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Dr. Goodspeed to Dr. Harper, June 2, 1891.

"We have paid for our original site of three blocks and have the deeds.

Yesterday I paid \$25,000. on the fourth block and shall pay \$15,000. more this month if I can get it. There are no new developments. The bulletin is going out. There is no let up in the new calls for bulletins and the reporting of new students."

Dr. Goodspeed to Dr. Harper, June 2, 1891.

"We have paid for our original size of three blocks

and have the books.

Yesterday I paid \$25,000 on the fourth block and

shall pay \$10,000 more this month if I can get it.

There are no new developments. The bulletin is going out.

There is no lot up in the new calls for building and

the reporting of new students."

Mr. Harper to Mr. Gates:

June 3, 1891.

"According to telegram I sent you Monday night the schedule and the paper. I hope that they reached you safely. Please telegraph me if you will the date of the proposed Board meeting in order that I may arrange matters somewhat ahead. I think that everything is going to quiet down and that there will be no trouble in reference to the mistakes in the Bible. Your announcement to the press was published quite widely. You will be pleased to know that the "Examiner" has nothing more to say this week. I am going to visit Dr. Bright tomorrow and shall hope to set things right with him. Notice the editorial in the "Examiner" where it speaks of "freedom from doctrinal and ethical error" and note what that means."

"N.B. If you get any word from Mr. Rockefeller will you not write me?"

June 3, 1931.

Mr. Harper to Mr. Gates:

"According to telegram I sent you Monday night the schedule and the paper. I hope that they reached you safely. I have telegraphed me if you will the date of the proposed Board meeting in order that I may arrange matters somewhat ahead. I think that everything is going to quiet down and that there will be no trouble in reference to the mistakes in the Bible. Your announcement to the press was published quite widely. You will be pleased to know that the 'Examiner' has nothing more to say this week. I am going to visit Dr. Wright tomorrow and shall hope to eat things right with him. Notice the editorial in the 'Examiner' where it speaks of 'freedom from doctrinal and ethical error' and note what that means."

"M.B. If you get any word from Mr. Rockefeller will you not write me?"

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Dr. Goodspeed to Dr. Harper, June 5, 1891.

"The Committee on Buildings and Grounds was fully attended - 7 members present. Soon after the beginning of the meeting an informal ballot was taken, resulting Cobb 4, Patton and Fisher 2, Adler & Sullivan 1. A somewhat free expression of opinion followed in which it was said by several that Patton & Fisher had furnished the best plans, tho' none were satisfactory - that none of Cobb's plans could be accepted, but that he was the most prominent and on the whole the best and ablest architect and when the vote was formally taken it resulted in a unanimous vote for Mr. Cobb, one vote cast for Patton & Fisher being changed before the result was announced. I think it probable that this nomination will be unanimously ratified on Tuesday.

I do not know what we can do about changing the annual meeting. Several of our members are now at their country houses and leave the city early and nothing can hold them here. They will not object to our changing the hour to 5 P. M. but at 3 or 3:30 they will take their trains for Lake Geneva, or Glencoe or Lake Forest or Oconomowoc. I do not know what to say. We cannot change the day except by meeting and adjourning and no Secretary can tell what sort of a notice to send out. I have consulted Ryerson and Hinckley but they can suggest nothing. Mr. R. said he would think it over and see me today."

Dr. Goodspeed to Dr. Harper, June 2, 1891.

"The Committee on Buildings and Grounds was fully attended - 7 members present. Soon after the beginning of the meeting an informal ballot was taken, resulting Cobb & Patton and Fisher & Adler & Sullivan 1. A somewhat free expression of opinion followed in which it was said by several that Patton & Fisher had furnished the best plans, tho' none were satisfactory - that none of Cobb's plans could be accepted, but that he was the most prominent and on the whole the best and ably assisted and when the vote was formally taken it resulted in a unanimous vote for Mr. Cobb, one vote each for Patton & Fisher being changed before the result was announced. I think it probable that this nomination will be unanimously ratified on Tuesday.

I do not know what we can do about changing the annual meeting. Several of our members are now at their country houses and leave the city early and nothing can hold them here. They will not object to our changing the hour to 2 P. M. but at 2 or 2:30 they will take their trains for Lake Geneva, or Glencoe or Lake Forest or Goshen. I do not know what to say. We cannot change the day except by meeting and adjourning and no Secretary can tell what sort of a notice to send out. I have consulted Ryerson and Hinckley but they can suggest nothing. Mr. H. said he would think it over and see me today."

Dr. Goodspeed to his sons, June 7, 1891. ✓

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"We have had another good week and anticipate still another. Mr. Ryerson has paid his new subscription of \$25,000. on the new block, and I have \$5000. in hand toward the \$15,000. we are to pay on it this month. It will be a scratch if I get that amount before July 1<sup>st</sup>, but I shall make a vigorous effort. We shall then have \$40,000. paid on the new block and shall feel much safer about it."

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"The Building Committee have decided to nominate Mr. Cobb as Architect and the Board will meet Tuesday to act on the nomination. While the Committee did not like his plans and will not adopt any of them, they prefer the man, and think him the ablest and best, and I guess they are right. The Architects tell us that we can build the buildings in 12 months, and that we now have three months in which to perfect plans and get the buildings started. But to do this the Architect and Committee will have to work hard and fast."

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Mr. Goodspeed to his home, June 5, 1891.

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"We have had another good week and anticipate still

another. Mr. Hyattson has sold his new subscription of  
\$25,000. on the new block, and I have \$25000. in hand toward  
the \$125,000. we are to pay on 15th month. It will be  
a matter if I get that amount before July 1, but I shall  
make a vigorous effort. We shall then have \$50,000. paid  
on the new block and shall feel much better about it."

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"The Building Committee have decided to nominate  
Mr. Good as Architect and the Board will meet Tuesday to vote  
on the nomination. While the Committee did not like his  
plans and will not adopt any of them, they prefer the man,  
and think him the ablest and best, and I guess they are right.  
The Architects tell us that we can build the building in  
12 months, and that we now have three months in which to  
perfect plans and get the building started. But to do this  
the Architect and Committee will have to work hard and fast."

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Mr. Gates to Dr. Harper:

June 8th, 1891.

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"I am glad that you are now fully satisfied that you must care for your health. I hope you will drop or make secondary everything else, and devote yourself with your usual energy to that alone. The speech went to the printer in my absence so it will not suffer at my hands.

"I have made an exact estimate of the funds available for the first year of the university. I find that we shall begin the year October 1st, 1892 with about \$5,000. and that during the year about \$37,000. will come in, making a total of about \$42,000. The expenses for the period from January 1st, 91 to October 1-92, I figure about as follows:

President \$200. per month for six months -----\$1,200.00

President \$10,000. per year from July 1st, 1891 to  
July 1st, 1892, -----10,000.00

President from July 1st, 1892 to October 1st, 1892----- 3,333.33

Librarian (estimated) ----- 2,000.00

One professor engaged (estimated)----- 3,000.00

Other expenses ----- 1,000.00

Total -----\$20,533.33

leaving only about \$5,000. of the accrued interest up to October 1st - 92 as I stated available for that year. This large expenditure before the institution opens reduces the amount available for the year 92 --3 much below previous estimates and is the explanation of the \$42,000. which I figure will be available for the year 92-3.

"It must also be borne in mind that the first thousand of the ~~million~~ fund goes to the Seminary. This involves a loss of \$8,000. and upwards in interest; then one-ninth of the balance goes to the seminary which involves another loss of \$4 or \$5,000.

June 22, 1931.

Mr. Carter to Mr. Harpster:

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"I am glad that you are now fully satisfied that you must have for your health. I hope you will keep on making necessary arrangements and devote yourself with your usual energy to that alone. The speech went to the printer in my absence so it will not enter at my hands."

"I have made an exact estimate of the funds available for the first year of the university. I find that we shall begin the year October 1st, 1932 with about \$5,000 and that during the year about \$37,000 will come in, making a total of about \$42,000. The expenses for the period from January 1st, 31 to October 1-32, I figure about as follows:

President \$200. per month for six months ----- \$1,200.00

President \$10,000. per year from July 1st, 1931 to July 1st, 1932. ----- 10,000.00

President from July 1st, 1932 to October 1st, 1932 ----- 3,333.33

Librarian (estimated) ----- 3,000.00

One professor engaged (estimated) ----- 3,000.00

Other expenses ----- 1,000.00

Total ----- \$20,533.33

leaving only about \$2,000. of the reserved interest up to October 1st - 32 as I stated available for that year. This large expenditure before the institution opens reduces the amount available for the year 32 -- 3 much below previous estimates and is the explanation of the \$42,000. which I figure will be available for the year 32-3.

It must also be borne in mind that the first thousand of the million bond goes to the Germany. This involves a loss of \$8,000. and upwards in interest; then one-third of the balance goes to the Germany which involves another loss of \$4 or \$5,000.

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June 8th, 1891.

"Now laying plans for the first year it seems to me that the very outside limit of expenditures should fall considerably within the permanent income of the institution as accurately forecast. Thus you are to have so far as we have right to estimate the sum of \$1,400,000. endowment. This endowment will yield more than 5% and less than 6%. 5% on \$400,000. equals \$70,000.; 6% equals \$84,000. Suppose we estimate the income at say \$75,000. A higher figure would not be safe. This will be let us hope your permanent income from invested funds. Now, I need not argue with you that it would be folly unspeakable for any institution to start out on a permanent plan of expenditures in excess of a just estimate of income. The friends of the university will not consent for a moment to any plan of subscription for current expenses. That is, in my opinion, the certain road to ruin. Every dollar that can be raised at all should go into buildings, equipment and endowment. Nothing would more certainly and immediately cripple the institution, scare off its friends and bring it into disrepute than subscriptions for deficiencies and current expenses.

"It seems clear to me therefore that no schedule of expenses should be entertained by you that involves the figure above the reasonable estimate of annual income from permanent funds when all are paid. If we calculate the permanent income from funds at \$75,000. and the income from tuitions, etc. from \$40,000. which is \$10,000. at least too high, we have \$115,000. as the income I would myself drop down to \$105,000. for safety. An endowment of \$1,400,000. will not run a \$3,000,000. institution and so long as we have only \$1,400,000. let us run that kind of an institution and get more money as fast as we can, but enlargement should be built on the rock of funds in hand, not on the sands of hope.

"What encouragement would Mr. Rockefeller have to pay up fully now in order to avoid appeals for current expenses, if the schedule is considerably beyond any just estimate of income even if all were paid up ?

"Would you be willing that he condition a pledge to pay interest on the whole amount of his pledges quarterly from October 1st, on the interest, ~~or pay~~ discharging in full all running expenses of the institution, so that no deficit should be created ? Your Treasurer quarterly to forward to him a certificate of the full amount of outstanding obligations for the previous quarter, and showing that the interest due on such a pledge as above should ~~be~~ pay therefor ?

" I do not think that we have a Board meeting before July 1st or thereabouts ".

"Now paying plans for the first year it seems to me that the very outside limit of expenditures should fall considerably within the permanent income of the institution as accurately forecast. This you are to have as far as we have right to estimate the sum of \$1,400,000. This endowment will yield more than \$1 and less than \$2 on \$100,000, equals \$70,000; \$1 equals \$64,000. Suppose we estimate the income at say \$75,000. A higher figure would not be safe. This will be just as high your permanent income from invested funds. Now, I need not argue with you that it would be fully unfeasible for any institution to start out on a permanent plan of expenditures in excess of a just estimate of income. The friends of the university will not consent for a moment to any plan of expenditure for current expenses. That is, in my opinion, the certain road to ruin. Every dollar that can be raised at all should go into buildings, equipment and endowment. Nothing would more certainly and immediately cripple the institution, secure off its friends and bring it into disrepute than suggestions for delicacies and current expenses.

"It seems clear to me therefore that any schedule of expenses should be undertaken by you that involves the figure above the permanent income of annual income from permanent funds when all are paid. If we calculate the permanent income from funds at \$75,000, and the income from tuition, etc. from \$40,000, which is \$115,000, at least too high, we have \$115,000, as the income I would myself drop down to \$105,000 for safety. An endowment of \$1,400,000 will not run a \$3,000,000 institution and so long as we have only \$1,400,000, let us run that kind of an institution and get more money as fast as we can, but enlargement should be built on the rock of funds in hand, not on the sands of hope.

"What encouragement would Mr. Rockefeller have to pay up fully now in order to avoid appeals for current expenses, if the schedule is considerably beyond any just estimate of income even if all were paid up?

"Would you be willing that he condition a pledge to pay interest on the whole amount of the pledge quarterly from October 1st on this interest, say 4%, discharging in full all remaining expenses of the institution, so that no debts should be created? Your Treasurer quarterly to forward to him a certificate of the full amount of outstanding obligations for the previous quarter, and showing that the interest due on such a pledge as above should be paid therefor?

"I do not think that we have a Board meeting before July 1st or thereabouts."

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Dr. Goodspeed to Dr. Harper, June 8, 1891.

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"We had a good conference with Mr. Cobb on Saturday. I hope we can get a Board meeting tomorrow, but Blake, Harper, Rust, Corthell, Bowen, Peck, Parker, Pillsbury, and I think Needham and Bailey will not be here. This makes a quorum almost impossible. What would you say to putting W. B. Brayton in Pillsbury's place, that we may have a faithful and careful man to look after the Academy property, as he now does after the Seminary. It would be a wise thing in my judgment. We must get men who are here and who can be relied on to take hold and work. Brayton is today the most useful man on the Seminary Board.

Will Blake return to Chicago? Can you induce him to say that he will come here to live? Ryerson is unwilling to be made President, but I see no other way to do if Blake will not come and live here."

Dr. Goodspeed to Dr. Harper, June 6, 1891.

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"We had a good conference with Mr. Cobb on Saturday.

I hope we can get a Board meeting tomorrow, but Blake,

Harper, Rust, Gortchell, Bowen, Peck, Parker, Pillsbury,

and I think Keetham and Bailey will not be here. This makes

a quorum almost impossible. What would you say to getting

V. B. Hyatt in Pillsbury's place, that we may have a

faithful and careful man to look after the Academy.

properly, as he has done after the Seminary. It would be

a wise thing in my judgment. We must get men who are here

and who can be relied on to take hold and work. Hyatt

is today the most useful man on the Seminary Board.

Will Blake return to Chicago? Can you induce him to

say that he will come here to live? Hyatt is unwilling

to be made President, but I see no other way to do it.

Blake will not come and live here."

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Dr. Goodspeed to Dr. Harper, June 9, 1891.

"A good meeting. Mr. Cobb unanimously chosen and Committee authorized to go forward and erect (3) three buildings.

F. A. Smith, E. B. Felsenthal, and A. McLeish were made a committee to nominate the new Board.

The sub-committee of Building Committee will meet Mr. Cobb day after tomorrow.

Gates and I go to Burlington tonight. In haste"

Dr. Goodspeed to Dr. Harper, June 9, 1881.

"A good meeting. Mr. Cobb unanimously chosen and  
Committee authorized to go forward and erect (3) three  
buildings.

F. A. Smith, H. B. Polansky, and A. M. M. M. were

made a committee to nominate the new board.

The sub-committee of Building Committee will meet

Mr. Cobb day after tomorrow.

Gates and I go to Burlington tonight. In haste"

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Mornay Williams to Dr. Harper, June 9, 1891.

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"I am as anxious as you can be, that the matter in which we are both interested should be brought to a definite conclusion as speedily as may be, but our friend's health has not been such of late, as to permit him to give much of his time to the office, and I have been at a loss for any way in which to expedite the matter, though every reason seems to me to make haste imperative.

I shall be hopeful that some method may be devised in which we can reach a definite conclusion ere long."

Henry Williams to Mr. Harvey, June 9, 1891.

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"I am as anxious as you can be, that the matter in

which we are both interested should be brought to a

definite conclusion as speedily as may be, but our friends

herein has not been such at late, as to permit him to

give much of his time to this office, and I have been at

a loss for any way in which to expedite the matter,

though every means seems to me to make haste imperative.

I shall be hopeful that some method may be devised

in which we can reach a definite conclusion ere long."

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Mr. Harper to Mr. Gates:

June 11, 1891.

"Your long and kind letter has been received. I have read it with great care. I beg you to keep in mind the following facts:

"(1) I have never in any way proposed to spend more money for the expenses of the University of Chicago than its income will yield.

"(2) I have from the beginning and at Mr. Rockefeller's own suggestion proposed that unless a sufficient income from endowment were secured I should feel under the necessity of making an appeal for a special fund to carry us over the first three years, in order to balance the interest which would not be yielded by the funds according to the present plan;

"(3) I do not want to have you think, or anybody else, that I have ever deliberately planned to carry the institution into debt; and yet this is what your letter implies;

"(4) My slowness in putting down actual figures has been due to the fact that I have been unwilling to consider the question of opening without a certain income, and I have not been able to see the source of this income.

"(5) I have given up now for two months all searching for professors or instructors, considering only those who come to me directly and making terms only with a very few young men at small salaries because I have been uncertain in my mind as to how we should be able to start.

"(6) I am entirely willing and have always been to agree that in case Mr. Rockefeller will pay interest on the whole amount of his pledges quarterly from October 1st, that the interest so paid shall discharge the full running expenses of the institution and that there shall be no deficit created. This is all that I have ever thought of asking. It is all that I have had in mind.

"I am sure you will understand me in the matter. I have been planning for a larger income simply because I believe that we should secure more funds than those Mr. Rockefeller has given us. Should that turn out a wrong impression, the expenditure must be reduced by so much.

"Thanking you for your kindness in this as in all other matters, and hoping that I may soon have the pleasure of meeting you."

June 11, 1891.

Mr. Harper to Mr. Gates:

"Your long and kind letter has been received. I have read it with great care. I beg you to keep in mind the following facts:

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"Thanking you for your kindness in this as in all other matters, and hoping that I may soon have the pleasure of meeting you."

M E M O R A N D U M:

In consideration of the mutual covenant and agreement herein expressed, the University of Chicago located at Chicago, hereinafter styled the University for convenience and Johnson College hereinafter styled the College do hereby agree as follows:

(1) The College agrees:

(1) That the institution heretofore known as Johnson College shall become an affiliated college of the University and shall be called during the term of affiliation the "Johnson College of the University of Chicago".

(2) To submit to the Board of the University for approval or rejection the names of all officers and instructors who are to serve in connection with the Faculty of said College, the amount of salary to be paid and the character of the work to be performed:- it being understood (a) that in case of rejection by the Trustees of the Univ. of Chicago they shall not serve; (2) That in case of failure on the part of both parties to agree upon any instructor the President of the University shall temporarily fill the vacancy; (3) That in case of lack of funds to pay the salaries of said officers the University shall assume no responsibility; (4) That all resignations and removals of the Faculty of the College shall be presented to and acted upon by the Board of the University as well as by the Board of the College.

(3) To adopt the standard of admission and the curriculum of work and, so far as possible, the College Regulations of the University as published in Official Bulletin No. 2:- it being understood that all modifications made in the College Regulations of the University shall be agreed to by both College and University.

(4) To separate the work of the Academy or Preparatory Department as sharply as possible from the College, and to restrict the amount and scope of college work in so far as it may be deemed advisable in order to secure the highest character of work:- it being understood that only "academic college" work shall be undertaken until an endowment of at least \$400,000. shall have been secured for strictly college purposes.

(5) To encourage, so far as possible, students who complete the work offered by said College to continue their studies at the University of Chicago.

(6) To place all examinations for entrance or advancement under the superintendence of the University Examiner and to issue all certificates of work done or testimonials in the name of the University of Chicago.

(7) To confer no honorary degrees whatever and degrees in course only when the University shall at the same time confer the same degree upon the same person.

## MEMORANDUM

In consideration of the mutual convenience and agreement herein expressed, the University of Chicago located at Chicago, hereinafter styled the University for convenience and Johnson College hereinafter styled the College do hereby agree as follows:

## (1) The College agrees:

(1) That the institution heretofore known as Johnson College shall become an affiliated college of the University and shall be called during the term of affiliation the "Johnson College of the University of Chicago".

(2) To submit to the Board of the University for approval or rejection the names of all officers and instructors who are to serve in connection with the Faculty of said College, the amount of salary to be paid and the character of the work to be performed; (a) That in case of rejection by the Trustees of the Univ. of Chicago they shall not serve; (b) That in case of failure on the part of both parties to agree upon any instructor the President of the University shall temporarily fill the vacancy; (c) That in case of lack of funds to pay the salaries of said officers the University shall assume no responsibility; (d) That all resignations and removals of the Faculty of the College shall be presented to and acted upon by the Board of the University as well as by the Board of the College.

(3) To adopt the standard of admission and the curriculum of work and, so far as possible, the College Regulations of the University as published in Official Bulletin No. 2:-- It being understood that all modifications made in the College Regulations of the University shall be agreed to by both College and University.

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(5) To encourage, so far as possible, students who complete the work offered by said College to continue their studies at the University of Chicago.

(6) To place all examinations for entrance or advancement under the superintendence of the University Examiner and to issue all certificates of work done or testimonials in the name of the University of Chicago.

(7) To confer no honorary degrees whatever and degree in course only when the University shall at the same time confer the same degree upon the same person.

(8) To make to the Trustees of the University every three months a statement of the funds of all kinds in its possession and the income therefrom.

(9) To hold the responsibility for the care of all buildings and the investment of all funds of the College, and to collect all dues and pay all bills of the College.

(10) To grant to the President of the University the same relation to the Board and Faculty of the affiliated college which he sustains to the Colleges of the University, provided that nothing should be required by this clause inconsistent with the charter of the College.

(11) To give one year's notification in case it is desired to withdraw from this agreement.

2: The Trustees of the University of Chicago hereby agree:

(1) To recognize the institution heretofore known as Johnson College as an affiliated college of the University to be called the "Johnson College of the University of Chicago".

(2) To consider the names of all officers and instructors appointed to serve in said College, the question of salary and character of work and to approve and reject such appointments according to what may seem to be for the best interests of said College and University:- it being understood that in case of disapproval the officer or instructor shall not be permitted to serve in connection with the College.

(3) To conduct through its University Examiner all examinations in the College for entrance or advancement.

(4) To recognize all work done in the College as work done in the University, and to issue in its own name and that of the College certificates of work to all who may have completed the course of study in the College.

(5) To confer the proper degrees upon students from said College who shall have completed in the College and the University the number and kind of courses required for the degree:- it being understood (1) that students coming from said College and receiving the B. A. or M. A. degree from the University shall at the same time receive the same degree from the College and thus be regarded as alumni also of the College; (2) that such students shall be required to return to said College and be graduated therefrom according to the custom of the College before the degree either of the University or College shall be in force.

(6) To regard all officers and instructors of said College as officers and instructors of the University in the same rank with the corresponding officers and instructors at Chicago;- it being understood that the President or Dean of said College with one member of the Faculty, selected by the Faculty, shall be members of the University Council.

(8) To make to the Trustees of the University every three months a statement of the funds of all kinds in its possession and the income therefrom.

(9) To hold the responsibility for the care of all buildings and the investment of all funds of the College, and to collect all dues and pay all bills of the College.

(10) To grant to the President of the University the same relation to the Board and Faculty of the affiliated college which he maintains to the College of the University, provided that nothing should be required by this clause inconsistent with the charter of the College.

(11) To give one year's notification in case it is desired to withdraw from this agreement.

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(1) To recognize the institution heretofore known as Johnson College as an affiliated college of the University to be called the "Johnson College of the University of Chicago".

(2) To consider the names of all officers and instructors appointed to serve in said College, the question of salary and character of work and to approve and reject such appointments according to what may seem to be for the best interests of said College and University: - It being understood that in case of disapproval the officer or instructor shall not be permitted to serve in connection with the College.

(3) To conduct through its University Examiner all examinations in the College for entrance or advancement.

(4) To recognize all work done in the College as work done in the University, and to issue in its own name and that of the College certificates of work to all who may have completed the course of study in the College.

(5) To confer the proper degree upon students from said College who shall have completed in the College and the University the number and kind of courses required for the degree: - It being understood (1) that students coming from said College and receiving the B. A. or M. A. degree from the University shall at the same time receive the same degree from the College and (2) that such students shall be regarded as alumni also of the College; (3) that such students shall be required to return to said College and be graduated therefrom according to the custom of the College before the degree either of the University or College shall be in force.

(6) To regard all officers and instructors of said College as officers and instructors of the University in the same rank with the corresponding officers and instructors at Chicago: - It being understood that the President or Dean of said College with one member of the Faculty, selected by the Faculty, shall be members of the University Council.

(7) To furnish a certain number of University instructors from its Fellows who shall do service in the affiliated college, the College paying for the service only the actual travelling and living expenses of the instructor during the time of service.

(8) To afford to the affiliated college to such extent as may be found practicable the use of the library and apparatus of the University.

(9) To invite the instructors in said affiliated college to do services in the Colleges of the University at such times and to such extent as may be found agreeable to all concerned.

(10) To give one year's notification in case it is desired to withdraw from this agreement.

It is mutually understood and agreed that the co-operative action contemplated by this contract shall be deemed to have become initiate as soon as this agreement shall have been executed, and that this agreement shall go into actual effect by the first day of October, A. D. 1892.

IN WITNESS WHEREOF, the said College and University have, in accordance with the Resolutions of its Board of Trustees duly passed, caused these presents to be signed by its Presidents and attested by its Secretaries, and the corporate seals of said corporations to be hereto attached this day of                      A.D.

(7) To furnish a certain number of University instructors from its fellow who shall be service in the affiliated college, the College paying for the service only the actual traveling and living expenses of the instructor during the time of service.

(8) To afford to the affiliated college to such extent as may be found practicable the use of the library and operation of the University.

(9) To invite the instructors in said affiliated college to be carried in the College of the University at such times and to such extent as may be found practicable to all concerned.

(10) To give one year's notification in case it is desired to withdraw from this agreement.

It is mutually understood and agreed that the co-operative action contemplated by this contract shall be deemed to have become definite as soon as this agreement shall have been executed, and that this agreement shall go into actual effect by the first day of October, A. D. 1892.

IN WITNESS WHEREOF, the said College and University have, in accordance with the Resolution of its Board of Trustees duly passed, caused these presents to be signed by its President and attested by its Secretaries, and the corporate seals of said corporations to be hereto attached this day of A. D.

Mr. Harper to Mr. Gates:

June 13, 1891.

"I inclose a provisional memorandum of contract of affiliation. I have prepared this in answer to several requests. I beg you to criticise it and return the memorandum to me with your criticisms. Of course, it is not in legal form, but will have to be put into the hands of a lawyer. Until we get the general facts before us it is not necessary to get it into absolutely legal shape. May I hear from you in reference to the matter at your convenience?"

June 13, 1931.

Mr. Harper to Mr. Carter:

"I inclose a provisional memorandum of contract of affiliation. I have prepared this in answer to several requests. I beg you to criticize it and return the memorandum to me with your criticisms. Of course, it is not a legal form, but will have to be put into the hands of a lawyer. Until we get the general facts before us it is not necessary to put it into absolutely legal shape. May I hear from you in reference to the matter at your convenience?"

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Dr. Goodspeed to Dr. Harper, June 15, 1891.

"At Burlington we found a fair piece of property of three or four acres with a plain but substantial brick building capable of furnishing accommodations for 25 or 30 students. I think it might be put in good repair and properly furnished for \$3,000. or \$4,000. They also have five houses of from four to eight rooms, but all of them bring in an income of only about <sup>\$800. per year, they owe</sup> \$3,500., a sum which the income referred to does not diminish, all of it being needed to pay taxes, insurance, and repairs and interest. Thro' many years of mismanagement the school lost the confidence and sympathy of the public and the attendance dwindled until two years ago only 11 students appeared.

The First Baptist Church in B. has an unworthy pastor who will before he gets thro' rend and well nigh destroy the church. The Baptist name already at a discount will be during the next year or two dragged in the mire. We asked Dr. J. whether if the Education Society should give \$5,000. he could raise \$20,000. more. He said No! We went to Keokuk and talked with the wealthiest of the trustees. He said nothing could be done at present, but that he thought the above sum of money could be raised after two or three years.

This is about the way the case stands. I think it"

Dr. Goodspeed to Dr. Harper, June 13, 1891.

"At Burlington we found a fair piece of property of three or four acres with a plain but substantial brick building capable of furnishing accommodations for 25 or 30 students. I think it might be put in good repair and properly furnished for \$5,000. or \$4,000. They also have five houses of from four to eight rooms, but all of them bring in an income of only about \$5,000. a sum which the income referred to does not displace, all of it being needed to pay taxes, insurance, and repairs and interest. There, many years of mismanagement the school lost the confidence and sympathy of the public and the attendance dwindled until two years ago only 11 students appeared. The First Baptist Church in N. has an unworthy pastor who will before he gets into 'trouble' and will high destroy the church. The Baptist name already as a discount will be during the next year or two dropped in the mind. We asked Dr. V. whether if the Missionary Society should give \$5,000. he would raise \$20,000. more. He said 'No! We went to Keokuk and talked with the president of the trustees. He said nothing could be done at present, but that he thought the above sum of money could be raised after two or three years. This is about the way the case stands. I think it'

"evident that we can do nothing with Burlington just now and must wait awhile before even considering it further."

"P. S. I do not know what to say about Mr. Blake's proposal. The danger is just that which is now taking place in your case. It is so far you don't like to spend the time or money to come out. So it will be with him and the result will be that the responsibility and work will fall on Mr. Ryerson as it does now. We cannot tell when the President will be needed. He is needed all the time. However, I shall be glad to have Mr. Blake on any terms if the Board will consent. There would be no other candidate considered were he here in Chicago."

"evident that we can do nothing with Burlington just now  
and must wait while before even considering it further."

"P. S. I do not know what to say about Mr. Blake's  
proposal. The danger is just that which is now taking  
place in your case. It is so far you don't like to spend  
the time or money to come out. He it will be with him  
and the result will be that the responsibility and work  
will fall on Mr. Hyman as it does now. We cannot tell  
when the President will be needed. He is needed all the  
time. However, I shall be glad to have Mr. Blake on any  
terms if the Board will consent. There would be no other  
candidates considered were he here in Chicago."

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Mamay Williams to Dr. Harper, June 17, 1891.

"Your note of yesterday is just received. I hope that you will be able to obtain the interview which you desire, though I am rather inclined to think that it may have been better to have called upon our friend without a previous announcement. I called myself on Mr. Rollins yesterday and as a result of our interview, Mr. Rollins will write Mr. Green a letter advocating the immediate settlement of the matter, in which we are so much interested.

I should scarcely feel justified in complying with your request for the names of the other parties interested at the present stage of the proceedings; while I am most deeply interested in the successful consummation of this project, I cannot forget that as a lawyer, I am employed by the Executors, and represent them professionally in this matter. It would therefore at the present state of the affair scarcely be consistent with my professional duties to furnish the information which you desire, even were I in a position to do so effectively; but it seems to me, if you will pardon the suggestion, that the time for such an application as you suggest has not yet arrived, and that on grounds of expediency, as well as on the ground which I have indicated, it would be wise to defer any further action until a little later.

Of course if you can, through other channels, obtain the informatbn, which you desire, I shall do or say nothing in the premises, but I should feel that a Fabian Policy was at present the best."

Kenny Williams to Dr. Harper, June 17, 1961.

"Your note of yesterday is just received. I hope that you will be able to obtain the interview which you desire, though I am rather inclined to think that it may have been better to have called upon my friend without a previous announcement. I called upon Mr. Hollins yesterday and as a result of our interview, Mr. Hollins will write Mr. Green a letter regarding the immediate settlement of the matter, in which we are so much interested.

I should greatly feel justified in complying with your request for the names of the other parties interested in the present state of the proceedings; while I am most deeply interested in the successful consummation of this project, I cannot forget that as a lawyer, I am employed by the executor, and represent them professionally in this matter. It would therefore be the present state of the affairs scarcely be consistent with my professional duties to furnish the information which you desire, even were I in a position to do so effectively; but it seems to me, if you will pardon the suggestion, that the time for such an application as you suggest has not yet arrived, and that on grounds of expediency, as well as on the grounds which I have indicated, it would be wise to defer any further action until a little later.

Of course if you can, through other channels, obtain the information, which you desire, I shall do so very willingly in the future, but I should feel that a further delay was at present the best."

Mr. Harper to Mr. Gates:

June 18, 1891.

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"I gave my Inspiration lecture Monday morning before the ministers of New York City and Brooklyn. There was a crowd and I had a first-rate time. Everybody was there. Before giving it I had an hour's talk with Bright in which we had a perfect understanding with each other, especially about the question of inerrancy. I told him exactly my position and he said that he himself did not hold any other; I asked if I could quote him and he said "Yes, with caution". I quoted him in my address and "spiked the guns". I never had a more friendly interview with any man, and in it he said over and over again "I will stand by you to the end". After I had gone clear away he came after me, called me back and said he wanted me to understand that the "Examiner" was not going to chase down any man simply because he had new views. Bruce and the rest were greatly pleased with the result. I feel that a great victory was won Monday morning. The brethren wanted to endorse the lecture but their constitution prevented. Mac Arthur, Morehouse, Dr. Boise, Humpstone, Braislin - everybody except Wood, who was sick - was there.

"I had a very pleasant line Monday from Mr. Rockefeller in which he tells me he is improving".

June 18, 1891.

Mr. Harper to Mr. Gates:

X X X X X

"I gave my inspiration lecture Monday morning before the ministers of New York City and Brooklyn. There was a crowd and I had a first-rate time. Everybody was there. Before giving it I had an hour's talk with Wright in which we had a perfect understanding with each other, especially about the question of insanity. I told him exactly my position and he said that he himself did not hold any other. I asked if I could quote him and he said 'Yes, with caution.' I quoted him in my address and 'quilted the guns'. I never had a more friendly interview with any man, and in it he said over and over again 'I will stand by you to the end'. After I had gone clear away he came after me, called me back and said he wanted me to understand that the 'Kinsler' was not going to come down any more simply because he had new views. Bruce and the rest were greatly pleased with the result. I feel that a great victory was won Monday morning. The brethren wanted to endorse the lecture but their constitution prevented. Mac Arthur, Wareham, Dr. Boice, Huxtable, Birleiss - everybody except Wood, who was sick - was there.

"I had a very pleasant time Monday from Mr. Hochstetler in which he told me he is improving."

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"I have sent to Dr. Harper a clipping from the Tribune, containing Pres. Rogers' statement of what is to be done to the Union College of Law next year. They have obtained the most illustrious collection of teachers and lecturers of any law school in the country for the old school and are evidently going to boom it for all it is worth. If Dr. H. does not look out, while he is running summer schools Dr. R. will have changed the Northwestern from a third rate college into a great University. It seems to me that it is a piece of frightful folly for Dr. H. not to be here all summer. I never heard of such a thing as letting a board of business men without one teacher to advise them plan the buildings of a University. The faculty of the Northwestern have organized a Summer School in their buildings and are planning to steal as much of Harper's thunder as possible. Then he ought to be here to watch the World's Fair and see that the University of Chicago has a share in the stealings. You remember that his last year's Summer Schools cost us the Semitic Museum and gave it to Johns Hopkins. Then some one must go to work raising money, if the buildings are to be put up. It will keep one man busy all the time collecting the subscriptions in time to meet payments to contractors, so that Pater alone can't do the money raising that must be done."

.....

Chas. to Roger Goodspeed, June 19, 1891.

"I have sent to Mr. Harper a clipping from the Tribune, containing Tom Rogers' statement of what is to be done to the Union College of Law next year. They have obtained the most illustrious collection of teachers and lecturers of any law school in the country for the old school and are evidently going to boom it for all its worth. If Dr. H. does not look out, while he is running summer schools Dr. H. will have changed the Northwestern from a third rate college into a great University. It seems to me that it is a piece of frightful folly for Dr. H. not to be here all summer. I never heard of such a thing as getting a board of business men without one teacher to advise them plan the buildings of a University. The faculty of the Northwestern have organized a Summer School in their buildings and are planning to start as soon as Harper's lumber is possible. Then he ought to be here to watch the work and see that the University of Chicago has a share in the earnings. You remember that his last year's Summer Schools cost us the Beattie Museum and gave it to Johns Hopkins. Then some unknown go to work raising money, if the buildings are to be put up. It will keep one man busy all the time collecting the subscriptions in time to meet payments to contractors, so that Peter alone can't do the money raising that must be done."

June 20, 1891.

Mr. Rockefeller to Mr. Gates:-

"Please excuse delay in answering yours of May 30th. I have this day signed and forwarded to Dr. T. W. Goodspeed, as requested, my consent to the contract between the University of Chicago and the Baptist Theological Union.

I am pleased to hear your favorable report of the progress of the work. I hope no contributor to the Chicago University will ever have occasion to regret such investment of money. The responsibility of the President and Board of Trustees is very great.

My health is steadily improving, but I must continue to be free from care."



✓  
June 20, 1891.

Mr. Rockefeller to Dr. T. W. Goodspeed:-

"As requested by Mr. F. T. Gates in a letter to me of May 30th, I enclose you herein the contract between the Baptist Theological Union at Chicago and the University of Chicago, and my consent thereto on a separate paper, to be attached to the said contract. Will you kindly hold the same until the above contract has been signed by the said institution, and then attach the said paper bearing my signature, giving consent."



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Memorandum Williams to Dr. Harper, June 24, 1891.

"I was very glad to learn from your letter of the cordial reception you met from Mr. Green, and I have myself since had a conversation with him on the subject. I was already aware of his intention to sail for Europe, and he informed me yesterday that he expected to sail early in July. I have prepared at his request a designation covering the donation to the University, and hope that it may be executed before he leaves.

I shall, as far as is consistent with my position, keep you informed of the standing of the matter."

Henry Williams to Dr. Harper, June 26, 1881.

"I was very glad to learn from your letter of the

cordial reception you met from Mr. Green, and I have  
myself since had a conversation with him on the subject.

I am already aware of his intention to call for money,  
and he informed me yesterday that he expected to call early

in July. I have suggested at his request a designation  
covering the donation to the University, and hope that

it may be accepted before he leaves.

I shall, as far as is consistent with my position,

keep you informed of the standing of the matter."

ENCLOSURE

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Dr. Goodspeed to his sons, June 28, 1891.

.....  
All the summer schools seem this year to have a black eye. The Principal has too much to do. It was fortunate he was able to get here last week. We were able to make a wholly new arrangement of the buildings on the campus which will I believe please every one. We will send you a paper with the cut. All the morning papers were eager to get the copies prepared for me by the Architect. It is not impossible that the Associated Press has sent the statement abroad. There is first of all one great quadrangle covering the entire four blocks. The public buildings to which all students go each day are in the center.

In each corner of the great quadrangle is a small quadrangle, one for each of the four sections into which our students will be divided. In the Northwest the Academic College dormitories, in the Northeast the University College dormitories, in the Southwest the dormitories for the women, and in the Southeast those of the graduates. The dormitories in each instance cover three sides of the quadrangle and one or two of the public buildings the fourth side—that one that looks toward the center. Take for example, the quadrangle of the Academic College, the dormitories extend round the west, north, and east sides, and on the south is the north wing of the great University Hall and also a laboratory. We shall build the dormitory on the west and the north wing of University Hall at this time. The Divinity School dormitory will stand in the Southeast corner, running north from the Plaisance on the eastern front of the site. These three buildings go up first and others will follow just as fast as possible.

The next question we have to decide is the material. Shall we build of some common stone, or of granite or of the best pressed brick? This question will give us trouble. The Architect and some others want granite, which is the most costly." .....

Dr. Goodspeed to his home, June 28, 1891.

All the summer schools seem this year to have a black eye. The Principal has too much to do. It was fortunate he was able to get here last week. We were able to make a wholly new arrangement of the buildings on the campus which will I believe please every one. We will send you a paper with the out. All the morning papers were eager to get the copies prepared for me by the Architect. It is not impossible that the Associated Press has sent the statement abroad. There is first of all one great quadrangle covering the entire four blocks. The public buildings which all students go each day are in the center.

In each corner of the great quadrangle is a small quadrangle, one for each of the four sections into which our students will be divided. In the Northwest the Academic College dormitories, in the Northeast the University College dormitories, in the Southwest the dormitories for the women, and in the Southeast those of the graduates. The dormitories in each instance cover three sides of the quadrangle and one or two of the public buildings the fourth side—that one that looks toward the center. Take for example, the quadrangle at the Academic College, the dormitories extend round the west, north, and east sides, and on the south is the north wing of the Great University Hall and also a laboratory. We shall build the dormitory on the west and the north wing of University Hall at this time. The Divinity School dormitory will stand in the Southeast corner, running north from the entrance on the eastern front of the site. These three buildings go up first and others will follow just as fast as possible.

The next question we have to decide is the material. Shall we build of some common stone, or of granite or of the best dressed brick? This question will give us trouble. The Architect and some others want granite, which is the most costly.

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Leighton Williams to Dr. Harper, June 29, 1894.

"Much to our disappointment there is another hitch. We thought everything was settled last Friday. The designation was signed and a letter drafted.

However all will be well yet. All I want to say is-stand your ground. Mr. Green really means to do as he has said. It is only his disposition to delay and make the best terms he can."

Belmont Williams to Dr. Hays, June 22, 1904.

"There is our disagreement about the matter."

We thought everything was settled last Friday. The

decision was signed and a letter drafted.

However all will be well yet. All I want to say is-

about your grounds. Mr. Green really seems to be as he

has said. It is only his disposition to delay and make

the best terms he can."



Boyd

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Dr. Goodspeed to Dr. Harper, July 2, 1891.

"Your telegram of yesterday gave us the liveliest satisfaction as you may well suppose. You have signalized your entrance on your Presidency in a very notable way. We are saying nothing till we hear further from you. Can you not prepare a full statement relating to the whole matter that we can give to the press. We should make the utmost possible out of this before the public.

Please dictate to your stenographer all you know about it and send it on to me. Perhaps I can add some additional items regarding Wm. B. Ogden. I hope you can find time for this. We will not give it to the press I think until the day of the Board meeting."

.....

Dr. Goodspeed to Dr. Harper, July 2, 1881.

"Your telegram of yesterday gave us the liveliest satisfaction as you may well suppose. You have signified your entrance on your presidency in a very notable way. We are saying nothing till we hear further from you. Can you not prepare a full statement relating to the whole matter that we can give to the press. We should make the most possible use of this before the public. Please dictate to your stenographer all you know about it and send it on to me. Perhaps I can add some additional items regarding No. 2. Ogdon. I hope you can find time for this. We will not give it to the press I think until the day of the board meeting."

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Mamay Williams to Dr. Harper, July 3, 1891.

"Your note of yesterday has been received, and I expect to see Mr. Green Saturday, when I will arrange with him for the publication of the correspondence in relation to the gift to the University. You may rest assured, that I shall do all in my power to secure his signature to the Designation, before he leaves the country. I shall hope to hear from you also, before your own departure."

Henry Williams to Dr. Harper, July 27, 1891.

"Your note of yesterday has been received, and I expect to see Mr. Green Saturday, when I will attempt with him for the publication of the correspondence in relation to the gift to the University. You may rest assured that I shall do all in my power to secure his signature to the designation, before he leaves the country. I shall hope to hear from you also, before your own departure."

Dr. Goodspeed to his sons, July 5, 1891.

"Friday night Dr. Smith brought me the correspondence between Mr. Green one of the executors of Wm. B. Ogden's Estate and Dr. Harper giving and accepting the fund for 'the Ogden Scientific School of the University of Chicago.' He had already telegraphed and written that it was to be given to the press Monday morning. We therefore all took hold and made four copies and I wrote five different preludes for the five morning papers, and this morning Charles took them up to give them to the press. But he went first to the office and there found a letter from the doctor saying that they should not be given out until tomorrow noon. But what I started to say was that we wrote altogether eighty pages of manuscript, the letter of Mr. Green being a long one. Of these I wrote 40 and in that way celebrated the fourth. We may get above half a million from the Ogden Estate. It is a magnificent thing and will give the University a big boom. We expect Dr. H. Wednesday morning, and Mr. Blake also and shall have a Board meeting Thursday. We hope to find some additional money for buildings during the next two weeks. Mr. Ryerson is going to see some of his friends. News has come to us during the past week of a new bequest recently made to the University of \$50,000. Verily to him that hath shall be given."

.....

Dr. Goodspeed to his home, July 5, 1891.

"Friday night Dr. Smith brought me the correspondence between Mr. Green and one of the executors of Mr. H. H. Hays' estate and Dr. Hays' giving and accepting the fund for the Ogden Scientific School of the University of Chicago. He had already telegraphed and written that it was to be given to the press Monday morning. We therefore all took hold and made four copies and I wrote five different preambles for the five morning papers, and this morning Charles took them up to give them to the press. But he went first to the office and there found a letter from the doctor saying that they should not be given out until tomorrow noon. But what I started to say was that we wrote altogether eight pages of manuscript, the letter of Mr. Green being a long one. Of course I wrote 40 and in that way celebrated the fourth. We may get above half a million from the Ogden estate. It is a magnificent thing and will give the University a big boost. We expect Dr. E. Wednesday morning, and Mr. Hays also and shall have a Board meeting Thursday. We hope to find some additional money for buildings during the next two weeks. Mr. Hays is going to see some of his friends. News has come to us during the past week of a new bequest recently made to the University of \$50,000. Verily to him that shall be given."

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July 11, 1891.

Mr. Rockefeller to Dr. Harper:-

"Yours of the 1st reached me on the evening of the 7th, when it seemed impossible to reach Mr. Green by a letter or otherwise, as you requested, as I had not his address. If you deem it best, and can furnish me his address in Europe, I will send him a cable.

I congratulate you and the University of Chicago on your success in securing a pledge from Mr. Green on behalf of the Ogden estate. I hope your largest expectations will be fully realized in respect to the results of the pledge.

I am giving the least possible attention to business affairs, and hope my health is steadily improving."

July 11, 1931.

Mr. Rockefeller to Dr. Hargrave

"Yours of the 1st reached me on the evening of the 7th, when it seemed impossible to reach Mr. Green by a letter or otherwise, as you requested, as I had not his address. If you deem it best, and can furnish me his address in Europe, I will send him a card. I congratulate you and the University of Chicago on your success in securing a pledge from Mr. Green on behalf of the Green estate. I hope your largest expectations will be fully realized in respect to the results of the pledge. I am giving the least possible attention to business affairs, and hope my health is steadily improving."

Mr. Harper to Mr. Gates:

July 15, 1891.

"I was very sorry indeed not to be able to see you this week. There are three exceedingly important matters concerning which I wish to consult you. I cannot think of leaving the country without a talk and I am anxious further that we should have the conversation before you see Mr. Rockefeller. I venture therefore, to ask you to visit me at Chautauqua. When you come to Cleveland will you not come right through and spend a half day with me and then go back? I, of course, will pay the extra expense. I do not like to tax you busy as you are, but under the circumstances I feel that perhaps you will consent. The matters are of extreme importance and cannot be discussed in letter. This is not an ideal matter such as that which brought you to New Haven, but something intensely practical and necessary to be decided at once. I trust you had a pleasant time visiting your father. We missed you very much in Chicago. I wanted you to be present at the Committee on Organization for some important matters were discussed."

July 13, 1891.

Mr. Harper to Mr. Gates:

"I was very sorry indeed not to be able to see you this week. There are three exceedingly important matters concerning which I wish to consult you. I cannot think of leaving the country without a call and I am anxious further that we should have the conversation before you see Mr. Rockefeller. I venture therefore, to ask you to visit me at Constantinople. When you come to Cleveland will you not come right through and spend a half day with me and then go back? I, of course, will pay the extra expense. I do not like to tax you busy as you are, but under the circumstances I feel that perhaps you will consent. The matters are of extreme importance and cannot be discussed in letter. This is not an ideal matter such as that which brought you to New Haven, but something intensely practical and necessary to be decided at once. I trust you had a pleasant time visiting your father. He missed you very much in Chicago. I wanted you to be present at the Committee on Organization for some important matters were discussed."

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Dr. Goodspeed to Dr. Harper, July 15, 1891.

"Gates has just returned and we have had a delightful talk. He is just as he used to be and all my fears are relieved. He will come to Chautauqua to see you unless a telegram summons him to Cleveland without giving him time.

I have not given him an inkling of what you wish to say to him, only assuring him that the matters you wish to consult him on are most important and that you wish yourself to lay them before him for the first time. According to his method he tried two or three guesses wide of the mark and is now content to go to C. without knowing more.

I have been much pleased, relieved and reassured. Let all that I said pass as tho' it had never been said.

Do all you can to help and win and fasten him so that he can urge our interests with sincerity and warmth. Forget all that passed between us. I think everything is all right."

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

"Gaston has just returned and we have had a delightful

talk. He is just as he used to be and all my fears are

relieved. He will come to Chattanooga to see you unless

a telegram summons him to Cleveland without giving him

time.

I have not given him an inkling of what you wish to

say to him, only warning him that the matter you wish to

discuss him on the most important and that you wish

yourself to lay them before him for the first time.

According to his method he tried two or three guesses

vide of the mark and is now content to go to C. without

knowing more.

I have been much pleased, he lived and recovered.

Let all that I said pass as tho' it had never been said.

Do all you can to help and win and listen him as

that he can with our interests with sincerity and warmth.

Forget all that passed between us. I think everything is

all right."

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Dr. Morehouse to Dr. Harper, July 16, 1891.

"I return you herewith the memorandum or contract of college affiliation with the University of Chicago. I have read it over two or three times with considerable care. Some queries have arisen in my mind but I don't think it is necessary that I should trouble you with these further than to say that where the queries are found in pencil, on the margin, the question has arisen, What if the judgment of the college is one way and of the university the other? As it stands it would look as though the college in these respects was a practical and advisory body, and the university had the veto power. Probably this is intended, but I think I can see where friction and unpleasantness may possibly arise. I don't think it would be very frequent, however, perhaps not of sufficient frequency or importance to disturb you. On the whole I think you have worked out the plan admirably and I shall be very glad indeed if an arrangement like this can be entered into between the University and several institutions so as to unify the work and make it stronger in all of its parts."

Dr. Hatcher to Dr. Hatcher, July 16, 1891.

"I return you herewith the memorandum on condition of

collaboration with the University of Chicago. I

have read it over two or three times with considerable care.

Some questions have arisen in my mind but I don't think it is

necessary that I should trouble you with these further than

to say that where the question was found in detail, on the

margin, the question has arisen, that if the judgment of

the college is one way and of the university the other as

it stands it would look as though the college in these

requests was a practical and advisory body, and the

university had the veto power. Probably this is intended.

but I think I owe you some explanation and explanation may

possibly arise. I don't think it could be very frequent,

however, perhaps not of sufficient frequency or importance

to disturb you. On the whole I think you have worked out

the plan admirably and I shall be very glad indeed if an

arrangement like this can be entered into between the

University and several institutions as to carry the work

and make it stronger in all its parts."

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Dr. Goodspeed to Dr. Harper, July 17, 1891.

"W. R. Harper, Ph. D., D.D.

My dear Dr.

Allow me to congratulate you on the new honors *with*  
which Colby has crowned you.

I regard your orthodoxy as now endorsed and assured  
for all time to come.

I send letters for the Executors and Murray and  
Leighton Williams. Please make any changes you please,  
sign my name and send them on and send me copies. Or if  
these will do sign and forward. I hope you and F.T.G.  
are now having a good time."

Dr. Goodspeed to Dr. Harper, July 17, 1881.

W. R. Harper, Th. D., D.D.

My dear Dr.

Allow me to congratulate you on the new honors

which Colby has crowned you.

I regard your orthodoxy as now undoubted and assured

for all time to come.

I send letters for the Executive and Murray and  
Leighton Williams. Please make any changes you please,  
sign my name and send them on and send me copies. If it  
these will be signs and forwarded. I hope you and V. V. G.  
are now having a good time.

✓  
Dr. Goodspeed to Dr. Harper, July 17, 1891.

"Two of the Alumni have just been in and asked if it would meet with approval if they should raise \$2,000. to establish the 'Geo. C. Ingham Prize for Oratory.' I have assured them that I thought it would be warmly approved and they have gone out to get the money. They already have \$500. and you may regard the thing as done unless you disapprove it."

Dr. Goodspeed to Dr. Harper, July 17, 1891.

"Two of the Alumni have just been in and asked  
if it would meet with approval if they should raise  
\$2,000. to establish the 'Doc. G. Ingham Prize for  
Oratory.' I have assured them that I thought it would  
be warmly approved and they have gone out to get the  
money. They already have \$600. and you may regard the  
thing as done unless you disapprove it."

✓  
Dr. Goodspeed to Dr. Harper, July 17, 1891.

"I have received from the Mount Carroll Female Seminary a proposition to turn over the Seminary property buildings, library, etc., and about 20 or 24 acres of ground to the American Baptist Education Society or to the University and to furnish the money to pay an agent for raising \$40,000. toward an endowment of \$50,000. the Education Society furnishing \$10,000. The money so advanced by Mrs. Sheimer on behalf of the Seminary to be returned to her after the \$50,000. endowment has been secured. Mr. and Mrs. Sheimer will without doubt leave the Seminary \$100,000. for the further endowment. This could be placed beyond recall or change in the negotiations.

The School would be a preparatory school of the University for young ladies - perhaps, The Sheimer Institute or Seminary of the University of Chicago. The School is flourishing, has a large attendance of students and a wide circle of friends and patrons, many of them people of means, who might take a liberal interest in seeing the institution made a part of the University. Gates and I will talk it over and he will tell you how it looks.

This is my third to you today."

Dr. Goodspeed to Dr. Harper, July 17, 1891.

"I have received from the Mount Carroll Female

Seminary a proposition to turn over the Seminary property

buildings, library, etc., and about 20 or 24 acres of

ground to the American Baptist Education Society or to the

University and to furnish the money to pay an agent for

raising \$40,000, toward an endowment of \$80,000. The

Education Society furnishing \$10,000. The money so

advanced by Mrs. Spelman on behalf of the Seminary to

be returned to her after the \$80,000 endowment has been

secured. Mr. and Mrs. Spelman will without doubt leave

the Seminary \$100,000 for the further endowment. This

could be passed beyond recall or change in the

negotiations.

The School would be a preparatory school of the

University for young ladies - perhaps, The Wesleyan

Institute or Seminary of the University of Chicago. The

School is flourishing, has a large attendance of students

and a wide circle of friends and patrons, many of whom

people of means, who might take a liberal interest in

seeing the institution made a part of the University.

Gates and I will talk it over and he will tell you how

it looks.

This is my third to you today."

Mr . Gates to Dr. Harper:

July 20th, 1891.

"I did not get away from Forest Hill until near train time with no chance to telegraph. so I concluded to save your money and write.

"My proposition was not adopted. Nor was it certainly rejected though I think its adoption without modification doubtful. He will consider it and announce later perhaps before you go, what he will do. Meantime, get the good men Wheeler, Adams, etc.

"Moreover, the institution must begin in '92 as announced. As to Chautauqua, I thought the objections I urged to you had weight at Forest Hill, as well as the advantages you urged. To your advantages I urge another, this namely, that quite possibly so much outside work would tend to draw you off from the Old Testament, which I regard as desirable. This seemed to ~~be~~ conceded to you. Mrs. Rockefeller seemed to oppose Chautauqua on account of health -- mildly. We all question propriety of scattering too much, but if you do not hear from them to the contrary, I think you may assume that they, like myself, would hardly like to advise. All very kind, considerate and fraternal~~x~~.

"The salary matter we may regard as settled as satisfactory all around on present basis, you to start students fund, as promised.

"On reflection, I feel sure the fear of Chicago rivalry is some considerable part of this offer to you. ~~You replied to this is~~ specious rather than solid; the fact being that as head of Chautauqua, you will not permit it to go down or its independent prosperity to be imperiled under your name and administration.

"With my own notions of the value of absolute concentration and singleness of aim, and of the <sup>at</sup>appealing work before you in Chicago University and the measureless promise at Chicago for a superior Chautauqua to the one on the Lake, I would myself put aside the tempting offer, but I cannot advise a man of other temperament and other executive powers as to what he should do concerning ~~it~~ *it*.

"PS:-- But remember you must not start in Chicago any largely popular movement like Chautauqua. By accepting the place at Chautauqua you become bound in honor not to rival or seem to rival it. I am half inclined to advise against it. The more I think of it the less I think there is in it for you, and the greater the possibilities of restriction on your own possibilities here. You have a better location, backing, etc. right here for anything and everything good with unlimited scope if you choose, than they have there".

*Editor's Note. The question under discussion was whether Dr Harper should accept the Presidency of the Chautauqua movement, Mr Gates is opposing it.*

July 30th, 1891.

Mr. Gates to Dr. Harper:

"I did not get away from Forest Hill until near train time with no chance to telegraph. So I concluded to save your money and write."

"My proposition was not adopted. Nor was it certainly rejected though I think its adoption without modification doubtful. He will consider it and announce later perhaps before you go, what he will do. Meanwhile, get the Good men Wheeler, Adams, etc."

"Moreover, the institution must begin in '92 as announced. As to Chautauque, I thought the objection I urged to you had weight at Forest Hill, as well as the advantages you urged. To your advantage I urge another, this namely, that quite possibly so much outside work would tend to draw you off from the Old Testament, which I regard as desirable. This seemed to be conceded to you. Mrs. Jackson's letter seemed to oppose Chautauque on account of health -- mildly. We all question propriety of scattering too much, but if you do not hear from him to the contrary, I think you may assume that they, like myself, would heartily like to advise. All very kind, considerate and interesting."

"The salary matter we may regard as settled as satisfactory all around on present basis, you to start students fund, as promised."

"On reflection, I feel sure the fear of Chicago rivalry is some considerable part of this offer to you. Now, I think this is a question rather than a bid; the last being that as head of Chautauque, you will not permit it to go down while independent property to be jeopardized when your name and administration."

"With my own notions of the value of absolute concentration and eagerness of aim and of the sparkling work before you in Chicago University and the newness promise at Chicago for a superior Chautauque to the one on the lake, I would myself put aside the tempting offer, but I cannot advise a man of other temperament and other executive powers as to what he should do concerning same."

"PS:-- But remember you must not start in Chicago any largely popular movement like Chautauque, by accepting the place at Chautauque you become bound in honor not to rival or even to rival it. I am well inclined to advise against it. The more I think of it the less I think there is in it for you, and the greater the possibility of restriction on your own possibilities here. You have a better location, backing, etc. right here for anything and everything good with no limited scope if you choose, than they have there."

Editorial Note: The question under discussion was whether Dr. Harper should accept the Presidency of the Chautauque Institution. The Gates is opposed to it.

✓  
Dr. Goodspeed to Dr. Harper, July 20, 1891.

"Gates reports that he had a most satisfactory interview with you and is evidently feeling warmly and cordially toward you and toward our cause. He has no doubt written you about his interviews at Cleveland. I am just starting for the woods.

Write me hereafter till you sail at Minocqua, Wisconsin.

The enclosed on affiliation is in your department, and I send it to you to answer. We have a meeting of *the* Building Committee in an hour, but Mr. Cobb owing to a misunderstanding has not made much advance. We can at least urge him on by meeting and this we will do.

Please talk over with Gates the Mount Carroll matter when you are here next week."

Dr. Goodspeed to Mr. Harper, July 20, 1881.

"Gates reports that he had a most satisfactory interview with you and is evidently feeling warmly and cordially toward you and toward our cause. He has no doubt written you about his interviews at Cleveland. I am just waiting for the words.

Write me whenever you call at Minneapolis.

Yours truly,

The enclosed on affiliation is in your department.

and I send it to you to answer. We have a meeting of the

Building Committee in an hour, but Mr. Cobb owing to a

misunderstanding has not made much advance. We can at

least urge him on by meeting and this we will do.

Please talk over with Gates the Mount Carroll

matter when you are here next week."

✓ ✓  
Mr. Gates to Dr. Harper, July 21, 1891.

Telegram

"Wrote fully yesterday, interest under advisement.  
Please decide negatively if decision imperative."

1937

Mr. Gates to Dr. Harper, July 21, 1937.

Telegram

"Wrote fully yesterday interest under advisement."

Please decide negatively if decision imperative."

July 21, 1891.

Mr. Rockefeller to Dr. Harper:-

"Yours of the 16th was duly received. Please accept many thanks for your kind expressions respecting my health. I am living very quietly - carefully following the instructions of my physician, and think I am steadily gaining. I hope you will not find yourself in the same case - surely there must be a limit to the capacity of the strongest for work. Then too, the danger of spreading out too thin. This, however, I have not heard charged against you.

I am not unmindful of the great undertakings you have in hand, and hope I will be better able to talk with you respecting them after your return. I hope you and yours will have a most delightful voyage and rest. Believe me, as ever."

*Editor's note Mr Rockefeller also mildly expresses the Chautauque presidency here as involving too much work and as "spreading out too thin."*

July 21, 1931.

Mr. Rockefeller to Dr. Harper:-

"Yours of the 18th was duly received. Thanks for your kind expressions respecting my health. I am living very quietly - carefully following the instructions of my physician, and think I am steadily gaining. I hope you will not find yourself in the same case - surely there must be a limit to the capacity of the strongest for work. Then too, the danger of spreading out too thin. This, however, I have not heard changed against you. I am not unmindful of the great undertakings you have in hand, and hope I will be better able to talk with you respecting them after your return. I hope you and yours will have a most delightful voyage and trip. Believe me, as ever."

Editor Note: The Rockefeller also visited of-  
fices to Obenberger's headquarters here as in-  
forming the board work and in separating  
out the letter.

Mr. Harper to Mr. Gates:

July 23, 1891.

"Your telegram and letter have been received. I have read your letter with great interest. Of course I cannot but hesitate in view of the strong statements which you make. I will keep the thing ~~on~~ hand as long as possible. I shall hope to see you before anything is absolutely settled."

July 22, 1931.

Mr. Harper to Mr. Gates:

"Your telegram and letter have been received. I have read your letter with great interest. Of course I cannot but hesitate in view of the strong statements which you make. I will keep the thing on hand as long as possible. I shall hope to see you before anything is absolutely settled."

RECEIVED  
JUL 23 1931  
13  
CRATIVE

Mr. Rockefeller to Mr. Gates:

July 24 - 91.

"Referring to our visit of Saturday last and your suggestion about my paying the interest on my pledges for the Chicago University unpaid from Oct. 1st, 1892, to provide for a probable deficit, I am not inclined to do so.

"I however still favor securing the best men for the Institution, even if it does cost more and I say this in view of the fact, that if necessary after all other means were exhausted, I would rather pay an additional twenty or thirty thousand dollars, than leave a deficit at the end of the year beginning Oct. 1st, 92, though my decided preference would be to make a contribution for permanent endowment, rather than for current expenses.

"The deficit after that would be less, and I should hope such additional endowment would be secured, as to prevent any deficit."

"PS:-- I very much prefer not to have it known that I have intimated, that I would in any emergency help to make up the deficit."

July 24 - 31.

Mr. Rockefeller to Mr. Gates:

"Referring to our visit of Saturday last and your suggestion about my paying the interest on my pledges for the Chicago University unpaid from Oct. 1st, 1892, to provide for a probable deficit, I am not inclined to do so.

"I however still favor securing the best man for the position, even if it does cost more and I say this in view of the fact, that if necessary after all other means were exhausted, I would rather pay an additional twenty or thirty thousand dollars, than leave a deficit at the end of the year beginning Oct. 1st, 92, though my aided preference would be to make a contribution for permanent endowment, rather than for current expenses.

"The deficit after that would be less, and I should hope such additional endowment would be secured, as to prevent any deficit."

"P.S. - I very much prefer not to have it known that I have intimated, that I would in any emergency help to make up the deficit."

✓

Dr. Goodspeed to Dr. Harper, July 27, 1891.

"Your last is at hand. It will be better to delay the historical bulletin till you return. There will be more to say then on the topics you suggest. I will meantime write up the material you have given me and whatever else seems important, and it can go to press within a week after you return.

Beside it will be enough to send out the Academy bulletin in August. Mr. Meldrum is writing the addresses or is all ready to begin.

I have written to Mr. Ryerson suggesting that we use the chapel or large lecture room in the recitation building as a temporary library room. Give this a little thought and see if it is not feasible.

I trust you will have a good Board meeting and then a good voyage and a profitable sojourn abroad. Good bye and tell me where to address you. I congratulate you on Adams' appointment. I would invite you to come up and see us, but you are off for a 'saunter' among the Capitols of Europe.

I trust Gates will be with you today, i.e., tomorrow."

P. S. "Please confer with Gates about the Mount Carroll matter and if you think proper bring it before the Board."

Dr. Goodspeed to Dr. Harper, July 27, 1891.

"Your last is at hand. It will be better to delay

the historical bulletin till you return. There will be

more to say than on the topics you suggest. I will

meanwhile write up the material you have given me and

whatever else seems important, and it can go to press

within a week after you return.

Beside it will be enough to send out the weekly

bulletin in August. Mr. Weston is writing the addresses

or is all ready to begin.

I have written to Mr. Lyman suggesting that we

use the chapel or large lecture room in the restoration

building as a temporary library room. Give this a little

thought and see if it is not feasible.

I trust you will have a good hard meeting and then

a good voyage and a profitable journey abroad. Good bye

and tell me where to address you. I congratulate you on

Adam's appointment. I would invite you to come up and

see us, but you are off for a 'winter' among the Canis

of Europe.

I trust Gates will be with you today, I.e., tomorrow."

P. S. Please confer with Gates about the Mount Carroll

matter and if you think proper bring it before the Board."

(Copy)

Morgan Park, Ill., July 29, 1891.

Dear Mr. Rockefeller

I am in receipt of your kindness of the 24th. I see many advantages in the plan you adopt over the one I suggested. That you might at the last extremity assist in making up a deficit the first year I will keep strictly to myself.

I would not be perfectly true and frank if I did not now state some facts that seriously trouble me. I cannot persuade myself that Dr. Harper's method of employing his time has been or promises to be for the highest good of the University. I believe he should abandon his lectures, decline Chautauqua, throw off every outside engagement, and concentrate every energy on the direct upbuilding of the University here. His large salary, your great gifts, public expectation, the varied and measureless possibilities of the institution, the present necessities of the institution in almost every direction, the early opening, - all these call on him in thunder tones for concentration on the things now imperatively important. Eight months ago I began to suspect danger from his diversified and taxing public engagements. I urged him then to leave Yale January 1st. This I suppose he could not do. Next I urged him strongly to drop the European trip for the present. He yielded far enough to curtail it. Then I urged dropping all his lectures, having in mind not only concentration but the possible alienation of a portion of the constituency of the University on account of his peculiar views. Here he seemed to yield on paper, but only on paper as it proved. But as the time has gone by, and the crisis here which I have been fearing seemed to draw nearer, I have renewed my importunities, seizing every interview and talking with the frankness of a brother in blood. Yesterday I had a final interview, urging the matter beyond anything in the past, exhausting every reserve and straining my personal relations with him, and being reinforced by Dr. Northrup and Mr. Blake. The attack was made chiefly against Chautauqua, but also generally all along the line of his outside engagements, - thus far in vain. He urges that I am no more alive to the difficulties of the situation here than himself, no truer to the best interests of the University; that our differences are only those of method in accomplishing the one end; that all his lectures and all his Chautauqua work will be solely in the interest of Chicago; that he must be allowed to work in his own way. I confess I went so far as to say that the salary of \$3,000 he will get from Chautauqua ought to be turned in on his \$10,000 salary here. His lectures in various places brought him in \$4,200 last year. Of course he rejected this proposal as well as the intimation contained in it that his motives are not without their mercenary side. I admit that in a general way Chautauqua and his lectures may help the University. They may also injure it. But I believe that \$10,000 a year ought to command every energy, that the work in Chicago requires every energy, and that every energy is now demanded by the things now essential rather than <sup>by</sup> those which are indirect, questionable and remote. In all this Dr. Northrup agrees with me, and asserts it with an emphasis and power of statement far beyond mine. In all this I may be wholly wrong, and Dr. Harper right. But right or wrong I feel it to be my duty to put the above on record. Dr. Northrup thinks that only a direct protest from yourself will bring Dr. Harper to see his own true interests and those of the institution.

Sincerely yours,

F. T. Gates.

Dr. Harper proposes to lecture about as usual next year.

(Copy)

Morgan Park, Ill., July 25, 1925.

Dear Mr. Rockefeller:

I am in receipt of your kindness of the 24th. I see many advantages in the plan you adopt over the one I suggested. That you might at the last extremity decide in making up a deficit the first year I will keep strictly to myself.

I would not be positively sure and frank if I did not now state some facts that seriously trouble me. I cannot persuade myself that Dr. Harper's method of employing his time has been or promises to be for the highest good of the University. I believe he should abandon his lectures, teaching languages, throw off every outside engagement, and concentrate every energy on the highest upbuilding of the University. His large salary, your great gifts, public expectation, the varied and masterless possibilities of the institution, the present necessities of the institution in almost every direction, the early opening - all these call on him in numberless ways for concentration on the things now imperatively important. Eight months ago I began to suspect danger from his divided and taxing public engagements. I urged him then to leave this January. This I suppose he could not do. Next I urged him strongly to drop the European trip for the present. He yielded far enough to counsel it. Then I urged dropping all his lectures, leaving in mind not only concentration but the possible elimination of a portion of the curriculum of the University on account of the peculiar views. There he seemed to yield on paper, but only on paper as it proved. But on the same day, and the same day which I have been looking forward to this morning, I have received my information, relating every interview and talking with the trustees of a brother in blood. Yesterday I had a final interview, saying the matter beyond anything in the past, exhaustively every resource and sustaining my personal relations with him, and being reinforced by Dr. Northrup and Dr. Blake. The attack was made chiefly against Chautauque, but also generally all about the time of his outside engagements. - Some far in view. He says that I am no more alive to the difficulties of the situation here than himself. He tries to the best interests of the University that our differences are only those of method in accomplishing the one end; that all his lectures and all his Chautauque work will be solely in the interest of Chicago; that he must be allowed to work in his own way. I confess I went so far as to say that the salary of \$5,000 he will get through Chautauque ought to be turned in as his \$20,000 salary here. His lectures in various places brought him in \$4,300 last year. Of course he rejected this proposal as well as the limitation contained in it that his motives are not without their monetary value. I admit that in a general way Chautauque and his lectures may help the University. They may also injure it. But I believe that \$20,000 a year ought to command every energy, that the work in Chicago requires every energy, and that every energy is now demanded by the things that are essential rather than those which are indirect, questionable and remote. In all this Dr. Northrup agrees with me, and asserts it with an emphasis and power of statement far beyond mine. In all this I may be wholly wrong, and Dr. Harper right. But right or wrong I feel it to be my duty to put the above on record. Dr. Northrup thinks that only a direct protest from yourself will bring Dr. Harper to see his own true interests and those of the institution.

Sincerely yours,

L. W. Bates.

Dr. Harper proposes to lecture about as usual next year.

Mr. Harper to Mr Gates:

July 30, 1891.

"Our goodbye was so hurried in view of the departure of your train that I do not feel like going away from the country without repeating it. I reached New York safely last night and my family joined me an hour or two after my arrival. We are now all in good shape and hope to embark within two or three hours from the time of the dictation of this letter. Adams met me last night and I think there is a probability that he will accept the proposition of the committee which was the proposition you outlined to the board, viz., one years salary for a two-years' nominal service. I need not tell you that the subject of our discussion on Tuesday occupied very largely my thoughts during the ride from Chicago to New York. I am more than ever convinced that in this matter you, Dr. Northrup, Dr. Smith and, so far as his judgment is an independent one, Mr. Rockefeller are wrong. Time, of course, may show that it is I - on the other hand - who have made the mistake. I am willing to accept the decision of time. Meantime as indicated to you in my last words, I have accepted the proposition subject to the condition named, which is that, should the condition of my health or the character of the presidential duties seem to demand it, at the end of one year I shall be free to resign the position. It is, of course, a source of great pain that I cannot do what men of so unbiased and sound judgment advise; but when I look back over the past I find that every important step which I have taken forward has been in the face of the advice of my most intimate friends, and so I take this step the less reluctantly, believing as I do believe, that I am doing the only proper thing. On the other hand, you will not fail to understand that I appreciate more than words can express the disinterested kindness of your statements and the evident personal interest you have taken in me. There are few men whom I love as I love you. I trust that the friendship between us is so closely one that differences of opinion shall cement it all the stronger.

"Please remember me to all your family, and believe me to be".

"N.B.- My European address will be care Monroe & Co. #7 Rue Scribe, Paris."

July 30, 1891.

Mr. Harper to Mr. Gates:

"Our goodbye was so hurried in view of the departure of your train that I do not feel like saying away from the country without repeating it. I reached New York safely last night and my family joined me an hour or two after my arrival. We are now all in good shape and hope to embark within two or three hours from the time of the departure of this letter. Adams met me last night and I think there is a probability that he will accept the proposition of the committee which was the proposition you outlined to the board, viz., one year's salary for a two-year's nominal service. I need not tell you that the subject of our disbandment on Tuesday occupied very largely my thoughts during the ride from Chicago to New York. I am more than ever convinced that in this matter you, Mr. Harpur, Mr. Smith and, so far as his judgment is an independent one, Mr. Rockefeller are wrong. Time, of course, may show that it is I - on the other hand - who have made the mistake. I am willing to accept the decision of time. Meanwhile as indicated to you in my last words, I have accepted the proposition subject to the condition named, which is that, should the condition of my health or the character of the presidential duties seem to demand it, at the end of one year I shall be free to resign the position. It is, of course, a source of great pain that I cannot do what men of so unbiased and sound judgment advise; but when I look back over the past I find that every important step which I have taken forward has been in the face of the advice of my most intimate friends, and so I take this step the less reluctantly, believing as I do believe, that I am doing the only proper thing. On the other hand, you will not fail to understand that I appreciate more than words can express the disinterested kindness of your statements and the evident personal interest you have taken in me. There are few men whom I love as I love you. I trust that the friendship between us is so close that one that difference of opinion shall cement it all the stronger.

"I trust remember me to all your family, and believe me to be."

"N.B. - My European address will be care Monroe & Co. by the Berlin, Berlin."