do not knice how he is now It man just so happened that March has seen a general hegira of our trustees. We cannot therefore have a quorum tomorrow he sith you sould nake a quorum; I will try to get Pillabury and Bowan, the with you would nake a quorum; I will try to get Pillabury and Bowan, have I ind is again in Northa. Whether it will be possible to get a mouth in a mosting I dars not any substitutely. You have not ariston as anything about a mosting tally you are not properly to get and four it the time of our noming was a week later an should have P ok and how athly Kohleaut as well as Cortaill and Kinckley and perhaps the and the absence of the trustees from the oity is one of those things that it as useless to fight apathent. Our sen are shaply not here, that has yone south Valker is in Cartail is in Washington Hisokley in the fork for ten days Beiley polding court in Ottom Pack in Barmuda, etc. etc. I had today of a lady was intended to endow some time a genolar

enty and of a man wood intends to give us a fine library.

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"Your favor of March 16th is at hand. I spent the afternoon with Mr. Rockefeller last Sunday. We discussed five important subjects. Among others the question of your coming East. I found that he was by no means sure that it was the best thing to do. I did not mention your personal inclinations. I argued on general principles that it seemed to me the interests of education required you in the West. He acknowledged that his chief desire so far as he had a desire, was a selfish one, to have the benefit of your connection. I simply presented my opinions, nothing else. I do not know what conclusion he reached".

"Your favor of lares lets is at hand. I spent the atternoon with Mr. Rosheston the land Sunday. We discussed five important sublasts. Among others the question of your deming East. I found
that he was by no seems gure that it was the best thing to do. I
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that a descination he reached".

March 23, 1891.

Dr. Goodspeed to Dr. Harper:

"I send you several letters that belong to you. We have decided not to attempt another meeting till Tuesday Macch 31. We will then meet, arrange those matters relating to you, adopt the Seminary Union plan and adjourn, to meet again during your visit. While you are here we will try to get Blake, Bowen and Pillsbury. We can then decide that site question.

The Yale Lit. Megazine is at hand. That is a very nice article and rather a remarkable leader for a Yale publication.

Among the letters I send you is one from Rabbi Felsenthal to his nephew E.B., one trustee. I told the latter that there would be no particular difficulty about that compulsory chapel attendance roll and you would be able to arrange exceptional cases in a satisfactory manner. He wished me to say to you however that he agreed with the Rabbi that there should be some formal statement modifying the roll. Perhaps you can hold the matter in mind and have a word with E.B.F. when you come.

Did you see the statement that the students of S. Dak. Univ'y had requested the President to resign on the ground of incompetency? Alas poor Grase."

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"I send you several latters that belong to you. We have decided not to actempt amount meeting all! Insenty Hones 31. We will then meet, arrange those antiters relating to you, adopt the Sentency Union plan and adjourn, to seet again during your wists. While you are nore we will say to get Make, Seeds and Pillabury. We can then doolds that wite question.

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Tid you see the standard the standard of the students of S. Des. Univided and requested the Frenchest to resign on the ground of incompatunes!

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Mr. Gates to Dr. Morehouse.

March 25th, 1891.

"I have engaged my house here at Morgan Park until September lst next. I hope in May or June to spend some days in the vicinity of New York, searching for a house in all respects suitable I to furnish a home for my little family. I shall prefer some quiet healthful suburban village an hour or less from the City Hall.

"Note: - Mr. Gates carried out this plan and chose a house in Montclair, New Jersey, which point thereafter was his home."

March 25th, 1891.

"I have engaged my house here at Horgan Park until September let nest. I have in May or June to appeal some days in the vicinity of New York, searching for a house in all respects suitable 2 to furnish a home for my little family. I shall meder some quiet healthman village as how or less from the City Hall.

"Note: - Mr. Wates carried out this plan and chose a house in Montelair, New Jersey, which point thereafter was his home."

March 25, 1891.

Dr. Goodspeed to Dr. Harper:-

"Edgar writes me that you and Mrs. Harper were kind enough to call upon him. We appreciate the attention ourselves and the young man is very susceptible to kindness.

I send you two letters. One is from the missionary Newhall and is I judge intended to be helpful spiritually as well as to elicit information. The other leads me to offer a few final remarks on the library.

The question of the librarianship should now receive serious attention, for two reasons.

lst. Mrs. Dixson is likely within a few weeks to accept another position. She has three awaiting acceptance. She cannot afford to remain in the Seminary next year and whan the change is made be dropped out and discarded. That would seriousld discredit her in the library world. She wishes also to relieve you of the embarrassment of choosing a librarian while she is here on the ground.

2. It will take all of next year to prepare the library for the opening of the University. A splendid start has indeed been made this year but the Univ'y library proper has not been touched. Already as I wrote you last week friends are talking of presenting libraries to us and we shall have to buy many books before our opening. We shall have nothing but a wilderness of books if we do not have an expert at work all next year and it will thus take a full year to reduce the chaos to order and make the library of real use to the University.

I wish now to put in order my reasons for urging the appointment of Mrs. Dixson.

1. All who know her unite in recommending her for the place. She has received many letters offering to commend her to you from prominent librarians, but has in every case I think declined. The Seminary faculty are a unit in heartily commending her. They intended to memorialize you on the subject but she urgently requested them not to do so. Dr. Northrup told me they had decided to urge her appointment before Hulbert went away and would commend her without qualification. He said he did not believe you could find her superior anywhere. there can be no doubt that her qualifications are in every particular first class. This is the only thing that gives me a particle of interest in her appointment. I have seen many libraries and never yet saw one that seemed to me to be managed with any skill whatever till I saw the Sum library under the magic of her touch. While you are here 1 want you to go in and examine it for 30 minutes and compare it with any other you ever saw. I am willing to let the whole case stand or fall on the result of half an hour's exemptantion observation and examination.

a. Mrs. Dixson has a wide knowledge of books. She has made them a study. She says indeed that Poole in this line is facile princips. but she herself stands high in this particular. Also see her article in the Standard now being printed.

b. She is an expert in classifying and cataloguing. She has classified and catalogued about 20 libraries, some of them of the Scientific specialist class like the Torrey Botanical Library of 5000 volumes in New York and some of them very large general libraries like the

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hr. Goodspeed to hr. Harpari-

"Edger vritus us tast you and Mrg. Harper were kind esough to man proof end bus seviewano molified on eds edslowings of . The mong lies is very susceptible to bisdesse.

I send you two letters. One is from the missionary Markell Sinils of an lies on glimuthing furgion of or behonded outs! I at hos the crustians. The other leads we to offer a few final remarks on the life AFRES.

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let. He . Direct is likely within a few weeks to accopt another was or brothe domine and . . Compressed and the country and to severe main in the Seminary ment year and when the angues is made he dropped out and discarded. Your would seriously discredit nor in the library metacone to forman one to you or relieve you of the order management of choosing a librarian walls she is here on the ground.

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"Inc has received many letters offering to commend her to you from promisnent librarians, but has in every one a value declined. The residery Thoughty are a unit in nearthly commending here. They intended to manorialies you on the subject but she urgently requested them wor to do so. Dr. Northry told me they had decided to urge nor appointment before Bins of . notice this equipment ner without qualification. He said no sid not believe you could find her superior enumers. refuniting theve all one amplyesitileup non Jani rough on ad mes when? Tiret claur. This is no coly toing that gives up a partirly of interwas to ner appointment. I have seen must libraries and never yet sem was I LLIS novolane likes one dolly begones of or on or besses best eno the last library under the saute of her touch. While you are here h was to so in and exemine it for 30 minutes and compare it with any other you ever way. I am willing to let the whole case stand or fall on configurations one molifications assessment as also to illustrate and a. Mrs. Dixson has a wide knowledge of books. the has need a

those a study. One mays indeed that Fools in this lies in facile principa. at elstra necessi stands nich in this perticular. V Also see nor article in the Standard now being printed. 1989.

. The is on expert in classifying and cateloguism. classified and oursingued about 20 libraries, some of them of the Dolentific epocialist class like the Torcey Sutanical Library of 5000 vol-

Buffalo Public of 70,000 volumes. Even Poole, as much as he hates Dewey, invited her to take the position of head cataloguer in the Newberry.

- c. She is Dewey's favorite diciple. He is just now publishing a new book on his system and asked her to write the preface. This however she has declined to do, having her hands over full of work. She appreciates Dewey's weaknesses as well as you do, but it is a fact that his system is going in everywhere. It is already in most of the leading colleges. There are a few from which fossilized librarians keep it out and retain systems which are like that at Yale, "ideally bad,"as it has been well described. It is said that the new Cresan will have it. Rogers has been utterly dissatisfied with the North-western, sent his librarians to the Newberry to get help from Poole who is a N. Western trustee and a member of the Library Committee, and on her failing to find help there, has sent her to Mrs. D. to examine the work at M.P. and as a result has invited Mrs. D. to meet his library committee and make a statement. No doubt Poole will kick very hard but the result will be the Dewey system will go in in the end.
- d. Mrs. Dixson has the gift of making the library attractive and popular and making it a living and mighty force in an institution. The work she did in this respect at Demison was wonderful and it has been a kind of revelation at M. Park. I undertake to say that her service there the past year has been more valuable than that of any professor in the Seminary. The average daily visits of students to the library for work equals the full number of English students in the institution a fact which I submit as eloquent with meaning.
- e. I urge the fact that she is a woman. The position is one peculiarly appropriate for a women and unfit for a man. The fact that she is a woman should not weigh against her, but should be distinctly in her favor. Other things being equal i.e. if her qualifications are as great, give this place to a woman.

This is a co-educational school and some women, one or more, will be expected by the public to have a place in it. If you distinguish against women you and the University will be assailed. If you give even one woman a place of some prominence you shut all mouths, besides doing a wise and becoming thing.

- f. If you wish her to teach she can make a popular library school, which will be the only one in the west. She is perfectly capable and will make an enthusiastic and successful teacher.
- g. And this leads me to say that she is an enthusiast. She goes abroad this summer to study libraries, especially rare books and collections, and goes armed with credentials that will open all doors to her. She is in thorough love with her work. It is her life. She is always and everywhere the same, full of enthusiasm for her work and tireless in her labors and her devotion to her work. It is for this reason that she makes students enthusiastic in their interest in the library and makes it so great a force in an institution.
- h. Her appointment will give great satisfaction in the Seminary, among students and professors and among a wide and influential body of friends.
- i. In her appointment you cannot make a mistake. In the appointment of anyone else you are very likely to do so. A good librarian is much harder to find than a good professor. I do not know

Buffalo Public of TO.000 volumes. Even Pools, as much as no harse Dawn, invited her to take the position of head catalogues in the Humberry.

a mew book on the states and arked her to write the present this book on the states and arked her to write the present of some however and one dealined to do, earlies her mands over full of some the sheet his system is going in everywhere. It is already in some of the installant colleges. There are a few from which fossilized literarians kapp it out and require systems which are like onet at fair, "inselly but, "so it may be well described. It is said that the new Greens will have it. Reserve has been unterly disentiated that the new Greens wall have it. Reserve has librariant to the disentiation of the library to said the from the same has taking to find the said on the falling to find help there has another to the in to meet his library benefits and an another than the set of the library to meet his library benefits and an account to the countries and made as a result new invited the. It to meet his library benefits the form that the result and the same and the same and made as a result new surface will go in in the each.

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f. If you wish nor to teach case can ease a popular library sensol, water will be the olly one in the wart. She is perfectly capeable and will make an enthumberic and successfulnteacher. Her

g. And this resear to study libraries, especially rare souns and cost about a second and this second and study libraries, especially rare souns and collections, and goes armed with credentials that will open all deeps at a second at a far her life. One to nor, and is in the formation love with nor work is always and everywhere the same, full of enthusiass for her work and the tart work and the same is nor labors and her devotion to nor work. It is for this to reason that ahe sames attained enthusiastic in their interest is and it.

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1. In mer appointment you named make a mintake. In the appointment of anyone size you are very likely to do so. A good litteries is much harder to find when a good professor. I do not know

that I ever saw one, and this is the reason why, knowing her to be an expert, always and everywhere successful in the highest degree, I urge her appointment. Do not let us commit the blunder of electing a man, a professor and then making him librarian. Appoint the librarian first of all because of eminent fitness for the librarianship and make the library a feature, a living and mighty force in the institution.

j. If she is appointed, her salary would be next year borne in large part by the Sem'y but she could get the entire library into perfect working order for us at light expense to us. If on the other hand we allow her on the first of April to resign, we shall be compelled to spend 2 or 3 or \$4,000 next year for work on our books. For I do not for a moment suppose that you will leave the library untouched until we open. Her appointment as well as being the best thing is the cheapest.

k. As a last word may I suggest that you try her. If she is not all I have said it will not be difficult to bring about a change. Her present purpose ix to take herself right away so as not to embarrass you is a sufficient proof of this. She has certainly had remarkable success in cataloguing and classifying libraries. Let her do this for the Univ't. Give her a trial, and let her have a chance to prove to you whether she has, as I believe, a real genius for library work. her appointment simply and solely because she seems to me to belong to that order of high class experts from which we hope to obtain our entire I want to say in closing that I do not wish you to accede to my request for her appointment because I ask it. I do not forget that I have urged you never to let anyone's influence secure an appointment. have no interest in Mrs. D. but I believe her to be the best librarian obtainable and for that reason alone urge that an effort be made to secure her. She has never indicated to me a wish in regard to the matter. She has no idea that I am writing to you and would She is not a candidate. instruct me not to if she had. It would humiliate her to ask or have anyone xxx on her behalf ask for the place. So I write now, because of the application I enclose from Bennett and because Mrs. D. is about to accept one of the calls she has and if anything is done regarding her it must be done at once. This therefore is my last word for Mrs. D. You do not need to answer it. I do not wish to embarrass you, only to do what I conceive to be my duty to the University. That done I discharge my mind of the matter and will refer to it no more.

I hoped to hear from you today but do not. Hammond has been in to ask when he may hope to see you. Tomorrow I have another important matter to write about. This is more than enough today."

that I ever ame one, and this is the rement only, thought her to be an export, always and everyments autocoastul in the highest degree, I turns her appointment. In not let us commit the clumder of electing a man, a professor and then making alm librarian. Appoint the librarian first of all because of eminent fitness for the librariamints and make one library a feature, a living and wighty force in the inutivation.

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al and II and yet not find far the I was been feel at at of common o Justa guitad or electivity of Jon Ilie of blue orais I Ile for secreteding of for an on year Just's libered olds of his eneques Justing and you is a sufficient proof of this. But has correctely and remarkable auccount in estaloguist, and classifying libraries. Let nor do bais for the Univ t. Give her a trial, and let her have a chance to grove to you whether the true as I balders, a real contust for library work, I urgo to not absence of early for oh I can't oplants of you of them I . sono! request for mer appointment because I sax It. I do not forget that I these argue on enuses sameulint a second sel of never be begin event have no interest in Mrs. D. but I believe nor to be the best il harmitian obenuous of chas od Justie he jens even encle council Jans not how elvanish her, one name never indicated to se a wish in regard to the market. blude home day of politive on I ded able on end end . Windbere a dor at end tentruct us not to it and bad. It would nomiliate mer to see or nows engune mak on her behalf and for the plate. So I write now, because of the application I englose from Sennett and because Mrs. D. is about to accept one of the unitaries and an aminimum if here and one elige one to any organized sum: be done at once. This therefore is my last word for Mrs. It - You ob do tino , way engrandes of nale for on I . Il nevers of been for ob we agranagh I conceive to the University. That done I discourge my when on it or notes like her serves and to being

I noped to hear foot you today but do not. Humand has been I in to set when he may hope to see you. Tomorrow I have another important matter to mrite about. This is more than enough today. "The 2d bulletin is in print (24 pp.). It would have been sent out today but for the fact that it is Fast Day and the printers are not at work. I refer, of course, only to the preliminary proof of which 100 copies will be printed and sent out confidentially. There are many things, I am sure, which will need to be corrected, some possibly dropped out and some to be inserted. I wish you would give the document a very careful study and send me your verbal and general criticisms.

"I have finally found the position which you are to occupy in the new university. You will be University Inspector and will have general charge of the relations sustained to the university by outside institutions. This is a delicate and yet a most important work. It is just the thing you can do to perfection.

"I have outlined and am now working on the 3rd bulletin. I think I can get it into print within a week or ten days. Here is the outline. It is on the Academies of the University of Chicago.

- "(1) The policy of the University in repsect to academies.
- "(2) The relation sustained by academies to the university. (1)
 Academies which are the property of the university; (2) Academies which are closely affiliated with the university; (3)
 Academies loosely affiliated; (4) High Schools.
- "(3) The work of academies. (1) Work of fitting for entrance to colleges; (2) general work demanded by the locality for students who will not enter college, or who in coming to the college will take select studies.
- "(4) Schedule of work preparatory to colleges.
- "(5) Various kinds of general work.
- "(6) Examinations.
- "(7) University convocations; various kinds for the bringing together of the various academies and discussing various questions of education.
- "(8) Regulations covering academies.
- "(9) Special announcements.

"If you think of anything on this subject which you think I ought to consider, I should be glad to have you write me".

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 - "(6) Examinations.
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 - "(9) Special samounosments.

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March 28, 1891.

Dr. Goodspeed to Dr Harper:-

"A young man has just left my office who came to get the exact legal title of the University for making a will. He said the man was very sick and we would get the money very soon. A great many men in advanced life are passing away. The mortality in the city is very great from la grippe passing into pneumonia. Day before yesterday Norman T. Gassette died. A few days ago Jerome Bucher, an old and wealthy citizen, who gave us a subscription of \$500. The daily number of deaths is double the ordinary rate.

CorThell

The matter of which I promised to write you is the possible endowment of our "College of Practical Arts." A few months ago Mr. Garthil was in Washington when he met a lawyer from Chicago, who told him that he was the attorney of a very wealthy man out here who was intending soon to make his will and leave have a million for an industrial and polytechnic school in Chicago. A few days ago the man died suddenly away out west when he was looking after some of his many interests. He had neglected to make the will and he died far from civilization in a tent in the wilderness.

It turns out that he was worth some millions and that his wife intends to carry out his wishes so far as she understands them. The lawyer is not now at home but Mr. Corthell went three days ago to see his brother who is in business with him and who seemed to know all about this and to be in entire sympathy with it. Mr. Carthill had urged upon the lawyer in Washington to secure the fund for the establishment of the school underthe Board of the University. He seemed to be quite favorably impressed, as did the brother here this week. He will be here perhaps next week and when you come out the matter can be looked into thoroughly and possible we shall find the 4 or \$500,000 for the College of Practical Arts. I have given you here all I know about it. It is a splendid possibility only, but I shall not be greatly surprised if your visit makes it an actuality. It makes your speedy coming a necessity and I hope you can fix the time early. Can't you telegraph my Monday. Peck and Kohlsaat both return next week. A letter from Blake encourages me to believe he will be ready to come with you. have no objection to Adams, I was only trying to comfort you for his loss. "

Dr. Goodspood to Dr Harpert-

Them est Joy of many one sollies up that you and man young A" larged title of the University for making a will. He sold was sen was rary sick and we would get the money very soon. A great many non in advanced life arepassing sway. The mortelity in the cluy is very great from la grippe passing into passmonia. Day before yestering hor blo de rector enouel oge atab well A bells enfound T mercel wealthy sittless, was gave us a subscription of \$500. The daily namber of dearing is double the ordinary rate.

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"I am beginning to become worried on account of the immense number of applications that are coming in, backed by leading men,—applications which, I am in the bottom of my soul confident, are in most cases utterly worthless, yet with the commendation of leading men in the denomination. When the day of settlement of claims comes, some people are going to be terribly disappointed. The assurance which characterizes some of the applicants is amazing and also the ground urged by those who present the claims. Up to this time I have held myself pretty free, but the pressure of the whole thing begins to weigh upon me; and this, with the uncertainty of things innChicago, has worried me within the last ten days. I suppose it is due in part also to my weak physical condition.

"I do not think I gave you the full details of the conversation I had with Mr. Rockefeller two weeks ago Sunday. It was one of the most satisfactory I ever had and did much to encourage me. It may be of interest to you to know that the scientific gift is assured. There is no question about it. The only question now is as to the time when it may be declared and the amount. There is every reason to suppose that if the amount is not so large as we originally expected, it can be made up to that amount through the friends of the deceased in whose name the school is founded".

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in whose mans the school is founded".

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Mr. Gates to Mr. Rockefeller:

March 28th, 1891.

"Since our last conference I have reflected carefully on the question of removing to New York. My judgment is now pretty clear. I have considered the question as far as possible, irrespective of any service in the line you suggested. Because as I understand it. your mind is not fixed on that point, it is not in any case, a very important consideration with you. Dropping that entirely as a factor in the problem, my mind has nevertheless come back to my original judgment of two years ago, this is, namely, viz: That the Secretary of our Society ought to live in New York. The Chicago work only dethed me at that time. In New York we are chartered. Our Board must meet there. Its members must be chosen from by to year largely from that city and vicinity --- a very important reason why the Secretary should live on the ground and develop acquaintance with valuable The wealth of our denomination centers in New York, Boston and men. Philadelphia and the Secretary ought to try to reach it, and if he cannot for our general work, at least for special cases. The influence of our Society will be most increased for Western men and institutions, if the Secretary lives in New York. Nor will it in any wise be diminished in the West, but inlarged rather. This is the case even with the university of Chicago. 'From my point of view, as to services needed. I can serve Dr. Harper and the university best by maintaining a position entirely independent of both. The better to preserve and exert this independence of judgment and action I prefer eyen to be separated in space. Nor is it best for our Society that I at chiefly associated with one institution in the public mind. The denomination naturally expects the Secretary to live in New York. May I ask your judgment independently of the matter you suggest !

"Please consider also the permanence view the Society if it has a future".

NOTE: -- The service suggested by Mr. Rockefeller to which refe ence is twice made in the above letter in that Mr. Gates should come to New York and should assist Mr. Rockefeller in his philanthropication work as confidential agent.

"Mr. Rockelefer had stated to Mr. Gates that the appeals coming to him were overwhelming in number and often of great importance. That he was so constituted that he could not make contributions without thorough independent knowledge of the worthiness of the application. That the mass of appeals had become a more serious burden upon his time and strength than his business interests and that the double burden was imporing his health. He said that he had determined to do one of two things. Either to cease his benevolent work or to secure some one who would relieve him of the details of inquiry. He had thought that Mr. Gates might be helpful in this, while at the same time maintaining his relationship with the American Baptist Educational Society. Mr. Gates "removed to Montclair New Jersey September 1st, 1891, as Secretary of the American Baptist Educational Society and immediately began the additional

quantion of removing to New York. Ily judgment is now proving I have considered the quantion on far as possible, trrespective of any service in the line you summerfed. Decume as I understand it. your a sens you at for at it , made fait no bextl den at bala may lamortant consideration with you. Drapping that entirely as a factor in this problem, my wind him nevertheless come back to my original judgisht of two years ago, this is, negative, vist the fest plant and of our Society ought to live in less York. The Chicago work only demissed as at that there are one or and the state of the Board ployent rang or the mort negoto to Jaum aredeser at . Synds year Jaum from that city and wheleley --- a wary important rename why the Sectormen. The wealth of our demandant on centers in Her York, Borton and Filladelplan and to . Secretary ought to try to reach it, and if he cannot for our general work, at least for a ontal cases. The influence of our Society will be seen that the last testions, is the Secretary Myon in New York. Her will it in any wine to distintaked in the Year, but aniarged rather. This is the case even with and well of the control of the control of well of the control of nabalatanine of Jest yllerevino ed the tegral of evres no I behear a position entirely independent of both. The perter to preserve and raised in somes. Mor is it best for our Society time I account in associated with one institution in the public aind. The depositant and and lead the Secretary to live in New York. May I agk your I successed you not been seld to Aline processed the processed

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personal service to Mr. Rockefeller.

It became convenient for Mr. Rockefeller occasionally to request Mr. Gates to report also on necessary investments which Mr. Rockefeller had made in different parts of the country. Indeed, it became Mr. Rockefeller's hagit to ascertain in advance Mr. gates' programmes for travel in connection with his Secretarship and when Mr. Gates' journeys were likely to bring him near some private investment of Mr. Rockefeller to request Mr. Gates to examine and report on the investment. the res onsibilities placed upon Mr. Gates both in the business and benevolence were increased in number, variety and weight. It became possible for Mr. Gates to take these increasing burdens because the activities of the American Baptist Educational Society gradually became less engrossing as the Society neared the completion of the list of possible worthy appropriations to Baptist institutions. The appropriations were usually made on conditions requiring four or five times as much to be raised locally as the Society contributed and these local subscriptions were to be paid annually through a period of five years. The local fields of the various institutions was exhausted and a period of years must necessarily intervene before a new appropriation and a new local canvas would be possible. On January 1st, 1893, pursuant to an arrangement previously entered into with Mr. Rockefeller, Mr. cates transferred his office to Mr. Rockefeller's own private office and a few months later withdrew from the Secretarship of the American Baptist Educational Society, devoting all his attention thereafter for upwards of twenty years to Mr. Rockefeller's private business and benevolence. During this period Mr. Rockefeller continued from time to time to make great contributio to the University of Chicago, his last gift of \$10,000,000. bringing the total of his contributions up to more than \$30,000,000.

Mr. Gates' heavy responsibilities of his position gradually broadened Mr. Gates' denominational and religious views so that he came to have an equal interest in all Christian enterprises, irrespective of denomination.

The General Education Board to which Mr. Rockefeller contributed at various times a total of \$50,000,000. during this period was in fact an extension of the idea of the American Baptist Educational Society to contribute the whole field of education. During this period Mr. Rockefeller also established the Rockefeller Institutte for Medical Research with gifts amounting to some \$12,000,000. He a, so established the Rockefeller Sanitary Commission for the eradication of the hook worm with a foundation of \$1,000,000. This work was subsequently enlarged to the the entire globe under the auspices of the Rockefeller Foundation. Mr. Rockefeller also established the Rockefeller Foundation. Wr. Rockefeller also established the Rockefeller Foundation during this period on a finalcial basis of \$100,000,000. The foundation was designed to be a vehicle for the permanent life and activity of Mr.

personal service to in. Recketeller.

It became convenient for Ur. Rockeller occasionally to request
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Rockefeller's benefactions under trustees after he should cease to direct them personally. During this period Mr. Gates maintained his confidential relations to Mr. Rockefeller's more important personal affairs and personal investments, as distinguished from his corporate relations with the Standard Oil Company with which Mr. Gates was never associated. These personal business interests of Mr. Rockefeller were not less, perhaps much more of the time even more engrossing than his philanthopies. Mr. Gates was at one time President and Executive Officer of some thirteen different business corporations which Mr. Rockefeller owned the controlling interest. Chief among these was the Lake Superior Consolidated Tron Mine, a company formed and conducted by Mr. Gates. Besides these responsibilities Mr. Rockefeller Gates also represented Mr. Rockefeller on many Boards of pirectors, industrial and railway, mining, etc. Mr. Rockefeller himself returing from active business in 1896.

This somewhat extensive biographical note is inserted at the request of Dr. Goodspeed and is given place at this point because the foregoing letter of March 28th, 1891, introduces Mr. Gates into what proved to be his main life work.

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Mr. Gates to Dr. Harper:

April 1st,1891.

"I am in receipt of your esteemed favors of 27th and 28th. I await bulletin No. 2 with great interest. Hope it may come today so that I may study it at leisure on my Iowa trip, beginning tonight.

"I appreciate your very great kindness in the proposal regarding the Inspectorship. My present view is that any servide possible for me to render to the University either as inspector or in any other way will depend largely on my being entirely independent of any official relation. I think if you find time to reflect upon this, you will see it to be true.

"I am concerned very much about your health. These frequent tapses in vigor are not normal to a man of your years or mine. I do not have them. You ought not with your build to have them. You must let up.

"I am by no means amazed at the kind of applications nor the assurance of the applicants, or the names by which they are backed. The latter in particular is natural and inevitable. You would find on conversation with theseleading brethern that they really do not mean much by their letters.

"I have the same thing to encounter. But I find my only way is to do the right thing absolutely regardless of personal considerations. In the end the success this brings will win a thousand friends for every one that a stern adherence to ones convictions costs.

"Of course I am delighted with the scientific school prospect. I think an early announcement is desirable. Will the amount from deceased sestate reach \$500.000. ?"

Mr. Oates to Dr. Harpert

April let, 1891.

I am in receipt of your entenment favors of 27th and 28th, it needs to built builtetin No. 2 with great interwet. Hope it may come today no that I may study it at letoure on my lown trip, beginning tonight.

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April 2,1891.

Mr. Rockefeller to Mr. Gates:

Referring to your letter of | March 28th in which you ask for my judgment on the merits of the case as to whether it were better for your residence to be in New York or Chicago, it would seem to me it would be better at New York.

Mr. Rockefeller to Mr. Octon:

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Heferving to your latter of Marron 18th in which you ask for my judgment on the merits of the case as to whether it would seem better for your residence to be in you fork or chicago, it would seem to use it would be better at mer York,

"I do not understand why the Bulletin No. 2 was not in your hands on April 1st, for it was mailed Saturday, March 28th. I take it that you have received it by this time. I understand, of course, with you that the inspectorship is something which can only be arranged for later. There must be something first to inspect, and I agree with you entirely that at present you can best render service to the University as Secretary of the Education Society.

"I do not think you ought to be concerned about my health. Have I not as much right to have the grippe as anybody else? And if my constitution is in such magnificent shape that I can take the grippe and do my work without very much interruption, - doing classwork but not lecturing, - is it not an indication that I am pretty strong? I have not had so much to encourage me in my life as the history of the last week, though it has been a hard week. It convinces me that I am as strong as I thought myself to be, for where other men have been going to bed I have been able practically to go on, though for caution's sake I had given up my outside work. However, I am going to let up at the earliest possible moment. Have I not promised this before?

"I am comforted by what you say concerning applicants and the endorsers of the applications, and I agree with you that the only thing to do is to do the right thing absolutely regardless of personal considerations.

"I think the amount from the deceased's estate for the scientific school will reach more than five hundred thousand dollars, but nothing can be said positively."

"I do not understand why the Bulletin No. 2 was not in your hands on April let, for it was mailed Saturday, March 18th. I take it that you have received it by this time. I understand, of course, with you that the impectorably is comething which can only be arranged for later. There inst be something first to imspect, and I agree with you entirely that at proment you can best render service to the University as Secretary of the Education Society.

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"I think the andunt from the decemeed's estate for the scient title ochool will reach more than five hundred thousand dollars, but nothing out be soid positively."

April 4, 1891.

Mr. Gates to Mr. Rockefeller:-

"I thank you heartily for your judgment of April 2nd. I shall make my plans to remove to New York in September next.

While I have thought it necessary in itself and due to you to decide the question independently of the service suggested by you as possible when last we met, I need not assure you that I shall always be yours with heartfelt pleasure for any service to the cause of Christ you may think I can render.

Dr. Harper had written me that he had urged upon you that I ought to remain west. I wished your judgment because it seems to Mrs. Gates and myself that the matter for family reasons ought to be

settled early."

Hr. Gates to Mr. Beatefuller:-

"I thank you neartly for your judgmont of April End.
I shall make my plans to remove to Hew York in September maxt.
While I have thought it necessary in itself and due to you to dead on the preside the question independently of the service auggested by you as preside when last we met. I need not assure you that I shall clear be yours with heartfelt pleasure for any service to the other you may think I can render.

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V

April 8, 1891.

Dr. Goodspeed to Dr. Harper:-

"I am calling a meeting of the Building Committee on Friday and on Saturday we are going to have, if we can geta quorum, a meeting of the Board. There are eleven of our men here now and I hope we can get a meeting. There is nothing new with me. I do not know that I shall get the site paid for but I am making increasing efforts in that direction. We forfeit it if we fail to pay in full by June 1. It has so increased in value that Mr. F. will not give us a day more of time."

Tr. Goodspood to br. Harper:-

"I am calling a mosting of the Building Committee on Friend and on Esturday we are going to have, if we can gets quorum, a meeting the care leven of our men here now and I hope we man get a meeting. There is nothing new with me. I do not know that I can'l not interesting the site paid for but I on meking increasing efforts in that direction. We forfeit it if we full to pay in full by Jone 1. It has so increased in value that Mr. F. will not give us a day more of time."

April 10, 1891.

Dr. Goodspeed to Dr. Harper:

complete. "I have examined the bulletin with some care. It seems very twenture some slight suggestions according to request. Kohlsaat, Story, Parker and Walker I could not reach and you will not therefore hear from them.

Every day brings inquiries for the new bulletin. Yesterday's mail brought lists from various academies and high schools of 50 prospective and possible students. Pleasant weather and the grip has lost its hold."

Dr. Georgiest to Dr. Hardert

complete. I venture come singer suggestions according to require they considered. Story, Farter and United I could not reach and you will not therefore most from them.

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Never day brings inquiries for the new tulletin. Yesterday's next brought lists from various scenamies and high accounts of 50 gross restive and possible students. Pleasant weather and the grip has lost the hold."

Dr. Goodspeed to Dr. Harper:

"Your favor of Saturday is at hand. Dr. Northrup walked and talked with me nearly an hour last night after church. He is all right and will lay himself out Wednesday night to carry the contract thro' as it stands. Henseon, Lawrence, Perrin, Gates and I will be there to back him up.

If Lorimer does not get back to confer with Anderson and Price we shall have no trouble, I think. Anderson would defeat it if he could, as would Price. Dr. N. fully understands them both. He is himself staunch and loyal. He feels that we have not quite given him credit for standing firm and alone With Hurlbut gone and both A. and P. dissatisfied, we must atone for this by a new confidence and cordiality. I will telegraph you fully Wednesday night.

We had a most excellent Board meeting Saturday. At the last moment Bailey had to leave town and Carthill was taken sick, and Peck had two World's Fair meetings. But we had nine men present, Ryerson, Goodman, Smith, Midgley, McLeish, Hutchinson, Rust, Hinckley and Felsenthal, together with Gates, Dr. Smith and myself. Your salary was made as Pres. \$6,000. You were made head professor of the Semitic Languages and Literature at \$4,000. The salaries begin July 1, and you have leave of absence granted to go abroad. I will get the resolutions and send them to you. This action was taken heartily and unanimously.

The contract of union with the Seminary was adopted after careful reading, also with unanimity. A committee was appointed to revise the by-laws. The question of purchasing the additional block was referred to the next meeting. I hoped you would talk that question over with Mr. R. and write me his opinion. I hope you will bring Mr. Blake with you next week. I shall look for you on the 21st or 22nd. I think we will get into our new office and have Board and Committee meetings there while you are here. With you and Mr. B. here for a few days we can get the work of the building com. well under way. The members of the com. are determined to get under way at once, but your presence will help greatly.

I am very glad of your message to Mrs. Dixson."

Dr. Goodspood to Dr. Harper:

"Your favor of Daturday is at mand. Dr. Hortney walked and said talked with me mostly an mour last might after courts ine to at a fill lay blues! Out Sedmonday night to carry the contract ture on it all lay blues to termin. Dates and I will be there to buck him up.

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I am vary glad of your message to Mrs. Dixsun."

"Dr. Goodspeed has shown me your Evans letter in which you are anxious for the outcome of the Theo. Union meeting Wednesday eve. I do not share your anxiety to any great extent. I know the feeling of pr. Anderson and Price but they will not try to break the contact and will not succeed if they try. I have had a long talk with Northrup sought by him. He is completely heartily and beligerently for the contract. He is clean over on our side. There is no straddling no hesitation, no lack of vigor and force. He is with you as never before, and if fight there is he will be a Richard cour de Leon against any and all comers. He will fight for the contract without change of a single syllable. I am rejoiced to find him with you, and as vigorous and pronounced in expression against any opposition and as clear as to the motive of opposition as you could yourself be. It is just as well, perhaps, better that you are not here.

"I did not receive Bulletin No. 2 nor did I ever get No. 1. But I borrowed the one (No. 2) designed for Kohlsaat. You will find on examination either that my name is not on your list or else with mistaken address. I have no criticisms unless the change of "shall" to "will" avoiding the imperative always and substituting the simple future.

"The Bulletin exhibits to the full that marvelous power of analysis, synthisis, independence and vigor that have characterized your work o organization throughout. It would be difficult to give it higher praise.

"You will be here so soon that I will reserve what I have in ming to say about the building committee. I wish only to say that I hope you will not make any arrangements that will keep you in Europe during the months between September and pecember inclusive. From my knowledge of your character and the situation here I predict that you will think it imperative to spend these months in Chicago to save the enterprise from an anticlimax and universal ridicule."

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Dr. Goodspeed to Dr. Harper:-

"I have just had a long talk with Mr. Ryerson on buildings. He has sketched a complete plan for the buildings to cover the entire three blocks and another to cover the four blocks. I can see that he and Mr. Hutchinson feel strongly that we ought to have the four. The sketch Mr. R. has made he intimates will cost for the three blocks \$2,300,000 and for the four something more than \$3,600,000. The idea of Mr. R and Mr. H. is and it agrees with my own view perfectly to draw out on paper the entire plan at the start with the locations of the buildings fixed and then build it building by building as we are able. Mr. R. agrees with me that we can the coming year erect the Div. Dormitory \$100,000 and at least two \$100,000 Univy buildings. How much more cannot be told till we go forward and try. You can depend on the building com. going forward from this time. The Chairman cannot restrain them longer. At the annual meeting the Com. must have some new blood and be reorganized.

Gates does not believe Dr. A. will dare to make any disturbance tomorrow night. I proposed to him last night that we should go and ask him directly, but Gates said he had tried to learn from him but failed. Dr. N. said to me last night that if he knew that Dr. A. was intending to fight, he would make elaborate preparation for his presentation of the case. What I fear is that he will suggest some apparently harmless amendment and so try to open the whole case and complicate it and cause us trouble. I know he has given out the impression in some quarters that there would be trouble."

ir. Goodspool to he Harper --

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"Your favor of April 14th has been received. I cannot understand why your name is not on my list. I have seen to it however; it was an oversight of my assistant.

"I am assured by your letter, and I suppose that if this is the writing everything is settled. I am looking for Goodspeed's telegram; it has not yet come. I am delighted to hear what you say about Dr. Northmup. This is magnificent and is very encouraging. I thank you for your kind words concerning the bulletin. We shall try to arrange the "shalls" and "wills" better. Your Napoleonic sentence is characteristic, but I read it with my customary smile, feeling, however, that at the bottom of it you mean all right.

"I note what you say in reference to being in Europe. I am afraid that you are right, and you know that I shall not stay in Europe unless things are moving on satisfactorily.

"I have been mislead and misguided. I was told positively that you and some other gentlemen were to join me at Louisville. Innocently I accepted and now find that everybody has gone out but myself. Why did you not stand by me? If it were not so late now I would change my plans. I do not see how I can do it alone. You might, at all events, have written me about it".

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Gates and Goodspeed to Dr. Harper, April 16, 1891,
(Union between University and Theological Seminary)
Telegram

"Two hundred present, no objections, adopted unanimously without change, you made a trustee."

Gates and Goodspeed to Dr. Harper, April 16, 1821.
(Union between University and Theologium; Seminary)
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"Two hundred present, no objections, adopted unanimously without change, you made a trunter."

Dr. Goodspeed to Dr. Harper:-

"The Seminary Committee has taken a good deal of my time this week, as I found that some one had been engaged in disseminating false information, especially about the Union. Gates and I therefore set burselves to work to counteract the evil influence, which came from - I know not where, We took in hand the members of the Board of Visitors and some of the alumni who had got the inpression that the Seminary was suffering a calamity in losing the Semitic Department and that Dr. Price was being treated unjustly. In every case we wholly changed the views of those with whom we talked. Gates finally, at Dr. N's request, went before the Board of Visitors and gave them a full exposition of the matter from the beginning and they brought in an endorsement of the Union in their report. Purinton was chairman and acted well tho' he was Anderson's guest. I learn that some of the alumni were talking somewhat loud on Tuesday and Wednesday and we feared there might be some conflict of views in the meeting of the Theol. Union and there was in Morgan Park a somewhat general feeling that there would be trouble Wednesday night" As. I. telegraphed you there were 200 present, two thirds of the number being from the Park. Drs. Henson, Perrin, Rowland, Gow, Learned and some other city pastors were there.

Immediately after the reading of the contract and the resolution of adoption sent to the Union by the Board of Trustees, Dr. Cooley rose and suggested that the provisions of the contract had now been heard by most of them for the first time, were new to them, and it was doubtful whether so important a step should be taken so hastily and suggested delay. He had been doing some loud talking in opposition for a day or two among visitors and alumni and Northrup had heard of it and was mad. Cooley's haste in interposing the suggestions I have mentioned was just the thing needed to fire him up and he rose and with all his vigor and force and charm made a statement giving a full account of the caeethat had been taken in preparing the contract, the great benefits the Union would bring the Semin'y and that it would bring the Univ'y, depicting the disastrous results to the Semin'y if the contract should not be adopted, affirming that there was no conceivable reason for opposing the union and altogether making a noble plea and an irresistible argument. After he finished Anderson asked him whether Bib. Theology included exegisis and interpretation and he said yes. Gates then made a brief statement and Anderson asked him why the Bib. Theol. of the O. and new T. was named. To this Gates made a natural and simple answer to which no objection was possible and Galusha subsided and was heard no more. Dr. Henson then spoke of the union and Dr. Cooley having arisen and said he was now perfectly satisfied and in favor of the contract as it stood, the vote was taken and was not only unanimous but enthusiastically so.

At the alumni dinner yesterday Anderson spoke of the union, gave it his approval and said he expected all good from it. Thus the step has been taken successfully. The contract must now receive the formsl written approval of Mr. R. and will then be executed by the officers of the two corporations.

Pr. Scodapsod to Dr. Harperin

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being from the Pert. ire. Menken, Perrin, Rowland, Cor. Learned and some

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lution of adoption sent to the Union by the Board of Trustone, Dr. won bed fortings and to encisivery and fast beforence bes much yeloo! then neare by most of them for the first time, were now to them, and it Withun on nexts ad blooms gers a cancrogal on regress introduct new and suggested delay and been delay some load telling in opposition It and you mad, Couley's make in interporter the surrentions I have it High a partyly demandata a place many fire error has regly aid His mile great begatite the U ton would being the Cemin'y and tont it would being the Unit y, deploying the dissertant couldre to the Semin'y if the conteat eldevisonos on any steat last univilla bergons ed don bluone feath containing argument. After no finished Anderson seited aim washer Mile resology included exertety and interpretation and no said yes. Dates then made a brist et tempor and Andorson asked him ony ine Bib. Theel. alignes and intuited a clear nested while Of .. Domain usw IT was been in our to heard no more. In Heason then spoke of the union and in. Gooley and to round of hos beliefes visceling won and or bise hos mealin guiver autolinamy vino for any box meist are slov ent boods it an insuface but .og vilactratiantra

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The Seminary has had a very good commencement, the the grippe weather still continues. It begins however now to show signs of passing away and by the time you get here next week it will be beautiful spring weather."

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(Telegram)

April 27,1891.

Mr. Gates to Prof. Harper:

"Interview long and unreportable. No special news. Will write tonight".

(marge fall)

April 27, 1291.

Mr. Gates to Prof. Harper!

Illy .swen laleage of .eldetroperon has gool weiveral" . "topingt stire

"I had a great talk with Mr. Rockefeller. I found him troubled and depressed. He has begun to fear that Chicago is lying down on him. A letter or two from there, from whom I do not know, has led him to think so. He wants to keep in sympathy with the work, but has been very much troubled lest more is expected of him than he is prepared to perform. He has other things in mind which he must plan for, and wishes all of us to be considerate - He uttered no word of represent or criticism of you or me or anyone. He was kindness itself, but appeared very said and depressed.

"I tried to cheer him and I think I did relieve his mind to a very great extent. I told him

- "(1) Of Ryerson's gift and of his hope of raising \$100,000.
- "(2) Of Walker's memorial building.
- "(3) Of Rust's promise of \$15,000. towards campus and his general promise as a benefactor.
- "(4) Of 3 lawyers getting name of University for Wills.
- "(5) Of Board's resolution to raise \$500,000. as speedily as possible for buildings.
- "(6) Of the general understanding that Chicago must take care of buildings.
- "(7) Of the newspapers editorially encouraging gifts etc.
- "(8) Of the scientific school with all the details of that scheme.
- "(9) Of the bequest for particulars to come to us or be closely affiliated.
- "(10) Of your purpose to return early from Europe to raise money in chicago.
- "(11) Of the sense of real responsibility in the board.
- "(12) Of the pride of the Board and Chicagoans generally in the University.

"Then I enlarged on the scheme of affiliation and its promise, its breadth, comprehensiveness and power.

"Then on the number of students already booked,

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the feed the number of students already booked.

"Then on the Boston papers and the press generally.

"All these things he enjoyed, I thought and seemed to be relieved. We talked on the change of the campus and he seemed at length to agree with me that it was on the whole best that it should go as it did. I explained it with the map fully. We talked at great length about salaries of head professors and as a result he wished me to say to you positively that the best men must be had. He inquired whether \$5,000. would bring Wheeler. Suppose you put that question to prof. W. without betraying who asked it. I understood him I did not speak of his coming in 91 to approve the Adams move. for I forgot it at the moment and you had better not get him until 92, if it is a possible thing to avoid 91. Try very hard on that that is get him but don't get him under salary until 92. I feel sure that \$6,000. will bring him beginning in 92 say Oct. or July at earliest Though date was not mentioned.

"The above heads comprise the main points of our conversation. I do think I greatly relieved him. But we must be very considerate of him. I was very much troubled at the beginning of the interview. He even told me that anxiety and worry about the matter had made him sick and it was this that took him from his business and drove him to Cleveland. We must not press him for money. Let us set to it and see if we cannot cut down expenses and get through the first year with the smallest possible deficit.

"Now I want you to take a day - I know how busy you are and yet I speak my mature judgment, not rashly, take a day and get up for me two schedules, and send them to me if possible as early as Friday morning so I can have them by Sat. night.

"These schedules are to be estimates of the absolutely minimum expenses. The first should be an itemized statement of the necessary expenses from endowment the first year of your presidency, that is from July, 91 to July 1,92, This will include your salary of \$10,000. Mrs. Dixon's salary of \$10,000. and all other salaries or expenses of every kind chargeable to endowment for the year beginning July 1,1891.

"Now permit your dear old friend to say the most delicate word he ever uttered. I do not want to show such a schedule giving you two salaries for that year. The \$6,000. would do as president but the \$4,000. as professor I wish you could think it every way wise in view of our hard times in beginning to renounce until you actually begin the work of teaching. You could do nothing that would make me prouder. You know I would not mention the matter lightly, but here I think it necessary. You have forgotten it, but in our memorable Sunday buggy ride in New Haven in computing salary you said that the first year while spending it partly in Europe and not actively employed

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is get him but don't get him under melary until *22. I feel sure
Though date was not mentioned.

"The choice beards comprise the unin points of our conversation. I do think I greatly relieved him. But we must be very considerate of him. I was very much troubled at the beginning of the interview. He even told me that santiety and worry about the satter had made him to allow and it was this that took him from his business and drove him to the consecution. We must not present him for money. Let us set to it and that took passible deficit.

"How I want you to take a day - I know how busy you are and yet I speak my meture judgment, not reachly, take a day and get up for me two schodules, and cond them to me if possible as early as Friday morning so I can have them by Sat. night.

These of the first should be an itemized at the absolutely minimum expenses. The first should be an itemized atatement of the necessary expenses from colors and the first year presidency, that is first year presidency of file will include your enlary of file of the colors and all other enlarges of allering the year enlarges of the year that the charges buly 1,1891.

"How paralt your dear old friend to may the most delicate word he over uttered. I do not want to show such a schedule giving you two salaries for that year. The \$6,000 would do as president but the \$4,000 as professor I wish you could think it every way wise in where of our hard times in beginning to rennumes until you actually begin the work of teaching. You could do notting that would make me provider. You know I would not mention the matter lightly, but here I think it measurery. You have forgotten it, but in our memorable Sunday buggy rids in yes lawen in computing salary you said that the first the

in teaching you could reduce the salary considerably from the \$8,000. or possibly \$10,000. required. Then also the figures fixed involved throwing up Chatauqua at a loss of \$2,000. But this you retain. when I made my report to Mr. R. after that interview I justified the large salary by showing your heavy loss in coming. Chatauqua was oneeleventh of it. I have the figures in my note book yet and I also told him that it would be less the first year, and still further that I could raise all above say \$5,000. among the trustees if Mr. R. would lead off, which he agreed to do. Now I hate to show him a schedule involving \$20,000. for president's salary for two years all of which is to come from his endowment money. But if you will throw off the professor's salary of \$4,000. until you actually begin work as professor I will undertake to set the matter straight on \$6,000. the first year and \$10,000. thereafter. Of course the \$2,000. you get for this year's work is worth a hundred times that sum to the institution but this too should come into the schedule. Now do not take this matter too seriously. If you must have the full \$10,000. put it right in, never give the matter another thought and I will try to take care of it when the times comes. So much for the schedule of the first year. Think it over carefully and give a full schedule of every item chargeable to endowment for that year July 1, 91 to July 1, 92.

"Then send me another schedule carefully itemized covering the year beginning July 1, 1892. You once presented one to Dr. Goodspeed if I remember aright amounting to about \$10,000. all told. But I do not know what modifications you now would make. I hope you will be able to cover every really necessary expense from endowment, so that when July 1, 93 comes no new items of moment will have appeared. Try to get a schedule that you will be willing to hold to, and not find it necessary to transgress. This, on the one hand. On the other I hope you will be able to repress every tendency to larger things than are really necessary for a respectable opening. Leave room for growth. We are just setting up housekeeping and the public will not expect everything at first. Nobody expects a full fledged University at the start. Will it not be wiser to begin too small than too big?

"Suppose the schedules are based on the teaching of 400 studenta and an income from the same. Then make an estimate of added expense for 500 and another for 600 not including the Divinity School. Mr. Rockefeller wishes me to guard you against relying on him to make up deficits in current expenses or adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses adding to present gifts. He showed deficits in current expenses adding to present gifts. He showed deficits in current expenses adding to present gifts. He showed deficits in current expenses adding to present gifts. He showed deficits in current expenses adding to present gifts. He showed deficits in current expenses adding to present gifts. He showed deficits in current expenses adding to present gifts. He showed deficits in current expenses and the showed deficits are adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses are adding to present gifts. He showed deficits in current expenses are adding to present gifts.

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and epoke most graciously and with werm praise. But he called attention also to the terms of his gifts as being the limit beyond which
he must not be reagred as in anywise committed. He thinks the head
professors must be good men but is not committed to pay their salaries.

I have promised to send him the schedules. Now old fellow this letter

#4: April 27,1891.

will sadden you as the interview sobered me. But I fondly believe I did very much to reassure him that we do not mean to lie down on him. And I came back after all feeling that I had cheered him even if he had sobered me. But now for the schedules. They are important. Meanwhile do not mention money to him."

will madden you as the interview sobered me. But I foodly believe I did very such to remembe him that we do not seem to limitate the last seems had after all feeling that I had absered him even if he had accepted me. But now for the schedules. They are important. Hannehile do not sention money to him."

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April 27, 1891.

Mr. Gates to Mr. Rockefeller:-

"....Will you permit me to sum up the main results of our interview, as I understand it, with perhaps here and there an added reflection that had occurred to me.

1. Is Chicago expecting to lie down on your generosity in

the University? I answer, I am sure it is not.

- (1) Mr. Ryerson pledges \$25,000 and thinks he sees \$100,000 from his friends. He has promised personally to canvass all the men known to him.
- (2) Mr. and Mrs. Walker have promised to erect a building cost not indicated. It will be a "memorial." He is called worth from one and one-half to three millions.
- (3) Mr. Rusk has promised \$15,000 towards enlargement of site and has more than once told me he intended to do generously toward the buildings. He is now called worth over a million and is very generous in what interests him.
- (4) I recall three instances already in which lawyers have inquired the legal name of the University for clients making wills.

(5) The Board of Trustees have resolved to raise \$500,000

(at once or as rapidly as possible for buildings) in Chicago.

- (6) Both Dr. Goodspeed and myself have stated publicly and in the board meetings, and privately many times, that you would leave the buildings and grounds altogether to Chicago, nor have we ever intimated that you would assume the endowment. I think it is understood by all here that Chicago will have to come down handsomely. We think also that the personal monument idea has been wholly dissipated if it ever had any hold.
- (7) There have been printed many editorials in the newspapers. Dr. Goodspeed and myself do not recall one in which the monument idea is hinted, or in which it is assumed that you are to take care of the University. The editorials exhibit pride, gratitude and sometimes a little boasting, but also appeal to the Chicago public to take hold and build up the institution to the full measure of its possibilities.

(8) Dr: Harper says the scientific school with not less than \$500,000 endowment and perhaps \$1,000,000 is sure. The final decision of the legal elements of the case is now expected, according to Dr. Harper, within 30 days. This I understand to be from the estate of Mr. Wm. B. Ogden, formerly president of the trustees of the old University

and a well known and highly esteemed Chicago business man.

(9) An Aurora, Ill., man has recently died, leaving \$500,000 for a school of the practical arts. His executors will either put this into the University or closely affiliate it with the University. Our Judge Bailey has the matter closely in hand. At worst it will come as close to us if we wish as the Suffield School is to Yale. This is our present understanding of the matter. The school will be located in Chicago, perhaps on our campus.

(10) Dr. Harper has given us privately, and the trustees in a body later his pledge, to return to Chicago from Europe not later than Oct.

15 to raise money in Chicago. He understands perfectly that the raising of a large sum of money in Chicago for buildings is the only thing

Hr. Cates to Hr. Mockefeller:-

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(at once or as rapidly as possible for buildings) in Enicage.

- ni find ylaifety beints even lies on a been book of the you would leave the the board meetings, and privately many times, that you would leave the privately of things, and grounds alterested to think it is understanded by and you would manuse the andowness that I think it is understanded by think leave to open down hands must be think the personal annusemb idea had been whelly distributed if it eyer bad and think part of it is eyer bad and think the personal annusemb idea had been whelly distributed if it eyer bad and the personal some the person
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that will save his enterprise from "anticlimax and universal ridicule." I have so stated it to him and to the board and all agree to it.

(11) The purchase of the extra block is undertaken with the full understanding that Baptists have no more funds to put into this enterprise at present. The purchase was pushed through by the non-Baptist wealthy element of the board fully conscious of their respons-

ibility, in so doing.

(12) Finally there is among the non-Baptists of the Board a profound interest, a cheerfulness, a pride, a readiness to assume burdens and responsibilities, that argues the best things, and this spirit is accurately represented in the editorials of the daily press. Judge Tuthill is not known to us, except as a gentleman whose name we sometimes see in the papers.

I have read the above to Dr. Goodspeed and he approves.

I will secure from Dr. Harper an accurate and <u>fully detailed</u> statement of expenses which will be charges on the endowment funds for (1) the year beginning July 1, 1891. (2) The year beginning July 1, 1892. I will do this <u>before</u> he learns whether he is to get a full million or a half million from the Ogden estate, or when for certain he will get the money, so that his ideas shall not be enlarged by that amount. This statement Dr. Goodspeed and myself will carefully go over. I will then present it to you with such computations of income on present basis of payment as will show accurately what will be the reasonable deficit if any with the Ogden money at \$500,000, what at \$1,000,000, and the amount of advance payment, if any, required under each supposition.

While Dr. Harper undoubtedly expects that you will give more to the University, I feel confident that he will be equally active and eager with every one else from whom there is the least hope of funds. He will by no means confine his importunities to yourself, and I feel confident that you can dismiss with a light heart the anxieties of last Saturday. The twelve favorable points I make were all true pre-

vious to Saturday and I feel sure otherswill develop.

I shall take genuine delight in serving you in the ways you indicated at my very best, but past experience has shown me at least, that my best is very far from perfect and that I have continuously to be learning from blunders."

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I shall take ganulas delight in serving you he the upus you at least. I indicated at my very best, but part experience has shown as the least to be learning from Dissiders."

Dr. Goodspeed to Dr. Harper:-

"The Com. on B. & Gds. met at 3 P.M. Saturday and voted to invite six leading firms of architects to furnish a plantshowing how they would distribute the Univ'y buildings on the site and to make sketches, elevations of one recitation building and two dormitories. the dormitories to accommodate 175 students at least each. The architects are Adler & Sullivan, Burling & Whitehouse, Flanders & Zimmerman, Patton & Fisher, S. S. Beman and Henry Ives Cobb. Cobb is the architect of Lake Forest and Northwestern. Beman is Mr. Pullman's architect and designed and built Pullman. Adler & Sullivan built the Auditorium. Patton & Fisher built the Hackley Library, the new Chicago Semn'y buildings, etc. All are first class firms. We pay them for the work they submit and with their suggestions before us we shall be ready to go forward. We hope to get their sketches within two weeks. The matter has been placed in Mr. Ryerson's hands with power. He is now writing the proposal to the architects. We hope to have a Board meeting tomorrow as Mr. Walker does not get away till Wednesday.

Owen went out to preach yesterday and found two or three new students for his academy. He wants Edgar to return and help him in teaching these pupils two hours a day next year. We have several new students report this morning for the Univ'y, among them the one whose letter I send you. Such inquiries have led me to wish to be able to say "Classes will be at work in Morgan Park next year, where you can

be prepared. "

Dr. Boudapood to Dr. Harpert-

"The Dots on B. & Dae, not at 3 P.M. Detunder and voted to first air leading firms of acceptance to furnish a plan slowing now temp would distribute the Unity's buildings on the also and to make at scene, also at long to one resitation building and two surmitteness, the decalteries to secommodate 175 students of least each. The scene tests are idles a Guiltran, Burling a Maitenance, lianders a Limetran. Patton & Fisher, D. D. Beren and Henry lyes Goth. Unbb is the architect of Lais Forest and Marthwestern. House talls "Pullman a scenicact and designed and built Fullman. Adder & Dulltran built the Auditorius Designed and built Fullman. Adder & Dulltran, the Pullman built the Auditorius and Sarey to Marthy the Auditorius and the season of the season to the season of the season

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".benegeng ed

April 29, 1891

Dr. Goodspeed to Dr. Harper:-

"The enclosed will indicate to you just what we have asked the architects to do and will interest you. Hinckley has fallen into line happily. Rust has returned and yesterday sent me \$1,000. Half a dozen new students since Sunday and twenty calls for bulletins. You will not of course the Academy bulletin now. When shall we look for No. 2."

Dr. (codapoed to Dr. Harper:"

orni mellet and year to to to the interest you find and sealed on?"

orni mellet and years to use this bit interest you. Himbley has fact to do so statistically seal and year and year and the policy of the following since funday and twenty calls for but to fulletime. You allow to counse the Academy bulletim now. One of the policy of the Academy bulletim now. One of the total to the total total

April 30, 1891.

Dr. Goodspeed to Dr. Harper:-

"Your telegram at hand. I send you Mr. Hutchinson's check for \$600. Please write your name on the back of the order I enclose and return it to Mr. Hutchinson, Corn Exchange Bank, Chicago.

Yours enclosing letter from Prof. Merriman is at hand. The Prof. is a level headed man. He is far superior to you in planning to do a good thing on a reasonable scale of expenditure, which much commends him to my mind.

I rejoice to hear that you are coming back to see us again so soon. Judge Storey has returned and came in to see me this A.M. I am unhappily to speak in your place at Gow's church tonight."

De Goodspood to le Marperie.

"Your telegram at hand. I wond you Mr. Hutchinson's cherk lorfect. Flames write your name on the back of the order 1 enclose and
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Mr. Rockefeller to Mr. Gates:

April 30,1891.

Your esteemed favor of the 27th is duly received, for which please accept many thanks.

It is an added indication to me that we can work together to help the world. This pure air and quiet is doing me good. I shall probably remain well into next week.

Mr. Mockefeller to Mr. Oates:

April 30,1891.

Your extensed favor of the SVth is duly received, for which

It is an added indication to in that we can work together to help the world. This pure air and quiet is doing me good. I shall probably remain well into next week.

May 13, 1891.

Dr. Goodspeed to Dr. Harper:-

"Gates has returned and given us an enthusiastic account of your triumphs in the south. He says you have captured the south and doubled the constituency of the University. All this is very encouraging. We expect our plans and sketches day after tomorrow and the building committee will meet Saturday. Judge Bailey inquired last night of Charlie when you would be here. I have tried to see him today without success. Will you come next week or the week after. We ought to decide at once everything in relation to these three buildings and get the plans and specifications completed and the contracts let and the buildings under way.

I am not certain that I can get to Cincinnati. You ought to be there. We will pay your expenses if you will go, and you can take Chicago on the way there or back and have a Board meeting and close up the matter of these first buildings. I fear I must stay at home and collect money. We have collected \$141,650 but must get \$5,500 more before the 25th. So I may not meet you in Cincinnati."

Dr. Goodapsed to Dr. Harpert-

"United has returned and given us an anthosistic account of your triumphs in the south. He says you have suptured the south and doubled the constituency of the University. All this is very encarraging. We expect our plans and executes day after inserves and the building outsitee will meet Naturday. Judge Dalley inquired last night of Charite when you would be here. I have tried to see him today without subcess, will you come heat week or the wook after. We ought to decide at once overything in relation to these three buildings and get the plans and epecifications completed and the contracts let and the buildings under

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collect money. We have collected GLAL, 550 but must get \$5,000 more before
the 25th. So I may not meet you in Circinnati."

May 14, 1891.

Mr. Gates to Mr. Rockefeller:-

"I am daily expecting the schedule of expenses of University of Chicago for years beginning July 1, 91 and July 1, 92. Dr. Harper has been busy on it for some time.

Our meetings in the South were well received there. Dr. Harper in particular made many friends for the University. Several institutions (in Ky., Tenn., Georgia, Texas, etc.) begun negotiations looking towards afilliation. Many professors announced their purpose to study in Chicago during the summer term. I think Dr. Harper believes that scores and ultimately hundreds of young men from the South will take their higher studies in Chicago. We feel that a new and great field has been opened up for the University, with consequences very far reaching and powerful. I am most rejoiced of all at this, viz., that I now see clearly how we are going to raise up a new generation of teachers for the South with correct ideals of the teaching art and also of what an institution of learning should be. This has been our greatest problem and I have not hitherto clearly seen the solution of it.

Harper's reception was something wonderful. He completely fascinated and captured those Southern men. He himself told me he had never anywhere been received with such enthusiasm. And I perceive that the influence has been reciprocal. He himself was greatly moved toward them in return. He confessed to me that the loyalty of these men, taking him with perfect faith on the orthodox sentiments which only he allowed himself to speak, was the strongest conservative force he has yet met and that he felt it to be due to the University to keep in touch with them.

We will have our meetings alternately North and South.
Our report with its clear outline of our policy, our purpose to organize our whole educational work into a balanced harmonious and powerful system, now for the first time boldly and yet tactfully announced, was received with no less favor than Dr. Harper's exposition of the plans of the University. I learned that in the private conversations of groups of men no words of criticism were uttered. If now Society and University do not hold the South in strong and permanent grip and bless and uplift it as well, it will be because we commit some great blunder in future. ".......

May Me, 1891.

me deten to Mr. Rockeleller -

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Dr. Goodspeed to Dr. Harper, May 18, 1891.

"Favor from you at hand. I have only time to write a word.

Plans of buildings are in. Committee meets tomorrow.

New week Tuesday Board meeting. Will you be here then?

Go to Cincinnati and spend Sunday and Monday and some here to meeting of Board Tuesday.

I must find \$6,000. during the next seven days and cannot go to Cincinnati.

The f. a.M. is doing well. It does not trouble me at all. Let the Modoc Indian continue to sound his war whoop and swing his tomahawk. It amuses him and does us no harm."

The J. Am. was the Journal & Missinger of Cincinnate

Dr. Gaudaneed to Dr. Harper, May 18, 1891.

"Favor from you at hand. I have only time to write a word."

Plane of buildings are in. Committee meets tomorrows, Heyfweek Tuesday Sound masting. Will you be here then?

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The de the the folia well. It does not trouble me at all. It de the the the the the tone of continue to sound his temperature of the the tone of the tone

The John was the Journal Museum of Commission

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Mr. Rogers to Mr. Gates:

May 19th 1891.

"Your letter of the 14th instant was duly received and has been carefully read to Mr. Rockefeller and for which he sends you many thanks. He has not been at the office for some weeks and is giving as little attention as possible to business".

Mr. Regers to Mr. Gates:

May 19th, 1891,

"Your letter of the lett instant was duly received and her book carefully read to ir. Reckefeller and for which he words you many thanks. He has not been at the office for same weeks and is giving as little attention as possible to business."

Dr. Goodspeed to Subscribers, May 19, 1891.

"My dear Sir:-

I send this line to sk you to do the University the favor of anticipating the payment on your subscription due June 1st, and letting us have it ONE WEEK IN ADVANCE.

payments on that part of our site which was purchased a year ago. This sum must be paid before June 1st, or WE FORFEIT THE LAND--now worth nearly double what we paid for it. We might perhaps borrow the money we need, but we wish to meet our engagements in a straight and clean way. We believe our subscribers would wish us to do this and will cheerfully help us to do it. We come to them therefore with the sequest that they will do what they can for us by the 25th of this month.

If you find it convenient to do this, it will very greatly oblige"

Dr. Goodspeed to Buhmaribers, May 19, 1891.

"My done Bigs:-

University the favor of anticipating the payment on your mubeription due June let, and letting us have it out what

We now need 56,000. to enable us to complete the payments on that part of our eite which was purchases a year ago. This sum must be paid before June lat, or must live the sum of the sound what we paid for 10,000 that the land, but we take to meet our engagements in a straight and clean way. We believe our engagements in a straight and clean and will cheerfully hely us to do it. We come to them and will cheerfully hely us to do it. We come to them and row us by the Soth of that they will do what they can for us by the Soth of this month.

The silve of the do this to do this, it will want more

VV

Mr. Gates to Dr. Moorehouse:

May 26th, 1897.

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"Am satisfied that the place of the Secretary of the Society is in New York, irrespective of the special service Mr. Rockefeller suggested. But it is too early to engage quarters.

(Copy)

Clipping from New York Tribune, May 27, 1891.

A Story About Mr. Rockefeller Denied.

Chicago, May 26. - The Rev. F. T. Gates, Secretary of the American Baptist Educational Society, which founded the University of Chicago, denies the truth of the statement that Mr. Rockefeller had come to an understanding in regard to the theory of inspiration to be taught in the university. "Theories of inspiration," said he this evening, "do not belong to the university proper, but to the divinity school, which is controlled by a separate Board of Trustees and is presided over by George W. Northrup. Mr. Rockefeller has announced no theories of inspiration and indorsed none. He has made no statement of any kind on the subject, nor was any conference arranged or held between Dr. Harper, Dr. Briggs or Mr. Rockefeller, either in Chicago or elsewhere."

Oligian from New York Tribume, May 27, 1891.

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Dr. Goodspeed to Dr. Harper, May 29, 1891.

"The Building Committee after canvassing the question of an architect for some time yesterday, the weight of opinion being somewhat in favor of Patton and Fisher, adjourned to meet next Thursday when Mr. Walker will be back and it is hoped we may have seven members of the committee present. A nomination will no doubt then be made.

A bad break has been made in my address on the new bulletin. I corrected it making it T. W. Goodspeed, 1212 Chamber of Commerce Building and sent on the correction but it somehow escaped notice. What to do about it now I don't know. Please do not let No. 3 be published with this mistake. My name is T. W. not Thomas and I have given up my P. C. Box."

Dr. Goodspeed to Dr. Harper, May 20, 1891.

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Dear Mr. Rockefeller:

I send you herewith a copy of the contract between the Seminary and University, as unanimously agreed upon by both boards, subject to your acceptance as a fulfillment of that part of the conditions of your gift of \$1,000,000, which stipulates that there shall be a union. I send also a form of acceptance proposed by Judge Bailey for your consideration. If you can sign same, it should be written on the back of the enclosed contract and signed by you, whether in presence of a notary or not I did not learn. It would seem not. When approved by you the proper officers of the two boards will execute, according to instructions already received. When approved - if the contract meets your approval - please return to Dr. T. W. Goodspeed, 1212 Chamber of Commerce Building, Chicago, Ill.

Our work both as to the University and the other institutions, throughout the country seemed never so promising or so prosperous as now. Everything seems to be coming our way. Difficulties seem to adjust themselves or vanish with the gentlest touch. I now begin to realize the truth of what you said to me a year ago, this, viz.: That I had yet much to learn of the possibilities of usefulness before the Society. I am now satisfied that with gentleness, and patience always to bide our time, we can build up a system of education at length for Baptists that will hold the balance of power if not indeed in great measure control the education of our country, and this with far less expenditure of funds from our treasury than would at first glance be supposed.

I am much pained to learn that you are still under the weather a little, and I shall not burden you with the details of our affairs. I only wish to assure you that so far as I know there is not the least thing in the world to cause you a moment's anxiety. We shall be watchful and alert at all points, but the ship is now riding steady in a stiff breeze of prosperity, with all hands at their posts doing fine work.

Sincerely yours,

F. T. Gates.

P.S. I am "Smoking my pipe" right along on this colored education matter, but thus far only with this result, that before making any suggestions regarding either Richmond Theo. Sem. or the general colored work I must ask plenty of time. These questions have, I find, a good many sides, not all of them easily come at. I shall hope to see you on these and other matters before July 1st. We expect a Board meeting in June.

F.T.G.

Dear Mr. Hockershing

and University, as weathered; agreed upon by both beards, willest to your accommance as a fulfillment of time party of the conditions of your wife of the conditions of your week also a you can size asset, it should be entities on the back of the weekston. If there and signed by you, whether in presence of a county of not I did not team. It would note not. Shen approved of a county of not I did not then approved of the world note not. Shen approved to the proper office of the world note will execute, according to district on althour of I. Then approved - If the contract notes your approved - places rectar to the proper of the life occasion to the contract notes notes your approved - places rectar to the conditions of the cond

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