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Dr. Goodspeed to Dr. Harper, January 2, 1892.

Telegram

"Vanholst writes favorably - asks many questions
and anxious for answer."

Dr. Goodspeed to Dr. Harper, January 2, 1888.

Telegram

"Familiar with friendship - asks many questions
and anxious for answer."

C. L. Hutchinson to Dr. Harper, January 3, 1892. ✓

"Thank you for the letters to Prof. Sayce and Mr. *Munch*
We hope to meet them and shall endeavor to find them. I
saw Mr. Kent in New York and did my best to make him
commit himself. I told him that I wanted to go away happy
and hoped that I might telegraph you before sailing that he
would build one of the laboratories. Mrs. Kent arrived
from Europe on Sunday and was quite ill. Then too his
daughter was quietly married on Tuesday evening. So he said
that he had not had an opportunity of talking with his wife.
But he said (and I quote his exact words) "You may go away
in peace. You are going to get something." He does not
intend to return to Chicago for two or three weeks. Upon
his return I think it would be well for you to call upon
him. Say that you did so at my request if you wish, but
do not press the matter if you think he is not in the mood.
But I know he will be glad to see you although he is not a
talker. The work certainly promises well. We saw Prof.
Laughlin in New York. He was kind enough to call and talk
matters over with us. After talking with him we wired you
our opinion on the proposition presented by Prof. Hale and
himself. Later we received your telegram. I trust ours
reached you in season. I think the course finally adopted
a very wise one. Do not see how we could have done better.
Indeed we are to be congratulated in securing two such men
as Hale and Laughlin. I have no fears of the future of the
University. Listen to my 'fatherly' advise and go right on
in the lines already adopted and success will attend your
efforts."

C. L. Hutchinson to Mr. Karger, January 2, 1932.

"Thank you for the letters to Prof. Karger and Mr. Karger. I
am sure to meet them and shall endeavor to find them. I
now Mr. Karger in New York and told my best to make him
know himself. I told him that I wanted to go very busy
and hoped that I might telephone you before calling that he
would build one of the International. Mrs. Karger arrived
from Europe on Sunday and was quite ill. Then the his
daughter was slightly married on Tuesday evening. He has said
that he had not had an opportunity of talking with his wife.
But he said (and I quote his exact words) 'You may go away
in peace. You are going to get something.' He does not
intend to return to Chicago for two or three weeks. Upon
his return I think it would be well for you to call upon
him. Say that you did so at my request. It was with his
do not press the matter if you think he is not in the mood.
But I know he will be glad to see you although he is not a
father. The work certainly continues well. He and I
laughed in New York. He was kind enough to call and talk
matters over with me. After talking with him we asked for
our opinion on the proposition presented by Prof. Karger and
himself. Later we received your telegram. I think that
reached you in season. I think the course finally adopted
a very wise one. Do not see how we could have done better.
Indeed we are to be congratulated in securing two such men
as Karger and Laughlin. I have no fears of the future of the
University. Listen to my 'Latterly' advice and go right to
in the lines already adopted and success will attend your
efforts."

✓
Dr. Goodspeed to Dr. Harper, January 15, 1892.

Telegram

"Encouraging letter from Terry, judge the new
figures will bring Von Holst."

Dr. Goodspeed to Dr. Harper, January 10, 1892.

Telegram

"Encouraging letter from Terry, Judge the new

figures will bring Van Holst."

January 21, 1892. ✓✓

Mr. Rockefeller to Mr. Gates:-

"In answer to your inquiry;- In case any of the subscribers to the fund of \$400,000, pledged in fulfillment of the conditions of my pledge of \$600,000 to the American Baptist Education Society for the College at Chicago, fail to redeem their pledges within the time specified, such failures will not work forfeiture of the corresponding portions of my pledge if they are covered by cash contributions of others, not included in the original \$400,000."

January 21, 1893.

Mr. Rockefeller to Mr. Oakes:-

"In answer to your inquiry:- In case any of the subscribers to the fund of \$400,000, pledged in fulfillment of the commission of my pledge of \$500,000 to the American Baptist Education Society for the College at Chicago, fail to redeem their pledges within the time specified, such failures will not work forfeiture of the corresponding portions of my pledge if they are covered by cash contributions of others, not included in the original \$400,000."

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January 29, 1892.

Mr. Gates to Mr. Rockefeller:-

"I have now been here a week, getting facts at first hand regarding the University. I am preparing a report covering the points. But before I do so I wish to transmit a piece of pleasant news. It has been understood here that in present funds the salary list for first year must not exceed \$100,000. They have so voted in board and so instructed the Committee on faculty. The Board seems well penetrated with the idea that there must be no debt. The other day an accounting was made, as follows:

Interest on investments first year -	\$40,000
Tuition net for first year -	35,000.
Deficit for first year -	25,000.
	<u>100,000.</u>

This \$25,000 was subscribed on the spot in writing by members of the board individually, the whole not occupying ten minutes. Some of it was from poor men.

The institution is now certain to open with 1,000 to 1,200 men. Present arrangements as to instruction cannot take care of them. But I will bring out the whole situation in my report, and I may as well say here, that I am utterly appalled at the inadequacy of the provision now in sight to take care of the work thrust upon the institution the first year.

Cordially yours,"

January 28, 1892.

Mr. Gates to Mr. Rockefeller:

"I have now been here a week, getting facts at first hand regarding the University. I am preparing a report covering the points. But before I do so I wish to frame a piece of pleasant news. It has been understood here that in present times the salary list for first year must not exceed \$100,000. They have so voted in board and so instructed the Committee on Faculty. The Board seems well penetrated with the idea that there must be no doubt. The other day an accounting was made, as follows:

\$40,000	Interest on investments, first year -
35,000	Twelfth net for first year -
25,000	Deficit for first year -
<u>100,000</u>	

This \$100,000 was subscribed on the spot in writing by members of the board individually, the whole not occupying ten minutes. Some of it was from poor men. The institution is now certain to open with \$1,000,000. Present arrangements as to instruction cannot take care of them. But I will bring out the whole situation in my report, and I say as well say here, that I am utterly appalled at the independence of the provision now in sight to take care of the work turned upon the institution the first year.

Cordially yours,

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✓
February 1, 1892.

Mr. Gates to Mr. Rockefeller:-

"This report is forced by what I find to be the facts here. I had not expected to make any formal report when I came. Its length and detail will I hope seem justified when you come to examine the character of its contents. I may be reached from here by wire if you should care to call me in for conference. I shall not return otherwise, I suppose, before February 18th or 20th."

February 1, 1933.

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REPORT ON THE UNIVERSITY OF CHICAGO,

February 1st, 1892.

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Students.

The University is going to be overwhelmed with students at the opening. Instruction ought to be provided in advance for 1250, from at least 37 states, among them not a few from each of the Alleghanies. The institution is to be truly national in its attractions. The problem is no longer how to get students, but how to provide for them. Kindly read Exhibit A.

Faculty

The faculty of the Academy has been for the most part secured. The Academy will nearly, and probably quite, pay its way the first year.

The faculty of the Seminary, in order to take care of 250 men, should have two or three extra men, and the college men separated from men of no culture. The Seminary will need at least \$100,000 and ought to have \$200,000 more endowment, or \$10,000 annually by October 1st.

The faculty of the University is limited to the \$100,000 now available for salary list as per my letter of 30th. Of this about \$70,000 has now been engaged. For list actually elected see Exhibit B. The high priced men are known here and locally at home as the very choicest in the institutions from which they come. The others are young men of power and promise. Harper has shown genius here. He declares the list so far, and, as in contemplation, the most powerful assemblage of education in the country. It seems to be true. Only two are not known to be church members. "Nearly all are active evangelistic Christians," he says.

He has aimed to make the officers and students of the older institutions respect us by taking their best men, other things being equal. Please notice the sources of his Faculty in Exhibit B. Other negotiations are progressing in other institutions equally prominent.

Observe that many of these men come for less than they are getting or are offered elsewhere, and that from now on this will be still more frequently true. Exhibit B.

It is now certain that so many are the attractions of Harper's Head men, his scheme of organization, his own personality, the city as an educational point of vantage, that he can now secure to this point at no appreciable extra cost the highest order of talent. I regard the faculty problem as solved forever.

But it is quite impossible to meet the diversified needs of 700 post graduates and undergraduates coming from all quarters on a salary list of \$100,000. Please see the careful computations of Exhibits C and D., showing the need of \$50,000 more for faculty alone before the opening. These exhibits I regard as fundamental in this report. The negotiations now in progress would much more than use up an added \$50,000. But Harper dare not close with men now ready to come, men of immense value, until funds are in sight to pay them. He cannot dally with them either. He is in

REPORT ON THE UNIVERSITY OF CHICAGO

February 1st, 1932.

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Feb. 1, 1892.

much trouble, and this is why I am so prompt with this report. For the character and quality of some of them see Exhibit D.

Trustees.

The trustees are surpassing in generosity, fidelity, capacity for growth, absorbing interest, my reasonable anticipations. Ryerson and Hutchinson lead them. Both are men of wide influence, great pride of character, great generosity and large wealth. They will give very heavily, as well Kohlmaat and others. They mean to back their own venture in this business and so far have not disappointed us. I confess to a little anxiety lest they shall push out into miry foundations. But so far I must admit that time has justified them as against me. We here are unable to suggest any improvement as yet in the personnel of the Board. They have subscribed or paid about \$100,000 this year, new money. They are growing.

Site

Ryerson was right and I was wrong on the site question. You see the thing is growing and spreading out in every direction beyond my dreams. The instructors who have visited the city are charmed with the location of the site.

Buildings

Two buildings are now going up. (1) A dormitory costing by contract \$124,000, accommodating 200 men, and a recitation hall accommodating 40 instructors, with contract price of \$132,000. The heat, light and ventilation plant will cost not less than \$30,000 extra. For these two buildings the funds are subscribed. Both are to be completed by Aug. 1. For pictures see Exhibit E.

Several other buildings from individuals are in prospect and not yet formally secured. Some of these are certain, others doubtful. For a list of hopeful negotiations see Exhibit F. Harper has been too engrossed with Faculty to be able to press things to conclusions, and these things involve many delays and much patience. You will be interested in reading Exhibit F.

Testators.

Over \$300,000 has been privately reported by attorneys as now in will for the University. Of this more than 9/10ths is from non-Baptist sources. What possibilities lie here if we can maintain ourselves well? All the above is for endowment. There may be much more. That is not reported.

Investments.

Exhibit G shows the investments. All of these are regarded as temporary but one:- The Fee of the Blue Island Ave. property. The policy is to invest in improved real estate, and in this Kohlmaat, of our

much trouble, and this is why I am so prompt with this report. character and quality of some of them see Exhibit B.

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Buildings.

Two buildings are now going up. (1) A dormitory costing by contract \$1,000,000, accommodating 200 men, and a recreation hall, accommodating 40 instructors, with contract price of \$1,200,000. The heat, light and ventilation plant will cost not less than \$30,000 extra. For these two buildings the funds are subscribed. Both are to be completed by Aug. 1. For pictures see Exhibit A. Several other buildings from individuals are in prospect and not yet formally secured. Some of these are certain, others doubtful. For a list of hopeful negotiations see Exhibit B. Harper has been too opposed with faculty to be able to press things to conclusion, and these things involve many delays and much patience. You will be interested in reading Exhibit C.

Endowment.

Over \$300,000 has been privately reported by attorneys as now in wills for the University. Of this more than \$100,000 is from non-Harvard sources. What possibilities lie here if we can maintain ourselves well? All the above is for endowment. There may be much more. That is not reported.

Investments.

Exhibit D shows the investments. All of these are regarded as temporary but one: The Fee of the Blue Island Ave. property. The policy is to invest in improved real estate, and in this manner, of our

Feb. 1, 1892.

Fiance Committee, is an expert. The Blue Island Fee is now worth \$10,000 more than they paid for it. It secures 6% for 99 years. Another one is under negotiation, of like character. They are, however very cautious just at present, owing to World's Fair prices.

Reynolds Institute of Applied Science.

This proposed school, involving from \$4,000,000 to \$8,000,000, is worth your attention. Please see for full confidential statement Exhibit H. Present plans admit of nothing for technology, and this may be a great thing for us if we can secure it.

Apparatus.

There are no funds in sight for even a little apparatus for the professors' class rooms. The income of at least \$200,000 should be temporarily set apart for this purpose, until the various scientific departments are endowed.

Modern Books

There is no provision, except students' fees, for Modern Books in any of the departments. The graduate student can do very little without them. The head professors are much worried on this point. The income of at least \$200,000 should be temporarily set apart for this until someone endows the library.

Various Necessary Expenses.

There is no provision for heating, lighting and janitorial service in the recitation building. Nothing for the large expenses of printing (Yale spends \$20,000 to \$30,000 per year). Nothing for clerks, bookkeepers, secretaries, office rental and the various and manifold expenses of administration. The income of at least \$200,000 should be set apart for this temporarily, until the income from students will cover it.

Resume of Funds Needed.

For Additional Instruction -	income on \$1,000,000 or \$50,000 annually				
" Divinity School -	"	"	200,000	"	10,000
" Modern Books (temporarily)	"	"	200,000	"	10,000
" Apparatus	"	"	200,000	"	10,000
" Various Necessary Expenses (temporarily)	"	"	200,000	"	10,000
			<u>\$1,800,000</u>		<u>\$90,000</u>

The last item is probably too small. In round numbers the institution ought now to have the promise of \$2,000,000 or income from same beginning Oct. 1st next.

Feb. 1, 1892.

Remarks

I find that Yale, Harvard and Cornell men now see that this is the location for immeasurably the most powerful educational influence on the continent. While granting this and frightened by it, they are ridiculing our modest beginning and using every influence against us in private and in public. It is a miracle that Harper has been able in face of all, to touch some of their best men. The amount of down-right persecution some of our men are enduring in their homes, as shown by their letters, fills me with wrath. Besides the nobler motives, I confess to the ignoble one of compelling these railers to meditate in silence on this thing. Pres. Eliot, Dwight and Adams are among them. We are a "bubble," "Salaries will not be paid," etc. etc.

But returning from this momentary lapse, it is my profound and unalterable conviction that if your funds will admit you will not be able at any later time to reap the manifold and various profits now likely to be secured by offering at once the sum of \$2,000,000 or the income thereof (principal to be pledged) to be operative October 1st next. Because:-

1. This sum is actually required to meet the certain demands of the first year. This is the fundamental reason. All others are subordinate and collateral.
2. It will secure or rather remove the difficulties in the way of securing some men we want, difficulties in their minds and in our treasury, also.
3. It will give an immense impulse in the way of buildings here, closing up speedily some deals and opening others.
4. It will probably bring us the Reynolds Institute, and on our own terms. At present we are overshadowed by it apparently.
5. It will remove from Harper a load that is fairly crushing him to the earth. I weep for him as I write these words.
6. It will enable us to open in some degree commensurate with public expectation.
7. It will justify the brave men who have consented to come on faith, and silence the gainsayers.
8. It will enormously facilitate affiliation. I have now wrought out terms diplomatically put which if accepted will uplift our whole educational system. All here agree that this is so.
9. The funds or their income may now safely be placed in the hands of these trustees.
10. The various subsidiary and collateral gains of an immediate pledge are so great that they ought not to be neglected for whatever scenic advantages a pledge at the opening might give to the university. Moreover the men cannot be secured unless we know now that there will be funds to pay them.

Methods

In case you can do this great thing I would suggest as the best arrangement for the University a pledge of \$2,000,000 beginning to draw interest quarterly at 5% beginning Oct. 1st, 1892, and then fix the

Feb. 1, 1893.

-4-

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5. It will remove from Harper a load that is fairly crushing him to the earth. I weep for him as I write these words.
6. It will enable us to open in some degree commensurate with public expectation.
7. It will justify the brave men who have consented to come on staff, and witness the Reynolds.
8. It will enormously facilitate affiliation. I have now wrought out terms diplomatically but which if accepted will uplift our whole educational system. All will agree that this is so.
9. The funds or their income may now safely be placed in the hands of these trustees.
10. The various subsidiary and collateral gains of an immediate pledge are so great that they ought not to be neglected for whatever academic advantages a pledge at the opening might give to the university. Moreover the man cannot be secured unless we know how that there will be funds to pay them.

Methods

In case you can do this great thing I would suggest as the first arrangement for the university a pledge of \$2,000,000 beginning to draw interest quarterly at the beginning Oct. 1st, 1893, and then fix the

Feb. 1, 1892.

terms of payment of principal both in character and amount to suit yourself.

I should accompany the pledge with a private letter, suggesting the following designation, as preferred.

1. For unforeseen contingencies	\$200,000 at 5% or \$10,000.
Divinity School Endowment	" " " " 10,000.
Purchase of Books	" " " " 10,000.
" " Apparatus	" " " " 10,000.
Current Expenses apart from Professors' Salaries	" " " " 10,000.
For Professors' Salaries <u>in excess</u>	
<u>of \$100,000 already provided for 1,000,000.</u>	" " " 50,000.
	\$100,000.

Finally, in justification of Harper, Northrup, Goodspeed and all of us, let me say that none of us dreamed at the first of the magnitude of the opportunities, the promise, the occasion. It has grown on our wondering eyes month by month. Even now I have not told you what Hale, James, Laughlin, Knapp and others bring to the institution, and what splendid vistas open otherwheres. I stand in awe of this thing. God is in it in a most wonderful way. It is a miracle. No such body of Christian as such men has ever before been gathered together in any University faculty on this planet. So Harper declares. Think of the significance of that. Harper, Goodspeed and myself, as we look into the great future of this land and consider what seems certainly to be the great part God is raising up this institution to fill, uncover our heads and walk very softly before the Lord."

"P.S. If you are in doubt about "unforeseen contingencies" for which I ask \$10,000, I call your attention to the fact that no provision is made for fellowships."

terms of payment of principal both in contract and amount to suit your
will.

I should accompany the pledge with a private letter, suggesting
the following designation, as preferred.

\$200,000 at 5% or \$10,000	For uniform contingencies
10,000 " " " "	Divinity School Endowment
10,000 " " " "	Purchase of books
10,000 " " " "	" " Apparatus
10,000 " " " "	Current Expenses apart from Profes-
10,000 " " " "	sors' Salaries
50,000 " " " "	For Professors' Salaries in excess
100,000 " " " "	of \$100,000 already provided for
\$100,000	

Finally, in justification of Harper, Heston, Goodspeed and all of
us, let me say that none of us dreamed at the first of the magnitude of
the opportunities, the promises, the occasion. It has grown as we
wondering eyes mount by month. Even now I have not told you what Heston,
James, Langhlin, Knapp and others bring to the institution, and what
splendid vistas open elsewhere. I stand in awe of this thing. God
is in it in a most wonderful way. It is a miracle. No such body of
Christian as such men has ever before been gathered together in any
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the significance of that. Harper, Goodspeed and myself, as we look
into the great future of this land and consider what seems certainly
to be the great part God is raising up this institution to fill, we
cover our heads and walk very softly before the Lord.

"P.S. If you are in doubt about 'uniform contingencies' for
which I ask \$10,000, I call your attention to the fact that no provision
is made for fellowships."

EXHIBIT "A"

Students

1. The Academy. 84 students are now on the ground at Morgan Park, practically uninvited, studying under an association of tutors made up chiefly of Seminary students, anticipating the opening of the Academy. Goodspeed insists that there will be 200 at opening of Academy, made up largely of rejected applicants to the University proper - - - - - 200

2. Divinity School. There are now enrolled in the Divinity School at Morgan Park 192 men. Dr. Northrup tells me he has over 50 new applications for next year from College Graduates alone, many of them from the east. I dare not estimate the Divinity School enrollment less than - - - - - 250

3. University undergraduate department. Over 600 men hailing from 37 states have reported themselves as purposing to come, while 369 more have sent in their names as possible students. New names are coming in at the rate of 60 to 90 per month, and will come in faster as Oct. 1st approaches. Allowing for failures and rejections, it seems to me a fair estimate is - - - - - -700

4. University Post Graduate Department. 93 men have re-
about
ported, of which 40 hail from east of Alleghanies, New England, etc. More are daily reporting - - - - - 100

We ought to provide instruction for at least - - - - - 1250
Harper is determined to reject down to 1000.

EXHIBIT "A"

Students

1. The Academy. 84 students are now on the ground at Morgan Park, practically uninvited, studying under an association of tutors made up chiefly of Seminary students, anticipating the opening of the Academy. Goodspeed insists that there will be 300 at opening of Academy, made up largely of rejected applicants to the University proper - - - - - 200

2. Divinity School. There are now enrolled in the Divinity School at Morgan Park 122 men. Dr. Northrup tells me he has over 50 new applications for next year from Collegiate Graduates alone, many of them from the east. I dare not estimate the Divinity School enrollment less than - - - - - 250

3. University undergraduate department. Over 500 men waiting from 37 states have reported themselves as purposing to come, while 369 more have sent in their names as possible students. Now names are coming in at the rate of 50 to 60 per month, and will come in faster as Oct. 1st approaches. Allowing for failures and rejections, it seems to me a fair estimate is - - - - - 750

4. University Post Graduate Department. 25 men have reported, of which 40 will come from about Albany, New England, etc. More are daily reporting - - - - - 100
We ought to provide instruction for at least - - - - - 1250
Harper is determined to reduce down to 1000.

EXHIBIT "B"

List of Instructors now secured with salaries and perquisites left or declined elsewhere, in contrast with salaries accepted at Chicago. Those marked with * have not yet accepted. List is prepared by Dr. Harper.

<u>Names</u>	<u>Place</u>	<u>Salary & Perquisites</u>	<u>Salary at Chicago</u>
Harper	Yale & Lectures	\$ 14,000	\$ 10,000.
Laughlin	Cornell	5,000 & extras	7,000.
Miller	Cornell	3,000	2,500.
Knapp	Yale	5,500. & Perq.	7,000.
Small	Colby	4,000 & house	7,000.
James	Pennsylvania	6,000	7,000.
Judson	Minnesota	4,000	4,000.
Goodspeed	Yale, etc.	2,000	2,500.
Howland	Chicago	2,000	1,500.
Cutting	Refused from Adelbert	2,500	2,000.
McClintock	" " Kentucky	3,000	2,000.
Phelps	" " "	2,000	1,500.
Tufts	" " Ann Arbor	1,600	2,000.
Buck	" " Yale	1,500	2,000.
R.F. Harper	" " Yale	2,000	2,500.
Slagg	" " " 3,000(2,000 & 1,000 perquisites)		2,500.
Hale	" " Cornell	4,000 & perq.	7,000.
Chandler	" " Denison	1,800	3,000.
Abbott	" " Yale	2,000 & within 3 yrs. 3,500	2,500.
Starr	Leaves Am. Museum Nat.Hist.NewYork	3,000	2,000.
Miller	Refused from Denison	1,800	1,500.
Herrick	" " Cincinnati	2,500	3,000.
Dixson	Refused at Duluth	2,000	2,000.
		\$ 78,200. & extras & perquisites	\$ 84,000.

EXHIBIT "B"

List of instructors now secured with salaries and percentages
 left or declined elsewhere, in contrast with salaries accepted at
 Chicago. Those marked with * have not yet accepted. List is pre-
 pared by Dr. Harper.

Name	Place	Salary & Percentage	Salary at Chicago
Harper	Yale & Lectures	\$ 14,000	\$ 10,000.
Lewis	Cornell	5,000 & extras	7,000.
Miller	Cornell	3,000	2,500.
Knap	Yale	5,500 & Ford.	7,000.
Small	Colby	4,000 & house	7,000.
James	Pennsylvania	3,000	7,000.
Judson	Minnesota	4,000	4,000.
Goodspeed	Yale, etc.	3,000	3,000.
Hofland	Chicago	2,000	1,500.
Cutting	Returned from Adelbert	2,500	2,000.
McClintock	" Kentucky	3,000	2,000.
Enslin	" "	2,000	1,500.
Tuttle	" Ann Arbor	1,500	2,000.
Buck	" Yale	1,500	2,000.
H. F. Harper	" Yale	2,000	2,500.
Slings	" " 2,000 (\$2,000 & 1,000 percentages)		2,500.
Hale	" Cornell	4,000 & Ford.	7,000.
Candler	" Dartmouth	1,500	2,000.
Abbott	" Yale 2,000 & within 2 yrs. 2,500		2,500.
Starb	Leaves for Museum Nat. Hist. New York 3,000		2,500.
Miller	Returned from Dartmouth	1,500	1,500.
Herrick	" Cincinnati	2,500	2,500.
Dixon	Returned at Duluth	2,000	2,000.
		\$ 75,200. & extras & percentages	\$ 62,000.

EXHIBIT "C"

by Dr. Harper.

Proposed completion of Salary List up to \$100,000 for first year.

As shown in Exhibit "B"	\$84,000.	
Less Knapp who begins '93	7,000. - - - - -	\$ 77,000.
Examiners and Assistants - - - - -		1,000.
Recorder and Registrar - - - - -		2,000.
Undergraduate Deans - - - - -		1,500.
Dean of Woman's Department - - - - -		1,000.
C. A. Strong, Associate Professor in Philosophy, 12 wks. service		1,000.
- - - - Asst. Prof. in French - - - - -		2,000.
- - - - Docent in German - - - - -		800.
- - - - Asst. Prof. in Greek - - - - -		2,000.
- - - - Asst. Prof. in Mathematics - - - - -		2,000.
- - - - Tutor " " - - - - -		1,000.
- - - - Asst. Prof. in Chemistry - - - - -		2,000.
- - - - Tutor " " - - - - -		1,000.
- - - - Asst. Prof. in Physics - - - - -		2,000.
- - - - Tutor " " - - - - -		1,000.
- - - - Asst. Prof. in Geology - - - - -		2,000.
- - - - Tutor in Astronemy - - - - -		<u>1,000.</u>
		\$ 100,300.

EXHIBIT "C"

by Dr. Harper.

Proposed completion of Salary List up to \$100,000 for first year.

As shown in Exhibit "B"	\$84,000.	
Less Knapp and begins '93	7,000.	- - - - - \$ 77,000.
Examiners and Assistants	- - - - -	1,000.
Recorder and Registrar	- - - - -	2,000.
Undergraduate Deans	- - - - -	1,000.
Dean of Woman's Department	- - - - -	1,000.
C. A. Strong, Associate Professor in Philosophy, 12 wk. service	- - - - -	1,000.
- - - - - Asst. Prof. in French	- - - - -	2,000.
- - - - - Dozent in German	- - - - -	800.
- - - - - Asst. Prof. in Greek	- - - - -	2,000.
- - - - - Asst. Prof. in Mathematics	- - - - -	2,000.
- - - - - Tutor	- - - - -	1,000.
- - - - - Asst. Prof. in Chemistry	- - - - -	2,000.
- - - - - Tutor	- - - - -	1,000.
- - - - - Asst. Prof. in Physics	- - - - -	2,000.
- - - - - Tutor	- - - - -	1,000.
- - - - - Asst. Prof. in Geology	- - - - -	2,000.
- - - - - Tutor in Astronomy	- - - - -	1,000.
		<u>1,000.</u>
		\$ 100,000.

EXHIBIT "D"

by Dr. Harper.

We must have the following men or their equivalents, in order to open respectably.

1. Andrews of Brown, for Head Professor of Philosophy
\$7,000 and Dean of Graduate Department \$1,000 - \$8,000.
The most important position in the University, and because of its relation to Theology must be occupied by a strong Christian man and a Baptist. Andrews absolutely the only man in the denomination who in any sense fills the requirements. He does so in every sense. The position must be filled and Andrews must fill it. Good prospect of getting him.
2. Von Holst of University of Freiburg, Germany, for
Head Prof. of History - 7,000.
Von Holst 7 years resident in America. Speaks English fluently. American wife, a friend of Mrs. Villard. Please ask Mr. Villard about Von Holst for his true value. He is author of the greatest constitutional History of the United States and highest authority on that subject in Europe or America. His probable coming has already created a sensation in Germany. Has formerly declined positions in Johns Hopkins and Cornell, but has practically consented to come to us. Would make our graduate department of history the greatest in the country.
3. John Williams White of Harvard for Head Professor of Greek. 7,000.
Has been 17 years at Harvard and practically head of the department there. One of the most popular and influential men in Harvard faculty. Summer of Yale says White will succeed Elliot in presidency of Harvard. White is editor of the most widely circulated series of Greek text books in the country and is easily the strongest Greek professor in America.
4. Mrs. Alice Freeman Palmer, as Professor of History and
Dean of the Women's Department - 3,000
Yourself and Mrs. Rockefeller will know her as former President of Wellesley and the most distinguished educator among women in the country. What an acquisition she would be! Her coming not impossible, with her husband:-
5. Prof. Palmer of Harvard as Head Prof. of Ethics. 7,000
Palmer stands second only to White at Harvard in influence, a man of pronounced religious views and specially sympathetic with young men. A prolific writer for current periodicals on ethical and literary subjects.
6. Dr. W.C. Wilkinson in English Literature and Criticism - 3,000
He has agreed to accept if elected.

EXHIBIT "D"

by Dr. Harper.

We must have the following men or their equivalents, in order to open respectively.

1. Andrew of Brown, for Head Professor of Philosophy \$7,000 and Dean of Graduate Department \$1,000 - \$8,000.
The most important position in the University, and because of its relation to Theology must be occupied by a strong Christian man and a Baptist. Andrew absolutely the only man in the Department who in any sense fills the requirements. He does so in every sense. The position must be filled and Andrew must fill it. Good prospect of getting him.

2. Von Holst of University of Freiburg, Germany, for Head Prof. of History - \$7,000.
Von Holst 7 years resident in America. Speaks English fluently. American wife, a friend of Mrs. Villard. Please ask Mr. Villard about Von Holst for his true value. He is author of the greatest constitutional history of the United States and highest authority on that subject in Europe or America. His probable coming has already created a sensation in Germany. Has formerly declined positions in Johns Hopkins and Cornell, but has practically consented to come to us. Would make our Graduate Department of history the greatest in the country.

3. John William White of Harvard for Head Professor of Greek \$7,000.
Has been 17 years at Harvard and practically head of the department there. One of the most popular and influential men in Harvard faculty. Summer of late says White will succeed Miller in presidency of Harvard. White is editor of the most widely circulated series of Greek text books in the country and is easily the strongest Greek professor in America.

4. Mrs. Alice Freeman Palmer, as Professor of History and Dean of the Women's Department - \$3,000.
Yourself and Mr. Rockefeller will know her as former President of Wellesley and the most distinguished educator among women in the country. What an opportunity she would be! Her coming not impossible, with her husband:-

5. Prof. Palmer of Harvard as Head Prof. of English \$7,000.
Palmer stands second only to White at Harvard in influence, a man of pronounced religious views and especially sympathetic with young men. A prolific writer for current periodicals on ethical and literary subjects.

6. Dr. W.C. Wilkinson in English Literature and Criticism - \$1,000.
He has agreed to accept if elected.

EXHIBIT "D" -2-

7. We want ex-Pres. Robinson of Brown for 12 weeks each year in Philosophy and Evidences of Christianity - \$ 1,000.
He has agreed to come if elected.

8. We need and can get Whitman of Clark in Biology and with him the choicest men under him in Clark. The whole department will cost an additional \$20,000 for this we are relying on Ogden compromise, and Sidney Kent for a Laboratory.

9. We must man at least one of the many departments of science either chemistry or physics in a thorough way. As yet we have no graduate work whatever in Science. One department will cost at least \$15,000 and this ought not to be contingent on the Ogden estate.

In addition to the \$100,000 list of Exhibit C and the above Head professors etc. we need the following:-

A professor in German	- - - - -	\$ 3,000.
" " " Mathematics	- - - - -	-3,000.
" " " Physics	- - - - -	-3,000
" " " Chemistry	- - - - -	-3,000.
An instructor in Physical Culture to assist		
Stagg	- - - - -	- 1,500.
		\$64,500.

The above represents practically the interest of one million.

A salary list of \$164,000 is only a fraction, a small fraction, of what Yale, Harvard or Columbia spend. When this is provided for, we shall have only too little to meet the requirements of the opening.

Supplement by Gates.

The above is a compromise between Harper and myself as to what should be laid before you under this head. We have wrangled up and down on every point. Harper insists that much more is absolutely demanded, that more subjects and more tutors and assistants must be added. But I refuse to be dislodged from the position that some of the headships will decline or can be left vacant for a while, thus releasing funds for more subordinate work, and further that it would be better for you, even if you were disposed to grant all he wants, to wait until the opening actually reveals the exact situation, so that something might be left in the way of possible funds to provide for unforeseen contingencies. But I am willing to endorse and even strongly urge as an undoubted and immediate necessity the promise of \$1,000,000 more funds for faculty by Oct. 1st.

7. We want ex-facto Robinson of Brown for 12 weeks each year in Philosophy and History of Christianity - \$1,000. He has agreed to come if elected.

8. We need and can get Whittier of Clark in Biology and with him the choicest man under him in Clark. The whole department will cost an additional \$20,000 for this we are relying on Oyster companies and Sidney Kent for a laboratory.

9. We want men at least one of the many departments of science either chemistry or physics in a thorough way. As yet we have no graduate work whatever in Science. Our department will cost at least \$15,000 and this ought not to be contingent on the Oyster estate. In addition to the \$100,000 list of Exhibit C and the above we need the following:-

Head Professor etc. we need the following:-	
A professor in German	\$ 2,000.
" " " " " "	" 2,000.
" " " " " "	" 2,000.
" " " " " "	" 2,000.
" " " " " "	" 2,000.
An instructor in Physical Culture to assist	
Stage	1,000.
	\$20,000.

The above represents practically the interest of one million. A salary list of \$100,000 is only a fraction, a small fraction of what Yale, Harvard or Columbia spend. When this is provided for, we shall have only one list to meet the requirements of the University.

Supplement by Oyster.

The above is a compromise between Harper and myself as to what should be laid before you under this head. We have wrangled up and down on every point. Harper insists that much more is absolutely demanded, that more subjects and more tutors and assistants must be added. But I refuse to be dissuaded from the position that some of the best things will be done if we can be left vacant for a while, thus releasing funds for more subordinate work, and further that it would be better for you, even if you were disposed to grant all he wants, to wait until the question actually reveals the exact situation, so that something might be left in the way of possible funds to provide for unforeseen contingencies. But I am willing to endorse and even strongly urge as an undoubted and immediate necessity the promise of \$1,000,000 more funds for faculty by Oct. 1st.

EXHIBIT "F"

By Mr. Goodspeed.

The policy in regard to buildings is as follows.

- A. To find individuals or associations of individuals to provide single buildings.
- B. To canvass the city thoroughly for smaller contributions.

1st. Much encouragement has been received from S.A. Kent that he will provide the funds for a building - probably a Scientific Laboratory \$100,000 or \$150,000.

2nd. Geo. C. Walker is proposing to erect one wing of a building - \$50,000.

3rd. The Electrical Club & J.J.P. Odell propose to provide a building - \$50,000 to \$100,000.

4th. The leading Jews are engaging in an effort to build a Library - \$75,000 to \$125,000.

5th. The Woman's Club will build the Woman's Dormitory - \$70,000 to \$150,000.

It now looks as tho' one lady will erect this building and the Club give its funds to another part of our work.

6th. Mr. Field is considering the question of putting \$1,000,000 into a great Museum, in which to gather the most valuable scientific material from the World's Fair. Mr. Pullman, on condition that Mr. Field does this, proposes to see an endowment of \$500,000 provided. (These names are mentioned in confidence.) Mr. Field has invited Dr. Harper to indicate the reasons for putting the Museum on or near the University site. If Mr. Field concludes not to build the Museum, he will doubtless give us a building - \$150,000.

None of these negotiations are fully completed. All require patience and perseverance. There are other encouraging outlooks, but not sufficiently definite to warrant particular mention.

EXHIBIT "F"

By Mr. Goodspeed.

The policy in regard to buildings is as follows:

- A. To find individuals or associations of individuals to provide single buildings.
- B. To canvass the city thoroughly for similar contributions.

1st. Much encouragement has been received from B.A. Kent that he will provide the funds for a building - probably a Scientific Laboratory \$100,000 or \$150,000.

2nd. Geo. C. Walker is proposing to erect one wing of a building - \$50,000.

3rd. The Historical Club & J.P. O'Sell propose to provide a building - \$50,000 to \$100,000.

4th. The leading Jews are engaging in an effort to build a library - \$75,000 to \$125,000.

5th. The Woman's Club will build the Woman's Dormitory - \$70,000 to \$120,000.

It now looks as though the City will erect this building and the Club give the funds to another part of our work. Gen. Mr. Field is considering the question of putting \$1,000,000 into a great museum, in which to gather the most valuable scientific material from the World's Fair. Mr. Polman, on condition that Mr. Field does this, proposes to see an endowment of \$500,000 provided. (These names are mentioned in confidence.) Mr. Field has invited Dr. Harper to indicate the reasons for putting the Museum on or near the University site. If Mr. Field considers not to build the Museum, he will doubtless give a building - \$150,000.

None of these negotiations are fully completed. All require patience and perseverance. There are other encouraging outlooks, but not sufficiently definite to warrant particular mention.

EXHIBIT "H"

The Reynolds Institute of Applied Science.

"Diamond Jo" Reynolds died intestate. Judge Bailey and Mr. Reynolds' attorney both declare to me that the estate is worth at least \$4,500,000 and perhaps twice that. It consists of the "Diamond Jo" steamship line, the Hot Springs R.R., all but ten shares of which Reynolds owned, no bonds, a gold mine fully developed for which Reynolds was offered \$5,000,000, besides mines, ranches, stocks, etc. too numerous to mention. I have investigated this privately with Judge Bailey and Mr. Kretzinger, the attorney of the estate, with the following results:-

Before death Reynolds developed plans for a great technical school,- rough outline, consulting Bailey and Kretzinger about them. The school was to take the bulk of his estate. No children, but before will is drawn he suddenly dies. Before death he had assented to counsel of Bailey and Kretzinger that the school should be affiliated with us and planned to see you in New York. His wife also cognizant of these plans. She is an old lady of simple tastes. After Reynolds' death she wishes these plans carried out. On counsel of Bailey and Kretzinger she executes a deed of trust for whole estate to 9 trustees, among them Bailey (our trustee) Kretzinger, Norman Williams (our friend) P.D. Armour (another friend) the executor (another friend) and others. She provides in this deed for the payment of \$480,000 to remote heirs, \$150,000 to herself and \$15,000 annually during her life. All the rest to go into the school.

It seems certain that this school well be located on two or more blocks of the Field property contiguous to us. The men who control it practically are Bailey, Kretzinger and the administrator, all of whom see the advantages to both institutions of such an affiliation. All the heirs have acceded to the disposition of the estate but two, who have but yet been seen. A few weeks will close the matter. Meanwhile the matter is kept close. Now we are figuring to get a contract of affiliation before the matter becomes public. We can do all our work in applied science through this school. It will be the greatest thing of the kind in the world. Kretzinger has promised me a copy of the vital points of the deed of trust tomorrow. In order to get at the inside facts from him, I was introduced by Harper and represented myself as your agent on a mission of inquiry into affairs of the University. They (Kretzinger) want you to hold off about putting anything into technology here until they can arrange about affiliation. This I told them I thought you could be induced to do, though I assured them you were much interested in practical application of science.

EXHIBIT "B"

The Reynolds Institute of Applied Science

"Diamond Jo" Reynolds died intestate. Judge Bailey and Mr. Reynolds' attorney both declare to me that the estate is worth at least \$4,500,000 and perhaps twice that. It consists of the "Diamond Jo" steamship line, the Hot Springs R.R., all but two shares of which Reynolds owned, no bonds, a gold mine fully developed for which Reynolds was offered \$5,000,000, besides mines, ranches, stocks, etc. I have investigated this privately with 100 persons to mention. Judge Bailey and Mr. Kretzinger, the attorney of the estate, with the following results:-

Before death Reynolds developed plans for a great technical school, - rough outline, something Bailey and Kretzinger about that. The school was to take the bulk of his estate. He outlined, but before will be drawn he suddenly dies. Before death he had arranged to counsel of Bailey and Kretzinger that the school should be affiliated with an end planned to see you in New York. His wife also consented of these plans. She is an old lady of simple tastes. After Reynolds' death the estate plans carried out. On counsel of Bailey and Kretzinger she executed a deed of trust for whole estate to 5 trustees, among them Bailey (our trustee) Kretzinger, Norman Williams (our friend) F.D. Arner (another friend) the executor (another friend) and others. She provided in this deed for the payment of \$400,000 to trustee heirs, \$150,000 to herself and \$15,000 annually during her life. All the rent to go into the school.

It seems certain that this school will be located on two or more blocks of the Field property contiguous to us. The man who controls it practically are Bailey, Kretzinger and the administrator, all of whom see the advantages to both institutions of such an affiliation. All the heirs have assented to the disposition of the estate but two, who have but yet been seen. A few weeks will close the matter. Meanwhile the matter is kept close. Now we are fighting to get a contract of affiliation before the matter becomes public. We can do all our work in applied science through into school. It will be the greatest thing of the kind in the world. Kretzinger has promised me a copy of the vital points of the deed of trust tomorrow. In order to get at the inside facts from him, I was introduced by Harper and represented myself as your agent on a mission of inquiry into affairs of the University. They (Kretzinger) want you to hold off about getting anything into technology here until they can arrange about affiliation. This I told them I thought you could be induced to do, though I warned them you were much interested in practical application of science.

Mr. Gates to Mr. Rogers:

Feb. 4th, 1892.

"If you should have occasion to wire me before my return to New York, I can be found as follows:

"At Highland Kansas until noon of 10th

" Upper Alton Ill of A. A. Kendrick during 11th

" Jackson Tenn. " Dr. J. A. Crook " 12th

" New Orleans, La." E. C. Mitchell D.D. " 13th

" Florence Ala. " " W. O. Skelton " 14th and 15th

"Later in my office in New York.

"Goodspeed wires me that Mr. R. is in Cleveland and that you have sent my letter there for which I thank you. In wiring him (Mr. R.) sometime, kindly say "Kent agrees to build the laboratory".

Feb. 4th, 1892.

Mr. Bates to Mr. Rogers:

"If you should have occasion to write me before my return to New York, I can be found as follows:

"At Highland Kansas until noon of 10th

"Upper Alton Ill. of A. A. Kankakee during 11th

"Jackson Tenn. " Dr. J. A. Crook " 12th

"New Orleans, La. " E. C. Mitchell D.D. " 13th

"Florence Ala. " W. O. Shelton " 14th and 15th

"After in my office in New York.

"Goodnight when we find Mr. R. in in Cleveland and that you have sent up letter there for which I thank you. In writing him (Mr. R.) sometime, kindly say "Kant agrees to build the laboratory."

✓ ✓
February 4, 1892.

Mr. Gates to Dr. Goodspeed:-

"Telegram received. Delighted with the Kent news. I can be reached by wire as follows: Highland, Kansas until afternoon of 10th, Upper Alton, Ill., care A.A. Kendrick, during 11th. Jackson, Tenn., care Dr. J.A. Crook, during 12th. New Orleans, La. care E.C. Mitchell, Leland University, during 13th. Florence, Alabama, care W.O. Skelton during 14th and 15th. Later as usual in New York.

Am feeling quite well and entirely satisfied with my work in Chicago and Des Moines. Dr. Johnson is nibbling at affiliation and I think will take it at Ottawa a little later. Love to Harper and all."

February 2, 1932.

Mr. Gates to Dr. Goodspeed:-

"Telegram received. Delighted with the Kant news. I can be reached by wire as follows: Highland, Kansas until afternoon of 1932, Upper Alton, Ill., care A.A. Kendrick, during 1932, Jackson, Tenn., care Mr. J.A. Crook, during 1932, New Orleans, La. care E.C. Mitchell, Lehigh University, during 1932, Florence, Alabama, care W.O. Skelton during 1932 and 1933. Later as usual in New York. As feeling quite well and entirely satisfied with my work in Chicago and Los Angeles. Dr. Johnson in nibbling at affiliation and I think will take it as Oakes a little later. Love to Harper and all."

✓ ✓
Mr. Rockefeller to Mr. Gates: (Telegram)

Feb. 5th, 189-

"Have just received your letter of Feb. 1st here by way of N.Y. with Report. It is of course a surprise. Can say nothing encouraging but deem it desirable to have an interview with you here if can, so arrange next week and will telegraph if I can".

Feb. 28, 1939-

Mr. Rockefeller to Mr. Gates: (Telegram)

"Have just received your letter of Feb. 28. Not sure of way
of N.Y. with Report. It is of course a surprise. Can say nothing
encouraging but deem it desirable to have an interview with you here
if can, so arrange next week and will telegraph if I can."

Mr. Gates to Mr. Rockefeller: (Telegram)

✓ ✓
Sub.
---- 6 -1892.

"Your telegram received; am prepared to go to Cleveland
at call. Kindly wire to Chicago where they have ~~my~~ itinerary or
~~have~~ direct until Wednesday".
here

✓ ✓
10-1592

Mr. Gates to Mr. Rockefeller: (Telegram)

"Your telegram received; am prepared to go to Cleveland at call. Kindly wire to Chicago where they have my itinerary or have direct until Wednesday."

Mr. Rogers to Mr. Rockefeller: (Telegram)

✓
Feb 8---1892

"Have letter from Gates giving addresses until 15th. He also says Kent agrees to build the Laboratory".

Mr. Rogers to Mr. Rockefeller: (Telegram)

"Have letter from Gates giving address until 19th. He also
says Kent agrees to build the laboratory."

Feb 8--1892

Mr. Gates to Mr. Rockefeller:

9--189--²

"Have returned to Chicago. Have very important meeting in New Orleans Saturday only to be reached from here Thursday or from Cleveland tomorrow night. Kindly wire today if possible any conclusions as to interviews".

Mr. Gates to Mr. Rosenfield:

"Have returned to Chicago. Have very important meeting in New Orleans Saturday only to be reached from here Thursday or from Cleveland tomorrow night. Kindly wire today if possible any conclusions as to interview."

Mr. Rockefeller to Mr. Gates: (Telegram)

✓ ✓
Feb. 9--1892

"I will see you at Forest Hill tomorrow or Thursday. Answer".

Mr. Rockefeller to Mr. Gates:

(Telegram)

"I will see you at Forest Hill tomorrow or Thursday. Answer."

✓ ✓
Mr. Gates to Mr. Rockefeller: (Telegram)

Feb. 9-1892.

"Your telegram received. I will report at your Cleveland office tomorrow morning for an appointment at Forest Hill".

Feb. 9-1932.

Mr. Gates to Mr. Rockefeller (Telegram)

"Your telegram received. I will report at your convenience
office tomorrow morning for an appointment at Forest Hill."

✓ ✓
Mr. Rockefeller to Mr. Gates: (Telegram)

Feb. 9-189-~~7~~ ✓

"Come direct to Forest Hill".

Feb. 9-1893

Mr. Rockefeller to Mr. Gates: (Telegram)

"Come direct to Forest Hill."

Mr. Gates to Mr. Rockefeller:

Feb. 11'92.

"We called together this morning nine of the members of the board. I detailed to them pleasantly but truly all the discouraging things you said, and the hard questions you asked. It was determined, among other things, that the accountant be ordered to present each member of the board at the opening of each session of same monthly, an exact and detailed statement of resources, and liabilities under each fund, together with the balances unexpended. Your own views regarding deficits, economy and prudence were honestly and heartily endorsed and emphasized. A general survey of the financial situation was taken. It was determined again, as before, and with emphasis that there must be no deficit. The gentlemen left the preparation of the alternative schedules you asked, to Drs. Harper, Goodspeed and myself. We have been going over the whole matter very carefully all day. I find I need not get away before 3 A.M. tomorrow.

"I: If the June coupons are not cut, thus giving us an income of \$91,666.66 for the first year above present resources, we unite in asking you to designate the expenditure of same as follows:

"For salary list to be used only for salaries in excess of the present limits of \$100,000.-----	\$48,000.
"For extra salary list for 4th or extra term -----	15,000.
"For Books and apparatus -----	5,000.
"For Divinity School salaries -----	7,500.
"For Fellowships -----	10,000.
"For incidentals -----	<u>6,166.66</u>
	\$91,666.66

"The above will enable the University to secure John Williams White, Von Holst, Andrews, Mrs. Palmer and Prof. Palmer. It cuts off Whitman and James.

"They can continue this scale of salaries the second year, when there will be no accrued interest of \$41,666.66 without a deficit as follows:

"(1) Most of the salaries begin Oct. 1-92, but quite a number begin, when salaries in their present positions cease, i.e. July 1, or Aug. 1 or Sept. 1 as the case may be, so that we are paying the first year for 13, 14 or even 15 mos. service. We find the extra time

#2:

Feb. 11'92.

thus paid for is costing us \$10,957.66 all of which is included in the estimates for the first year. All of it will be saved the second year, a net saving of -----\$10,957.66

"(2) Income from additional payments on your present pledges 2nd year ----- 13,000.00

"(3) By going without further books and apparatus 2nd year we save ----- 5,000.00

\$28,957.66

"(4) Reasonable estimate of increased tuition 2nd year 12,709.00

\$41,666.66

"It seems reasonable therefore that the salary list on the basis of not cutting the June coupons can be maintained without deficit, the second year, and thereafter of course.

"2: If the June coupons are cut we lose \$25,000. leaving thus an income of \$66,666.66 above present resources. In this case the designation should be we think as follows:

"For salary list to be used only for salaries in excess of present limit of \$100,000.-----\$25,500.

"For conducting 4th or extra term ----- 15,000.

"For books and apparatus ----- 5,000.

"For Divinity School salaries ----- 5,000.

"For Fellowships ----- 10,000.

"Incidentals ----- 6,166.66

\$66,666.66

"This cuts off Andrews, Mrs. Alice Freeman Palmer and Prof. Palmer or their equivalents and about \$5,000. more in salaries and also \$2,500. from Divinity School, all of which is included in the larger estimate.

"Will you now allow me to suggest a plan which I think is incomparably better than any we have yet considered. It involves first that you give for endowment the 1000 bonds of \$1000. each at 5% with accrued interest from Dec. 1st last and second that you add to this pledge the following:

Feb. 12, '22.

Thus paid for is coming on \$10,927.66 all of which is included in the estimate for the first year. All of it will be saved the second year, a net saving of -----\$10,927.66

"(2) Income from additional payments on your present pledges first year ----- 12,000.00

"(3) By going without further books and apparatus first year we save ----- 2,000.00

\$28,927.66

"(4) Reasonable estimate of increased tuition first year 12,000.00

\$41,927.66

"It seems reasonable that if the salary list is the basis of not cutting the June coupons can be maintained without difficulty, the second year, and thereafter of course.

"2: If the June coupons are cut we lose \$25,000. Leaving thus an income of \$46,927.66 where present resources. In this case the deduction should be as follows:

"For salary list to be used only for salaries in excess of present limit of \$100,000. ----- \$25,000.

"For conducting 4th or extra term ----- 10,000.

"For books and apparatus ----- 2,000.

"For Divinity School salaries ----- 2,000.

"For Fellowship ----- 10,000.

"Incidentals ----- 2,127.66

\$46,927.66

"This cuts off Andrews, Mrs. Alice Freeman Palmer and Prof. Palmer or their equivalents and about \$2,000. more in salaries and also \$2,000. from Divinity School, all of which is included in the larger estimate.

"Will you now allow me to suggest a plan which I think is considerably better than any we have yet considered. It involves first that you give for endowment the 1000 bonds of \$1000. each at 2% with accrued interest from Dec. 1st last and second that you add to this pledges the following:

#3:

Feb. 11'92.

"In addition to the above gift I will give 1000 bonds of \$1000. each at 5% for endowment or at my option \$1,000,000. cash, provided that on or before March 1st, 1893 the sum of \$1,000,000. for buildings and the further equipment of the institution shall be contributed to the University by others either in cash or reliable pledges payable not later than March 1st, 1895. On the fulfillment of these conditions I will deliver the bonds herein conditionally pledged by me on June 1st and Dec. 1st of each year in amounts pro rata with the cash paid by other subscribers".

"I do not need to illustrate the manifold advantages of this plan. Harper and Goodspeed concur fully with me that it is better than what we suggested in the report, and were it proper or necessary would like very urgently to press it upon your attention.

"By way of stating with absolute precision my idea, but by no means as assuming that you will adopt it, I append a form of pledge which would embody my suggestion with exactures. See Appendix. "

Feb. 11, 1932.

13:

"In addition to the above gifts I will give 100,000 pounds of \$1000 each at 5% for endowment or at my option \$1,000,000 cash, provided that on or before March 1st, 1932 the sum of \$1,000,000 for buildings and the further equipment of the institution shall be contributed to the University by others either in cash or reliable pledges payable not later than March 1st, 1932. On the fulfillment of these conditions I will deliver the bonds herein conditionally pledged by me on June 1st and Dec. 1st of each year in amounts pro rata with the cash paid by other subscribers".

"I do not need to illustrate the manifold advantages of this plan. Mr. Harper and Goodspeed cannot fail to see that it is better than what we suggested in the report, and were it proper or necessary would like very urgently to press it upon your attention.

"By way of stating with absolute precision my idea, but by no means as convincing that you will adopt it, I append a form of pledge which would embody my suggestion with exactness. See Appendix."

✓ ✓
February 19, 1892.

Mr. Rockefeller to Mr. Gates:-

"Please call at my house tomorrow morning at 10:30."

February 12, 1932.

Mr. Rockefeller to Mr. Gates:-

"Please call at my home tomorrow morning at 10:30."

✓ ✓

Mr. Gates to Drs. Harper and Goodspeed,
February 19, 1892.

.....

"I have no news. What is new with you. Please keep me informed of any developments from day to day. I am likely to be summoned now at any time for a final disposition of the big matter. Meantime do not make any appropriations based on expectations. We can not go too cautiously."

Mr. Gates to Drs. Harper and Goodspeed,
February 19, 1892.

"I have no news. What is new with you. Please keep
me informed of any developments from day to day. I am
likely to be summoned now at any time for a final
disposition of the big matter. Meanwhile do not make
any appropriations based on expectations. We can not
go too cautiously."

Mr. Harper to Mr. Gates:

Feb. 19, 1892.

"By this time you will have reached home. Nothing has come from Mr. Rockefeller. Of course, we are growing more and more anxious every day. You will be glad to know that Mr. Kent has given us orders to prepare the plans for the chemical laboratory. He has done it in such a way that there can be no possible doubt. Mr. Walker says 'I know that he will build the building'. We have telegraphed Prof. Remsen of Johns Hopkins and he will be here to help us work on the plans Saturday and Monday next. The expense, of course, will be borne by Mr. Kent. It is also preliminary to asking him to take charge of the department.

"Many things are hanging now until we hear from Mr. R. The Museum question is coming to a point. I have had another talk with Mr. Field and have sent him the material. Ferd peck is very strong on the matter and will stand by us. The case of the physical laboratory is more certain than ever before and we can count upon this seemingly without any doubt. Nothing new in reference to the woman's dormitory. Spent two days at Ithaca and straightened up some matters that had got into rather bad shape. Will tell you all about it when I come.

"My family sailed from Liverpool Wednesday and will reach New York City Friday or Saturday, Feb. 26th or 27th. This will require me to come East two or three days earlier in order to meet them. I shall keep them with me in New York for a couple of days. They will then come on to Ohio and stay at Mrs. Harper's home until I get back from the Education Society meeting March 1st. They selected the most unfortunate time possible to return. Hoping soon to have word from the East".

Feb. 12, 1892.

Mr. Harper to Mr. Gates:

"By this time you will have received news. Nothing has come from Mr. Rockefeller. Of course, we are growing more and more anxious every day. You will be glad to know that Mr. Kent has given us orders to prepare the plans for the chemical laboratory. He has done it in such a way that there can be no possible doubt. Mr. Wells says 'I know that he will build the building.' We have telegraphed Prof. Hanson of Johns Hopkins and he will be here to help us work on the plans Saturday and Monday next. The expense, of course, will be borne by Mr. Kent. It is also preliminary to asking him to take charge of the department.

"Many things are hanging now until we hear from Mr. R. The Museum question is coming to a point. I have had another talk with Mr. Field and have sent him the material. Ford back is very strong on the matter and will stand by us. The case of the physical laboratory is more certain than ever before and we can count upon this assembly without any doubt. Nothing new in reference to the women's dormitory. Spent two days at Ipswich and strengthened up some matters that had got into rather bad shape. Will tell you all about it when I come.

"My family sailed from Liverpool Wednesday and will reach New York City Friday or Saturday, Feb. 20th or 21st. This will require me to come back two or three days earlier in order to meet them. I shall keep them with me in New York for a couple of days. They will then come on to Ohio and stay at Mrs. Harper's home until I get back from the Extension Society meeting March 1-2. They collected the most unfortunate time possible to return. Hoping soon to have word from the East."

Mr. Harper to Mr. Gates:

Feb. 22, 1892.

"We telegraphed you Saturday that Mr. Kent had published his gift of \$150,000. for the chemical laboratory. We are going tomorrow to see Mr. Yerkes. I hope within two days to get the matter of the woman's dormitory settled. As I think I wrote you last week, my family will reach New York City Friday or Saturday so that you will see me very soon. I am sorry to be away at this time from here but I do not see any other way; and, furthermore, it is absolutely necessary for me to get away from here or I shall have to give up. I cannot sleep and the pressure from one side and another grows worse and worse. Remsen of John Hopkins has been with us for 48 hours. Judson has been down and is in good shape.

"Thanking you for your letter of the 19th, and looking forward to the pleasure of seeing you also, I remain".

Mr. J. Edgar Hoover to Mr. Galt:

Feb. 22, 1933

"We telegraphed you Saturday that Mr. Kent had published his
gift of \$150,000. for the chemical laboratory. We are going to-
morrow to see Mr. Yerkes. I hope within two days to get the matter
of the woman's donation settled. As I think I wrote you last week,
my family will reach New York City Friday or Saturday so that you
will see me very soon. I am sorry to be away at this time from here
but I do not see any other way; and, furthermore, it is absolutely
necessary for me to get away from here or I shall have to give up.
I cannot sleep and the pressure from one side and another grows worse
and worse. Kenneth of John Hopkins has been with us for 48 hours. Indeed
has been down and in great shape.
Thanking you for your letter of the 19th, and looking for-
ward to the pleasure of seeing you also, I remain."

Mr. Rockefeller to Trustees of University of Chicago

February 23rd, 1892.

"The fund which I contribute to the University in the accompanying letter of gift, will yield an income available for the opening year, of \$91,666.66.

"I desire this income, or so much of the same as may be found necessary for each object, to be applied as follows:-

- (1) To be reserved exclusively for the salaries and expenses of the Divinity School -----\$7,500.00
 - (2) To be reserved exclusively for the salaries of the fourth or Summer term of the University----- 15,000.00
 - (3) To be reserved for regular salaries of officers and instructors, and employed in whole or part only after the appropriation of the \$100,000. already provided for this purpose -----48,000.00
 - (4) To be reserved for fellowships -----10,000.00
 - (5) To be reserved for Books and Apparatus ----- 5,000.00
 - (6) To be reserved for incidentals ----- 6,166.66
- \$91,666.66

"Should the funds here reserved for any of the above items be provided by others, the designation above in such case or cases is waived by me, and the fund so released may be employed for other current expenses of the institution at the discretion of the Board".

Mr. Rockefeller to Trustees of University of Chicago

February 28th, 1892.

"The fund which I contribute to the University in the accompanying letter of gift, will yield an income available for the opening year, of \$21,000.00.

"I desire this income, or so much of this sum as may be found

necessary for each object, to be applied as follows:-

- (1) To be reserved exclusively for the salaries and expenses of the Divinity School ----- \$7,500.00
 - (2) To be reserved exclusively for the salaries of the fourth or summer term of the University ----- 15,000.00
 - (3) To be reserved for regular salaries of officers and instructors, and employed in whole or part only after the appropriation of the \$100,000. already provided for this purpose ----- 25,000.00
 - (4) To be reserved for fellowships ----- 10,000.00
 - (5) To be reserved for books and apparatus ----- 5,000.00
 - (6) To be reserved for incidentals ----- 8,500.00
- \$21,000.00

"Should the funds here reserved for any of the above items be provided by others, the designation above in such case or cases is waived by me, and the fund so released to be employed for other current expenses of the institution at the discretion of the Board."

Mr. Rockefeller to Trustees of University of Chicago: February 23rd, 1892.

"I will give to the University of Chicago, one thousand five per cent bonds, of the par value of one million dollars, principal and interest payable in gold.

"The principal of this fund is ~~to~~ remain forever a further endowment for the University, the income to be used only for the current expenses, and not for lands, buildings or repairs. I reserve the right to designate at my opinion, the expenses to which the income shall be applied.

"I will deliver these bonds March 1st, 1892, bearing accrued interest from December 1st, 1891.

"I make this gift as a special thank offering to Almighty God for returning health".

Mr. Rockefeller to Trustees of University of Chicago: February 23rd, 1892.

"I will give to the University of Chicago, one thousand five
per cent bonds, of the value of one million dollars, principal and
interest payable in gold.

"The principal of this fund is to remain forever a fund for the
endowment for the University, the income to be used only for the
current expenses, and not for loans, buildings or repairs. I reserve
the right to designate at my option, the expenses to which the income
shall be applied.

"I will deliver these bonds March 1st, 1892, bearing interest
from December 1st, 1891.

"I make this gift as a special thank offering to Almighty God
for returning health."

Mr. Gates to Mr. Rockefeller:

Feb. 23rd, 1892.

"I enclose the forms of letters to the University of Chicago as requested. I have made one or two very slight verbal changes in the letter of gift for euphony, and at the suggestion of Mr. Murray have made the designation of the fund for endowment more emphatic. I have also transposed the sentence regarding delivery to this end of the pledge portion of the letter, and placed there the accrued interest clause. Our little family as well as Mr. Murray agree that the sentiment at the close is unexceptionable and useful.

"I hope the clerk in copying will observe the paragraphing, and will write out the numbers in full as I have done, and not repeat them in figures, and also preserve the capital letters in the numbers.

"For some reasons I hope the bonds will all be December. The January bonds will lack a month's accrued interest amounting in each case to \$4.16-2/3. This on many bonds would reduce the income several thousand dollars - (\$4,166.66 for 1000), thus requiring a rearrangement of our estimates and reductions all round. A new designation would also have to be made to correspond. If all the bonds chosen are December then I think the words regarding accrued interest should read "bearing accrued interest from December 1st, 1891. The fact is that this accrued interest very materially enhances the value of the gift and should be placed at its true value in the letter.

"In the letter of designation to accompany the letter of gift, you will observe and, I have thought, approve, the closing paragraph qualifying the designations in case other gifts cover them".

Feb. 23rd, 1933.

Mr. Gates to Mr. Rockefeller:

"I enclose the form of letter to the University of Chicago as requested. I have made one or two very slight verbal changes in the letter of gift for emphasis, and at the suggestion of Mr. Murray have made the designation of the fund for endowment more emphatic. I have also transposed the sentence regarding delivery to this end of the pledge portion of the letter, and placed there the accrued interest clause. Our little family as well as Mr. Murray agree that the sentiment of the clause is unexceptionable and useful.

"I hope the clerk in copying will observe the punctuation, and will write out the numbers in full as I have done, and not repeat them in figures, and also preserve the capital letter in the numbers.

"For some reasons I hope the bonds will all be December. The January bonds will lack a month's accrued interest amounting in each case to \$4.18-2/3. This on many bonds would reduce the income several thousand dollars - (\$4,186.66 for 1000), thus requiring a rearrangement of our estimates and reductions all round. A new designation would also have to be made to correspond. If all the bonds chosen are December then I think the words regarding accrued interest should read "bearing accrued interest from December 1st, 1931. The fact is that this accrued interest very materially enhances the value of the gift and should be placed at its true value in the letter.

"In the letter of designation to accompany the letter of gift, you will observe and, I have thought, approve, the closing paragraph qualifying the designations in case other gifts cover them."

✓ ✓

February 23, 1892.

Mr. Gates to Dr. Goodspeed:-

"I suppose when you receive this, Dr. Harper will be on his way here. I take it that in the same mail you will receive Mr. Rockefeller's pledge for one thousand 5 percent bonds of the par value of \$1,000,000, interest and principal payable in gold. Mr. Rockefeller promises to deliver these bonds March 1st, 1892, bearing accrued interest from December 1st, 1891. "I make this gift as a thank offering to Almighty God for returning health."

We have been toiling over the wording of this pledge for the last hour and when I left it was completed for the mail which will take this letter. The additional \$1,000,000, to be conditioned on \$1,000,000 from Chicago is dropped, Mr. Rockefeller being unwilling to appear in that role before the University a second time. I hope, however, there will be no backwardness about coming forward with the local million for buildings just the same.

Now, as to what is to be said to the public, the matter was talked over and a decision reached and quite decided, namely, say nothing. Publish the pledge just as it stands. Let it be its own explanation. The last words quoted explain the whole matter fully and finally. These are the preferences and you will know how to carry them out without deviation, even to please the dear papers. I can hardly be too explicit here. The figures of the letter of designation are unchanged from what we agreed upon late the night I left, though the wording is made very specific.

Now that it is all over I find myself singularly lacking in any feeling of exultation. The responsibility we have all assumed, the necessity of care, forethought, prudence, weigh upon me and cloud any spirit of joy.

I venture to renew the suggestion as to the mimeograph statement from the accountant before each Board meeting, showing the exact state of each fund. The work we have done, the figures of our estimates of current expenses, of income from present funds, should be carefully revised. There will be more or less leakage at this point, which should **be looked to**. It seems to me that as Financial Secretary there is a work for you to do in this part of the business.

I had the letter addressed to the Trustees through you as Secretary both because you are the proper officer and we thought it might strengthen your position in the Board and the city.

I have no time left for further writing and will only add that when the decision was finally arrived at, it was hearty, cheerful, not to say glad, and Mr. Rockefeller has been kinder to me personally than ever."

February 23, 1892.

Mr. Gates to Dr. Goodenough:-

"I suppose when you receive this, Dr. Harper will be on his way here. I take it that in the same mail you will receive Mr. Hockstetter's pledge for one thousand 5 percent bonds of the par value of \$1,000,000, interest and principal payable in gold. Mr. Hockstetter promises to deliver these bonds March 1st, 1892, thereby securing interest from December 1st, 1891. I make this gift as a thank offering to Almighty God for returning health."

We have been telling over the wording of this pledge for the last hour and when I left it was completed for the mail which will take this letter. The additional \$1,000,000, to be conditioned on \$1,000,000 from Chicago is dropped, Mr. Hockstetter being unwilling to appear in that role before the University a second time. I hope, however, there will be no backsliding about coming forward with the fiscal million for buildings just the same.

Now, as to what is to be said to the public, the matter was talked over and a decision reached and quite decided, namely, no saying. Publish the pledge just as it stands. Let it be its own explanation. The last words quoted explain the whole matter fully and finally. These are the preferences and you will know how to carry them out without deviation, even to please the dear papers. I can hardly be too explicit here. The figures of the letter of designation are unchanged from what we agreed upon late the night I left, though the wording is made very specific.

Now that it is all over I find myself singularly lacking in any feeling of exultation. The responsibility we have all assumed, the necessity of care, forethought, prudence, weigh upon me and cloud my spirit of joy.

I venture to renew the suggestion as to the manuscript statements from the accountant before each Board meeting, showing the exact state of each fund. The work we have done, the figures of our estimate of current expenses, of income from present funds, and of the carefully revised. There will be more or less leakage at this point, which should be looked for. It seems to me that as financial security there is a work for you to do in this part of the business.

I had the letter addressed to the Trustees through you as necessary both because you are the proper officer and we thought it might strengthen your position in the Board and the city.

I have no time left for further writing and will only add that when the decision was finally arrived at, it was hearty, cheerful, not too easy, glad, and Mr. Hockstetter has been kinder to me personally than ever."

E. Nelson Blake to Dr. Harper, February 25, 1892,
in Florida.

"I today came across an 'Inter Ocean' with the account of Mr. S. A. Kent's most generous gift to your University, and I felt like dropping on my knees, and thanking God, who moves the hearts of men.

I felt thankful for the cause of education, and thankful for the great encouragement that you must have received from such timely aid, and for the powerful effect upon others, that must come from such an example. I am delighted and surprised, for although I wrote him a long letter last summer, I did it without hope."

.....

M. Nelson Hicks to Dr. Harper, February 22, 1892,
in Florida.

"I today came across an 'Inter Ocean' with the account
of Mr. H. A. Kent's good intentions gift to your University,
and I felt like dropping on my knees, and thanking God, who
moves the hearts of men.

"I felt thankful for the cause of education, and
thankful for the great encouragement that you must have
received from such timely aid, and for the powerful effect
upon others, that must come from such an example. I am
delighted and surprised, for although I wrote him a long
letter last summer, I am without hope."

.....

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Dr. Goodspeed to Dr. Harper, February 27, 1892.

"The most encouraging things I have are these-

1. Mrs. Ellis came in today to say that she had seen Mrs. Kelly and that Mrs. E. wished you to see Mr. Whitcomb her lawyer, as I wired you today. Judge Shorey came in a few minutes after she left and said that Whitcomb was with him in College, that they had always been intimate and that W. was a warm friend of his. It therefore occurred to me that it might be the wise thing for Judge Shorey to go and see Whitcomb perhaps taking me with him, but will wait for your judgment.

2. Mr. Field was in an office yesterday when he spoke in the warmest way of Mr. R. and his great contribution and said 'Chicago must now put \$1,000,000. into buildings for the University.' Does not this sound as tho' he cherished intentions ~~desirable~~ available to us?

I was very glad to see by the morning papers that the 'City of Chicago' had arrived. The Tribune this morning had a most appreciative editorial and I sent it to Mr. R. The Post last evening had a very fine one on 'Chicago must take the next step.' Kohlfaat has found an investment for \$50,000. of our funds and the Finance Committee will meet Monday to pass on it. Cobb is ready to meet the Building Committee and a meeting is called for Monday.

I hope you and Gates have found some encouragement in the Ogden business and that you have found your family well and are having a good time."

Dr. Goodspeed to Dr. Harper, February 27, 1892.

"The most encouraging thing I have seen these-
I. Mrs. Ellis came in today to say that she had seen
Mrs. Kelly and that Mrs. E. wished you to see Mr. Whitcomb
her lawyer, as I visited you today. Judge Sherry came in
a few minutes after she left and said that Whitcomb was
with him in College, that they had always been intimate
and that E. was a warm friend of his. If therefore
convinced to me that it might be the wise thing for Judge
Sherry to go and see Whitcomb perhaps talking me with him,
but will wait for your judgment.
E. Mr. Field was in an office yesterday when he spoke
in the warmest way of Mr. E. and his great contribution
and said 'Chicago must now cost \$1,000,000. Late buildings
for the University.' 'Come now this means we do,' he
characterized intention, 'as a waste of money.
I was very glad to see by the morning papers that
the City of Chicago had arrived. The Tribune this morning
had a most representative editorial and I sent it to E. E.
The last last evening had a very fine one on Chicago
must take the next step.' Robinson has found an investment
for \$25,000. of our funds and the Finance Committee will
meet Monday to vote on it. Good is ready to meet the
Building Committee and a meeting is called for Monday.
I hope you and Susan have found some encouragement
in the Cuban business and that you have found your family
well and are having a good time."

✓

C. L. Hutchinson to Dr. Harper, from Egypt, Feb. 27, 1892.

Upon our return from the second cataract this evening we received our long delayed mail. In it was your letter of January 23. I need not tell you how welcome it was and how pleased we were to have such a glorious report. Perhaps I had better say a report of such glorious prospects. You are acting wisely. Never from a very early day in the history of the undertaking have I had a doubt of its success. I hope that all you mention may come to pass."

.....

.....

C. L. Heston to Dr. Heston, from Heston, Feb. 27, 1922.

Upon our return from the second census this evening
we received our long delayed mail. In it was your letter of
January 23. I need not tell you how welcome it was and how
pleased we were to have such a glorious report. Perhaps
I had better say a word about the glorious prospects. For
the matter of fact, never from a very early day in the history
of the undertaking have I had a doubt of its success. I hope
that all you mention may come to pass.

Dr. Goodspeed to Mr. Gates:

Feb. 27, 1892.

"As Dr. Harper left the day the great intelligence came and I have had my hands more than full I have contented myself with sending you the newspapers. You know from Dr. Harper how we all felt. The feeling in the city seems to be one of universal gratification.

"Mr. Field said the other morning after expressing his satisfaction with the gift and his admiration for Mr. Rockefeller 'Now Chicago must put \$1,000,000. into the Building of the University'. A gentleman who heard him came over and told me.

"An extraordinary impression has been made. Prof. Abbott says the clerk at his hotel has made inquiries as to just how to direct visitors to the University site, many asking him how to go there. There have been I suppose more than 100 references to the University in the papers of yesterday and today. The Post had an editorial Friday evening 'Chicago's turn next' to the effect that Chicago must now erect the University buildings.

"The Board are of course delighted. Most of them have been in to express their joy and leave their congratulations. Bailey said Saturday that he was more than ever persuaded that the union with the Reynolds School was certain to come.

"The letters from students increase. There have been twenty today - more than ever before received in one day.

"All your suggestions about sending information and a brief note to the Ogden people were promptly acted on. I hope you are seeing light in the matter.

"We can buy on Ellis Ave. just North of 58th, the N.W. corner a piece of ground fronting 120 feet on Ellis and 130 feet on 58th to an alley for \$12,500. I send a little sketch of it with such a building as I propose, which would in its plan, resemble the dormitory at Morgan Park. That building cost \$17,000. and will accommodate 80 students on its three floors and feed them in its basement. Now, we can for \$50,000. erect a cheap but substantial building that will provide the dining room and kitchen for 400 students and cheap rooms (50 cents a week and 75 cents a week) for 175 men and we can get it ready by Oct. 1 and it will always be full and the rents even at this low price will pay all charges such as care, repairs, insurance, special assessments, heat, light, water, etc. as well as 6% on the investment, etc. \$1,000. to \$2,000. a year to pay for the building. If we can put the cash in to pay for the lot, I think it possible that we can borrow the funds to erect the building and then let it gradually pay for itself. I laid it before Kahlsaat today and he said 'Work

Feb. 27, 1932

Dr. Goodspeed to Mr. Gates:

"As Dr. Harper left the day the great intelligence came and I have had my hands more than full I have contacted myself with sending you the newspaper. You know from Dr. Harper how we all felt. The feeling in the city seems to be one of universal sympathy.

"Mr. Field said the other morning after expressing his satisfaction with the gift and his admiration for Mr. Rockefeller 'How Chicago must put \$1,000,000 into the Building of the University'. A gentleman who heard him came over and told me.

"An extraordinary impression has been made. From about 1900 the clerk at his hotel has made inquiries as to just how to direct visitors to the University with many asking him how to there. There have been I suppose more than 100 references to the University in the papers of yesterday and today. The Post had an editorial Friday evening 'Chicago's turn next' to the effect that Chicago must now erect the University building.

"The Board are of course delighted. Most of them have been in to express their joy and leave their congratulations. Bailey said Saturday that he was more than ever persuaded that the union with the Reynolds School was certain to come.

"The letters from students increase. There have been twenty today - more than ever before received in one day.

"All your suggestions about sending information and a brief note to the Oden people were promptly acted on. I hope you are seeing light in the matter.

"We can buy on Ellis Ave. just North of 50th, the N.W. corner a piece of ground fronting 120 feet on Ellis and 130 feet on 50th to an alley for \$12,000. I sent a little sketch of it with such a building as I propose, which would be in the plan, resemble the dormitory at Morgan Park. That building cost \$17,000, and will accommodate 80 students on the three floors and food in the basement. Now we can for \$50,000 erect a cheap but substantial building that will provide the dining room and kitchen for 400 students and cheap rooms (20 cents a week and 75 cents a week) for 175 men and we can get it ready by Oct. 1 and it will always be full and the rents even at this low price will pay all charges such as gas, repairs, insurance, special assessments, heat, light, water, etc. as well as 5% on the investment, etc. \$1,000 to \$2,000 a year to pay for the building. If we can put the cash in to pay for the lot, I think it possible that we can borrow the funds to erect the building and then let it gradually pay for itself. I laid it before Fairbank today and he said 'Work

#2:

29
Feb. 29 1892.

it all out and get it in complete shape and we will see what can be done".

"How does this strike you ? It seems to me to accomplish two things that are quite essential and that can be accomplished in no other way.

"I feel that the future of the University is now assured and its character and standing fully assured. More than ever do I feel that it was a special providence that you came to Chicago just when you did. It changed the future. It was an epoch making visit. I do wonder that you feel sobered and solemnized by the greatness of these events. I certainly do and shall try to do with fidelity the work required of me."

Feb. 1915

12

it all out and let it in complete shape and we will see what can be done."

"How does this strike you? It seems to me to accomplish two things that are quite essential and that can be accomplished in no other way."

"I feel that the future of the University is now assured and the character and standing fully assured. More than ever do I feel that it was a special providence that you came to Chicago just when you did. It changed the future. It was an epoch making visit. I do wonder that you feel sobered and restrained by the greatness of these events. I certainly do and shall try to do with fidelity the work required of me."

Dr. Goodspeed to Mr. Rockefeller:

Feb. 29, 1892.

"Your subscription of Feb. 23rd, together with the letter of designation, reached me on the 25th. The monthly meeting of the Board of Trustees was held on the 23rd, and, as Pres. Harper was compelled to go East on the evening of the day on which your letter came, there is no present opportunity to send you an official expression from the Board. This I shall do as soon as we can arrange to have a full meeting.

"If you have seen Dr. Harper, he has told you of the feeling of the Trustees and of the public, as well as revealed to you his own heart. I am today in receipt of a letter from him written on the train on his way to New York which he begins thus: "Slept fourteen hours solid last night and feel this morning quite rested. At last the strain is over". It was, indeed, the critical moment in the history of the University. You have ended the crisis in a way that assures the future and fixes the position of the institution among the world's universities. The feeling of gratification in Chicago is universal and enthusiastic. ~~The expressions of feeling both~~ In so great a work the wisest men may commit mistakes and you will, I am sure, remember that we are fallible men. I can assure you that the Trustees are inspired with an earnest purpose to administer the trust committed to them with a faithfulness that will receive your approval and make the University all that its warmest friends can expect. They are conservative and careful men and are fixed in their purpose not to involve the enterprise beyond its means. The demands upon us are enormous. The temptations to launch out in many directions are very great. The promise of development is altogether without precedent in the history of education, and our most strenuous efforts must be in the direction of holding back from many fields of promise into which we now are and shall continue to be allured. The Trustees understand this and will, I am sure, be equal to the trust you have reposed in them. Pardon me for writing at such length, and believe me".

Feb. 23, 1892.

Dr. Goodspeed to Mr. Rockefeller.

"Your subscription of Feb. 23rd, together with the letter of designation, reached me on the 25th. The monthly meeting of the Board of Trustees was held on the 23rd, and, as Prof. Harper was compelled to go West on the evening of the day on which your letter came, there is no present opportunity to send you an official explanation from the Board. This I shall do as soon as we can arrange to have a full meeting.

"If you have seen Dr. Harper, he has told you of the feeling of the Trustees and of the public, as well as revealed to you his own heart. I am today in receipt of a letter from his written on the train on his way to New York which he begins thus: 'Right towards hours could last night and feel this morning quite rested. At last the strain is over.' If you, indeed, the critical moment in the history of the University. You have ended the crisis in a way that answers the future and fixes the position of the institution among the world's universities. The feeling of gratification in Chicago is universal and enthusiastic. The ~~university~~ feeling is so great a work the wisest men may commit mistakes and you will. I am sure, remember that we are fallible men. I can assure you that the Trustees are inspired with an earnest purpose to administer the trust committed to them with a faithfulness that will receive your approval and make the University all that the wisest friends can expect. They are conservative and careful men and are fixed in their purpose not to involve the enterprise beyond the means. The demands upon us are enormous. The questions to launch out in many directions are very great. The premises of development is altogether without precedent in the history of education, and our most strenuous efforts must be in the direction of holding back from many fields of promise into which we now are and shall continue to be allowed. The Trustees understand this and will, I am sure, be equal to the trust you have reposed in them. Pardon me for writing at such length, and believe me,

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Dr. Goodspeed to Dr. Harper, February 29, 1892.

"Your letter written on the train came today. I at once wrote the letter to Mr. Kent and have also written to Mr. Rockefeller and Mr. Gates. Judge Shorey has visited Mr. Whitcomb and finds him not ill disposed toward us, tho' his wife is Mrs. Kelley's daughter by a former marriage which would naturally dispose them not to favor Mrs. K's giving away her property. He says that Mrs. K. will soon decide the matter. We will see what further steps can be taken. Mr. Kohlfaat was today authorized to invest \$50,000. at 6 per cent in a first class mortgage.

Mr. Cobb has prepared an elevation of the laboratory and will make further changes in it which will improve it. Mr. Kent is still in W. and will remain there for some time. I will write again tomorrow. A letter from Blake expressing great joy."

Dr. Goodspeed to Dr. Harper, February 22, 1892.

Your letter written on the train came today. I at

once wrote the letter to Mr. East and have since written

to Mr. Rockefeller and Mr. Gates. Judge Sherry has visited

Mr. Whitcomb and finds him not ill disposed toward us.

His wife is Mrs. Kelley's daughter by a former

marriage which would naturally dispose them not to favor

Mr. K's giving away his property. He says that Mr. K.

will soon decide the matter. We will see what further

steps can be taken. Mr. Robinson was today authorized

to invest \$50,000 at 4 per cent in a first class

mortgage.

Mr. Cobb has proposed an elevation of the laboratory

and will make further changes in it which will improve

it. Mr. East is still in W. and will remain there for

some time. I will write again tomorrow. A letter from

Blake expressing great joy.

Mr. Harper to Mr. Gates:

March 2nd, 1892.

"A letter from Goodspeed says that Marshall Field has expressed himself very strongly in reference to the importance and necessity of raising \$1,000,000 in Chicago at once for ["]Billings["].

"I will write you again before long".

March 2nd, 1892.

Mr. Harper to Mr. Gates:

"A letter from Goodspeed says that Marshall Field has expressed

himself very strongly in reference to the importance and necessity

of raising \$1,000,000 in Chicago as soon for ^{the} "Chicago".

"I will write you again before long."

✓✓
March 2, 1892.

Mr. Gates to Dr. Goodspeed:-

"Yours of 29th came this morning. I have made some extracts from it for Mr. Rockefeller. I am glad of the attention you are paying the Ogden heirs, though I now think we can secure a better compromise after the general term in April when the case will be re-argued on the question of the conversion of the funds from realty into personal property. They will compromise but on terms altogether too high at present.

I like your plan as to dormitory, provided some individual will do it as a personal venture, recouping himself from the profits and not involving the University, but I am opposed to borrowing. I think, moreover, if a man were found to put up the building, he to receive back his funds interest and principal, the University should allow the structure to go on the campus, provided the University receives the building when the man who erects it has been fully repaid. But I have great hopes that you can raise enough by private subscription to erect such a building for poor boys on the campus without debt. Such benevolence would appeal strongly to many men.

I think our denominational papers treat the million rather coldly, I mean the Examiner, which throws in a left hand plea for the eastern colleges, and the Inquirer, which is more glad to learn of restored health than to hear of the million. We Baptists are a broad and noble people! Oh, how I - - no, I won't say it. I was about to say something about this town. Please keep me posted promptly as to everything encouraging."

March 2, 1893.

Mr. Gates to Dr. Goodspeed:

"Yours of 29th came this morning. I have made some extracts from it for Mr. Rockefeller. I am kind of the attention you are paying the Oden affair, though I now think we can secure a better compromise after the general term in April when the case will be returned on the question of the conversion of the funds from tenancy into property. They will compromise but on terms altogether too high at present.

I like your plan as to dormitory, provided some individuals will do it as a personal venture, reserving himself from the public and not involving the University, but I am opposed to borrowing. I think, moreover, if a man were found to put up the building, he to receive back his funds interest and principal. The University should allow the structure to go on the campus, provided the University receives the building when the man who erected it has been fully repaid. But I have great hopes that we can raise enough by private subscription to erect such a building for good boys on the campus without debt. Such benevolence would appear warmly to many men.

I think our denominational papers treat the million rather coldly. I mean the Examiner, which throws in a half hand plan for the eastern colleges, and the Indicator, which is more glad to learn of restored health than to hear of the million. We Baptists are a broad and noble people. Oh, now I - no, I won't say it. I was about to say something about this town. Please keep me posted promptly as to everything encouraging."

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Dr. Goodspeed to Dr. Harper, March 3, 1892.

"Your letter from New York is just at hand. I judge from it that you were not able to do anything on the Ogden business.

Tuesday we had some ten inquiries from students, yesterday twenty and more, and today (I write at 11:30) there will be more than twenty.

Yesterday I inspected the buildings. I was much impressed by their immensity. They will be very handsome too, I am sure. The work is going forward rapidly.

J. V. Farwell came in Tuesday with two representatives of the London Polytechnic School. They wish to make an encampment for 250 students from their school and ask for space on our grounds. They will come again after your return. They bring over 3000 pupils in companies of 250 and will wish to occupy about one-fifth of our site for six months. The Park Commissioners and Fair Directors would give them space in the parks or on the Plaisance, but the precedent would open the flood gates and swamp them. I told these parties that we would strain a point to be hospitable to the Polytechnic, that there were two difficulties, first, that a considerable part of our land was low-~~too~~ low for such a camp, and, second, that we were likely at any time to begin a building at any place in the grounds, but that if a place could be found for them we would be glad to accommodate them and if we could not perhaps Mr. Field would."

Dr. Goodspeed to Dr. Harper, March 3, 1892.

"Your letter from New York is just at hand. I judge

from it that you were not able to do anything on the

open business.

Yesterday we had some ten inquiries from students,

yesterday twenty and more, and today (I write at 11:30)

there will be more than twenty.

Yesterday I inspected the buildings. I was much

impressed by their immensity. They will be very handsome

too. I am sure. The work is going forward rapidly.

L. V. Parwell came in Tuesday with two representatives

of the London Polytechnic School. They wish to make an

arrangement for 200 students from their school and ask for

space on our grounds. They will come again after your

return. They bring over 2000 pupils in connection of 200 and

will wish to occupy about one-fifth of our site for six

months. The Park Commissioners and their Directors would

give them space in the park or on the Highlands, but the

precedent would open the flood gates and swamp them. I told

these parties that we would retain a point to be negotiable

to the Polytechnic. That there were two difficulties, first,

that a considerable part of our land was low-lying for

such a camp, and, second, that we were likely at any time

to begin a building at any place in the grounds, but that

if a place could be found for them we would be glad to

accommodate them and if we could not perhaps Mr. Field would."

"Considering the necessity for providing for boarding the students and also for providing very cheap rooms we have been looking for a piece of ground. Mr. Dibbles will let us have all we want on the corner of Greenwood and 56th South and East front for \$85. per foot. This is on block north of the north entrance to our grounds. On this lot we can erect a building that will furnish boarding accommodations for 400 students and dormitory accommodations for 190 at a total expense for land and buildings of \$60,000. This would enable us to rent rooms for 50 cents and 75 cents per week and meet the imperative requirement for cheap rooms. At these rates, the dining association paying its proportion, after paying all fixed charges, 8 Or 9 per cent would be realized on the investment. We could put a small sum of money in, borrow \$50,000. and pay 6 per cent and in 30 or 40 years pay the debt from the income. Mr. Cobb is preparing plans to be presented Saturday. The cost of our regular dormitories is increasing every day. Instead of \$150,000. they will cost at least \$160,000. They will be palaces. We shall have plenty of students who can pay the rents, but there is already a loud cry for cheap rooms. You promised 50 cent rooms. Let us furnish them in this way. How does this strike you? It has taken shape in my mind, because on Saturday Judge Shorey came in to say that we could get lots on the corner of Ellis Avenue and 58th Street - 120 feet on Ellis by 130 on 58th for \$110. per foot. The east and south front with a west front on an alley suggested to me a building like the "

"Considering the necessity for providing for boarding the students and also for providing very cheap rooms we have been looking for a piece of ground. Mr. Hibben will let us have all we want on the corner of Greenwood and 58th Street and East Street for \$250 per foot. This is on block north of the north entrance to our grounds. On this lot we can erect a building that will furnish boarding accommodations for 400 students and dormitory accommodations for 150 at a total expense for land and building of \$60,000. This would enable us to rent rooms for 50 cents and 75 cents per week and meet the imperative requirement for cheap rooms. At these rates, the dining association paying its proportion, after paying all fixed charges, 5 or 6 per cent would be realized on the investment. We could put a small sum of money in, borrow \$60,000, and pay 5 per cent and in 30 or 40 years pay the debt from the income. Mr. Cook is preparing plans to be presented Saturday. The cost of our regular dormitories is increasing every day. Instead of \$150,000 they will cost at least \$160,000. They will be palaces. We shall have plenty of students who can pay the rents, but there is already a loud cry for cheap rooms. You promised 50 cent rooms. Let us furnish them in this way. How does this strike you? It has taken shape in my mind, because on Saturday Judge Harvey came in to say that we could get lots on the corner of Ellis Avenue and 58th Street - 120 feet on Ellis by 150 on 58th for \$110 per foot. The east and south front with a west front on an alley suggested to me a building like the "

#Seminary Dormitory at Morgan Park. That building cost \$17,000. and each floor has rooms for 25 students or 75 on three floors, with dining room and kitchen, etc. in basement. Three times 75 equals 225 students. Three times \$17,000. equals \$51,000. I went to see Mr. Dibble² and he said he would give me 100 feet front on Greenwood running back 170 feet on 56th to a 20 foot alley for \$8,500. This is more land for \$4,000. less money than on Ellis. If you should much prefer it we could buy on the corner of Greenwood and 57th right across the street from the north central entrance. Think this all over and tell me how it strikes you. As I look at it, we can for a very small actual investment of cash provide boarding accommodations and very cheap rooms for poor students and thus solve a problem that otherwise will trouble us forever. When we organize the boarding club on the campus, this one can continue as a sort of foxcraft - cheap - very cheap boarding club.

We must take up at once the question of tuition fees and poor students. Mrs. Morris of the Training School came in. She wants her boy to go thro' but she can't pay the tuition fees. A minister in Wisconsin writes that his son is in Shurtleff. He wants to send him here but can he bear the expense? I think a policy should be at once adopted that will enable us to say something to these people. I told Mrs. Morris to come in and see you. I thought"

Assembly Dormitory at Morgan Park. That building cost \$17,000, and each floor has rooms for 25 students or 50 on three floors, with dining room and kitchen, etc. in basement. Three times 75 equals 225 students. Three times \$17,000, equals \$51,000. I want to see Mr. Bishop and he said he would give me 100 feet front on Greenwood running back 170 feet on 55th to a 90 foot alley for \$25,000. This is more land for \$4,000. I want money than on 55th. If you should much prefer it we could buy on the corner of Greenwood and 57th right across the street from the north central entrance. I think this will ever and tell me how it strikes you. As I look at it, we can for a very small actual investment of cash provide boarding accommodations and very cheap rooms for poor students and then solve a problem that otherwise will trouble us forever. When we organize the boarding club on the campus, this one can continue as a sort of laboratory - cheap - very cheap boarding club.

We must take up at once the question of tuition fees and poor students. Mrs. Norris of the Training School came in. She wants her boy to go thro' but she can't pay the tuition fees. A minister in Wisconsin writes that his son is in Hartford. He wants to send him here but can he pay the expenses? I think a policy should be at once adopted that will enable us to say something to these people. I told Mrs. Norris to come in and see you. I thought

"the matter could be arranged. But this is more than enough - Reporter in to show me a telegram from Baltimore saying that Professor Rumsen was considering a call, etc. I told him I hoped it was true."

"The matter could be arranged. But this is more than
enough - Reporter in to show me a telegram from Baltimore
saying that Professor Hanson was considering a call, etc.
I told him I hoped it was true."

Dr. Goodspeed to Mr. Gates:

March 4, 1892.

x x x x x x x x x

"I am very anxious to have your full approval of my plan as to the outside dining room and dormitory,- provided the plan is a wise one.

"What I propose is a cheap dormitory, very cheap, in which single rooms shall rent for 50, 60 and 75 cents per week and if two students should occupy one of these rooms 8 x 14, the room rent of each one would be \$9, \$11 and \$13. per year of 36 weeks. This as you see is next to nothing. I wish to see this built and built outside the grounds because:

(1) We shall have a large class of students who must have cheap accommodations. We shall always have them. We must provide for them. We ought not to give them the fine rooms in the dormitories on the campus for one third of what these rooms actually cost us in interest, for all the rooms we can furnish will be required by men who can well afford to pay a fair rent for them. How can we rent one room for \$4. a week and the one next to it equally good for 50 cts. without creating constant dissatisfaction, pauperizing a large class of students and encouraging dishonesty? Students well able to pay, seeing half the men getting room rent for next to nothing, will constantly be tempted to urge that they cannot afford to pay the regular prices and there will be constant irritation and difficulty in fixing the prices of rooms. On the other hand, if outside the campus the University can offer rooms at very low rates all difficulties vanish. Men pay their money and take their choice and all feel that they are paying for what they get. There is no favoritism and no dishonesty and no dickering about prices.

"Now I do not see how we can build cheap dormitories on the site. The trustees feel great pride in making the entire group of buildings of the same general type and cannot bear the thought of disfiguring the group and destroying its symmetry and beauty by erecting cheap structures.

"It may be objected that in the matter of tuitions we shall be compelled to make distinctions and admit many students on partial rates and in many cases wholly remit tuitions. But in the matter of tuitions we have no such choice as in this of room rents. We have one faculty for all and cannot employ a second and cheap faculty for poor students whereas we can build cheap dormitories for them and save money by doing so. The time will come,- I hope soon,- when we can have a great dining hall on the campus where students will board for from \$3.50 to \$4. a week. But we need a dining hall also for men who can pay on \$2. or \$2.50. Now, by the arrangement I propose, when the dining hall is provided on the campus, we shall have in

March 4, 1922

Dr. Goodspeed to Mr. Gates:

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"I am very anxious to have your full approval of my plan as to the outside dining room and dormitory, - provided the plan is a wise one.

"What I propose is a cheap dormitory, very cheap, in which single rooms shall rent for \$5, \$6 and \$7 cents per week and if two students should occupy one of these rooms \$2 x \$6, the room rent of each one would be \$7, \$11 and \$13 per year of 36 weeks. This is as low as is next to nothing. I wish to see this built and built outside the grounds because:

(1) We shall have a large class of students who must have cheap accommodations. We shall always have them. We must provide for them. We ought not to give them the fine rooms in the dormitories on the campus for one third of what these rooms actually cost us in interest, for all the rooms we can furnish will be required up men who can well afford to pay a fair rent for them. How can we rent one room for \$5, a week and the one next to it equally good for \$5 etc. without creating constant dissatisfaction, perpetuating a large class of students and encouraging dishonesty? Students will not pay, seeing that the man getting room rent for next to nothing, will constantly be tempted to urge that they cannot afford to pay the regular prices and thereby be constant irritation and dissatisfaction in living the prices of rooms. On the other hand, if outside the campus the University can offer rooms at very low rates all difficulties vanish. Men pay their money and take their choice and all feel that they are paying for what they get. There is no favoritism and no dishonesty and no dissension about prices.

"Now I do not see how we can build cheap dormitories on the site. The trustees feel great pride in making the entire group of buildings of the same general type and cannot bear the thought of placing the group and destroying its symmetry and beauty by erecting cheap structures.

"It may be objected that in the matter of tuition we shall be compelled to make distinctions and admit many students on partial rates and in many cases wholly gratis tuition. But in the matter of tuition we have no such choice as in this of room rents. We have one faculty for all and cannot employ a second and cheap faculty for poor students whereas we can build cheap dormitories for them and save money by doing so. The time will come, - I hope soon, - when we can have a great dining hall on the campus where students will board for from \$2.50 to \$4.00 a week. - But we need a dining hall also for men who can pay as \$2.50 or \$3.50. Now, by the arrangement I propose, when the dining hall is provided on the campus, we shall have in

#2:

March 4, 1892.

this cheap outside dormitory a dining hall where cheap board can be furnished and then we shall kill two birds with one stone - provide cheap rooms and cheap board permanently. We shall then be furnished at every point, be prepared at the outset to receive both classes of students and suppress at the beginning the cry that this is a University for the rich boy.

"As to the method of procedure I am not so clear as I am on the main question. There are several ways of going at it.

(1) The method you in fact suggest - 'some individual doing it as a personal venture'. The difficulty about this is that at any time he or his heirs can and will raise the prices and defeat the very object we have in view.

"How would it do to find some man to put in \$60,000. and execute a lease to the University for 99 years at \$3,600. per year? The University would then have entire control. I don't know whether the trustees would be willing to make so long a lease or care to do so or whether any man could be found to put up the money on that basis.

(2) Raise the \$60,000. and buy the lots and build the dormitory and pay for them. There are difficulties connected with this. We need all the money we can raise for the buildings on the campus, particularly just now and we ought to have this building at once.

(3) The third method is to borrow the money or as much of it as can be borrowed on the security of a mortgage on the property and the notes of the University and then charge such rents as will pay the interest and the fixed annual expenses and will also create a sinking fund of 1 or \$2,000. per year to apply on the payment of the debt.

"I cannot see the objection to this. The University does not involve itself. The income would be as certain as anything in this world can be. If my calculations as to income are faulty and the sinking fund does not materialize we can raise a couple of thousand dollars a year and apply on the payments. The property will always be good for the indebtedness for while the building deteriorates the land will appreciate. Of course we may not be able to borrow the money. I asked Mr. Goodman if the Seminary would loan a gilt edge long time investment for them. This he conceded, but demurred because it was the University, - much to my disgust.

"I thought I was proposing a good thing for the Seminary. No investment could be more secure.

March 4, 1952

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This cheap outside dormitory a dining hall where cheap board can be furnished and then we shall fill two birds with one stone - provide cheap rooms and cheap board permanently. We shall then be furnished at every point, be prepared at the outset to receive both classes of students and improve at the beginning the city that this is a University for the rich boy.

"As to the method of procedure I am not so clear as I am on the main question. There are several ways of going at it.

(1) The method you in fact suggest - 'some individuals doing it as a personal venture'. The difficulty about this is that at any time he or his heirs can and will raise the price and deplete the very object we have in view.

"Now would it do to find some man to put in \$50,000. and execute a lease to the University for 99 years at \$3,000. per year? The University would then have entire control. I don't know whether the trustees would be willing to make as long a lease or not, so as to see or whether any man could be found to put up the money on this basis.

(2) Raise the \$50,000. and buy the land and build the dormitory and pay for them. There are difficulties connected with this. We need all the money we can raise for the buildings on the campus, particularly just now and we ought to have this building at once.

(3) The third method is to borrow the money or as much of it as can be borrowed on the security of a mortgage on the property and the notes of the University and then charge each note as will pay the interest and the fixed annual expense and will also create a sinking fund of 1 or \$3,000. per year to apply on the payment of the debt.

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"I thought I was proposing a good thing for the Government. No investment could be more secure.

#3:

March 4, 1892.

"Inquiries are now coming in for rooms, prices of rooms, cheap rooms and we have no answer to make. Some answer we must soon be ready to make. I have written fully to Harper and Blake. I mentioned the matter to Kohlfaat and he said 'go ahead and get all the facts and plans and we would see what could be done'. Cobb will have something to show the committee tomorrow.

"In the last annual report of pres. Eliot often speaking of the advantages offered by the Foxcraft club in giving cheap board, continues--'The total number of students who can be provided with rooms in College buildings is 1023, while there are at least 2000 students living in Cambridge; that is, only about half the students in college buildings. The rest must seek room in private dormitories or in private houses. The consequence is that the prices of furnished rooms within a short distance of the college yard are undesirably high. The corporation desires very much to be enabled to offer students a large number of plain rooms, simply furnished at a price not much exceeding \$50. a year including the daily care of the rooms. Cheap board and cheap rooms in Cambridge are a necessary means for building up here a great, popular institution'.

"This tells the whole story. I want to do better than this and offer students rooms at a price very much less than \$50. a year. Since we ought to do this there ought to be a way to do it".

"PS--- You ought not to expect the examiner to enthuse. You remember it refused to do so before and I was so disgusted that I withdrew my valuable patronage. I find life is endurable without the Examiner. You and Mr. R. ought not to have closed my mouth. The interest here is such that from three to six reporters come to the office daily for some crumb of news. I have been very busy this week. Have not left the office till after seven P.M. any night save one. I think twenty students have made inquiry today. The number for the week will exceed 100."

March 4, 1932

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"Ladies are now coming in for rooms, prices of rooms, cheap rooms and we have no answer to make. Some answer we must soon be ready to make. I have written fully to Harper and Black. I mentioned the matter to Kohnst and he said 'Go ahead and get all the facts and plans and we would see what could be done'. Cobb will have something to show the Committee tomorrow.

"In the last annual report of Mrs. Elliot after speaking of the advantages offered by the Foxcroft Club in giving cheap board, she says: 'The total number of students who can be provided with rooms in College buildings is 1023, while there are at least 2000 students living in Cambridge; that is, only about half the students in college buildings. The next most need room in private dwellings or in private houses. The consequence is that the prices of furnished rooms within a short distance of the college yard are unduly high. The corporation desires very much to be enabled to offer students a large number of plain rooms, simply furnished at a price not much exceeding \$50 a year including the daily care of the rooms. Cheap board and cheap rooms in Cambridge are a necessary means for building up here a great, popular institution.'

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C. L. Hutchinson to Dr. Harper, March 4, 1892. ✓

"Yesterday afternoon as we were steaming down the Nile our boat was stopped by a steamer going up and a cablegram was handed to Ryerson. It was from Mr. Getty saying that Mr. Rockefeller had given the University of Chicago another million. The news spread quickly among our passengers, all of whom are interested in the University. I congratulate you and all. It is fine. Almost too good to be true."

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G. L. Hutchinson to Dr. Harper, March 4, 1902.

"Yesterday afternoon as we were steaming down the
Hill our boat was stopped by a steamer going up and a
cablegram was handed to Hyman. It was from Mr. Goff
saying that Mr. Rockefeller had given the University of
Chicago another million. The news spread quickly among
our passengers, all of whom are interested in the University.
I congratulate you and all. It is fine. Almost too good
to be true."

.....

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Dr. Harper to Dr. Goodspeed from Washington,
March 5, 1892.

"It seems unfortunate that we cannot get the bulletins up in the same type. After telegraphing you yesterday I thought I might change my mind, but I suppose it is now too late. The mistake was made in putting the Graduate Bulletin into such small type.

As I telegraphed you yesterday, Burton was declined. He has just telegraphed me that he cannot free himself from the obligations that seem to rest upon him there. What we shall do is now a mystery. I almost wish George (Goodspeed) had decided to take the New Testament work. I can think of absolutely no one to put in this Chair.

Last night I spoke in Washington to a large audience at the Calvary Baptist Church, and Dr. Stakely was determined that I should speak for him Sunday morning, but I did not accept his invitation. I am to speak again tonight and go back to Baltimore after the address. Today I shall see Mr. Kent and some other Chicago gentlemen: Mr. Singer, possibly Dr. Harris, and President Welling. I am enjoying the week immensely, and the lectures at Johns Hopkins have been fairly well received. Remsen is in great trouble. I think he will come, but he has not yet decided. They are moving heaven and earth to keep him at Baltimore. Unfortunately a full announcement of the fact appeared in the daily papers at Baltimore on the morning of my arrival. It is not altogether a pleasant task to be lecturing in the University and trying to take away one of its professors at the same time."

Dr. Harper to Dr. Goodspeed from Washington,
March 2, 1925.

"It seems unfortunate that we cannot get the Bulletin
up in the same type. After telegraphing you yesterday
I thought I might change my mind, but I suppose it is now
too late. The mistake was made in putting the Graduate
Bulletin into such small type.

As I telegraphed you yesterday, Burton was declined.
He has just telegraphed me that he cannot free himself
from the obligations that seem to rest upon him there.
What we shall do is now a mystery. I almost wish George
(Goodspeed) had decided to take the New Testament work.
I can think of absolutely no one to put in his place.

Last night I spoke in Washington to a large audience
at the University Baptist Church, and Dr. Gresham was
determined that I should speak for him Sunday morning.
But I did not accept his invitation. I am to speak again
tonight and go back to Baltimore after the address. Today
I shall see Mr. Kent and some other Chicago gentlemen;
Mr. Singer, possibly Dr. Hovis, and President Wellis.
I am enjoying the week immensely, and the lecture at
Johns Hopkins have been fairly well received. Roman is
in great trouble. I think he will come, but he has not
yet decided. They are moving heaven and earth to keep
him at Baltimore. Unfortunately a full announcement of
the fact appeared in the daily papers at Baltimore on
the morning of my arrival. It is not altogether a
pleasant task to be lecturing in the University and
trying to take away one of the professors at the same
time."

✓✓
March 5, 1892.

Mr. Gates to Dr. Goodspeed:-

"I am in receipt of yours of the 3rd with clipping and enclosure. I think the omissions from the report of the gift do not injure but rather help the document, the balance of which as published seems to me sufficiently to cover the ground and thoroughly well. My prohibition was not mine, you know, but Mr. Rockefeller's. I think he was right, but anyhow we must let him have his way, of course, in these matters."

March 2, 1893.

Mr. Gates to Dr. Goodspeed:-

"I am in receipt of yours of the 2nd with clipping and enclosure. I think the omission from the report of the gift do not injure but rather help the document, the balance of which as published seems to me sufficiently to cover the ground and thoroughly well. My present opinion was not mine, you know, but Mr. Rockefeller's. I think he was right, but anyhow we must let him have his way, of course, in these matters."

✓ ✓
March 9, 1892.

Mr. Rockefeller to Mr. Gates:-

"I am in receipt of your letter of March 5th, with which you enclose a printed copy of a plan of affiliation of colleges with the University of Chicago and ask if the Executive Board of the Education Society may regard the funds contributed by me to the Society as available in part for appropriation to such colleges as, affiliating with the University of Chicago, may need special assistance for a limited period in order to meet the expenses of the affiliation.

While I have not closely examined the plan of affiliation, the Board may feel free to act in this matter at their discretion, any appropriations for this purpose from funds contributed by me to be, like the other appropriations, subject to my approval."

March 2, 1892.

Mr. Rockefeller to Mr. Gates:-

"I am in receipt of your letter of March 2nd, with which you enclose a printed copy of a plan of affiliation of colleges with the University of Chicago and ask if the Executive Board of the Foundation Society may regard the funds contributed by me to the Society as available in part for appropriation to such colleges as, affiliating with the University of Chicago, may need special assistance for a limited period in order to meet the expenses of the affiliation. While I have not closely examined the plan of affiliation, the Board may feel free to act in this matter at their discretion. Any appropriations for this purpose from funds contributed by me to be like the other appropriations, subject to my approval."

✓

C. L. Hutchinson to Dr. Harper from Egypt, March 11, 1892.

"We have just received word from home telling of Mr. Kent's gift to the University. It is fine, especially encouraging just now."

"There is but one Harper in our vicinity and verily all things seem to go down before him. Are you not encouraged nay proud of what you have accomplished? Things are going forward at such a tremendous rate that I think we had better not return."

C. I. Hutchinson to Dr. Harper from Egypt, March 11, 1892.

"We have just received word from home telling of Mr. Kane's

visit to the University. It is fine, especially considering

just now."

"There is not one Harper in our vicinity and verily all

things seem to go down before him. Are you not encouraged

any more of what you have accomplished? Things are going

forward at such a tremendous rate that I think we had better

not return."

Mr. Gates to Mr. Rockefeller:

March 12, 1892.

"I have written the enclosed letter with reference to transmitting a copy of it to Chicago with your reply in case same proves favorable, which your suggestion of the other day leads me rather to expect. When I consider that besides the advantages named in my letter there will be these others that the University will not be in any danger of losing the bonds by theft or otherwise if they are in your vaults and that they cannot sell them or even use them as collateral without your knowledge, I am inclined strongly to urge that the bonds remain with you. Of course I have no idea that any of the above mishaps would occur, still it is just as well to know that they cannot occur.

"I hope therefore in accepting my proposition you will make it unmistakable that the disposition of the matter I suggest approves itself clearly to your judgment and the letter will be so worded that I can send it on. I send today to Dr. Goodspeed Mr. Murray's form of acceptance to be passed by the University and tell Goodspeed that this acceptance ought to be adopted before the bonds are passed over".

March 12, 1893.

Mr. Gates to Mr. Goodenough:

"I have written the enclosed letter with reference to transmitting a copy of it to Chicago with your reply in case some proves favorable, which your suggestion of the other day leads me to expect. When I consider that besides the advantages named in my letter there will be those others that the University will not be in any danger of losing the bonds by itself or otherwise if they are in your hands and that they cannot sell them or even use them as collateral without your knowledge, I am inclined strongly to urge that the bonds remain with you. Of course I have no idea that any of the above might occur, still it is just as well to know that they cannot occur.

"I hope therefore in accepting my proposition you will make it unmistakable that the disposition of the matter I suggest approved itself clearly to your judgment and the letter will be so worded that I can send it on. I send today to Mr. Goodenough and tell Goodenough that this acceptance ought to be adopted before the bonds are passed over."

Mr. Gates to Mr. Rockefeller:

✓ ✓
March 12, 1892.

"In view of the cost to the University of transmitting the bonds, from New York to Chicago, the cost of securely storing the same, the cost of collecting the income annually, besides all the risks of transit etc. it occurs to me that it would be conducive to economy safety and convenience alike if you could store the bonds in your fine vault, and collect and transmit the income giving the University the usual guaranties in such cases, whatever custom suggests.

"I have not mentioned this to the University but if you could consent to ~~start~~^{make} an arrangement I should like to make the suggestion on receipt of your reply".

"PS:-- I will inform them at same time as an alternative that the bonds are here in New York awaiting them should they prefer to have them transmitted and that on account of the risk it will be better to transmit in parcels, as you suggested the other day".

March 12, 1962

Mr. Cohen to Mr. Rosenfeld

"In view of the cost to the University of transmitting the bonds, from New York to Chicago, the cost of security storing the same, the cost of collecting the income annually, besides all the risks of transit etc. it seems to me that it would be conducive to economy safety and convenience alike if you could store the bonds in your line vault, and collect and transmit the income giving the University the usual guarantee in such cases, whatever custom suggests.

"I have not mentioned this to the University but if you could consent to ~~make~~ an arrangement I should like to make the suggestion on receipt of your reply."

"P.S.-- I will inform them at some time as an alternative that the bonds are here in New York awaiting them should they prefer to have them transmitted and that on account of the risk it will be better to transmit in person, as you suggested the other day."

✓✓
March 14, 1892.

Mr. Gates to Dr. Goodspeed:-

"Replying to your last letter regarding cheap dormitory, which I have read with interest, while there is much to support your views as to the need and the immediate need of such a building and as to the possibility or probability of paying for itself ultimately, even though the time would be remote and subject to many contingencies, the margin for sinking fund being very small; while no part of the campus would be involved, yet still the representations I made to Mr. Rockefeller regarding the purpose of the Trustees not to involve the institution in debt of any kind, the personal guarantee I offered, the strong representations I made that Chicago could and would take care of the buildings, would fatally compromise both me and the Trustees were you now to put up a building on borrowed funds.

I know of no building more needed than the one you propose, none that therefore ought more strongly to appeal to the good sense of business men in Chicago, none to which in my opinion those who disinterestedly desire to help the University would contribute to with more alacrity. While you might make an apparent and temporary gain by putting up this building in the way you propose, I am certain that it would produce an immediate revulsion of feeling in Mr. Rockefeller and bar the way to every approach to him. There are few men with whom I would not prefer to differ than with you on a question like this, and you can be assured that I do not lightly and carelessly do it, and that in doing it I am considering the best interests of the University solely."

March 14, 1893.

Mr. Gates to Dr. Goodspeed:-

"Replying to your last letter regarding cheap dormitory, which I have read with interest, while there is much to support your views as to the need and the immediate need of such a building and as to the possibility of paying for itself ultimately, even though the time would be remote and subject to many contingencies, the margin for sinking fund being very small; while no part of the campus would be involved, yet still the representations I made to Mr. Rockefeller regarding the purchase of the Trustees not to involve the institution in debt of any kind, the personal guarantee I offered, the strong representations I made that Chicago could and would take care of the buildings, would fairly compromise both me and the Trustees were you now to put up a building on borrowed funds."

I know of no building more needed than the one you propose, none that therefore ought more strongly to appeal to the good sense of business men in Chicago, none to which in my opinion these who disinterestedly desire to help the University would contribute so with more alacrity. While you might make an apparent and temporary gain by putting up this building in the way you propose, I am certain that it would produce an immediate revolution of feeling in Mr. Rockefeller and bar the way to every approach to him. There are few men with whom I would not prefer to differ than with you on a question like this, and you can be assured that I do not lightly and carelessly do it, and that nothing is so considering the best interests of the University as this."

✓ ✓
March 15, 1892.

Mr. Gates to Dr. Strong:-

"I write to ask if you will not address the Education Society at our approaching annual meeting in Philadelphia on a theme of your own selection. If you should choose as a subject the need and value of a true University or something akin, a present need among the friends in the East in particular would be met.

Our leading men, even editors, and some of our most distinguished educators, have not as yet the faintest conception of the significance and value of the foundation being laid in Chicago. This thing means no more to them than the founding of a Baptist College in a somewhat remote, uninteresting region, distantly related to our denominational life and the general cause of Christian education. I should like to have you explain, if not what the University is, at least what it may be and ought to be for Christianity and education on this continent. Your own relation to the University gives you the priority as well as the authority of utterance. We are going to have Saturday afternoon and evening. The afternoon will be taken up with routine business. I have thought to have two addresses in the evening, one of which should be yours. If your address would take all the time proper to be given to public exercises on Saturday evening, I can perhaps get the other into Saturday afternoon."

March 12, 1892.

Mr. Cress to Dr. Strong:-

"I write to ask if you will not address the Education Society at our approaching annual meeting in Philadelphia on a theme of your own selection. If you should choose as a subject the need and value of a true University or something akin, a present need among the friends in the East in particular would be met.

Our leading men, even editors, and some of our most distinguished educators, have not as yet the faintest conception of the significance and value of the foundation being laid in Chicago. This thing means no more to them than the founding of a Baptist College in a somewhat remote, uninteresting region, distantly related to our denominational life and the general cause of Christian education. I should like to have you explain, if not what the University is, at least what it may be and ought to be for Christianity and education on this continent. Your own relation to the University gives you the gravity as well as the authority of utterance. We are going to have Saturday afternoon and evening sessions. Noon will be taken up with routine business. I have thought to have two addresses in the evening, one of which should be yours. If your address would take all the time proper to be given to public exercises on Saturday evening, I can perhaps get the other into Saturday afternoon."

March 15, 1892.

Mr. Gates to Dr. Goodspeed:-

"I wired you this afternoon or morning rather about the Board meeting, chiefly because I want to report and get instructions on the Ogden compromise.

My last report to Mr. Rockefeller of funds collected in fulfillment of his pledge of \$600,000 reads in part as follows, bearing date of June 8th, 1891.

'I last reported the 7th installment of 5% on the \$400,000. That is previous to June 8th I had reported \$140,000.'

The letter continues:- 'I have now to report the 8th, 9th, 10th, 11th, 12th, 13th, 14th and 15th installments of 5% on \$400,000," that is \$160,000 of new collections.

I then itemized the sources of these collections as follows:

Regular collections	\$10,000
Mr. Ryerson	25,000
Mr. Field	<u>125,000</u>
	\$160,000

You will remember that Mr. Rogers objected to Ryerson and Field. You will recall also that the letter to me from Mr. Rockefeller of Feb. 20th or 21st is so drawn as to include Ryerson. I now have to report to you that the other day I argued for the admission of Field with Rogers and Mr. Rockefeller's attorney, and won the case with both Mr. Rogers distinctly and with the attorney that Field must be admitted, and the matter was settled on that basis.

Consider then that 15 of the 20 5% payments are in and accepted. These payments are made up as follows:

Collections reported before June 8th	\$140,000
" " June 8th	<u>10,000</u>
Total collections reported	\$150,000
Ryerson	25,
Field	<u>125,</u>
	\$300,000

It will be in order for you now to report all the installments you have collected on the regular fund above \$150,000 and to number them beginning with 16."

March 12, 1892.

Mr. Gates to Mr. Goodspeed:-

"I wired you this afternoon or morning rather about the Board meeting, chiefly because I want to report and get instructions on the system proposed."

My last report to Mr. Rockefeller of funds collected in full-
fillment of his pledge of \$500,000 stands in part as follows, bearing
date of June 28, 1891.

"I last reported the 7th installment of \$2 on the \$400,000.
That is previous to June 28th I had reported \$140,000.
The latter continues:- 'I have now to report the 8th, 9th,
10th, 11th, 12th, 13th, 14th and 15th installments of \$2 on \$400,000,'
that is \$140,000 of new collections."

I have itemized the sources of these collections as follows:

Regular collections	\$10,000
Mr. Hyerson	25,000
Mr. Field	125,000
	<u>\$160,000</u>

You will remember that Mr. Rogers objected to Hyerson and Field. You
will recall also that the letter to me from Mr. Rockefeller of Feb. 20th
or that he no longer as to include Hyerson. I now have to report to you
that the other day I argued for the admission of Field with Rogers and
Mr. Rockefeller's attorney, and won the case with both Mr. Rogers dis-
tinctly and with the attorney that Field must be admitted, and the mat-
ter was settled on that basis.

Remember then that 15 of the 20 \$2 payments are in and ac-
cepted. These payments are made up as follows:

Collections reported before June 28th	\$140,000
June 28th	40,000
Total collections reported	<u>\$180,000</u>
Hyerson	25
Field	125
	<u>\$150,000</u>

It will be in order for you now to report all the installments you
have collected on the regular fund above \$150,000 and to make them ac-
counting with it."

March 25, 1892.

Mr. Gates to Dr. Goodspeed:-

"I enclose Mr. Blake's assignment of the pledge and the pledge itself of \$600,000. My expenses to Chicago and return are as follows:

R.R. tickets \$28. each way	\$ 56.
Meals etc. on cars both ways	7.25
Hotel bills & meals in Chicago, with carfare etc.	<u>7.27</u>
	\$70.52

I arrived safely on time last night. A good night's sleep, the return to my home, and regular work, a beautiful spring day, a better suit of clothes and plenty of work ahead have restored my spirits, and brought cheerfulness and good nature.

I am full of sympathy for yourself and Dr. Harper. The universal fact is that just so soon as an institution or a cause gets money, a horde of parasites, not to say wolves, seek to fasten themselves on it and draw its blood for their own sustenance. These men are not getting the money, but they are taking the precious time of you both and thus costing the institution those essential funds which are now required to prepare for the work. Thus they are sapping the vitality of the institution without even being fattened themselves. They do more than take your time. They take your nervous energy, they suck your very life blood. This is all wrong and perfectly needless as well, in my opinion. I do not think that either yourself or Dr. Harper should be "at home" in that office at all. Meldrum should be a man competent to do all that needs to be done in that office apart from Mr. Abbot's work. I can't help thinking that the hour has struck for such readjustments as will relieve you and Dr. Harper of a very large part of the work which is sapping your energies without conferring the least benefit on the institution. It is a mistake of Dr. Harper's to imagine - I write this for his eye - that eager applicants for place and favor are to be conciliated by smiling interviews and courteous letters. They only solidify and elevate hopes which in the end make disappointment more bitter and resentment more deep. How you and I used to respect men who would frankly and shortly say No and done with it. The men who made us mad, and they always did make us thoroughly mad, were men who allowed us to waste our time by soft words and gracious demeanor. So it is with applicants. I tell you they will look back on it all, see through it all, and add to a sense of keen disappointment the bitter thought that they were merely trifled with - that is some of them will. The board should pass a rule that all applicants for position either for themselves or friends or anything else in the gift or patronage of the University must present their applications in writing. No applications in person will be heard by the officers of the University unless personal interviews are requested by themselves. A printed letter should be returned to each applicant as follows in substance: "Your request will be laid before the appropriate committee in due time, and if action is favorable you will be notified promptly in writing or further correspondence sought." To be signed by Sec. & by order. These applications should be laid before

March 25, 1933

Mr. Gates to Dr. Goodenough:-

"I enclose Mr. Blake's assignment of the pledge and the pledge itself of \$400.00. My expenses to Chicago and return are as follows:
 R.R. tickets \$12.00 each way
 Meals etc. on same both ways
 Hotel bills & meals in Chicago, with
 carfare etc.
 \$70.32
 3.37
 \$73.69

I arrived safely on time last night. A good night's sleep, the return to my room, and regular work, a beautiful spring day, a better null of clothes and plenty of work ahead have restored my spirits, and brought cheerfulness and good nature.

I am full of sympathy for yourself and Dr. Harper. The main-
 veral fact is that just as soon as an institution or a cause gets money, a horde of parasites, not to say scoundrels, seek to fatten themselves on it and draw the blood for their own sustenance. These men are not est-
 ting the money, but they are taking the precious time of you both and thus
 coating the institution these essential funds which are now required to
 prepare for the work. That they are expending the vitality of the insti-
 tution without even being fattened themselves. They do more than take
 your time. They take your nervous energy, they eat your very life
 blood. This is all wrong and perfectly needless as well, in my opinion.
 I do not think that either yourself or Dr. Harper should be "at home" in
 that office at all. Weidman should be a man competent to do all that needs
 to be done in that office apart from Mr. Apple's work. I can't help
 thinking that the hour has struck for such readjustments as will relieve
 you and Dr. Harper of a very large part of the work which is expen-
 ding your energies without conferring the least benefit on the institution.
 It is a mistake of Dr. Harper's to imagine - I write this for his eye -
 that eager applicants for places and favor are to be conciliated by
 smiling interviews and courteous letters. They only solidify and re-
 elevate hopes which in the end make disappointment more bitter and re-
 sentment more deep. How you and I must respect men who would frankly
 and shortly say no and done with it. The man who makes us mad, and
 they always do make us thoroughly mad, were men who allowed us to waste
 our time by soft words and gracious demeanor. Go it is with applicants.
 I tell you they will look back on it all, see through it all, and add
 to a sense of keen disappointment the bitter thought that they were
 merely trifled with - that is some of them will. The board should pass
 a rule that all applicants for position either for themselves or friends
 or anything else in the gift or patronage of the University must present
 their applications in writing. No applications in person will be
 heard by the officers of the University unless personal interviews are
 requested by themselves. A printed letter should be returned to each
 applicant as follows in substance: "Your request will be laid before the
 appropriate committee in due time, and its action is favorable you will
 be notified promptly in writing or further correspondence sought." To
 be signed by Sec. & by order. These applications should be laid before

the Com. in bulk and disposed of in job lots. I dont expect to accomplish anything by this effusion. Dr. Harper will say and believe it is nonsense. But I'll bet my old hat that that crowd of persons who wait at that office could be disposed of and that pile of absurd letters that come in every day could be answered in such ways as would soon diminish the pressure, leave you both with time for really valuable work and at the same time cause less friction and gain more respect for the institution.

Dr. Harper will utterly deny my impeachment, but I return to the charge. Why, I have heard of that miserable cave dweller business for months. That poor fellow has been hanging round the office and in the city for all this time. It would have been a mercy to have sent him about his business in two minutes on the first interview. He never ought to have been allowed even to tell his story. It is the same with that homeopathic doctor, and I am sure with 19/20ths of the things which rob you both of these golden days.

Now I know that a letter, by the very fact that the writer takes pains to put it on paper, has a certain weight not given to conversation. But I write now returning to my desk only in the spirit of a free and easy conversation. I beg of you do not take time to reply, either in the way of justification or assent. I can only say my soul burned within me at the abuses to which your time, the most precious of that of any human lives in my acquaintance, is being stolen from you by a procession of well meaning thieves,- among them - *Yours very truly* "

the Com. in bulk and disposed of in job lots. I don't expect to accomplish anything by this effort. Dr. Harper will say and believe it is not a case. But I'll bet my old hat that crowd of persons who wait at that office could be disposed of and that pile of absurd letters that come in every day could be answered in such ways as would soon diminish the pressure, leave you both with time for really valuable work and at the same time cause less friction and gain more respect for the institution.

Dr. Harper will utterly deny my impeachment, but I return to the charge. Why, I have heard of that miserable cave dweller business for months. That poor fellow has been hanging round the office and in the city for all this time. It would have been a mercy to have sent him about his business in two minutes on the first interview. He never ought to have been allowed even to tell his story. It is the same with that maniacal doctor, and I am sure with 12/20ths of the things which rob you both of these golden days.

Now I know that a letter, by the very fact that the writer takes pains to put it on paper, has a certain weight not given to conversation. But I write now returning to my desk only in the spirit of a time and easy conversation. I beg of you do not take time to reply, either in the way of justification or assent. I can only say my heart burned within me at the abuses to which your time, the most precious of that of any human lives in my acquaintance, is being stolen from you by a procession of well meaning intruders - among them -

Yours truly

✓
Mr. A. K. Parker, F. A. Smith and E. B. Falsenthal to Mr. Rockefeller:

March 28th, 1892.

"The Board of Trustees of the University of Chicago at their last meeting formally accepted your recent gift, and you have doubtless had official notice of this vote.

"The Trustees are unwilling however, to allow the matter to pass with this official notification and they have asked us to speak more directly for them and to express their appreciation of this thoughtful and timely aid.

"And if in doing so we employ the familiar phrase and say that we thank you with all our hearts for the large gift which in one aspect ^{en}lightens while in another increases the weighty obligations of our trust, it is with the hope that the commonplace words may convey to you something of the genuine and grave feeling of gratitude, which we desire through them to utter. If we cannot adequately utter them it shall be our endeavor at least to show that our language is sincere.

"The Trustees find themselves committed to an undertaking far larger and wider reaching than they dreamed of at the beginning. Its responsibilities are increasing serious and weighty. Each week brings new demands and new opportunities that cannot be neglected. It is a service of profound gratification to them that they have the assurance that with the endowment you are also giving an untiring and watchful interest in the organization and plans of the University. They desire to deserve always your confidence, and to meet the large expectations of the people of Chicago, beginning to claim the University as their own."

Mr. A. K. Parker, F. A. Smith and E. H. Zimmerman to Mr. Rockefeller;

March 28th, 1892.

"The Board of Trustees of the University of Chicago at their last meeting formally accepted your recent gift, and you have doubtless had official notice of this vote.

"The Trustees are unwilling, however, to allow the matter to pass with this official notification and they have asked us to speak more directly for them and to express their appreciation of this thoughtful and timely aid.

"And it is doing so we employ the familiar phrase and say that we thank you with all our hearts for the large gift which in one aspect lightens while in another increases the weighty obligations of our trust, it is with the hope that the commonplace words may convey to you something of the genuine and grave feeling of gratitude, which we desire through them to utter. If we cannot adequately utter them it shall be our endeavor at least to show that our language is sincere.

"The Trustees find themselves committed to an undertaking far larger and wider reaching than they dreamed of at the beginning. Its responsibilities are increasing serious and weighty. Each week brings new demands and new opportunities that cannot be neglected. It is a service of profound gratitude to them that they have the assurance that with the endowment you are also giving an unstinting and watchful interest in the organization and plans of the University. They desire to deserve always your confidence, and to meet the large expectations of the people of Chicago, beginning to claim the University as their own."

Mr. Harper to Mr. Rockefeller:

March 29th, 1892.

"You will not take it amiss, I am sure, if at this late date I express to you my personal appreciation of the great gift you have made the University. I had hoped to see you in New York City during my last visit and tell you how greatly we all appreciate it, but I was prevented from doing this. The University has now taken a position immensely superior to that of any institution in the West, and, I think I may say it fairly, - side by side with the leading institutions of the East. In all the work we are doing, we do not forget that it is only because you have made it possible that this work is being done.

"I think I understand very clearly your desire, too, that the institution shall be in the truest and best sense a Christian institution, and I think I may assure you that your desire in this respect is no stronger than my own. Everything is being done from this point of view. I hope that we may be able to accomplish great things, not only for the cause of higher education, but also for the cause of true Christianity.

"Wishing you continued good health, and regretting that I have not had the privilege of meeting you personally and receiving the inspiration which always comes from such an interview".

March 20th, 1932.

Mr. Harper to Mr. Rockefeller:

"You will not take it amiss, I am sure, if at this late date I express to you my personal appreciation of the great gift you have made the University. I had hoped to see you in New York City during my last visit and tell you how greatly we all appreciate it, but I was prevented from doing this. The University has now taken a position immensely superior to that of any institution in the West, and I think I may say it fairly, - side by side with the leading institutions of the East. In all the work we are doing, we do not forget that it is only because you have made it possible that this work is being done.

"I think I understand very clearly your desire, too, that the institution shall be in the front and best sense a Christian institution, and I think I may assure you that your desire in this respect is no stronger than my own. Everything is being done from this point of view. I hope that we may be able to accomplish great things, not only for the cause of higher education, but also for the cause of true Christianity.

"Wishing you continued good health, and regretting that I have not had the privilege of meeting you personally and receiving the inspiration which always comes from such an interview."