CROSS REFERENCE SHEET

Name or Subject       Frederick D. Gates       File No.

Regarding

Date

SEE

Name or Subject

"Before the Founding of the University" (Harper File)
Harper-Gates Correspondence 1888-1905

Buildings
Development

Trustees

Harper Correspondence
Feb 20, 1897, Harper & Ayerston
Finances, Conferences on
NIGHT MESSAGE.
THE WESTERN UNION TELEGRAPH COMPANY.

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Errors can be guarded against only by sending a message back to the sending station for comparison, and the Company will not hold itself liable for errors or delays in transmission or delivery of Unrepeated Night Messages, sent at reduced rates, beyond a period of ten times the amount paid for transmission; nor in any case when the claim is not presented in writing within thirty days after the message is filed with the company for transmission.

This is an UNREPEATED NIGHT MESSAGE, and is delivered by request of the sender, under the conditions named above.

THOMAS E. ECKERT, General Manager.

NORVIN GREEN, President.

NUMBER: 1684
SENT BY: [illegible]
RECD BY: W.P.
CHECK: [illegible]

RECEIVED at the WESTERN UNION BUILDING, 195 Broadway, N.Y. Oct 27
1891

Dated: Chicago 27
To: Rev. J.J. Gates
60 N. Temple Court N.Y.

Rust, Ryerson, Hutchinson, Kohlsaat, and others subscribed necessary

Money, Hallelujah

W.R. Harper
December 2, 1934.

My dear Mr. Plimpton:

I hand you herewith check of Mr. F. T. Gates for $1000. as a contribution toward the sum which the University is at present raising for the endowment of the Divinity School in accordance with the attached note of Mr. Gates.

Very truly yours,

Mr. N. O. Plimpton,
Office of the Auditor.

EDB:CB
December 5, 1936

My dear Mr. Pilborne,

I send you herewith check of

$100.00 for $100.00 as a con-

tribution towards the sum which the Uni-

versity is at present raising for the

endowment of the Divinity School in

connexion with the erection here of

Mr. Green.

Very truly yours,

Mr. M. O. Pilborne
Office of the Auditor

[Handwritten note: 1/1]
Dear Dr. Burton:

I am enclosing herewith my check for $1000, for The Seminary. I know perfectly that you are not the treasurer, of the Baptist Theological Seminary, but I don't know who is and you do. But I send this to and through you mainly for another reason; - I want you to know how thoroughly I appreciate and delight in the spirit and the work of the Seminary, which, as it is today, and for many years has been your personal creation. I send you this today in particular because by this same mail I am sending a similar check to Fosdick for Union, and I could not do that in advance of this check to you.

If I were worth one-tenth of what I am reputed to be worth in some circles this check could be and would be ten times as much.

Cordially and Aff'y yours,

F. T. Gates.
Dear Dr. B. Butten

I am so pleased to hear from you the check for $200.00 today. I hope you are well. I know perfectly that you are not the person to accept the part in the Seminary. I know perfectly that you are not the person to accept the part in the Seminary. But I know perfectly that you will want no further, and I am sure that you will want no further. I want you to know how thoroughly I appreciate your gift to the Seminary. I want you to know how thoroughly I appreciate your gift to the Seminary. If it is today, and you send your usual "Dear Mr. Jones," and I say "Dear Mr. Jones," I am sending a similar check to Doctor Jones, and I say "Dear Mr. Jones." I am sure that in some office this check cannot be a few times as much

Creditably and Aff'ly yours,

T. Jones
November 21, 1924.

My dear Dr. Gates:

May I raise a question respecting the designation of your recent generous gift to the Divinity School?

You are aware, of course, that the property of the Baptist Theological Union is quite inadequate to support the School and that by far the larger part of the income is from the University. Because of this fact, and because there always remains a possibility—though with every year more improbable—that the contract between the two corporations may be dissolved, it is the present policy both of the Theological Board and of the University, to make new gifts for the Divinity School to the University rather than to the Theological Union. Thus the new building now in process of erection, given by Mrs. Swift and her sons, was a gift to the University, is on University property, and would continue so in case of dissolution of the contract. So also the endowment fund which we are setting out to raise—$500,000—as soon as possible, and $500,000 more a little later, is being raised by the University, but designated for the Divinity School. The precise phraseology has not been determined, but I should suppose the pledge card when made up will read somewhat as follows—"For the work of the Divinity School, or such division of the University as may hereafter succeed it in that field of work now occupied by the Divinity
Dear Mr. President,

I am writing to express strong concern over the recent developments at the University of XYZ. As you may be aware, there have been significant reductions in the budget for the academic year. These cuts have led to a reduction in the number of faculty positions and the elimination of many essential programs.

The University's reputation has been eroded by these actions, and I believe it is crucial that we take immediate steps to address this situation. The University's future is at stake, and we must act quickly to prevent further damage.

I propose the following actions:

1. Reassess the budget to identify areas where cuts can be made without compromising the quality of education.
2. Increase fundraising efforts to supplement the budget shortfall.
3. Consider options for faculty attrition to reduce the number of positions.
4. Conduct a thorough review of all academic programs to ensure they remain competitive.

I urge you to take swift action to address these issues. The University's success depends on our collective efforts.

Sincerely,

[Your Name]
If this latter designation would be satisfactory to you I should be glad if you would sign the enclosed statement which I will then attach to your letter and embody in my report to the Board of Trustees.

Cordially yours,

Dr. F. T. Gates,
66 S. Mountain Ave.,
Montclair, N. J.
In this letter conformation of any of the following steps:

you may go. If you comply with the necessary statement
which I will put above to your letter and enclose in the report.

Gentlemen,

Dr. F. T. Gates,

of 9, Montclair Ave.

Montclair, N. J.

March
Original in Mr. Dickerson's Office

I desire that my gift of $1000 designated in my letter of November 13th as for the Theological Seminary be regarded as a contribution to the University of Chicago for the work of the Divinity School, or for such division of the University as may hereafter succeed it in the field of work now engaged in by the Divinity School.

(Signed) Frederick T. Gates.

November 26, 1924.
I hereby request my gift of $1,000 be credited in my account at Waveney Trust for the Theological Seminary.

Letter to Waveney Trust regarding a contribution to the University of Chicago for the work of the Divinity School, or for any division of the University as may represent success in the field of work now engaged in by the Divinity School.

Sincerely,

Predestination T. Giffin

November 26, 1924.
November 21, 1924.

My dear Dr. Gates:

It is not easy for me to express my appreciation of your generous gift to the Divinity School, conveyed in your letter of November 13th.

Of course the Divinity School cannot share in the general campaign of the University, in which we are now engaged, including as it does a generous conditional gift from the General Education Board, and I have foreseen that it was going to be a bit difficult to handle the matter, so that the Divinity School would not be entirely left behind.

What we have done is to set up an auxiliary committee to work in cooperation with the General Committee, approaching people who might be specially interested in theological education. Your generous gift, unsolicited, comes at a most opportune moment to encourage this Committee.

But even more than the gift I appreciate your recognition of the work which the Divinity School has been doing. Justice to my colleagues forbids me to take at full face value what you kindly say about my part in it, but I am very glad that you feel somewhat as I am compelled to feel about the work of the school.
My dear Dr. Gerber

I felt much too badly to express my appreciation
of your warm words in the Divinity School, especially in your
letter of November 12.

Of course the Divinity School cannot make in the
committee composition at the University, I wish we were now one
member, indicating as it does a strong connection with the
general education body, and I have reason to hope that it was
chosen to do a bit difficult to handle the matter of that the
Divinity School would not be entirely left hanging.

What we have gone is to set up an auxiliary committee
to work in cooperation with the General Committee, composed
of people more likely to be specifically interested in theological
education. Your recommendation, therefore, comes at a most opportune
moment to encourage this Committee.

But even more than the gift I appreciate your receiv.a
intonation of the work which the Divinity School has done in

I trust to my colleagues to assist me to fill that rôle and
what you kindly say about my part in it, and I am very glad that
you feel somewhat as I am compherating to keep going the work of
the School.
I think we have done some things for clearer and
more enlightened thinking and a modern ministry. But we
want to do much more, and I believe we can.

Very cordially yours,

Dr. F. T. Gates,
66 South Mountain Ave.,
Montclair, N. J.
I think we have gone some distance too far and
more enlightened thinking and a modern ministry. But we
want to go much more, and I prefer to see
very carefully how we

[Signature]

D. R. N. G. Eton
66 South Monkey Inn Ave.
Montclair, N. J.

3-28-42
December 3, 1924.

My dear President Burton:

I beg to acknowledge receipt of your letter of December 2 inclosing check for $1,000. from Mr. F. T. Gates, being a contribution toward the sum which at present is being raised for the endowment of the Divinity School.

Yours very truly,

[Signature]

President E. D. Burton,
Harper Library.
The President reports the receipt of a check for $1000 from Mr. Frederick T. Gates accompanied by a very cordial letter expressing the desire that this gift be regarded as a contribution to the University of Chicago for the work of the Divinity School, or for such division of the University as may hereafter succeed it in the field of work now engaged in by the Divinity School.

The President reports the receipt of the following letter from Mr. Frank R. Lillie.

My dear Mr. Burton:

Mrs. Lillie and I would like to contribute sixty thousand dollars ($60,000) towards the development of the University with the proviso that it be used to erect a building for Experimental Zoology to replace the present Bionomics Greenhouse. We hope that the south half of the west half of the block bounded by Ellis and Ingleside Aves. between 56th and 57th Streets may be set aside for the building and necessary yards. With all best wishes for the University.

Sincerely yours,

Frank R. Lillie.

The President recommends the acceptance of the proposed gift, and that a letter of thanks be sent to Mr. Lillie.

The President reports the receipt of the following letter addressed to Dr. Breasted by John Nicholas Brown.
The President reports the receipt of a copy for 10,000 from Mr. Proctor. The letter accompanying the copy expresses the hope that this gift of research as a contribution to the University of Delaware in the Divinity School will in some division of the University be in any present instance, if in the future, of work now necessary.

In the Divinity School.

The President reports the receipt of the following.

Letter from Mr. Frank R. Filie.

With great thanks.

Frank R. Filie

I must write to you about the $80,000,000 (eight million dollars) the University with the Board of Trustees has agreed to accept for the establishment of a Foundation in the Development of the University. Mr. Proctor offers the sum of $80,000,000 with the understanding that the Board of Trustees will accept the sum and in turn give the University a right to use the funds in any way, subject to the proviso that the funds will be used for educational purposes.

Yours sincerely,

Frank R. Filie

The President recommends the acceptance of the plan.

The President reports the receipt of the following.

Letter committee of the President by your honor.

Good morning, Mr. Filie.

I am pleased to inform you that the committee has decided to accept the $80,000,000 gift.
The President recommends the acceptance of the gift and pledge.

All three of these gifts came to the University without solicitation or suggestion.
The President recommends the acceptance of the gift and bequest of the University...

...without reflection on succession.
Mr John D. Rockefeller

Racing Wis. Jan 21 1868

Dear Sir and Brother:—

May I invite a moment or two to explain a little in detail the policy which I think the Education Society ought to pursue in developing the educational interests of the West? The Chicago question is a part of it only. The wide general policy which I shall suggest is bold, revolutionary, attended with great difficulties, but not costly, and if successful promising results that are simply immeasurable. I have not thought it wise to outline it to anyone whomsoever before. I think it should be followed step by step but never as a policy divulged. As you read you will bear in mind of course that I hold each item subject to modification on better information. The order I present is not the order of time. That must be governed by opportunity.

1. Franklin College to be removed to Indianapolis.

2. Ewing College to be made an Academy.

3. Shurtleff College to be removed to St Louis fifteen or twenty miles distant.

William Jewell College to be removed to Kansas City fifteen miles distant. Landmarkism to be
Mr. John D. Rockefeler

Dear Sir and Brother:

May I invite a moment of your leisure to explain briefly the policy which I think the Education Society ought to pursue in developing the educational interests of the West?

The critical question is a part of it only.

The wide general policy which I am of course in favor of, with great diffidence, I feel must be equitable and it must be steady and it must be irreducible. I have not made the slightest outline of any program whatever. I think it should be followed up by a concerted and undeviating effort. You will read a policy which I think I am in mind of course that I hold each

I am sure to modification no matter in what form whatever.

The other I believe is not the order of the day.

That must be reserved of opportunity.

I think it must be reserved of opportunity

to Enterprise College to be removed to Indianapolis.

to Enterprise College to be removed to Indianapolis.

William Jewell College to be removed to Kansas.

City University's added.

American Baptists' Educational Society


Resolution No. 12 of 1836

Mr. John D. Rockefeler

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City University's added.

American Baptists' Educational Society

extirpated, new blood introduced, and the college brought into sympathy with the best elements of western life.

3. All the other so-called colleges of Missouri to be made Academies and converted into feeders to these two institutions as relocated in St Louis and Kansas City.

4. If William Jewell can be removed to Kansas City let Ottawa University in Kansas be neglected to sink naturally into a feeder for Kansas City.

5. Let the Education Society immediately endorse Des Moines University on condition of changing its name to college (which it will do) and let moderate conditional aid be now given it. This will destroy the sham at Pella near by, and put an end to the small faction in Iowa which is now preventing the educational development of that state.

6. Let Omaha be held in reserve as the location for a future college and let surrounding interests be treated with reference to this object held in reserve.

6. Rescue Sioux Falls University at the moment when by doing so it can be converted into an Academy. The time is now about ripe for that.
and Kansas City.

II. William Jewett can be removed to Kansas City if Ottawa University in Kansas be neglected. Let the Education Society immediately endorse the name of college (which it will get) and let moderate conditional and be more liberal to the plan of college and put at end of

the academic development of that state.

6. Let Ottawa be held in reserve as the location for a future college and to encourage interest in:

The time is now spent life for Christ.
AMERICAN BAPTIST EDUCATION SOCIETY,

REV. FRED. T. GATES, Con. Sec.

Io. A strong college to be encouraged in the "Twin Cities of the North" Local wealth and wisdom will take care of this as soon as the time is ripe.

II. Plant Academies in northern and central Illinois beginning soon and do the same around the colleges above named just as rapidly as they assume the locations suggested. Use the present plants for Academies and then add two or three others around each college at strategic points, where local effort will treble or quadruple outside aid.

The result of such a policy if successful will be to give us colleges in Indianapolis, St. Louis, Kansas City, Denver, Des Moines, Omaha, Minneapolis, St. Paul, the six chief local centres of wealth and population in the west, with a cordon of Academies around each. So located local wealth and interest may confidently be relied upon to take care of the future development of each. The plants now engaged would be put to better use as Academies, and the expense to the Society would be only that incident to removal, after that the western colleges would take care of themselves. To the denomination at large these removals would involve a great saving of expense over any attempt to develop these
AMERICAN BAPTIST EDUCATION SOCIETY,

REV. FRED. T. GATES, Cor. Sec.

colleges in their present locations. In the long long future the gain by removals suggested would be simply measureless.

How shall this difficult, I might even say dangerous work be accomplished?

I. As a necessarily preliminary step a great and overshadowing college to be planted in Chicago. This may be expected to make—bring all the colleges to be dealt with into subordination. Their most promising collegiate students will leave them for Chicago—a great gain. Their impossible dreams of dominance and empire will be nipped in the bud. They will become tractable. A powerful institution in Chicago will stimulate the cities named to invite the changes suggested above. They may be expected to grasp at any proffered aid which promises permanence and self protection even at the cost of removal. The selfish voice of merely local interests will be overborne.

2. The direct influence of the Society can then be brought to bear to secure the removals, and this in various effective ways:

(a). By refusing endorsement in present location.
AMERICAN BAPTIST EDUCATION SOCIETY

Copyright July, 1883

In the year 1883 the General Conference of the American Baptist Education Society adopted the following statement:

That it is the duty of the General Conference of the American Baptist Education Society to exert every possible effort to secure the permanence of the Baptist Colleges in their present locations.

How shall the difficulties, I might even say dangers of our work be surmounted? If the necessity for primary work and a great and thorough reorganization of college to be planned in Chicago. This may be expected to make primary all the college work. To be dealt with into a university. Their most prominent college and a university will be dipped in the streams of Christianity and unity will be dipped in a powerful organization. The settled voice of reality best of all to remove the settled voice of reality. The general influence of the society can then be perceived.

The general influence of the society can then be perceived. In various effective ways. The settlement of the problem of the permanence of the Baptist Colleges in their present locations.
AMERICAN BAPTIST EDUCATION SOCIETY,

REV. FRED. T. GATES, Cor. Sec.

(b) By offering aid on condition of change.

c) By quietly and powerfully moulding public opinion from behind the editorial chair, from the platforms of the Society and local educational conventions

(d) By quietly working up the matter in the cities and securing favorable offers from them.

e) By dealing with the institutions seriatim and never announcing them as a general policy, so as to prevent combinations of resistance.

(f) If $200,000 annually for four years to Chicago would prevent setting aside $50,000 annually to aid in a policy like the above, then I should favor the cutting down of the annual sum contemplated for Chicago so far as would admit your aid in perfecting this system. Four years could be changed 15 for with the same result of 1,000,000

When these changes are effected and the interests of western education thus secured the question of a UNIVERSITY in Chicago will then invite renewed attention.

These views are justified in part by the facts set forth towards the close of an essay of mine which I am told Prof Harper placed in your hands.
By altering and or consolidation of channels.

And so efficiently and powerfully uniting public opinion from differing and opposite elements, we have achieved the society and local educational con-

vention.

And securing laudable allies from them,

(e) By getting with the institution scales and

dated announcement that is a general policy, se-

sion.

To prevail compositions of tastes.

(1) If $500,000 annually for four years to others. To work-

no world, to a better into the open, and I should be

not the cutting down of the amount in compartment.

for a sense of better and improving your mind in

participation in the system. Join them in your mind.

When these changes are achieved and the interests

of mankind education thus securing the maintenance of

a UNIVERSITY in Chicago, will then invite renewed

affiliation.

These views are utilized in part by the society set

for power the purpose of an essay on mine which

I am now most heartily pleased in your hands.
I count much on the influences and forces which can be silently accumulated through years of quiet work for these great and high ends. Our ablest western men might very likely say that these plans are the bright but hopeless dreams of experience. Such brethren fail I think to measure the almost resistless power of organization, kindly tactfully but undeviatingly devoted to chosen ends, an organization controlling varied resources and using them an organization careful at every point not to antagonize public sentiment and to mould it in advance of its action.

Truly and gratefully yours

P.S. You will see that I would not favor any present aid to Kalamazoo, nor any aid whatever to Franklin Shurtleff or William Jewell until it appears that they can not be removed without destruction.
Racing Miss Mar. 14 59

Dear Mr. Goodspeed,

I have now got off letters similar to the one sent you to the entire list agreed upon in Chicago as twice enlarged. You have the list I believe. I wish you would consult with Dr. Smith as to raising funds to meet our present expenses from these brethren and others. Dr. Survencius has done something, but no other pastor so far as I know has lifted his finger for us. Our treasurer Mr. Levering expresses his astonishment that while so much time and money this year has been spent on the Chicago matter so little comparatively has come from that quarter for the current support of the society. Mr. Lever-
AMERICAN BAPTIST EDUCATION SOCIETY,
REV. FRED. T. GATES, Cor. Sec.

is in intimate communication with the Washington and Southern members of our Board who look on this matter with great concern at Chicago and who now we know not what private communication with Mr. Rock-efeller. I should be sorry indeed to have him know how apres-thetic's efforts and others who ought to lead in this matter have been on this matter of taking but necessary preliminary steps. It argues ill for the success of a larger movement. If we could show 150 or 200 from Chicago to cover these preliminary expenses, including those of this Conference that fact would help us amazing-ly not only with the Board but with Mr R. I must now go.

M. S. Smalley,  Kans.
H. H. Harris, D. B.  Va.
J. E. Stetson,  Pa.
N. E. Wood, D. D.  N. Y.
Rev. G. J. Burchett,  Ore.
Rev. A. C. Dixon,  Md.
Hon. J. Buchanan,  N. J.
A. C. Osborn, D. D.  N. Y.
O. C. Bowen,  Mich.
Hon. Jno. Haralson,  Ala.
J. B. Link, D. D.  Texas.
American Baptist Education Society,
Rev. Fred. T. Gates, Cor. Sec.

I love writing to Smith. But I
involve your counsel and aid in the
matter. I know you will appreciate
the importance of it, and give it such
attention, as it demands, in such ways
as your skill will suggest.

Cordially,

[Signature]

March 14, 1889

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Francis Wayland, LL. D. Ct.

Vice Presidents.
Hon. L. B. Ely, Mo.
Hon. Geo. A. Pillsbury, Minn.

Recording Secretary.

Treasurer.
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Rev. A. C. Dixon, Md.
Hon. J. Buchanan, N. J.
A. C. Osborn, D. D. N. Y.
Hon. Jno. Harleston, Ala.
J. B. Link, D. D. Texas.
Racine Wis. Apr. 8 89

Dear Dr. Griswold,

Brothers in the last event on my attending the meetings of the committee I expect to take 3 pm to 6 pm train tomorrow from Chicago. Shall be in Standard office about 1.30 pm and if you have any last word or any part of the general subject I shall be glad if you can meet me. It is most unlikely that I shall see Mrs. Rock.

Cordially,

Fred T. Gates

P.S. Take 6 o'clock special before returning. Bring your copy of the Morgan Bank answers of you come.

Fred T. Gates
AMERICAN BAPTIST EDUCATION SOCIETY

REV. FRED. GAST, C.M.

REPORT

PRESIDENT

Vice President

Treasurer

Secretary

TREASURER'S REPORT

[Handwritten text with various names and figures, making it difficult to transcribe accurately.]

[Detailed financial notes and figures, including descriptions of income and expenses.]

"I have been thinking of late and particularly of this Sunday afternoon, of a conversation had with you, a year ago perhaps, in which you praised the wondrous skill of Jesus as a teacher — how He waived all unnecessary errors, for the sake of the essential truth, how He adapted His teachings to the current notions of his hearers, how He maintained an impenetrable reserve on matters which they could not bear, matters in which His teaching might stumble their poor weak faith. Jesus believed what you believe, did He not, regarding the Old Testament? Why not you then imitate His skill, His adaptations, His reserve? If He believed as you believe, why not imitate His reserve and speak as He spoke? His reserve was chosen at self sacrifice, deliberately, for a purpose. "We can not hear them now". Your faith would be crushed. He did not speak all He believed, lest He might wreck the faith and ruin the souls of His followers.

"Your views of the Old Testament are destructive of views currently held and current views are currently believed to be essential to the Christian faith itself. The question is not whether your views are true. Let that be granted. Will it be according to the method and spirit of Jesus to give these destructive criticisms — destructive at least of current notions — to the Christian public? Is it true that Moses did not write the Pentateuch, that Daniel is apocryphal, that there were two Isaiahs, that Chronicles is artificial, that there is no specific prophecy, wherein is the faith of the Disciples to be upheld, their love and zeal promoted by declaring these facts? Unanswerable to you, may there not be a very large portion, may, the great mass of the Christian public whose weak faith "can not bear them now". Is there not danger that in announcing your iconoclastic views, you will sow doubts which you can by no means destroy? I have been more and more concerned to observe your tendency to "speak out". I can understand how a desire to be honest, and can, did, and particularly not to deceive the public, now calling you to a lofty office, seems to you to demand frankness of speech on these points. You have stated your views to the leading brethren. That is enough it seems to me. Your views ought, I think, to be confined to the class room. You, as a loved and admired teacher, can there lead your docile pupils, through all the perils, to the solid ground on which you rest. It is hard work and individual and takes time and skill. But Oh! how different a thing that is, from sowing doubt broadcast over the land through the press. Surelly candor requires no such public statement. The public demands no such candor. Jesus was never candid at such cost. The Pharisees could not even trap Him on the question of tribute. Candor might vainly invite many things from him which His disciples could not "bear". Such candor is a subtle temptation specially strong to open generous natures like yours. I verily believe that this appeal to your honesty and candor is a
#2:  

January 11, 1891.

temptation of the evil one. I see it leading to nothing but disaster, disaster to your influence and injury to thousands and thousands of worthy people. It seems to me to be the subtlest snare that could be spread for you and for all that your name represents, that is so precious to us all. I am not afraid of the fagot or the wheel. Nor do I raise issues as to fact. I feel that a "public statement" is not called for, needless, uncontrollable, will certainly be misunderstood, do harm that no man can correct to the public itself and in a large measure prevent your doing the measure of good you might do in after years, by stopping the very ears of the Christian public."
Dictated.

CHICAGO, April 9, 1892.

My dear Mr. Gates:

It seems that Goodspeed telegraphed you also the other day. I went to Marshall Field and at first he said he would not do anything. He realized that Chicago ought to furnish the million dollars and that it could do it very well; that it was an outrage to Mr. Rockefeller if it was not done. He said he had made a beginning, that nobody had followed him and that he would not now do anything more. I argued with him at some length and finally I asked him if he would give the last one hundred thousand dollars of the million. He considered the matter a few minutes, then told me to go ahead; that he would do it. We are now preparing the form of subscription of which we will send you a copy as soon as it is made. Kohlsaat, McLeish, and others think that we can make the thing a success. I have no doubt of it. He specified the time - 60 days; we are going to try to make it 100. This means, I think, that you must come out and help us. Of course the matter is in a definite shape. If it could have been put in this shape last October we should have had the million dollars by this time. Goodspeed has been all wrong in this matter and it is his standing out that has made the year thus far without success. All the gentlemen agree that I am right in the matter of the condition
and now that we have it I have no fear of the result. Of course it means working night and day; but that is a pleasure with such a possibility at the end.

I may say to you that I am losing ground physically. A headache comes on now every day at 5 o'clock; some days at 4 o'clock. Some days I am compelled to go home and go to bed. Within ten days I have been compelled to give up work at 5 o'clock three times.

Prof. Palmer and his wife are here. He has a great proposition: It is nothing more nor less than the moving of the whole Philosophy Department of Harvard College, including James and Royce. This is probably too big a thing for us to undertake.

Henderson is here from Philadelphia in connection with the University-Extension, and Ray Greene Huling reaches Chicago to-day. All this with the million dollars makes life rather busy. In spite of it all, I went to bed last night at a little after six, breaking three engagements for the evening. The technological work is coming on nicely. Yorkes case is still hopeful.

I remain

Yours truly,

[Signature]
607 Temple Court.
New York.

Oct 31, 1892

Dear Mr. Godfrey,

I was pleased to receive your letters of recent dates, both from Chicago and Cleveland, respecting the proposed action of the Company. May I now be in Chicago again in a few weeks. No news from you or your friends for some time. How are conditions in Cleveland, and especially in connection with the new railroad and how are the new building projects progressing? I am sure your tortured will enjoy the brilliant ideas of "Wall Street of the Treasury." Your book will suffer no embarrassment from their criticism in the hands of the "friends." How is the "Foundation of John D. Rockefeller," as universally known, on Wall, official documents and official letter heads? At least I have no signs of interference with this appreciative purpose. I like it better than Rockefeller.

Yours sincerely,

[Signature]
November 16th., 1896.

Dear Dr. Harper:—

I have just received a letter from President Stetson of Des Moines, Iowa, in which he says:—

"I got a letter from President Harper in which he stated that he had seen you prior to my writing you and that you had agreed that my salary should be paid and $25,000 given if $50,000 could be raised."

President Stetson does not quote you but apparently is stating simply his interpretation of your letter. Won't you kindly correct President Stetson in this matter. I know you would be far from saying that I made any agreement of any kind, either respecting the $25,000 or the salary of President Stetson, except the promise that I would take up the matter with Mr. Rockefeller. The fact is, I had, at the time, very grave doubts whether Mr. Rockefeller would care to take on, at the present time, new obligations with respect to Des Moines, and I very consciously guarded my language in talking with you on the subject.

As to Dr. Stetson's letter requested by you in yours of the 13th., I enclose it herewith, but desire to assure you that there was nothing specially prejudicial in the letter and I have so informed Dr. Stetson in answer to his distress about it. As I indicate above, there never was, in my mind, much hope of the success of the new plea for Des Moines.

Yours very truly,

President W. R. Harper,
Chicago.
Dear Mr. Harper:

I have just received a letter from President Eaton of Lee University in which he says: -

"I got a letter from President Harper thanking me for the raise in my salary from $5,000 to $6,000. I am pleased to hear that you have given the President's representation of your request. I wish you would write me again about the raise in salary of President Eaton, to which I would like to add that I would not mind taking on the matter with Mr. Roots except that I do not believe that I would believe the fact that you have given me the time and energy required to take care of the president's case.

I know that Mr. Root's letter is confidential and I do not want to discuss it with you.

I am aware of the President's salary and I know that the president's salary is higher than mine. I believe that the president's salary should be increased.

I believe that the president's salary should be increased.

With best wishes,

Yours truly,

[Signature]
June 5th, 1897

Dear Dr. Goodspeed:

I am only today able to reply to your letter of May 8th, with Mr. Rust's of May 7th. Mr. Rockefeller will add Fifteen thousand dollars ($15000.) to his former contribution of Thirty thousand dollars ($30000.) making Forty five thousand dollars ($45000. all told to pay for the grounds at Morgan Park and the building erected thereon, and the furnishing of the building and the preparation of the athletic grounds, and the connecting lot, all of which are more fully described in your letter of May 8th and Mr. Rust's letter of May 7th.

This additional contribution of $15000. is to be credited to Mr. Rockefeller as an advance payment on his conditional pledge of Two Million dollars of October 30th, 1895. This additional $15000. will be paid as actually required to pay for the properties purchased, with improvements thereon.

Yours very truly,

(Signed) F.T. Gates

Rev. T.W. Goodspeed, D. D.,
Secretary, University of Chicago,
Chicago, Ills.
June 26th, 1889

Dear Dr. Goodspeed:

I am only today able to reply to your letter of May 26th. Mr. Rockefeller, will you please send me a statement of the total contribution of the Chautauqua Gallows to the total of the property of the Chautauqua Gallows and also the contribution of the property and the remaining of the property of the Federation and the connection of the same to which the more fully explained in your letter of May 26th.

The additional contribution to the Federation as an advance payment on the additional pledge of two million dollars of October 20th, 1886. This additional $2,000,000 will be paid as soon as necessary to be paid for the property received with improvements thereon.

Yours very truly,

(T. G. Case)

(Steady, T. G. Case)

Rev. W. Goodspeed, D.D.
Secretary, University of Chicago

Chicago, Ill.
SEND the following message subject to the terms on back hereof, which are hereby agreed to.

August 18th, 1902.

Mr. F. T. Gates,

26 Broadway, New York City.

Telegram received. Have consulted friends. Segregation question, you remember, was originally connected with financial provision. All, including John, thought this unfortunate. His strong desire was to have question settled wholly without reference to source of funds. We are fully satisfied that no funds will be needed for this policy which any other policy will not require. We particularly desire not to mix

READ THE NOTICE AND AGREEMENT ON BACK.
ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS

To guard against mistakes or delays, the sender of a message should order it REPEATED; that is telegraphed back to the originating office for comparison. For this, one-half the regular rate is charged in addition. It is agreed between the sender of the following message and this Company, that said Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery of any UNREPEATED message, beyond the amount received for sending the same; nor for mistakes or delays in the transmission or delivery, or for non-delivery of any REPEATED message, beyond fifty times the sum received for sending the same, unless specially insured, nor in any case for delays arising from unavoidable interruption in the working of its lines, or for errors in cipher or obscure messages. And this Company is hereby made the agent of the sender, without liability, to forward any message over the lines of any other Company when necessary to reach its destination.

Correctness in the transmission of a message to any point on the lines of this Company can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon, at the following rates, in addition to the usual charge for repeated messages, viz, one per cent. for any distance not exceeding 1,000 miles, and two per cent. for any greater distance. No employee of the Company is authorized to vary the foregoing.

No responsibility regarding messages attaches to this Company until the same are presented and accepted at one of its transmitting offices; and if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the agent of the sender.

Messages will be delivered free within the established free delivery limits of the terminal office. For delivery at a greater distance, a special charge will be made to cover the cost of such delivery.

The Company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

THOS. T. ECKERT, President and General Manager.
SEND the following message subject to the terms on back hereof, which are hereby agreed to.

the educational question with money considerations. All Trustees strongly favor immediate action. If you still feel postponement necessary, please call me on telephone at one o'clock New York time.

William R. Harper

(D)

Charge.

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THOS. T. ECKERT, President and General Manager.
SEND the following message subject to the terms on back hereof, which are hereby agreed to.

September 25th, 1905.

Mr. F. T. Gates,

Montclair, N. J.

Have had another operation and bad week but seem to be improving. Expecting you or Mrs. Gates with Fred on Thursday. Come directly to house.

William R. Harper

*READ THE NOTICE AND AGREEMENT ON BACK.*
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ROBERT C. CLOWRY, President and General Manager.
March 7th, 1906.

Mr. F. T. Gates,

26 Broadway, New York.

My dear Mr. Gates:

Professor Weller has shown me your letter of the 9th of February relating to the Hall collection. The situation seems to be this: The collection can now be had for $30,000 or $40,000. My own personal guess is that even a smaller offer, perhaps $25,000 would be considered. Mr. Weller estimates that it would cost seven or eight hundred dollars to transfer the material from Albany to our museum. Perhaps a thousand dollars would be a safe estimate. The Department has made as careful an investigation as circumstances permit and feel confident that the scientific value of the collection is such that if we had it, together with what we now have, we should have the best collection of fossils, minerals and books relating to them in the country. The duplicates can be used for exchanges. If brought here the collection,
desire to endorse the recommendation of Professor which is already boxed, can be placed in the basement weller of the Department of Geology, and am sure that and other rooms of Walker Museum and stored there. the Board would unite with me in it. It is not necessary that it be catalogued now or at any time in the near future. The Department is willing to undertake proper care of the collection without addition to the budget. Of course that means that the books can be placed on the shelves at once and that such articles from the collection can be used as the resources of the department admit. The great bulk of the fossils and minerals remaining in the boxes for an indefinite period. What the Department wants is to secure the collection. Some day when the resources of the University permit it will of course then be possible to have it completely catalogued.

Now I am quite aware of the agreement made in December 1903 and do not wish to ask the Trustees to recommend to Mr. Rockefeller a gift which in any sense could be held as conflicting with that agreement. I am writing to ask your personal judgment in this matter, considering that the desire of the Department is primarily to secure the collection, and that its being here does not involve at any time in the immediate future an addition to the budget. Would it or would it not be regarded as contrary to the spirit of the agreement in question? If not I should certainly

W. D. Judson
If it is not necessary that it be catalogued yet at any time in the near future, the Department is willing to make the collection of the non-catalogued records available to your office. If, of course, that means that the cost is included in the budget, of course that means that the records cannot be placed in the archives as open and find such records for the collection can be made at the expense of that and that shows

In the light of the question of the government, the cost of
the collection may be a matter not in the present or
the collection of the Department or in the
reorganization of the Department. But
the collection may be made by the Department in such a way as to become
the collection of the Department. But
the collection may be made by the Department in such a way as to become
the collection of the Department. But
the collection may be made by the Department in such a way as to become
the collection of the Department. But
the collection may be made by the Department in such a way as to become
the collection of the Department. But
desire to endorse the recommendation of Professor Weller of the Department of Geology, and am sure that the Board would unite with me in it.

Very truly yours,

March 7th, 1906.

H. P. Judson.

My dear Mr. Gates:-

Professor Weller has shown me the catalogues and specimens belonging to the Lewis and Clark collection, and I think the Department would want to have them. The situation seems to be this:

The collection can now be had for $40,000 or $40,000, perhaps $30,000 would be considered. Mr. Weller estimates that it would cost seven or eight hundred dollars to transfer the material from Albany to the museum.

Perhaps a thousand dollars would be a safe estimate, and he feels that it would be well worth it.

The Department has made as careful an investigation as circumstances permit and feel confident that the value of the collection is such that if we were to have the collection, with the exception of the material in the museum, the best collection of fossils, minerals and books could be assembled in the country. The duplicates can be used for exchanges. If brought here the collection, on account of its scientific value, should certainly
it until then that a movement by us at that time would precipitate purchase by the State. 3) The Trustees, while they have taken no official action, are agreed that the collection is a very desirable one to have.

March 22nd, 1906.

4) Resistance to take action at this time has been based solely on the consideration that we presented certain needs last winter, and that it is not very far seen after that to present new needs.

Mr. F. T. Gates;

26 Broadway, New York City.

Thanking you for your clear statement which puts me in possession of the facts as to the whole situation,

My dear Mr. Gates:-

I am with enclosure is received. I fully understand the situation and will act accordingly. The whole matter of your letter will of course be held as strictly personal and confidential.

So far as the collection is concerned I may say this: 1) Professors Chamberlin and Salisbury and I agree that the collection is a thing which the University needs. 2) My own opinion is that it can be held in abeyance until next winter without serious danger of losing it. Still, there is, I must admit, a risk there in the fact that the State Legislature is very hard at work trying to get an appropriation from the State and of course next winter the Legislature will be in session, so that it might be possible if we leave
it until then that a movement by us at that time would precipitate purchase by the State. 3) The Trustees, while they have taken no official action, are agreed that the collection is a very desirable one to have.

4) Reluctance to take action at this time has been based solely on the consideration that we presented certain needs last winter, and that it is not very courteous so soon after that to present new needs.

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I am

Very truly yours,

H. P. Judson

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It until then that a movement of us to that the worth
practicable purpose of the Estate of The
Cabinet...
be surprised at a less sum, $30,000 or even $25,000 would secure it. In the opinion of our experts it would be very cheap at any of these prices. The cost of removing the material to Chicago and to Walker Museum it is estimated could be covered by $1,000. Being placed in Walker it would be cared for and used by the Museum—even at present budget plan without additional cost. The company Hutchinson tells me that when he saw you in New York on his return from abroad, you spoke to him about the matter of the Hall collection and intimated that possibly Mr. Rockefeller might be interested in securing it for use. I have been reluctant to take up the question of getting a special gift from Mr. Rockefeller at this time, thinking it is a whole better to do all these things at once as with regard to this matter, however, the circumstances seem to me to warrant raising the question, more especially as you spoke about it to Mr. Hutchinson. An attempt to secure it by The situation is this: Is the collection in the opinion of our departments of Geology and Paleontology, is of very great value? It will supplement what we have so well that the combination would give us, on the whole, the best collection of the country. It can be had at the present time for at the outside $35,000, whereas a few years ago it was offered at $50,000. I should not
I hope you are well and that all is progressing as planned. The collection is proceeding smoothly, and I expect we will be able to report significant progress soon.

In the meantime, please let me know if you need any further assistance or if there are any issues that arise. I will do my best to help.

Thank you for your continued support. I look forward to hearing more updates in the near future.

Best regards,

[Signature]
be surprised if a less sum, $30,000 or even $25,000 would secure it. In the opinion of our experts it would be very cheap at any of these prices. The cost of removing the material to Chicago and placing it in Walker Museum it is estimated could be covered by $1,000. Being placed in Walker it would be cared for and used by the Department on the present budget plan without additional cost. The complete exploitation of the material being reserved for a later day.

The Board of Trustees at their meeting last week on consideration of these circumstances, voted their desire to obtain the collection and their regret that the funds at their disposal did not warrant the University in obtaining it under the present budget plans. Under these circumstances I feel warranted in asking whether Mr. Rockefeller will consider the question of the amount in question for the purchase of the Hall collection. I may add that I am informed that an attempt to secure it by appropriation from the Legislature failed as I rather anticipated it would. Enclosed I send material descriptive of the collection.

Very truly yours,

H. P. Judson
be purchased at a lower sum than $9,000 or even $7,500.

In the opinion of our experts, the cost

money be very much of any or none.

of removing the material at Chicago and placing it in

Walter's cream. It is estimated to amount to carrying in $7,000.

being placed in Walter. It would be carried for any need.

In the Department on the present budget plan without

additional cost. The complete equipment at present

material price remains for a lower price at the present.

The basis of the price of the present equipment is the

considers the possibility of the collection and the program, and the

the terms of the highest bid, and not the market price. Whether

in opposition, as the budget program plan on the

these circumstances, I feel warranted to make the moment

Mr. Koerner will continue, so far as the Hallet Collection

In the absence of the performance of the Hallet Collection;

I must add that I am informed that an attempt to secure

it in opposition from the Legislature is the most

In connection with the collection, I have material

the collection of the Ricketts, and that on the other

will take the collections at all of the

have been of the collection of the Ricketts, I have been

All the collection is as one and the

As to the progress, I hope to have

for collection of the Ricketts, and that on the other

I am informed that I am to receive at least $9,000.
subsidy to be granted to all the journals at a fixed amount not to be exceeded. In previous years this has been an uncertain thing and has been represented by various figures. The present budget amounting to $20,000 to be apportioned among the various journals on a suitable basis. In order to further the second place we should introduce thorough business methods in the relationship between the editors and the business office of the journals. To do that we propose to offer inducements to the editors to increase the size of the journals, and introduce the system of book subscriptions. This inducement takes the form of paying such subscriptions at the spring meeting of subscribers in the early session. Without doubt, some of the large journals are in opposition to this plan in principle, but I believe that the result is justified by the facts. The best means of securing such publication, aside from the personal acquaintance of the experts in the respective departments, is the most efficient mode of securing publicity for research, and of stimulating interest in research not merely in the University but in other places, it would seem to me that we must be guided by that judgment. Then comes the question of finance. The policy we wish to recommend is in the first place to put the total of the world, look an interest in the journal an associate

December 1st, 1906.

Mr. F. T. Gates,

25 Broadway, New York.

My dear Mr. Gates:-

With reference to some of the points of which we spoke, I should like to put a few things in writing for your consideration.

1. With regard to the journals, it seems to me that this is the situation: As a University we must publish the results of investigation by departments. The best means of making such publication, aside from questions of finance, it seems to me, must be decided in the first instance by the experts in the respective departments. If they believe that a journal is the most efficient mode of securing publicity for research, and of stimulating interest in research not merely in the University but in other places, it would seem to me that we must be guided by that judgment. Then comes the question of finance. The policy we wish to recommend is in the first place to put the total of the world, look an interest in the journal an associate
subsidy to be granted to all the journals at a fixed amount not to be exceeded. In previous years this has been an uncertain thing and has been represented by a series of various figures, the present budget amounting to remarkable figures. We propose now to make it $20,000 to be apportioned among the various journals on a suitable basis. In the second place we should introduce thorough business methods in the relationship between the editors and the business office of the journals. To do that we propose to offer inducements to the editors to increase their income and to reduce the expenses of each periodical. This inducement takes the form of giving a certain fraction of the saving effected in the subsidy appropriation to the journal itself for promotion, the other going to the sinking fund, the purpose of which in time will be to retire the subsidy altogether. Further, I am personally confident that much more returns can be obtained for instance from advertising than we have now. It is believed, and I think justly, that much better results can be accomplished in the not distant future by these methods. I point out, for example, one thing which I spoke to you. The net cost to the University of the Journal of Political Economy for 1904-5 was $1,999.70. A new arrangement was made whereby a body of experts in that subject, eminent men in various parts of the world, took an interest in the journal as associate editors.
In order to ensure the prompt and effective implementation of the provisions of this Act, it is hereby proclaimed that all necessary measures shall be taken to ensure the timely delivery of the required materials and equipment to the affected areas. In view of this, it is imperative that all relevant authorities and stakeholders cooperate closely in order to facilitate the smooth implementation of the Act.

Furthermore, it is important to note that the provisions of this Act are subject to interpretation under the guidance of the competent authorities. It is therefore essential that all persons involved in the implementation of this Act abide by the relevant procedures and regulations in order to avoid any legal complications.

The provisions of this Act shall come into effect upon its publication in the official gazette. Any person aggrieved by the provisions of this Act may seek redress through the appropriate legal channels.

In accordance with the provisions of this Act, the competent authorities shall ensure the availability of adequate resources and facilities to support the implementation of the Act. Any failure to comply with the provisions of this Act shall be subject to appropriate legal action.

In conclusion, it is the responsibility of all persons involved in the implementation of this Act to ensure its effective and timely implementation. It is therefore imperative that all relevant parties cooperate closely in order to achieve the objectives of this Act.
editors. By this means, and by some more effective methods introduced in the promotion, the net cost of that journal for 1905-6 was reduced to $656.13. While we may not be able in any given case to make so remarkable a change as this, still I am very confident that similar methods will have similar results all along the line.

2. I discussed with you somewhat the question of salaries. Our salary schedule was fixed in view of the general condition of things in 1891-92. Since that time cost of living has increased very greatly. It will be I think a modest estimate to consider that the cost has increased in Chicago by 25%. Our salary schedule remains unchanged. It would be enormously to our advantage (I use the word enormously advisedly) if we could in some way adjust our whole salary schedule to the scale of present financial conditions. The salary payroll in the Faculties of Arts, Literature and Science including those who have $3,000 or less amounts in round numbers to $250,000. The salary payroll in the Divinity School in like manner for those who have $3,000 or less amounts to $20,000. A general increase of 20% would be a moderate and reasonable adjustment under the present circumstances. This would involve for the Faculty of Arts, Literature and Science $50,000 a year, for the Divinity Faculty $4,000 a year. Of course even if a portion of this were done at one time it would be exceedingly helpful.
The event scheduled for January 31st, 1956, will be attended by a distinguished group of individuals. The event will feature a panel discussion on the topic of "The Future of Technology in Education." The panelists will include experts from various fields, including education, technology, and policy. The event is expected to attract a large audience, with tickets selling out quickly. It is the aim of the organizers to create a platform for ideas to be exchanged and for networking opportunities to be explored. The venue for the event will be the University of California, Los Angeles, with a capacity for 500 attendees. The event is expected to conclude with a reception, providing an opportunity for further interaction and discussion.
In 1905 Harvard University secured a fund of $5,400,000 as an addition to the endowment, the income to be devoted to raising the salary scale. A comparative statement as between Chicago and Harvard at the present time is as follows: We pay to heads of departments from $4,000 to $7,000, and to professors not heads of departments $3,000 (of which there are now 29). Harvard does not have the system of head professors, but pays full professors from $4,000 to $5,500. It will be noted that the lowest Harvard salary for a professor is $4,000. We pay an associate professor $2500. The Harvard salary for an associate professor ranges from $3500 to $4500. We pay an assistant professor $2000. Harvard pays an assistant professor $2500 to $3000. We pay instructors from $1200 to $1800 and associates $800 to $1000. In Harvard there are no associates and instructors have from $1200 to $1500. Thus the lowest salary for this class of members of the faculty is $800 and the lowest at Harvard is $1200.

3. I spoke to you about a question which has caused some disturbance in the Board at the present time, namely, the restriction denominational clause in the charter. There is involved in that another matter quite aside from the question on its merits. Under the present restrictive clause we are debarred in sharing in the
benefits of the Carnegie Pension Fund. Inasmuch as other institutions will share in those benefits it becomes increasingly important if the clause is retained that we should have a pension system of our own. We have been making a study of the matter and I am having a detailed statement drawn up as to the possible financial implications of such a scheme. This we shall of course have ready to present for preliminary consideration at the time of our meeting.

My dear Mr. Bates:-

Hoping that we shall see you here and with reference to some of the pleasant memories of my charming visit in your New Jersey points of which we spoke, I should like to put a few things in writing for your consideration.

Very truly yours,

1. With regard to the journal, it seems to me that this is the situation: As H. P. Judson publish the results of investigation by departments. The best means of making such publication, aside from questions of finance, it seems to me, must be decided in the first instance by the experts in the respective departments. If they on the whole believe that a journal is the most efficient mode of securing publicity for research, and of stimulating interest in research not merely in the University but in other places, it would seem to me that we must be guided by that judgment. Then comes the question of finance. The policy we wish to recommend is in the first place to put the total of the annuity assessments equal to the amount we annually
penalties of the Code of Conduct. Any member

other restrictions and severe in those penalties.

become increasingly important. It is obvious it

that we should make a donation as part of our own. We

have been invited to make a statement of the matter and I am prepared

a feasible statement from us to the Board in the event

important one of course, to the Board in the event

have been asked to make a declaration of interest in the matter.

the time of our meeting on the 20th of April, 1948 on the

NOTE: that we will see you. You can only with

press but unconnected to any particular affiliate to whom you refer.

W.A. F. John

cease to be the originator of the proposal, whether for the next

the Institution have decided to make the proposal for the next

Institution have decided to make the proposal for the next

I was asked to be the originator of the proposal, whether for the next

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I was asked to be the originator of the proposal, whether for the next
New York, N. Y.,
Jan. 24, 1907.

Harry Pratt Judson, Esq.,
Acting Pres. University of Chicago,
Chicago, Ill.

Dear Sir:—

In a conversation with Mr. Gates he told me of the tribute paid by President Jordan of the University of Illinois to the uplifting influence of the educational system of the entire Northwest by the University of Chicago. It was part of a speech, he says, delivered a couple of years ago. Can you tell me where to get that speech, or, if not trespassing too much on your kindness, will it be possible for one of your assistants to procure a copy of the speech and send it to me? Mr. Gates regards it as a striking testimony to the work done in all directions by the University of Chicago, and I am sure I shall be able to make use of some extracts from it in an article I am preparing.

Believe me with great respect,

Yours faithfully,

[Signature]
New York, N.Y.
Jan. 6th, 1937

Henry Pratt Cabot, M.D.
Former Dean and President of the University of Chicago,
Chicago, Ill.

Dear Sir:—

In connection with Mr. Gates' recent visit to the University of Illinois to discuss the problems of the administration of the University of Chicago, I was very much interested to hear of your generous efforts to improve the facilities of the University of Chicago. I am sure I need not dwell on your kindness and willingness to assist in any way to further the work of the University.

Mr. Gates has also written to me in appreciation of the University of Chicago, and I am sure I shall be able to make use of some suggestions from him to an effective extent.

Believe me with great esteem,

Yours sincerely,
January 28th, 1907.

Mr. J. I. C. Clarke,
26 Broadway, New York.

My dear Mr. Clarke:—

Your favor of the 24th inst.
is at hand. I will make inquiries and see if I can
get the speech to which you refer. It would not of
course be by "President Jordan of the University of
Illinois". The president of the University of Illinois
is President James. President Jordan is at Stanford University. However, I think the speech
to which you refer was made a year or two ago, possibly
by President Jesse of the University of Missouri. As
soon as I get a copy I will see that you have it.

Very truly yours,

H. P. Judson
Mr. J. C. Clarke
52 Boardway, New York.

Mr. Great Mr. Clarke:

Your favor of the 24th inst.

I am glad I will make inquiries and see if I can get the speech to which you refer. It would not be

of course be by President Jorden of the University of

Illinois. The President of the University of Illinois

is President James A. Jorden at the University of

Vermont. However, I think the speech

to which you refer was made a year or two ago. Please

in the President's Office of the University of Vermont. As

soon as I get a copy I will see that you receive

Very truly yours,

H. L. Jackson
January 30th, 1907.

Mr. F. T. Gates,

26 Broadway, New York.

My dear Mr. Gates:-

I enclose letter from Mr. J. M. Clarke to Professor Weller which will explain itself. Before taking the matter up I should like to know what foundation there is for his suggestion. Another matter which might be concerned is of course the standard of Mr. Land as a painter, about which I know nothing.

We are greatly distressed here by the sudden death of Dean Jackman of the School of Education Monday morning from pneumonia. Hulbert is still holding his own, but his condition is very critical. On my return from New York I learned that on Tuesday he had an operation for gall stones. Pneumonia has supervened and his heart is not strong. Altogether we are very anxious.

Very truly yours,

H. P. Judson
January 28th, 1924

Mr. H. T. Gates

36 Madison Avenue
New York

Mr. Gates:

I enclose letter from Mr. T. M.

Clarke to Professor Weiler which will explain that
before finding the matter up I should like to know what
questions there are for me to answer. Another matter
which might be concerned is of course the standing of
Mr. Land as a dancer, a point which I know nothing
We are greatly grieved over the sudden death
of Dean Winslow of the School of Municipal
Government. Happen as it still points the way,
but his condition is very critical. On my return from New York,
I tested that no trouble or delay in operation for cell
stone. Pneumonia is unavoidable, and the rest is not
affected. Together we are very anxious.

Very truly yours,

H. P. Jackson
regard to the surplus which you may find interesting. We shall
have about $8,000 available for the various purposes indicated in
our communications to yourself and Mr. Rockefeller, and which were
regarded rather as ordinary budget matters than as occasions for
special action.

August 19, 1910

The work on the literary building is now proceeding rapidly.

It is up as far as the second story, and is making it very plain

My dear Mr. Gates:-

that it is going to be a large and impressive structure.

It seems a long time since I have heard from

Yesterday when we were all out someone called at the house and

you. I can only hope that your summer at Lake George has been
gave the name of Gates. He was a young man. Our maid, who is a
full of interest, and that you and yours are in the best of health.
temporary one, of course did not know him, and he had no card. I
I was sorry that the plan of a midsummer Board meeting did not
an wondering whether it was one of the boys. If so, we shall be
materialize. It would have been interesting, and would have made
extremely disappointed not to have seen him. Please give my
it possible perhaps to orient ourselves in some ways. I infer

cordial regards to all at the Lake and believe me,

that the bill for incorporating the great foundation did not come
Very sincerely yours,
out of committee, and hope that in that case the short session may
be more fruitful.

At the meeting of our University Board on Tuesday the Auditor’s
report showed that the fiscal year of 1909-10 was another successful
one financially. It was fortunate that we handled matters prudently
through that year, as at the end some unexpected and rather heavy
expenses came along which the small contingent fund would hardly

have provided for. I am enclosing the Auditor’s statement with
regard to the surplus which you may find interesting. We shall have about $8,000 available for the various purposes indicated in our communications to yourself and Mr. Rockefeller, and which were regarded rather as ordinary budget matters than as occasions for special action.

August 17, 1920

The work on the Library building is now proceeding rapidly. It is up as far as the second story, and is making it very plain that it is going to be a large and impressive structure.

It seems a long time since I have heard from you. I am only now that your season at Lake George has been over. Our maid, who is a full of interest, and I am sorry to hear that you and your health are in the best of health. temporary one, of course did not know him, and he had no card. I was sorry that the plan of a smaller Board meeting did not materialize. It would have been interesting, and would have made me extremely disappointed not to have seen him. Please give my cordial regards to all at the Lake and believe me,

Very sincerely yours,

At the meeting of our University Board of Directors the Auditor's report showed that the fiscal year of 1909-10 was an exceptionally successful one financially. It was fortunate that we handled matters prudently through that year, as at the end some unexpected and rather heavy expenses came along which the small contingent fund would hardly

Mr. F. T. Gates,
Lake George, New York.
The work of the important section is now proceeding rapidly. It is not as easy as we thought, and we are finding it very difficult to estimate the time required. It seems that we have been working on the same task for a long time. We need to find a way to improve our efficiency. It is important to keep a close eye on the progress and adjust our plans accordingly. We must continue to work hard and ensure that we meet our deadlines. If we do not, we may face serious consequences.

In conclusion, we must remain focused and determined to achieve our goals. We are making progress, but there is still much work to be done. We must continue to strive for excellence and ensure that we deliver the best possible results.
26 Broadway
New York

December 13, 1910.

The Board of Trustees of The University of Chicago,
Chicago, Illinois.

Gentlemen:

I herewith tender my resignation as Trustee of The
University of Chicago, to take effect immediately.

Very truly yours,

[Signature]

Tyce
December 13, 1910

The Board of Trustees of The University of Chicago
Chicago, Illinois

 Confidential

I herewith tender my resignation as Trustee of the
University of Chicago, to take effect immediately.

Very truly yours,

[Signature]
December 27, 1910.

My dear Mr. Gates:

Your favor of the 22nd inst. is received. Last Thursday I telegraphed you on this subject and undoubtedly you wrote before receiving the dispatch in question. Mr. Hutchinson's plans for the bust contemplate its being placed on the mantelpiece in Hutchinson Hall, other articles in proximity, so that the smaller size in his judgment would be better adapted.

With cordial regards, I am

Very truly yours,

Mr. F. T. Gates,
26 Broadway,
New York City.

H. P. Judson
Dear Dr. Judson:

I am in need of an historical atlas suitable for a general library, covering the classical period, the mediaeval and modern times - one that will be sufficiently full and accurate without being too large for convenient use.

I know of no one who can define my wants so well or who would be so likely to name the work which would fill them, as yourself. Would it be too much trouble for you to write down the name of such an atlas as you think I would like best, and send it to me in the enclosed envelope?

Kindly give my regards, and those of the folks at home, to the good lady.

Very truly yours,

S. G.

President Harry Pratt Judson,
c/o Mr. George B. Cluett,
Palm Beach, Florida.
February 27, 1911

I am in need of an historical atlas suitable for a general library, March 2, 1911

covering the classical period, the mediaeval and modern times—one that
will be sufficiently full and accurate without being too large for convenient

Memorandum from Mr. McLaughlin:

By dear Mr. Gates:

The best known atlases are Droyen's

"Allgemeiner Historischen Mandatlas" (Bielefeld, Leipzig, Velhagen 
& Klasing, 1886); Spruner-Menke's "Hand-Atlas fur die Geschichte das
Mittelalter und der Neuzeit" (Gotha: Perthe, 1880); and Reginald

Lane Poole's "Historical Atlas of Modern Europe from the Decline of the
Roman Empire" (Oxford: Clarendon Press, 1902). These three are large,
scholarly, and cumbersome. It should be noted, also, that two of them
do not cover the classical field: Judson

There are two very good smaller atlases, E. W. Dow's "Atlas of
European History" (Holt, about 1907), and F. W. Putzger's "Historischer
Schul-Atlas" (Velhagen & Klassing, 1902). Both of these are intended
chiefly for use by historical students in the universities. They are
modern, of convenient size, thoroughly accurate and trustworthy. In
my judgment, for ordinary library use one of these two smaller atlases
would be the most suitable.
February 1, 1911.

My dear Mr. Gates:

I am in need of an historical atlas suitable for a general library, covering the classical period, the mediaeval and modern times - one that will be sufficiently full and accurate without being too large for convenient use.

I know of no one who can define my wants so well or who would be so likely to name the work which would fill them, as yourself. Would it be in further answer to your favor of the list of February 2, 1911, I am sending enclosed memorandum from Mr. McLaughlin, Head of our Department of History. I think this will cover the ground. I would like best and need it to be in the enclosed envelope.

I may say, indeed, that as regards my own knowledge I concur with Kindly give my regards, and those of the folks at home, to the good Professor McLaughlin's recommendations.

Cordially yours,

H. P. Judson

President Harry Pratt Judson,
c/o Mr. George E. Cluett, Palm Beach, Florida.

Mr. F. T. Gates, 26 Broadway, New York.
26 Broadway
New York

March 6, 1912.

Dear Dr. Judson:—

I have just received the enclosed crushing reply to my pamphlet. I hand it to you with my expiring breath.

Very truly yours,

S. I. Gates

President Harry Pratt Judson,
University of Chicago,
Chicago, Ill.
Dear [Name],

I have just received the enclosed material which is to be

evaluated. I hope to see you again on or about

next week and

your report.

Yours sincerely,

[Signature]

[Note: The handwritten note at the bottom is not legible.]
Chicago, March 8, 1912

Dear Mr. Judson:—

I have just received the enclosed crushing reply to my pamphlet. I hand it to you with my expiring breath.

Dear Mr. Gates:—

Very truly yours,

The tortuous evolutions of the human intellect are not possible always to follow.

Very truly yours,

[Signature]

President Harry Pratt Judson,
University of Chicago,
Chicago, Ill.

Mr. F. T. Gates,
26 Broadway, New York.
Dear Mr. Gates:—

Thank you very much for your favor of the 17th inst. with enclosure relating to the cost of instruction at Yale. Mr. Arnett has been making an exhaustive study for us on this matter. You spoke to me of the parents' being in some cases permitted the privilege of paying to the Treasurer of the College the difference between the cost of tuition and the term bill rendered. May I ask if such letter comes directly from the Treasurer of the College, or is it informal?

By the way I understand indirectly that the Yale authorities are in doubt as to the advisability of suggesting that parents pay the difference in tuition above mentioned. Doubtless you are informed on this subject.

With all best wishes, I am,

Cordially yours,

[Signature]

Mr. F. T. Gates,
26 Broadway, New York.
Dear Mr. Caven:

Thank you very much for your letter of the 17th.

I am writing regarding the cost of transacting at Yale.

W.H. Doane and Son have made an estimate of your work on that.

You agree to me of the percentage, and I am enclosing the estimate of the cost of transacting the business between you and the college.

I have written Mr. Doane to come here yesterday and see if the cost can be cut down.

The estimate of the college is as follows:

By the way, I must say that the estimate is not all that I am suggesting. I am not suggesting that you should pay the difference in the estimate. I am suggesting that you should not.

I am enclosing my proposal.

With all best wishes,

G. H. Jordan.

H. F. C.

Mr. J. Caven,

20 East 42nd St., New York.
26 Broadway
New York October 16, 1911.

Dear Doctor Judson:

Your two letters were duly received. The one referring to medicine I caused to be copied and sent to Mr. Murphy and to Mr. J. D. R., Junior who has been away and whom I have not seen since June. Your letter will receive attention just as soon as the Committee can get together.

Meantime, let me congratulate you on your escape, which, notwithstanding the inconvenience the accident caused you, must yield you out of it all not a little gratitude and satisfaction.

I have noted in the papers the prosperity of the University. Mrs. Gates and I often spoke during the summer of Mrs. Judson's travels. She very kindly and thoughtfully kept us informed in some degree of her movements, through postals and picture cards.

All our family are well and all, including Grace, are away to school, Percy alone remaining with us. All doing just as well as we could hope or desire.

The matter to which you call my attention will be taken up at the first possible moment.

Cordially yours,

[Signature]

President Harry Pratt Judson,
University of Chicago,
Chicago, Illinois.
Chicago, Dec. 6, 1911

Dear Mr. Gates:

I am writing to ask the judgment of Mr. Rockefeller Committee on our medical education.

There is of course no question of principle involved, either directly or indirectly, but under all the circumstances it seems very right that we should have the opinion on the question. This is the situation.

1. If we are going to have a medical school we cannot discharge the larger, broader, more creative, more lasting, task of medicine, medicine aside from the realistic times, times which have already passed through, and with this second inclusion.

2. If we wish at all it must be only contending with the Rush people. By them I do not mean merely the physicians, like Bellamy and Beran, but the thinkers, like John J. Glessner, Sprague, Roosevelt, and others; men of

4. The Rush Method, and we must include...
of the method is not of great value. But the contrast with the Presbyterian Hospital (recently enlarged) is a valuable asset. It will give the new school at once an excellent hospital for clinical work.

And it is believed that a million dollars for endowment could be raised here by a united effort.

6. A fundamental principle is that a free hand in the fact that the University is to be self-supporting seems proper. A medical school will be founded. Under the University will be created funds from year to year for its proper development.

7. I have no interest in commercial medicine, but am greatly interested in scientific medicine.

8. Under all the circumstances of the present it would be improper for us to throw in their matter contrary to the judgment of the Rockefeller representatives.

9. If on the other hand, you concern with us in the view that the man in question is desirable, it is essential that we know truth in the case. We must not take any steps against that finding.

10. If you decide against, I will not dissent, but I hope that the University will establish medicine in a scientific and not in a commercial
Wanted to thank you for something the other day.

Your view on some obligation by principles for judgment—my feel more on obligation not to act without knowing your views.

We are anxious to receive the whole matter promptly.

H. P. J.