

Mr. Rockefeller to Mr. Gates:

March 3, 1891.

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

March 3, 1931.

Mr. Rockefeller to Mr. Gates:

This letter is a pledge of another \$100,000 for the
American People's Educational Association, 2000

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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 don't 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. Kohl-saat 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 we will act on the contract of union with the ~~Sun~~ 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

See.

March 4, 1891.

Dr. Goodspeed to Dr. Harper:-

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We have now sent out above 4000 leaflets. I shall without doubt need 500 more. That will be enough. I suppose 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.

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I feel very anxious that our building committee shall get to work. This agitation about the site, however, has been an everything to a stand. So far as I can ascertain the board is evenly divided on the question of securing the additional block, and that 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 is the question on Saturday I don't 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 Brown reside elsewhere. Judge Bailey is holding court at Ottawa. Dr. Parker is in Egypt. F.W. Beck is in Bermuda. Kohn is in Italy. Henry is in France. Walker is in California. Woodman is in Washington and only Higley is in Kansas City. Probably that is about all. However I will get a meeting if possible and we will act on the contract of union with the and exact some points regarding yourself.

When can you have the next bulletin ready to submit to me for review? We should continue in it the history, stating your suggestions 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

March 4, 1891

way thro' it, tho' 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."

March 4, 1891

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

I want you a couple of clippings from this morning's Tribune. Rogers evidently intends to raise a whole lot 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 about come but to raise that million we now want."

March 6, 1891. ✓

Dr. Goodspeed to Dr. Harper:-

"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."

March 6, 1931.

Dr. Goodspeed to Dr. Harper:-

Your brief line at hand. I very much regret that you do not
come to meet the Club. An address before these worthy men in Calis-
go on the same on which you spoke in New York would be worth thousands
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in it. The two slips are from the Detroit Rep. paper and will interest
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March 7, 1891

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 and harmonious.

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

March 7, 1891

Dr. Goodspeed to Dr. Harper:

"At the last moment Hinkley wrote me that he was called out of town and left us again without a quorum.
We talked over the matter of salary, need of a permanent office, the Health Department, leave of absence to go abroad informally and all were hearty and harmonious.
We shall try to hold a meeting in two weeks when some of the absentees will be here."

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March 9, 1891.

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. They intend to take up the question of securing the additional block of ground and dispose of it. I fear we may have trouble over it however. Some feel 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. The \$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 night 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."

March 8, 1951

Dr. Goodspeed to Dr. Harpster

"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. Harkley on behalf of both members of the building and grounds committee to authorize the calling of a meeting at once. They intend to take up the question of securing the additional block of ground and dispose of it. I fear we may have trouble over it however. Some feel that we have land enough now, that we shall be widely blamed if we begin our history by securing a great deal. I feel we should begin with what we have and buy more when we need it. I feel for the next five years we can raise for buildings, libraries, apparatus, etc. Others feel that we ought now to provide grounds for a present university in the world, that we ought to have a greater front on the plainness, that the additional block will change the shape of the site immensely for the future, 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 seem twice as much as at present, etc. Both sides are right in some respect and want to do 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 lower buildings. There can be no question that we cannot cover our present rise in my lifetime or yours. The \$100,000 we must pay for this additional land will build two dormitories, accommodate 200 students and yielding up an income of at least \$10,000. While I am anxious 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 command the work to the business public and to the man who can have 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 night speech. That was a very good speech. I judge you made a good speech, just such an one as I wish the Standard Club could hear.

When I came back from New York I passed with the board meeting and with the additional \$100,000. He tells me that Mr. Harkley has decided to make all his educational gifts hereafter through the city. I judge that Mr. Harkley will watch our conduct of the University with great interest. We ought to be conducting the business as to win his cordial approval. You know it is a favorable time of year that a great University is always 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 on carefully and wisely as we can."

Mr. Gates to Dr. Harper:

March 9, 1891.

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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} ~~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 although not perhaps before fall. I had a conversation with Mr. Rockefeller about it, and abide by his judgment".

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March 8, 1931.

Mr. Gates to Dr. Harper:

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"I had a talk with Mr. Blake. He was quite ill. Blakeley 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 renounces his desire to be relieved of the Presidency. Mr. Goodspeed will doubtless write you more fully. No. 400000 Saint- day 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 New York although 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".

March 10, 1891.

Mr. Harper to Mr. Gates:

"Your kind letter of March 7th has been received. I am sorry about Mr. Blake and also that there has been no question 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."

March 11, 1891.

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 can't get 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 Grasse, etc.

Do you know Prof. O.B. Clark of the Ind. State Univ? 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 I can see, and that is by giving up 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 financially clear up above water. I think it will go far to keep your stock away up above par 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.

March 11, 1931.

Dr. Goodspeed to Dr. Hargis:-

"Your favor of Saturday is at hand. I think it most important that you get Adams and you will have to give him the \$4,000 if you can get him in any other way - unless you change your whole plan and run the University with your own, bright and promising fellow 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 offering 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 no longer seemed that the Latin department was provided for, the professor I told him not of course any who had been engaged. I told him also that you and Stuart were very 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 Higgins to be reappointed. 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 Grant, etc. Do you know Prof. G.M. Clark of the Ind. State Univ? He 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 Higgins.

Can you not arrange with Adams for \$4000 if he must have that and let the appointment take effect July 1, 1932? There is one way in which you could let it date from July 1, 31 and only one so far as I can see, and that is by giving up your own salary as head professor of the British department. Or you surrender \$4000 a year next year and make him do the same and give him \$4,000 for next year and you take \$2,000. I venture on this suggestion because I feel the importance of securing Adams if it can be done without raising us. It is impossible to overstate the importance of our keeping our heads financially above water. I think it will go far to keep your stock up above par 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.B.C. who as you know is a careful business man and will look with great favor on a like carelessness in us.

But this is more than enough on this topic. I hope however you can get Mr. H's view on that matter of the side of which I wrote. Mr. Mackay has just been in. He has a new plan but I will not discuss 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.

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 possible. This will certainly be enough."

March 11, 1901.
Have you any way of reaching the Tupperware Trustee or is
it now too late? But this letter is already too long and I must re-
leave you. Two new students today."
"P.S. Order 1000 bulletins and get them to me as soon as pos-
sible. This 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 on 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. Gates to Dr. Goodspeed:

"You will remember that when in Chicago I stated that a form of assignment of Mr. Hochstetler's pledge to our Society for \$200,000. was in course of preparation. Mr. R's attorney has completed the work. I send 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 name passed at next meeting of Board. (2) In passing them fill out the blank date on 2nd 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 as 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."

Dr. W. H. Buttrick 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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Dr. V. H. Hilditch to Dr. Hilditch, March 12, 1901.

"I do not know that I have written you a note of
thanks for your message of the Chicago Thursday. I
thank you and congratulate the university. Certainly you
make a great sacrifice and with equal certainty to your
assistance 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."

Feb. 12, 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."

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

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"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 thousands 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."

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Mr. Goodspeed to his room, March 16, 1891.

"Our work goes slowly. Collections continue to come in, but they are only half what they ought to be. And the work of completing the payments on the side trays 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

Mr. Warner telling me that he will be here next week and stay to spend three days with me.

We have two difficulties just now. One is that the

Board is divided on the question of securing the additional block for the side and so far as now regards the difference is irreconcilable. The other is, that, for this month, we have 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 my committee, so that everything is blocked.

The trouble is here again this winter and tomorrow we

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 Mr. H. we can perhaps get sufficient members to do business."

Mr. Gates to Dr. Harper:

March 16, 1891.

"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 indispensable 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. "

March 15, 1891.

Mr. Gates to Dr. Harper:

"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 indisposed in Chicago and saying so. My only caution would be that you do not please that I prefer to remain in Chicago. I did already prefer it I know, but on pretty full reflection and conversation 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 any way inconsistent with this. I think final judgment on my part."

March 16, 1891.

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. Kohl Saat 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. I 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 Owen 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 business into the hands of an Executive Committee. The true remedy 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."

March 16, 1897.

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. Some of our members are out of the city are about to go or are sick."

La Grippe is here and thousands are down with it. Mr. Hyslop and Major Root 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 postponed 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. Hyslop started for New York this morning. Mr. Blake is in Boston. Mr. Root is in the Berkshires. Mr. Hyslop is in bed. Mr. Webber in Washington, Mr. Lonsdale in Europe and Mr. Baker in Calif. This will indicate to you that it is not because our business lack interest that they do not attend meetings, but because they simply cannot. They are most faithful in attending whenever they can be present. I 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 sure. Back will be back, our sick men will be well and perhaps I can get Blake and Brown and Pillsbury."

R.H. 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 98. About 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 Owen 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 even Gov. St. Johns we might be doing something that 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 business into the hands of an Executive Committee. The true remedy 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."

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March 16, 1891.

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 Clark, 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 exclusively 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 hand. If you should think it proper to give him a chance with the Academy and give Owen the Latin, would they not make a good team? Indeed 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 Univ. 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."

March 10, 1891.

Dr. Goodspeed to Mr. Harper:-

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

I note what you say of Clark, Stewart and Nigge. I am inclined to think the Granville Latin professor has prejudiced you a little against Nigge, of whom Anderson, my son, Mr. Dixon and many others think most highly. The boys tell me that Nigge greatly excels the other men as a teacher of Latin in illustrating the text with all sorts of information, historical, geographical, rhetorical, etc., while Chandler confines himself exclusively to the reading and to the construction. Chandler is compared to French history by giving the students a series of dates only. I judge Chandler is a good teacher in spite of his method. He has received a violent dislike to Nigge because he does not adopt his way. Nigge inspires his students with a love of knowledge. Chandler makes them understand the Latin grammar and not much more. As Owen says, Nigge 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 standards and efficiency it had under your hand. If you should think it proper to give him a chance with the Academy and give Owen the Latin, would they not make a good team? 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 posted. There can be no doubt that the appointment of Nigge would easily and fully reconcile the old Union element.

You understand I am not asking this. What's Nigge 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."

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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."

Feb. 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 fulfill the obligation 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."

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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 don't 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."

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March 20, 1891.

Dr. Goodspeed to Dr. Harper:-

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

Goodman	McLeish
F. A. Smith	Hutchinson
Felsenthal	Ryerson

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 negira 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 Peck and possibly Kohlsaas as well as Corthill 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. Corthill 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 scholarship 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."

March 20, 1891.

Dr. Goodspeed to Dr. Harper:

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

Goodman
F. A. Smith
Telford
Hoffman
Hutchinson
Lyerson

and possibly Higley.

Lyerson has been sick with the grippe for two weeks and I do not know how he is now. It was just so happened that March has been a general meeting of our trustees. We cannot therefore have a general meeting in addition to the above now here I hope that we can put next week. I will try to get Phillips and Bowen who will you would make a quorum. I find it again in March. 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 our coming was a week later we should have 7 or 8 and possibly 10 as well as Corbitt and Hinckley and perhaps Black. The absence of the trustees from the city is one of those things that is useless to fight against. Our men are simply not here. That has gone south Walter is in Calif. Corbitt is in Washington Hinckley is New York for San Diego. I have today of a lady who intends to endow some time a woman-ship and of a man who intends to give us a fine library. I have 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 meeting I have become very particular you see."

Mr. Harper to Mr. Gates:

March 20, 1891.

"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".

March 20, 1921.

Mr. Harper to Mr. Gates:

"Your favor of March 18th 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 opinion, nothing else. I do not know what conclusion he reached."

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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 March 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. Magazine 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., ^{our} 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~~!"

March 23, 1931

Mr. Woodhead to Mr. Harper:

"I send you several letters that belong to you. We have decided not to accept another meeting till January, March 31. We will then meet, arrange for matters relating to you, adopt the January Union plan and adjourn, to meet again during your visit. While you are here we will try to get Hiale, Lewis and Pillsbury. We can then decide what this question.

The Yale Mr. H. G. G. 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 Feinstad to his nephew E. S. I told the letter 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 wanted 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. S. when you come. Did you see the statement that the students of St. Paul's University had requested the President to resign on the ground of incompetency? Alan poor Graw!

Mr. Gates to Dr. Morehouse.

March 25th, 1891.

"I have engaged my house here at Morgan Park until September 1st 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 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 ^{place} ~~point~~ thereafter was his home."

March 23rd, 1881.

Mr. Gates to Mr. Morehouse.

"I have engaged my house here at Murray Park until September
1st 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 to
furnish a home for my little family. I shall prefer some quiet health-
ful 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 ^{place} ~~was~~ thereafter was his home."

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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.

1st. Mrs. Dixon 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 when the change is made be dropped out and discarded. That would seriously 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. Dixon.

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. And indeed 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 ~~Sem~~ library under the magic of her touch. While you are here I 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 ~~examination~~ observation and examination.

Sem.

a. Mrs. Dixon has a wide knowledge of books. She has made them a study. She says indeed that Poole in this line is facile princeps. 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

March 25, 1891.

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 disciple. 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 *Cresca* will have it. Rogers has been utterly dissatisfied with the Northwestern, 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. Dixon 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 woman 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 70,000 volumes. Even Poole, as much as the other Dewey, invited her to take the position of head cataloguer in the University.

c. Now is Dewey's favorite disciple. 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, saying her hands were full of work. The appointed Dewey's weaknesses as well as you do, but it is a fact that his system is going in everywhere. It is already in use at the leading colleges. There are a few from which fossilized librarians keep it out and certain systems which are like that at Yale, "ideally bad," as it has been well described. It is said that the new system will have it. Rogers has been utterly dissatisfied with the Horner system, sent his librarians to the University to get help from Poole who is a Western trustee and a member of the Library Committee, and on her failing to find help there, has sent her to Mr. D. to examine the work at U.C. and as a result has invited Mr. D. to meet his library committee and make a statement. No doubt Poole will stick very hard but the result will be the Dewey system will go in the end.

d. Mrs. Dixon has the gift of making the library attractive and popular and making it a living and mighty force in the institution. The work she did in this respect at Hamilton was wonderful and it has been a kind of revelation at U.C. I undertake to say that her service there the past year has been more valuable than that of any professor in the University. 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 is eloquent with meaning.

e. I urge the fact that she is a woman. The position is one peculiarly appropriate for a woman and well fit 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.

f. 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 recalled. If you give even one woman a place of some prominence you shut all mouths, besides doing a wise and becoming thing.

g. If you wish her to teach she can make a popular library school, which will be the only one in the west. This is perfectly capable and will make an enthusiastic and successful teacher.

h. 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.

i. Her appointment will give great satisfaction in the library, among students and professors and among a wide and influential body of friends.

j. In her appointment you cannot make a mistake. In the appointment of anyone else you are very likely to do so. A good fraction is much harder to find than a good professor. I do not know

March 25, 1891

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 ~~xx~~ 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. I urge 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 force. 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. I 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 is not a candidate. She has no idea that I am writing to you and would 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."

March 23, 1931

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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 have her appointment. He 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 library, a living and mighty force in the institution.

1. If she is appointed, her salary would be next year borne in large part by the Gov't but she could get the entire library force to work for her on the first of April to resign, we shall be compelled to spend \$2 or \$3,000 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 in the shop.

2. As a last word may I suggest that you try not. If she is not all I have said it will not be difficult to bring about a change. Her present purpose is to take herself right away as not to embarrass you in a sufficient proof of this. She has certainly had remarkable success in reorganizing 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. I urge her appointment along and solely because she seems to me to belong to that order of high class experts from which we hope to obtain our entire force. I want to say in closing that I do not wish you to decide to request for her appointment because I ask it. I do not forget that I have urged and never to let anyone's influence secure an appointment. I have no interest in Mrs. B. but I believe her to be the best librarian of talents 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 is not a candidate. She has no idea that I am writing to you and would instruct me not to let her hear. It would mutilate her to ask or have anyone ask on her behalf ask for the place. So I write now, because of the application I enclosed from Bennett and because Mrs. B. is about to accept one of the offers she has and if anything is done regarding her it must be done at once. This therefore is my last word for Mrs. B. 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. Just done I always try kind of the matter and will refer to it no more. I hoped to hear from you today but do not. Edmund has been in to ask when he may hope to see you. Tomorrow I have another letter and matter to write about. This is more than enough today."

Mr. Harper to Mr. Gates:

March 27, 1891.

"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 respect 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".

March 27, 1931.

Mr. Harper to Mr. Gates:

"The 24 bulletin is in print (24 pp.). It would have been sent out today but for the fact that it is just 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 so anxious to see 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 Academic of the University of Chicago.

"(1) The policy of the University in regard to academics.

"(2) The relation sustained by academics to the university. (1) Academics which are the property of the university; (2) Academics which are closely affiliated with the university; (3) Academics loosely affiliated; (4) High Schools.

"(3) The work of academics. (1) Work of fitting for entrance to colleges; (2) General work demanded by the faculty for students who will not enter college, or who are coming to the college will take student studies.

"(4) Schedule of work preparatory to colleges.

"(5) Various kinds of general work.

"(6) Examinations.

"(7) University conventions; various kinds for the bringing together of the various academics and discussing various questions of education.

"(8) Regulations covering academics.

"(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."

✓

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. ~~Guthrie~~ *Corthell* 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. *Corthell* had urged upon the lawyer in Washington to secure the fund for the establishment of the school under the 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. I have no objection to Adams, I was only trying to comfort you for his loss."

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 influenza passing into pneumonia. I saw before yesterday a man from the Chicago Police. A few days ago James H. H. was seen in the city. He gave us a subscription of \$500. The daily paper of Boston is double the ordinary rate."

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Copy

Mr. Harper to Mr. Gates:

March 28, 1891.

x x x x x x x x x x

"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 in Chicago, 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".

x x x x x x x x x x

March 25, 1901.

Mr. Harper to Mr. Gates:

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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 demonstration. When the day of settlement of claims comes, some people are going to be terribly disappointed. The numerous which characterize some of the applicants is making and also the ground urged by those who present the claims. Up to this time I have held myself pretty low, but the pressure of the whole thing begins to weigh upon me; and this, with the uncertainty of things in Chicago, has worried me within the last ten days. I suppose it is due in part also to my weak physical condition.

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XXXXXXX

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 ~~de-~~^{failed} ~~tailed~~ me at that time. In New York we are chartered. Our Board must meet there. Its members must be chosen from ~~the~~ ^{the} year largely from that city and vicinity --- a very important reason why the Secretary should live on the ground and develop acquaintance with valuable men. The wealth of our denomination centers in New York, Boston and 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~~ ^{increased with} ~~for~~ ^{with} Western men and institutions, if the Secretary lives in New York. Nor will it in any wise be diminished in the West, but enlarged 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 even to be separated in space. Nor is it best for our Society that I ~~be~~ ^{be} 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 ^{of} ~~view~~ the Society if it has a future".

NOTE:-- The service suggested by Mr. Rockefeller to which reference is twice made in the above letter ~~is~~ ^{was} that Mr. Gates should come to New York and should assist Mr. Rockefeller in his philanthropical work as confidential agent.

"Mr. Rockefeller 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 impairing 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

Mr. Gates to Mr. Rockefeller:

March 28th, 1901

"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. Drugging 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 de-
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"Please consider also the permanence ^{of} the Society

if it has a future."

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#2:

March 28th, 1891.

personal service to Mr. Rockefeller.

It became convenient for Mr. Rockefeller occasionally to request Mr. Gates to report also on ~~necessary~~ ^{monetary} investments which Mr. Rockefeller had made in different parts of the country. Indeed, it became Mr. Rockefeller's habit 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. Gradually the responsibilities 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 ~~were~~ ^{soon} exhausted ^{by the canvas} 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. Gates 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 contribution 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'~~ ^{The} 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 ~~cover~~ ^{cover} the whole field of education. During this period Mr. Rockefeller also established the Rockefeller Institute for Medical Research with gifts amounting to some \$12,000,000. He also 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 belt the entire globe under the auspices of the Rockefeller Foundation. Mr. Rockefeller also established the Rockefeller Foundation during this period on a financial basis of \$100,000,000. The foundation was designed to be a vehicle for the permanent life and activity of Mr.

March 28th, 1931.

25

personal service to Mr. Rockefeller.

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#3:

March 28th, 1891.

Rockefeller's benefactions under trustees after he should cease to direct them personally. During this period Mr. Gates maintained his confidential relations ^{with} 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 philanthropies. 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 Iron Mine, a company formed and conducted by Mr. Gates. Besides these responsibilities Mr. ~~Rockefeller~~ Gates also represented Mr. Rockefeller on many Boards of directors, industrial and railway, mining, etc. Mr. Rockefeller himself retiring 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.

March 28th, 1931

189

Hochstetler's connections under review after he should cease to direct them personally. During this period Mr. Gates retained his confidential relations with Mr. Hochstetler's more important personal affairs and personal investments. The distinguished from his corporate relations with the Standard Oil Company which Mr. Gates was never associated with. These personal business interests of Mr. Hochstetler were not lost. Perhaps much more of his time even were engrossed than his philanthropies. Mr. Gates was at one time President and Executive Officer of some thirteen different business corporations which Mr. Hochstetler owned the controlling interest. Chief among these was the Lake Superior Consolidated Iron Mines, a company formed and conducted by Mr. Gates. Besides these responsibilities Mr. Hochstetler also represented Mr. Hochstetler on many boards of directors, industrial and railway, etc. etc. Mr. Hochstetler himself retiring from active business in 1898.

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, 1931, introduced Mr. Gates into what proved to be his main life work.

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 service 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 lapses 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 these leading brethren 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 one's convictions costs.

"Of course I am delighted with the scientific school prospect. I think an early announcement is desirable. Will the amount from deceased's estate reach \$500,000.?"

April 1st, 1931.

Mr. Gates to Dr. Harper:

"I am in receipt of your enclosed letters 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 long trip, beginning tonight.

"I appreciate your very great kindness in the proposal regarding the Impeachment. My present view is that any service 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 at your time to reflect upon this, you will see it to be true.

"I am concerned very much about your health. These frequent lapses in vigor are not normal to a man of your years or mine. I do not have them. You ought not with your health 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 manner by which they are backed. The latter in particular is natural and inevitable. You would find on conversation with these individuals 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 one conviction costs.

"Of course I am delighted with the scientific school project. I think an early announcement is desirable. Will the amount from December's estate reach \$500,000.?"

Mr. Rockefeller to Mr. Gates:

April 2, 1891.

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.

April 2, 1937.

Mr. Rockefeller to Mr. Cates:

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. Harper to Mr. Gates:

April 4, 1891.

"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 class-work 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."

April 4, 1901.

Mr. Harper to Mr. Gates:

"I do not understand why the Bulletin No. 2 was not in your hands on April 1st, for it was mailed Saturday, March 31st. 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. I have I not as much right to have the type as anybody else? And if my constitution is in such magnificent shape that I can take the type and do my work without very much interruption, - doing class work but not lecturing, - is it not an indication that I am pretty strong? I have not had as 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 endorsement of the application, 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 little school will reach more than five hundred thousand dollars, but nothing can be said 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."

April 4, 1931.

Mr. Gates to Mr. Rosenfeld:-

"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 abide 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 my service to the cause of United you may think I can render. Dr. Harper had written me that he had urged upon you that I ought to remain here. I wished your judgment because it seems to Mrs. Gates and myself that the matter for family reasons ought to be settled early."

✓
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 get a 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."

April 8, 1931.

Dr. Goodspeed to Dr. Harper:-

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✓
April 10, 1891.

Dr. Goodspeed to Dr. Harper:

"I have examined the bulletin with some care. It seems very complete. I venture some slight suggestions according to request. Kohlsaas, 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."

April 13, 1891. ✓

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 Carhill 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. Dixon."

April 13, 1901.

Dr. Goodspeed to Dr. Harper:

"Your favor of Saturday is at hand. Dr. Northing raised 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 over, as it stands. Hanson, Lawrence, Ferrin, Gates and I will be there to back him up.

If farther does not get back to confer with Anderson and Price we shall have no trouble, I think. Anderson would doubt if he could, as would Price. Dr. E. fully understands them both. He is himself staunch and loyal. He feels that we have not quite given him credit for standing firm and again with himself gone and both A. and B. dissatisfied, we must show 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 Carhill was taken sick, and took two of the board's five meetings. But we had nine men present, Hanson, Goodman, Eaton, Whaley, Kellogg, Hutchinson, Hunt, Kinsley and Tolson. Together with Gates, Dr. Smith and myself. Your salary was made as \$3000. You were made head professor of the Pacific languages and literature at \$4000. 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 University 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 raise that question over with Mr. E. 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 done 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. Dixon."

Mr. Gates to Dr. Harper:

April 14, 1891.

"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 Dr. Anderson and Price but they will not try to break the contract 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 Kohlsaet. 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, synthesis, 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 mind 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 December 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."

April 14, 1901.

Mr. Gates to Dr. Harper:

"Dr. Goodspeed has shown me your Evans letter in which you are anxious for the outcome of the Thea. Union meeting Wednesday eve. I do not share your anxiety to any great extent. I know the feeling of Dr. Anderson and those but they will not try to break the compact and will not succeed if they try. I have had a long talk with Northrup and he is completely heartily and deliberately 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 pour de laan 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 nature 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 Kohlman. You will find on examination either that my name is not on your list or else with a mistaken address. I have no criticism unless the change of 'shall' to 'will' avoiding the imperative always and substituting the single future.

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

"You will be happy to learn that I will receive what I have in mind 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 December inclusive. From my knowledge of your character and the situation here I predict that you will think it imperative to spend those months in Chicago to save the enterprise from an anticlimax and universal ridicule."

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April 14, 1891.

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."

April 14, 1931.

Dr. Goodspeed to Dr. Hargis:-

"I have just had a long talk with Mr. Hargis 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. H. has made he estimates will cost for the three blocks \$2,300,000 and for the four something more than \$3,800,000. The idea of Mr. H. and Mr. R. 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. H. agrees with me that we can the coming year erect the Div. Hortatory \$100,000 and at least two \$100,000 Utility buildings. How much more cannot be told till we go forward and try. You can depend on the building coming forward from this time. The Chairman cannot restrain from 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. A. 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."

Mr. Harper to Mr. Gates:

April 16, 1891.

"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 Mr. Northrup. 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 referende 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".

April 16, 1891.

Mr. Harper to Mr. Wilson

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

"I am assured by your letter, and I suppose that it is in 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 Mr. Northrup. This is significant and is very encouraging. I thank you for your kind words concerning the bulletin. We shall try to arrange the "Bulletin" and "Willis" 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 misled and misjudged. I was told positively that you and some other gentlemen were to join me at Louisville. In- nocently 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 to 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, 1881.
(Union between University and Theological Seminary)

Telegram

"Two hundred present, no objections, adopted

unanimously without change, you made a trustee."

April 17, 1891. ✓

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 ourselves 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 impression 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 case that 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 exegesis 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 formal written approval of Mr. R. and will then be executed by the officers of the two corporations.

April 14, 1891.

Dr. Goodspeed to Dr. Harper:-

"The Executive 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 ourselves 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 impression that the Secretary was suffering a calamity in losing the Health 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. W.'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. Further was chairman and acted well too, as was in person's guest. I learn that some of the alumni were raising questions about on Tuesday and Wednesday and we feared there might be some conflict of views in the meeting of the Board. Union and there was in Morgan Park a somewhat general feeling that there would be trouble Wednesday night. In I telegraphed you there were 300 present, two thirds of the number being from the Park. Drs. Gannon, Perrin, Rowland, Gwy, Leonard 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. Gooley rose and suggested that the provisions of the contract had not 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 hard talking in opposition for a day or two among visitors and alumni and Worcester had heard of it and was mad. Gooley's name in introducing the suggestions I have mentioned was just the thing needed to fire him up and he rose and with all his force and charm made a statement giving a full account of the contract had been taken in preparing the contract. He great health and Union could bring the health's and that it would bring the Union, depicting the disastrous results to the health if the contract should not be adopted, although that there was no non-negotiable reason for opposing the union and altogether making a noble plea and an irresistible argument. After he finished Anderson asked him whether Dr. Theology included exegesis and interpretation and he said yes. Gates then made a brief statement and Anderson asked him why the Bible of the G. and new T. was named. To this Gates made a natural and simple answer to which no objection was possible and Gannon subtended and was heard no more. Dr. Hanson then spoke of the union and Dr. Gooley having arisen and said he was 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 formal written approval of Mr. A. and will then be executed by the officers of the two corporations.

April 17, 1891.

The Seminary has had a very good commencement, tho' 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."

April 17, 1881.

-2-

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

(Telegram)

April 27, 1891.

Mr. Gates to Prof. Harper:

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

April 27, 1961.

(Telegram)

Mr. Bates to Prof. Harper:

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

Mr. Gates to Dr. Harper:

April 27, 1891.

"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 reproach or criticism of you or me or anyone. He was kindness itself, but appeared very sad 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 ^{applied sciences} ~~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.

April 27, 1891.

Mr. Gates to Dr. Harper:

"I had a great talk with Mr. Rockefeller. I found him troubled and depressed. He has begun to hear 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 last more in expected of him than he is prepared to perform. He has other things in mind which he must give for, and wishes all of us to be considerate. He uttered no word of reproach or criticism of you or anyone. He was kind-ness itself, but appeared very sad 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 East's promise of \$15,000 towards campus and his general promise as a benefactor.

"(4) Of 3 lawyers giving name of University for Willie.

"(5) Of Board's resolution to raise \$200,000 as speedily as possible for building.

"(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 demand for permanent income 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.

#2:

April 27, 1891.

"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~~, 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 to approve the Adams move. I did not speak of his coming in '91 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, ~~do~~ 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

April 17, 1901.

42:

"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 matters of broad professional interest, and as a result he wished me to say to you positively that the best man must be had. He indicated whether \$2,000 would bring Wheeler. Suppose you put that question to Prof. W. without betraying who asked it. I understood him to approve the Adams move. I did not speak of his coming in for I forgot it at the moment and you had better not get him until it is a possible thing to avoid it. Try very hard on that. We that is get him but don't get him under salary until 92. I feel sure that \$2,000 will bring him beginning in 92 say 90% or less 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 get 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 nature judgment, not rashly. Take a day and get up for me two schedules, and send them to me as early as Friday morning so I can have them by Sat. night.

"These schedules are to be submitted to the absolutely minimum expenses. The first should be an itemized statement of the necessary expenses from endorsement the first year of your presidency. That is from July 1, 91 to July 1, 92. This will include your salary of \$10,000. Mrs. Hixson's salary of \$2,000, and all other salaries or expenses of every kind chargeable to endorsement for the year beginning July 1, 1901.

"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 \$2,000 would be 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 proud. 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 your haven in computing salary you said that the first year while spending it partly in Europe and not actively engaged

#3:

April 27, 1891.

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. Now 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 one-eleventh 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 \$100,000. 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 settling 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 students 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 ~~deficit in current expenses~~ much love for you and spoke most graciously and with warm praise. But he called attention also to the terms of his gifts as being the limit beyond which he must not be regarded 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."

April 27, 1961.

44

will mention you as the interview covered me. But I don't believe I did very much to reassure him that we do not mean to punish or him. And I came back after all feeling that I had cheered him even if he had covered me. But now for the schedule. They are important. Meanwhile do not mention 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. Russett 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

April 27, 1931.

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 clarification that had occurred to me.

1. Is Chicago expected to lie down on your generosity in the University? I answer, I am sure it is not.

(1) Mr. Harmon 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 forth from one and one-half to three millions.

(3) Mr. Hull has promised \$15,000 towards enlargement of site and has more than once told me he intended to do generously toward the building. He is now called forth 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 positively and in the board meetings, and privately many times, that you would leave the building and grounds altogether to Chicago, not 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 movement that has been wholly dissipated it is ever had any hold.

(7) There have been printed newspaper articles in the newspapers. Dr. Goodspeed and myself do not recall one in which the movement is hinted, or in which it is assumed that you are to take care of the University. The editorial exhibits 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 dedication 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. W. B. Ogden, formerly president of the trustees of the old University and a well known and highly esteemed Chicago business man.

(9) An Anson, Ill., man has recently died, leaving \$500,000 for a school of the prescient arts. His executors will either put this into the University or closely affiliate it with the University. Our Judge Hattery has the matter closely in hand. As soon as it will come as close to us as it will be the Buffalo School is to take. 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

April 27, 1891

2.

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 responsibility, 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 fully detailed 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 before 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, without the Ogden money, what the probable 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 previous to Saturday and I feel sure others will 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."

April 27, 1931

that will save his enterprise from "antidote and universal ridicule." I have no stated it to him and he has agreed to it.

(11) The purchase of the extra stock is undertaken with the full understanding that Hays has no more funds to put into this enterprise at present. The purchase was pushed through by the non-Haysist wealthy element of the board fully conscious of their responsibility in so doing.

(12) Finally there is among the non-Haysists of the Board a profound interest, a conscientiousness, a pride, a readiness to assume burdens and responsibilities, that argues the best things, and this spirit is accurately represented in the editorial of the daily press. Judge Tuttle 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 full detailed statement of expenses which will be charges on the endowment funds for (1) the year beginning July 1, 1931. (2) The year beginning July 1, 1932. I will do this before he leaves 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 share 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 as present basis of payment as will show accurately what will be the reasonable deficit if any, without the Ogden money, what the probable deficit it any with the Ogden money as \$200,000, what as \$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 ingenuities to yourself, and I feel confident that you can discuss with a light heart the necessities of last Saturday. The twelve favorable points I make were all true previous to Saturday and I feel sure otherwise develop.

I shall take genuine delight in serving you in the way 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."

✓
April 27, 1891.

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 plan showing 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."

April 27, 1957

Dr. Goodspeed to Dr. Harp...

"The Com. on B. & O. met at 2 P.M. Saturday and voted to invite six leading firms of architects to furnish a plan showing how they would distribute the Univ.'s buildings on the site and to make sketches, elevations of one residence building and two dormitories. The architects to accommodate 175 students of law school. The architects are John A. Sullivan, Sullivan & Winterhouse, Winterhouse & Winterhouse, Patton & Winter, J. A. Brown and Henry Ives Cobb. Cobb is the architect of Lake Forest and Northwestern. Brown is Mr. Sullivan's architect and designed and built Pullman. John A. Sullivan built the Auditorium. Patton & Winter built the Haskell Library, the new Chicago Henry's building, etc. All are fine 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. Winter's hands with power. He is now writing the proposal to the trustees. We hope to have a Board meeting tomorrow as Mr. Walker does not get away till Wednesday. They want out to present yesterday and found two or three new students for his academy. He wants them 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. I know that one who is better I send you. Such inquiries have had me so busy to be able to say "Gladness will be at work in Morgan Park next year, when you can be prepared."

✓
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."

April 22, 1961

Dr. Goodspeed to Dr. Harper:-

"The enclosed will indicate to you just what we have asked
the architects to do and will interest you. Minotley has taken into
line supply. Just now returned and yesterday sent me \$1,000. He'll
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."

✓
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."

April 30, 1881.

Dr. Goodspeed to Dr. Hager:-

"Your telegram at hand. I send you Mr. Hutchinson's check for \$500. Please write your name on the back of the order I enclose and return it to Mr. Hutchinson, Corn Exchange Bank, Chicago. I am enclosing letter from Prof. Hartman in 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 Story has returned and came in to see us this A.M. I am desirous to speak in your place at our church tonight."

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.

April 30, 1891.

Mr. Rockefeller to Mr. Gates:

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.

✓
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."

May 12, 1921.

Dr. Goodspeed to Dr. Harper:-

"Jaffee has returned and given us an enthusiastic account of your
triumph 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 estimates for next year and the building com-
mittee will meet Saturday. Judge Bailey indicated last night of Charles
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 building 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 short meeting and close up
the matter of these three buildings. I fear I must stay at home and
collect money. We have collected \$14,000 but must get \$5,000 more before
the 15th. So I may not meet you in Cincinnati."

✓ ✓

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 affiliation. 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 14, 1951

Mr. Gates to Mr. Rockefeller:

"I am daily expecting the schedule of expenses of University of Chicago for years beginning July 1, 51 and July 1, 52. 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 local students in Ky., Tenn., Georgia, Texas, etc.) began negotiations looking towards affiliation. Many professors announced their purpose to study in Chicago during the summer term. I think Dr. Harper believes that scores and millions of young men from the South will take their right 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 aim 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 program, 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 place and uplift it as well, it will be because we commit some great blunder in future."

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. Next week Tuesday Board meeting. Will you be here then? Go to Cincinnati and spend Sunday and Monday and come here to meeting of Board Tuesday.

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

The J. & 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. & M. was the Journal & Messenger of Cincinnati

Dr. Goodspeed to Dr. Harper, May 18, 1881.

"Haven't you at hand. I have only time to write

a word.

Plans of buildings are in. Committee meets tomorrow.
Next week Tuesday Board meeting. Will you be here then?
Go to Cincinnati and spend Sunday and Monday and come here
to meeting of Board Tuesday.

I must find \$5,000. during the next seven days and

cannot go to Cincinnati.

The J. & K. is doing well. It does not trouble me
at all. Let the Indian continue to sound his war
whoop and swing his tomahawk. It amuses him and does us

no harm."

Thos. J. Watson, Secretary of Committee

✓ ✓
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".

May 19th, 1891.

Mr. Rogers to Mr. Gates:

"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."

✓
Dr. Goodspeed to Subscribers, May 19, 1891.

"My dear Sir:-

I send this line to ask 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.

We now need \$6,000. to enable us to complete the 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 request 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 Subscribers, May 12, 1891.

"My dear Sir:-

I send this line to ask 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.

We now need \$5,000. to enable us to complete the
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 request 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

truly oblige"

Mr. Gates to Dr. Moorehouse:

May 26th, 1897.

x x x x x x x x x

"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.

THE UNIVERSITY OF CHICAGO
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WASHINGTON, D.C. 20250

✓ ✓
(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."

(Copy)

Clipping from New York Tribune, May 27, 1931.

A Story About Mr. Rockefeller Denied.

Chicago, May 26.—The Rev. F. T. Baker, Secretary of the American

Natural Historical 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. Hartshorn. Mr. Rockefeller has announced no theories of inspiration

and intimated none. He has made no statement of any kind on the subject,

nor was any conference arranged or held between Mr. Harper, Dr. Briggs or

Mr. Rockefeller, either in Chicago or elsewhere."

✓
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. O. Box."

.....

Dr. Goodspeed to Dr. Harper, May 22, 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,
Irish 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. O. Box."

(Copy)

Morgan Park, Ill., May 30, 1891.

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.

(Copy)

Madison Park, N.Y., May 20, 1941

Dear Mr. Rockefeller:

I send you herewith a copy of the contract between the University and University, an amendment signed upon by both parties, - and left 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 written form of acceptance proposed by the University for your consideration. If you can sign same, it should be written on the back of the enclosed form 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 - all the contract needs your approval - please return to Dr. W. E. Goodspeed, 1111 Chamber of Commerce Building, Chicago, Ill.

Our very best as to the University and the other institutions throughout the country seemed never so promising 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, viz.: That I had not much to learn of the possibilities of usefulness before the Society. I am now established with confidence, and patience always to this our time, we can build up a system of education at length for America that will hold the balance of power. It is 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 as far as I know there is not the least thing in the world to cause you a moment's anxiety. We shall be successful and meet at all points, but the ship is now riding steady in a still breeze of prosperity, with all hands at their posts doing their work.

Sincerely yours,
F. V. Davis

P.S. I am "sinking my pipe" right along on this colored education matter, but have far only with this result, that before making any suggestions regarding either Richmond Trust, Gen. 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.V.D.