Dr. Goodspeed to Mr. Rockefeller:  

Jan. 4, 1887.

In response to the request I made, you say all that I could ask and I will take an early opportunity to write you of our plans and hopes about a new University. I am very much perplexed by my personal relations to the matter. It may be necessary for me to take it in hand. That seems to be the thought of the brethren here. I am most unwilling to do so. There is much that I would like to do for the Seminary yet. And the Board wish me to remain. I have reason to fear that Kalamazoo College will urge its claim on me again in May or June. But I feel profoundly about the re-establishment of our University. I would be willing to risk a good deal personally in the effort to found a new and first-rate Baptist University in this great centre. It is likely to take a long and hard struggle. I shrink from it! If some one else could be found to undertake it, I would earnestly entreat you to help the enterprise. But when I think that it may be necessary for me to take up the burden, I am deferred by the thought and I shall make no earnest appeal I fear. But I must lay the case before you and I wish now these personal explanations that it may not be necessary to speak of them again.
To: Opening to Mr. Rector's:

I am...
EDITORIAL NOTE: Augustus H. Strong, D. D., LL.D., to figure largely in this correspondence, with views at variance with those which prevailed, born 1836, graduate of Yale 1857, Rochester Theo. Sem. 1859 Pastor 1st Baptist Ch. of Cleveland, O. 1865 to 1872, where his acquaintance with Mr. John D. Rockefeller then a rising young businessman of Cleveland, three years Dr. Strong's junior, was begun.

Dr. Strong became President of Rochester Theo. Seminary in 1872, then and during Dr. Strong's entire administration of some forty years, the chief stronghold of Baptist Orthodoxy. Dr. Strong at Rochester cultivated friendly relations with Mr. Rockefeller and he in turn in his growing prosperity made generous contributions from time to time to Rochester Theo. Seminary. The families of the two friends became intimate and ultimately Dr. Strong's eldest son married Mr. Rockefeller's eldest daughter.

Dr. Strong perceiving the rapidly growing fortune of Mr. Rockefeller which as early as 1874 promised to reach vast proportions, early conceived the idea of expending some twenty millions of it in the founding in New York City of a post graduate university under Baptist auspices. In due time he unfolded his plan to Mr. Rockefeller and many times pressed it upon his attention privately, and once publicly, in a sermon preached in Cleveland. He accepted an invitation to tour Europe with Mr. Rockefeller for the reason chiefly as he once told me, of using the opportunities daily association at leisure would give him of expounding his great theme and winning Mr. Rockefeller's adherence and reference to such a talk on shipboard appears incidentally in the correspondence of Dr. Strong. When our narrative begins in 1886, Mr. Rockefeller was already familiar with Dr. Strong's plans, which had been unfolded to him several years earlier.

Dr. Strong was for more than forty years one of the most honored respected and influential leaders of the Baptist Denomination. In learning, in dignity of person and character, in force of will, in firmness of conviction, in vigor and beauty of literary style, no man in the Baptist Denomination surpassed him. He was accustomed to have his way. His great educational scheme came to possess him. He urged it upon Mr. Rockefeller with utmost reach of his power of persuasion. He enlisted all the resources of his great denominational influence in his course. Older by a few years than Mr. Rockefeller, he did not shrink from urging the scheme upon him as a heaven-sent duty, for the due performance of which he would be held accountable at the bar of God.

The scheme required an initial gift of five millions with an added million each year for fifteen years.
The other side was in front of the other side.

had million after the million.
Dr. Strong to Mr. Rockefeller:  

"The enclosed letter of Mr. Scott is an interesting one, and the endowment of such a lectureship would be a great help to our denominational work. Indeed it is the very thing for substance which I have been for years, though vainly, endeavoring to secure at Rochester. Our debt and lack of endowment has prevented any earnest attention to our crying needs in this and in several other directions.

"The Lectureship idea in itself is a very sensible one. The body to be invested with the administration of such a trust is, in this letter, very unwisely selected. The "Baptist Congress", so-called, is a mere mob — a mass-meeting, with a large infusion of cranks who desire to ventilate novel ideas. It is not a bad thing in its way, but it has no cohesion, no principles, no permanences, no real hold upon the denomination. To put such a lectureship in charge of such a body would be to wreck the whole thing. The seminaries would never submit the choice of lecturers to such a body, nor recognize in such a body any right of control. The next best thing would be to let a council composed of presidents of the seminaries have money for this purpose. Even here there are practical difficulties of agreement. The best way is still a third one — namely to give the money to one institution for the benefit of all.

"Here you smile — But I do not mean that the money should be given to Rochester. We should have a new institution in New York formed by the Union of several of our existing seminaries if possible, but at any rate formed, whether the existing seminaries will unite or not, for the purpose of furnishing our denomination with something like the facilities which other denominations have. All that this letter says about other bodies outstripping us is not only true, but we are shamefully in the rear. With the largest constituency, or certainly next to the largest, we are allowing other denominations to capture our best young men, to take possession of the strategic points, and to organize their own triumph and our downfall in the near future. But I must not trench upon a subject which I laid before you several years ago, promising that I would not open it again expect at your suggestion. It has haunted me day and night for years but I have had to keep my mouth shut. Yeantime, years are passing and we are hurrying on to meet God. How can we leave the world in peace, when our chance to meet the one great need of our time in the body of Christians to which we belong, is allowed to slip by unimproved."

"The Fellowship idea is just as important and valuable as the Lectureship idea. But it too should be connected with an institution. The Fellowships of John Hopkins University are open to all — no matter what college they have studied at."
"If you can encourage us we will organize a Board of Trustees of the most prudent men we have and go forward. I will not urge you. I simply lay the case before you. Dr. Northrup and Prof. Harper, who is now here, wish to be considered as joining me in this letter. But you have been too generous a friend to permit us to press you. I have been so strongly impressed with the necessity of this institution and the splendid promise there is in it that I have felt compelled to lay the matter before you. I believe that a more important and promising project was never brought to any man's attention. I am sure you will consider what I have said. Do not refuse my request until you are clear it is the thing to do. Thanking you for permitting me so kindly to bring the matter before you, I am".
Dr. Goodspeed to Mr. Rockefeller:  

"We desire to found here a new University for the following reasons:

"(1) We have not one first rate College in the West. Wisconsin, Minn. and Neb. have none of any sort and those in other states are in a condition of utter feebleness. A Baptist who wishes to give his children a good education must put them into colleges of other denominations, or send them East. We have no school of our own for them. We certainly need one.

"(2) We must have it, if we hope to keep hold of the intelligence of the West. Our Baptist youth must be educated somewhere and they will be mightily influenced by their religious surroundings in college. If we neglect to provide for their education we shall lose them and the generations after them. We owe it to the unnumbered thousands of our youth of coming years to give them the best opportunities of education.

"(3) We need a first class College to aid in raising up an educated ministry. The Seminary needs it. The Southern Theol. Sem. has a dozen colleges directly tributary to it. Since the death of our University, our own Seminary can hardly be said to have one. A good College would be of inestimable value to it.

"(4) A first class institution here is certain to become the greatest in our denomination. Chicago is the commercial, political, social, religious, educational center of a wide empire. It is the natural place for everyone in the West to come to. The city will furnish large numbers of students and they will come from all over the West. Of all places in the world, this is the location plainly designated by nature for a great University for our people.

"(5) We cannot found an institution in the city. It will cost too much. We ought not to, if we could. A suburb is a far better place for many reasons. Thirty years ago the Methodists went twelve miles North of Chicago and planted their college in the woods. It has now grown into the North-western University with 1200 students. Morgan Park is 12-1/2 miles South of the center of the city. Chicago is growing toward it more rapidly (three times over) than in any other direction. By 1900 the city will be at our doors and Morgan Park will be almost a part of it. The Seminary is here and the two institutions should be near each other.

"Moved by these considerations, Dr. Henson, Dr. Smith, Editor of the Standard and myself, united, when the University suspended, in renting a building,(paying the rent ourselves) and encouraging the professors to continue the school as an academy. They did so with good success, and have between 50 and 50 students. With a Freshman
We hereby to hand you over a University for the following reasons:

1. We have not the least College in the Western Wisconsin.
2. We must have it, if we hope to lead the front of the intelligence.
3. We need a first class College to fit in the place of a University.
4. A first class College is certain to become the greatest.
5. We cannot remain in ignorance.

Therefore, I suggest that you form a College of 1500, with 1,200 students, 100 professors, 1500 of the best men in the country, and a Captain of a First Class for the advance.
College Class of seven or eight. We took this burden that we might test the question, during the year, of the possibility of re-establishing our University work in a new location.

"We have now received from the company which owns a large part of the real estate of Morgan Park the following proffer.

"(1) They give us a building which cost $24,000, and which is now used for a ladies school. I enclose a cut of it. It would be our ladies department.

"(2) They give us twenty acres of land for college grounds, adjoining the above building. It is the most handsomely located property they own. It runs 1000 feet along the wooded ridge above and below which the village lies and is six blocks from the Seminary.

"(3) They also give us $5,000. cash toward a new building.

"On our part we are to do these three things:

"(1) Secure at least $100,000, as the basis of an endowment. (2) Erect a building worth $20,000. (3) Open the school not later than September 1888.

"The offer made us is worth $60,000. I shall expect the company to provide in full for the erection of the new building, leaving us to secure one thing only - an endowment.

"J. A. Reichelt, one of our Seminary board, authorized me to buy the old University Library, which I did. It contains above 7000 volumes. It will remain in our Library Building, unless a new University is founded where it will go to that. It was bought for that purpose. About $5,000. have already been voluntarily promised, if we establish the institution, by a few brethren.

"The professors in the Seminary are so interested that they will each teach one or two hours a day to help the new University thro' the first year or two, if necessary. This offer is likely to save some thousands of dollars in cash, beside giving the school very superior teaching.

"This is the state of the movement. We have not sought subscriptions here because we feel that we must first find some one man who will give $50,000. or $100,000. to awaken confidence and insure success. We cannot afford a failure. Our people are greatly discouraged by the destruction of the old University. They can be roused to effort in a new enterprise only by some large proffer of help.
"Unfortunately our Chicago Baptists are poor. The money to found a new University is not here. The brethren are liberal and have done nobly for the Seminary and will for a new University. But we have not one Baptist worth $300,000. We are too feeble to start this enterprise alone. But if we can find some friend who will put $50,000 or $100,000 into the endowment at the start our brethren will rally. We can double the amount and the University will be vigorous self-supporting, growing from the outset. Yet it once be put on its feet with ample grounds, two buildings, a library and $150,000 endowment and it will never finish. Money will come to it. Students will multiply. New departments will be added and it will speedily grow into the greatest of our Baptist institutions.

"The old University had no endowment whatever. It wasted its resources in great buildings and current expenses. It began with a fatal debt.

"Our plan for establishing a new one, is:

"(1) To make it a foundation principle to avoid debt.

"(2) To make no appeals for money for buildings or current expenses.

"(3) To devote ourselves to securing endowment and invest every dollar till we have a broad basis of productive funds to build on.

"A college receives tuition from students. Our academy receives between $4 and $5,000 this year. When we have secured $200,000 from these funds and from tuition fees, the University will have an income of $20,000. Such an institution will have a vigorous and growing life. Our thought is to plan for a University that shall have the best instructors, be adapted to the times, and give the most advanced and useful training. But in realizing this aim we shall go slow, avoid debts, so conduct the enterprise that it shall be regarded by the denomination with hope and pride as a school where our people will rejoice to send their children and invest their means.

"The large proffer made us here, the purchase of the valuable library, the voluntary offers of help and expressions of interest and anxiety that come to us from many quarters, lead us to feel that the time has come to make an earnest effort to establish a new University at this point. We shall not however establish it at all unless we can see our way to secure at least $100,000 of endowment to begin with. We ought to have $200,000. We ought indeed to have much more than that. We could not well have too much, but, we wish to attempt what is possible. We do not wish to invite defeat by asking for half
Jan. 7, 1887.

a million. But we must make a thoroughly good start, such an one as will command confidence and make large future success certain.

"This then is what I should like to ask you to do. Offer $100,000. for the founding of this new University with the express stipulation that $100,000. more shall be raised at the earliest moment possible, - but let your offer become binding as soon as $50,000. shall be secured in cash or income producing assets.

"This would make the enterprise a great success from the start. I believe we should have the second $100,000. by Sept. 1888 and the University would step at once into rank with Rochester and Hamilton. Such an offer would awaken the greatest interest among our people and command a wide and large response to our appeals.

"But if it is not possible for you to consider this, may I suggest the following:

"If you will give $50,000. we will raise in cash or income producing assets $50,000. before Sept. 1, 1888 and see that the new building is erected and the institution opened at that time. I know that $50,000. can be raised in a year. Perhaps a good deal more can be raised. I believe there can, but I do not know if till it is tried. We may be able to raise twice that, but we dare not start out on uncertainties. We must have either $50,000. or $100,000. from some one man and I know no man living to apply to for such sums for such a purpose except you. Of course, we have not the slightest claim on you. I would not think of asking you to do this if the money was here to do it. But we have here a great necessity, a great opening, a great opportunity. We will in a few years time make every dollar you give us bring ten dollars more from others.

"If you give us the opportunity we ask and we fail, it must be understood that we forfeit absolutely your offer. I do not wish and would not consent to involve you unless the conditions you may make are fulfilled. We should be glad to have you name the University and make any stipulations as to its policy you desire.

"To found this institution, in this place, will, it seems to me, be the glory of a man’s life. Its manifest destiny is to become one of the foremost seats of learning in the land. I cannot believe that a nobler opportunity can ever be presented to you to do a great and notable thing for strengthening the denomination, blessing the youth of future generations and building up the kingdom of God. This center is the strategic point in our country and the founding of such a University is the way to occupy it to the best advantage.
Mr. Harper to Mr. Rockefeller: Jan. 11, 1887.

"I write to you concerning a matter which does not relate to Hebrew. I had the privilege last week of hearing read a letter written by Dr. Goodspeed to you concerning the affairs of the University of Chicago. As you know, I am now at a distance from Chicago and my interests are in a different work. I wish, however, to express to you if I may be permitted to do so, my feeling that there is no greater work to be done on this continent than the work of establishing a University in or near Chicago. The more I become acquainted with the eastern institutions and see what they have accomplished after many years with the expenditure of immense sums of money, the more I realize how much greater a work could be accomplished at Chicago in a much less time and with much less money. I wish I could show you the great importance of establishing a University worthy of the name at this point. I cannot add anything to what Dr. Goodspeed has said, but I can express the conviction that in my opinion there is no undertaking which would prove more successful, there is no effort which would accomplish greater good, than the establishment of such a University. It is a great mystery to me that men have not seen this and acted upon it. With a good financial basis there is almost nothing which could not be accomplished at this point. It is safe to make the prediction that in ten years such a University would have more students, if rightly conducted, than Yale or Harvard has today. I am now an entirely disinterested person. It is, however, my sincere hope that some man like yourself will be led to look at this thing in this light, and to do for this University what needs to be done to give it a fair start. Trusting that you will pardon me for thus expressing myself, and assuring you that my only excuse for so doing is my great interest in this project, I remain".
I write to you concerning a matter which you have not referred to. I have the privilege last week of meeting many a fellow writer of Goodspeed by your courtesy to attend his Colloquy. Am I your name or was it Mr. Alliance. I cannot remember. I had an interview with Mr. Goodspeed. His manner was mild and his intelligence was high. I listened to his conversation, but no exercise of his was done on his part. The more I became associated with the community, the more I found myself with the exception of the necessary and the necessary, the more I became subject to the authority of Mr. Goodspeed. I have been much interested in the authority of Mr. Goodspeed. I have been much interested in the authority of Mr. Goodspeed. I now realize with more clarity a work which I have accomplished. I must now return to my work to complete my paper. I now realize the importance of a work which I have accomplished. I have now returned to my work to complete my paper.
Mr. Rockefeller to Dr. Goodspeed: February 14, 1887.

"Your long letter with respect to the university I have read and re-read and think it is a very important question but have not been able to see my way clear to give you any encouragement. I will still further investigate".
"I am just lettering with reference to the manuscript I have
read and I read any time if it is of any importance please post
not read any to see if we can get any from you and encouragement.

With utmost respect in advance."
Mr. Rockefeller to Dr. Strong:  

February 14, 1887.

"I enclose herein letter to me from Dr. Goodspeed, dated January 7 and from Dr. Harper of January 11th. Would be much obliged if you would at convenient time to you say to me in confidence what you think of it."
Mr. Rockefeller to U.S. Senate:

"I purpose to return to the firm of Goodspeed, after January 1, and from 1, at least half of the time, to devote to the public interest. If you will propose the formation of a company to engage in confidence work, I am ready to be in conference with you."

[Signature]
Dr. Strong to Mr. Rockefeller:  

"You know of course that I regard New York City as the great strategic point for us Baptists to capture and master. But next to New York is Chicago. I am happy to commend Dr. Goodspeed's plan. So far as the West is concerned I believe you could not do a better thing than to offer $100,000, on condition of the raising of an equal sum from others. I mention this sum simply because it is the largest sum they ask, and all perhaps that they are able at present to manage. At the same time I must be frank to say that the sum mentioned, if regarded as a sufficient endowment for a university, is ridiculously small. It will only furnish them the chance of beginning. A $100,000 college will be nothing but a great High School. The argument for it has strength, if one considers what it may in time grow to be. To make this beginning effective, it should be supplemented by large gifts in future, as the institution showed itself worthy of them. I can but regard the present as furnishing a great opportunity. Other denominations have not yet got possession of the ground. Western people are enthusiastic and aggressive, and will make more of such an offer than Eastern people probably would. I have a good deal of confidence in Dr. Goodspeed's organizing ability, and in his power to enlist others. The field he has to work on is a large one. The Chicago Theological Seminary would be greatly benefited by a University near at hand. I can hardly help envying you the chance of doing so good a thing for the denomination and for the cause of Christ. But it will not do to put one's hand to the plow and then turn back, for we are already burdened with too many starving institutions that divide our strength and degrade our scholarship."
Dr. A. B. Carter:

The recent strike of the workers at the United Steel Corporation has been a disturbing event. I understand that the workers are demanding higher wages and better working conditions. As an employer, I support the need for fair labor practices and a reasonable wage. However, I am concerned about the impact of higher labor costs on the company's profitability.

I believe that a compromise can be reached if both parties are willing to negotiate in good faith. It is important to maintain a stable working environment to ensure the company's continued success.

Sincerely,

[Signature]
Dr. Strong to Mr. Rockefeller:  

Feb. 17, 1887.

"Since writing you the other day one or two suggestions have occurred to me with regard to the Chicago matter, which I venture to add, to make my statement complete.

"It might be well, before pledging anything, to make a little inquiry about the present condition of the property which the Real Estate Company offer to turn over to the proposed university.

"There is a disadvantage in having Morgan Park so far from Chicago. The Theological Seminary there is planted in the mud. The surroundings are forlorn. The place is still like the backwoods. Twelve miles from town is almost as bad as a hundred and twenty. I have never been there, but this is the impression I get from those who have been there. I suppose things are fast improving and in time Chicago will grow out to Morgan Park. But in the meantime it is a pity that the Seminary is not in town, for every Theological Seminary ought to be in the midst of the thickest life. So if it had not been for the ill odor attaching to the old organization and location, it would have been better for Baptists to keep the old University grounds in the city. My question then is whether a situation nearer town should not be sought. To secure such a one may be impossible. If so, perhaps the best thing would be to accept the present offer.

"My second suggestion has to do with the management of the enterprise. I should wish it to be in the hands of Dr. Goodspeed. But he has recently been elected president of Kalamazoo College and he came near accepting. If I gave to the new enterprise, I should wish Dr. Goodspeed to be made President of it, and should wish him to give some assurance that he would stick to the concern until it had got under good headway. To start a feeble enterprise and then leave it would be a worse thing for the denomination than to do nothing at all. Dr. Goodspeed is the only really level-headed man that I know out there, and I shaZZ want him to commit himself to the new university".
"I'm afraid I may not be able to make a trip to the Observatory on Saturday, and I have a meeting with the President of the Academy of Sciences at a dinner at 7 p.m. I'm not sure if I'll be able to attend.

The weather is expected to be very good, so I hope to be able to see the stars from the roof of the observatory.

I understand that you are planning to do some research on the composition of the stars. I'm very interested in this topic and I hope to be able to discuss it with you.

I hope to see you on Saturday.

Yours sincerely,

[Signature]
Mr. Rockefeller to Dr. Strong: February 19th, 1887.

"Referring to yours of the 15th and 17th, please accept many thanks. I am willing to take up the question when our Baptist people are ready, of an Educational Institution in New York and say that the additional endowment proposed for Rochester could be utilized for this purpose could we succeed in centralizing here later.

"Dr. MacArthur recently requested me to invite a few friends to my house to consider this question. I am very glad to talk about it at any time, but not willing to assume much more than my own part of the burden. To make it successful we would want the sympathy and interest and approval of the denomination."
Mr. Hackett to Dr. Grome:

"Referring to your note of the 15th May 1949, please accept:

I am willing to take up the discussion when an opportunity presents itself. The best way to reach me is through the Department of the Interior. I am certain that the Department would be willing for me to assist you in any way they can."

"Mr. McPherson recently suggested we go into a few theories of the problem. He also felt that we might want to make some more use of our part of the problem. To make it unnecessary we might want the Department and its support in any improvement of the present situation."

"...and interest and authority of the Government."
Dr. Strong to Mr. Rockefeller:  

Feb. 22, 1887.

"One of our good Baptists heard the other day that it was proposed to establish a first class educational institution in New York for our denomination, but that money was lacking. He asked how much would be needed and the reply was $2,500,000. With an air of wisdom and liberality he responded: 'I think I can manage that. There are two millions and a half of Baptists in the country. I will give one dollar myself, upon condition that the rest will do the same. If others are as generous as I, the whole two and a half millions will be raised'. And in token of his sincerity he planked down a one dollar bill.

"This story is a pure invention of mine, but it has a moral. There are some things that, if done at all, will never be done in that way. Your mention of Dr. Mac Arthur and his request encourages me to express my mind to you, as I have felt for a long while precluded from doing. I have had no communication from Dr. Mac Arthur recently, nor did I know, until I received your note, that he had advised you on the subject.

"While I agree with his general ideas I have always thought him wrong in agitating the matter publicly before he had any assurance of financial support. What I say to you I say in confidence. I hope you know me well enough now to believe that I speak in your interest and in the interest of the cause of Christ. At any rate I am not conscious that any personal or selfish interest actuates me. If the plan I favor should ever be carried out, I do not see that it would bring any additional comfort or peace to me. So far as my own welfare is concerned I am better off here than I could be in New York.

"What moves me is the simple consideration that we Baptists, with two millions and a half of members and ten millions of constituency, are so unspeakably behindhand in matters of education, are making so insufficient provision for the future, are letting other smaller bodies of Christians go so far ahead of us, are losing day by day so many of our best and brightest men because we have no proper facilities for their education. We have no Theological Seminary that has a quarter of the strength of the Union Seminary in New York. We have no college that has a tenth of the influence or equipment of Harvard or Yale. So our young men go to Harvard and Yale and Princeton and - leave the Baptist banks. So our instructors, like Harper and Wheeler and Stevens are enticed to other institutions. We need a first class college and seminary more than we need anything else, and we need it in New York.

"There is a great chance in New York; for no present New York College begins to fill the demand, or begins to compete with Harvard.
Dr. Gough to Mr. Rockafeller:

"One of our books, the latest in a series of important decisions in the realm of international relations, has reached your desk. You're familiar with the unprecedented nature of this book, which has received widespread acclaim. At $100,000, it is the most expensive book ever published. It's essential reading for anyone who wishes to stay informed on the complex issues facing the country.

I'm sure you'll appreciate the effort and resources put into this publication to ensure it reaches the widest audience possible, serving as a beacon for understanding and enlightenment.

Yours sincerely,"
or Yale. Nor does Yale or Harvard stand abreast of Oxford or Cambridge or Berlin. We need an institution which shall be truly a University, where, as at John Hopkins, there shall be a large number of fellowships, where research shall be endowed, where the brightest men shall be attracted and helped through their studies, where the institution itself shall furnish a real society of people distinguished in science and art. And of such a University, the Theological School should be the centre; giving aim and character to all the rest.

"The existence of our present colleges should not be counted for a moment as an objection to the founding of such a University as I contemplate, for our present colleges, with the sole exception of Brown, are nothing but Academies, and so they should remain. They would make excellent feeders to a real University, but they can never amount to much as they are.

"Now as to the possibility of getting such an institution established by the combined efforts of the denomination at large, I must simply say that it never can be, and never will be, so done. And that, simply because Baptists are as yet too ignorant and too lacking in public spirit to take up such a project and carry it through. Next to yourself the best man we have is Mr. Trexler, and you can judge of the probability of his engaging in any such scheme. If we wait for the denomination to become wise enough and liberal enough to establish such an institution, we shall never see it done. And we are not so very different from other denominations in this respect. No great institution has ever been established by general movement. It is only a very few that can discern the sign of the times. Generally it is some single man who has foresight and who feels the duty laid upon him.

"There are two possible ways of setting up such an institution. The first is that of general contributions. The second is that of gift from some single man to the denomination. Mr. Mc Master of Toronto has recently built a Seminary building, endowed six professorships, and given a quarter of a million besides to Woodstock College. In all, his gifts amount to about $800,000. What is the result? He has lifted the Baptist denomination in Canada to new life. He asks the denomination only to support the young men who are being educated for the ministry, and they are doing it enthusiastically.

"The Union Theological Seminary in New York, as its Treasurer informed me, does not make appeals to the churches even for the support of beneficiaries - this being provided for from the income of endowments. John Hopkins University at Baltimore has three millions given to it. It has become the pride of the city."
The question of our present condition is not an insubstantial one. It is a matter of the utmost importance at the time, I believe. The problem of the admission of the admittance of those, I mean, who are not only able, but also willing to go on with their studies, and who are capable of doing so. And the problem of the admission of those who are not only able, but also willing to go on with their studies, and who are capable of doing so. And the problem of the admission of those who are not only able, but also willing to go on with their studies, and who are capable of doing so. And the problem of the admission of those who are not only able, but also willing to go on with their studies, and who are capable of doing so. And the problem of the admission of those who are not only able, but also willing to go on with their studies, and who are capable of doing so. And the problem of the admission of those who are not only able, but also willing to go on with their studies, and who are capable of doing so. And the problem of the admission of those who are not only able, but also willing to go on with their studies, and who are capable of doing so. And the problem of the admission of those who are not only able, but also willing to go on with their studies, and who are capable of doing so. And the problem of the admission of those who are not only able, but also willing to go on with their studies, and who are capable of doing so. And the problem of the admission of those who are not only able, but also willing to go on with their studies, and who are capable of doing so. And the problem of the admission of those who are not only able, but also willing to go on with their studies, and who are capable of doing so. And the problem of the admission of those who are not only able, but also willing to go on with their studies, and who are capable of doing so.
Feb. 22, 1887.

"Baptists will care for some things, which they will not establish. Large gifts will be attracted by the establishment of such an institution. Men will often be inspired by an example to give more than they would give in order to fulfill certain conditions. And if there is anything that New York City Baptists need, it is such an example of farsighted and large-handed liberality. The establishment of such a Baptist institution in New York would in ten years transform our denomination in the city. It would bring into the churches a new element of intelligence and power. Think of Cornell University with its fifty professors and instructors and its seven hundred students, being set down among the Baptist Churches of New York City. The effect would be incalculable.

"I want to add another personal consideration. I do it in all affection for your family and for yourself. Would it not make the noblest work as well as the noblest recreation of the remainder of your life, if not, neglecting other and distant interests, you should devote yourself mainly to the travel and investigation connected with the establishment of an institution in New York such as the country does not now possess? Could you give your son a nobler education during the next ten years, than to have him grow up amid the discussions and interviews connected with such a plan? Could you leave him a nobler work in life than to be the Solomon for whom you like another David made the preparations? Would it not be the greatest safeguard and the greatest delight to him to live his life among the men of literary and social eminence whom such an enterprise would call together? And could you do so great a thing for the cause of Christ, as to put our denomination in the forefront in this matter of education of its city and its ministry?

"I am writing to you in confidence. I do not mean to propose to anyone else that you should do the whole. I would try first to secure a union of Rochester, Hamilton, and Geneva in New York, and would offer such inducements to them as should leave them in the wrong if they refused. But no matter if they do refuse, and no financial benefit can be got from their endowments, let the thing be done, all the same. I would try to secure pecuniary cooperation from other rich men, holding out such inducements as to put them in the wrong if they refused - But no matter if they do refuse, let the thing be done all the same. They can have their chance. They can give their support if they will, and so help on the cause. But, whether or no, the thing ought to be done, ought to be done, even if a wholly new institution is started while the other remain - ought to be done even if nobody else is willing to help. The enterprise will justify itself and will be the greatest possible blessing to the projector and to the world.
I want to thank the previous panelists. I go to...

If I were to offer any comment...
"There is a great deal more that I have in mind which I would like to say, but I must relieve your patience. Pardon me if I have said too much - I do not expect an answer. But I should like to know "whether the court will hear further argument". If the case is decided already, it is useless for me to waste my breath. If you will listen to what I have to say, I should like to expound the matter further, say when we go to Bryn Mawr in April. I am glad to see your suggestion that the $50,000 you subscribe to the Seminary should be made movable, so that it could go with the seminary to New York, should such a change ever be made. I am so convinced that the change should be made, that my conscience troubles me about asking large sums for Rochester alone. I had almost rather have our debts paid and pledges given for annual income sufficient to meet our current expenses for the few years to come. But I must leave this with you."
There is a clear need for more that I have in mind which I may
like to see. But I must defer your presence. I am to go on with the
first chapter of "C" to correct a few matters and then, if I am to
have enough time, to go to a meeting of the committee. If you
will have to be in a hurry to see me, I shall try to excuse the
matter, but I am afraid to see me early in the morning. I have
written you to say that I am going to your place early in the
morning. I am going to your place early in the morning. I am going
to your place early in the morning.
A POSTSCRIPT TO MY LETTER OF THREE OR FOUR WEEKS AGO—DEMANDING NO ANSWER:

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My plan for an educational institution in New York City does not contemplate the establishment of a College or Seminary which shall be the like or the rival of any now existing in our denomination. It is intended to be a University proper; an institution for advanced students only; for those who have finished their college course and who wish to prepare themselves to be preachers or teachers; in other words, an institution after the larger European plan, such as John Hopkins University is seeking to be in this country.

I: The fundamental and primary idea in it is that of endowment of higher education and research. The first aim is to institute a series of fellowships, say a hundred in number, one-third of these to be awarded each year, by competitive examinations, to the graduates of all our Baptist Colleges throughout the land. The fellowships should provide an income of $500. per year for three years. This will bring together in New York the very pick of our Baptist young men, and will give them a noble chance for higher education, while stimulating the utmost every college in the land to send out men who can secure the fellowships. This providing of fellowships is the central idea of John Hopkins, and the result is that its graduates are now taking the leading places as instructors in other institutions. I need not speak of the wonderful intellectual activity which is secured by bringing such a body of first class men together, or the effect of it on the city where they study. The establishment of such a system would require a million dollars, but it would be the best expenditure of money which a Baptist could make. The only modification that might be worth considering would be a division of the fund, so that there should be scholarship as well as fellowship—in other words two classes of beneficiaries—one receiving considerably less than the other, and so increasing the number of students, for example:

60 fellows X 500      -- 30,000.
80 scholars X 250     -- 20,000.  50,000.

Here you would have the nucleus of the greatest University in the country, and a provision for Baptist young men such as no other institution gives. The condition of the award being faithful religious work in New York City Baptist Churches as well as faithful work in study through the course.

II: The second thing to be provided is instruction of the most advanced kind, beginning with what is necessary to prepare men for the university, but adding to this gradually all departments of teaching in a University, according to demand. Baptists have now no University
A POSTSCRIPT TO MY LETTER OF APRIL 6

You may not have a corresponding institution in New York City near you, and you may not have a college or university near you. If I can be of any service to you, I am happy to help. I have heard of a University located in New York City, which offers a wide variety of courses and programs. It may be able to accommodate your needs. This institution is known as "The University," and it is located in the heart of New York City. It offers a variety of courses and programs, including those in the arts, sciences, and humanities. I would be happy to provide you with more information about this institution, or any other institution you may be interested in.

Hoping this information is helpful to you in your search for a suitable institution.

I have received your letter of April 10. You have asked for information about the University located in New York City. I have provided you with some general information about the institution. I hope this information is helpful to you. If you have any additional questions, please do not hesitate to ask.

Sincerely,

[Signature]

60 University Avenue
New York City, NY 10001

08-08-08

08-08-08

06-08-08
under their control; no institution where instruction is given in all departments of knowledge; no institution like Yale or Harvard or Johns Hopkins; in place of these we have only academical courses. New York City, moreover, has as yet no University proper belonging to any denomination. Columbia college comes nearest to it, but even this is meagre in its appointments, and does not cover all the field. The way is open, as it will not long be, for Baptist enterprise to take possession of the field, and do the greatest thing for education that has yet been done in America. My plan is that all the work of the University should be Christian; based upon the Bible; that it should begin with education for the ministry and centre around the studies relating to God and his revelation; but that the Theological Seminary part of the institution should be of a different type and a higher rank than any Seminary we now have, so that graduates of other Seminaries should come to it. I would admit none but exceptionally prepared men, and that only after rigid examinations; then I would give them the chance to pursue their studies further than can now be done except by going to Europe. I would add, as the demand made itself manifest, the best teaching in Greek, and the best teaching in philosophy - the science nearest to theology. Gradually I would branch out into the complete University system, including both law and medicine. The endowment of the Theological part of the institution and providing of proper teachers and lecturers would take a million of dollars more.

III: Bricks and mortar, the erection of buildings, should be the last thing. Temporary accommodations will answer, as at John Hopkins, until the thing gets a good start. The main thing, after fellowships and instruction, is a site, grounds, and library and these would take a million more. Then buildings could be put up as need arose. The beginning would not have much of show, but it would be such a beginning as was never seen in America before, so far as Baptist and theological education is concerned. And the institution would soon be recognized at home and abroad as one of the greatest if fostered and enlarged as occasion required, it might become the greatest in America. The possibility of doing this sort of thing has been demonstrated already at Baltimore - a very poor location compared with New York. We ought not to delay an hour, but ought to begin such an institution next September. The thing can be done and ought to be done.
A UNIVERSITY - WHAT IT IS, AND WHY WE NEED ONE.

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A University, in the proper sense, is an institution for advanced and professional studies; advanced studies, in distinction from studies that are merely elementary and intended for purposes of mental discipline; professional studies, in distinction from those that are merely general and incident to all liberal education.

The true Universities are found only in Europe; we have not one which answers to this description purely and solely, in this country. Berlin has a University of 5000 students; although it was founded only in 1810, it is now the largest in the world. Its students have all had a complete college or gymnasmum training before entering the University. The most famous professors of all Germany are attracted to its chair of instruction; The German Government leaves nothing undone to put it at the head of all existing educational institutions.

Next to Berlin come the Universities of Oxford and Cambridge. They have each of them between 2500 and 3000 students. They do not require of candidates for admission quite so much as do the German Universities, but they carry their instruction much further than our best colleges, and after graduation their students can, by securing fellowships, pursue their work to any extent.

Our American institutions, on the other hand, are either large Academies, or are struggling to emerge from the Academical into the University condition. The largest of them is Harvard. This has 1500 students, but of these all but 500 belong to the college. They are Undergraduates and are not properly University students at all. They are pursuing only elementary studies. The 500 Harvard students who properly belong to the University are divided up among the Divinity, Law, Medical and Scientific Schools. Of all the ten millions of property possessed by Harvard, not more than one million is applicable to University purposes. Harvard is trying to make itself from a college unto a University, but it is hampered at every step by the fact that its funds were given for college and not for University purposes. It is like a growing child whose infant's clothes are too small for it, while it has year no others to wear. Yale is trying in a similar way to make the change from a college to a University; but it is far behind Harvard, and has far less money. Its University funds cannot amount to half as much as Harvard's.
John Hopkins at Baltimore comes nearest to being a University of anything in America. President Gilman, when he was set to administer the three millions and a half left by the founder, said that there was one thing lacking in American Education, and that was a University proper—an institution devoted exclusively to advanced and professional instruction. So he provided the best teachers, and secured the most capable pupils, by introducing the fellowship system, which had hitherto been almost unknown in this country. What that fellowship system is, I shall shortly explain. Suffice it now to say that Johns Hopkins is now first in this country in point of advanced instruction and is furnishing teachers to both Harvard and Yale. And yet the clamor of Baltimore people induced Dr. Gilman very unfortunately to add a college department to his university, so that Baltimore boys need not go away from home for their education. That addition of elementary work to the University programme, has got his whole scheme into confusion, and until the college or academical element is slashed off and abandoned there will be no possibility of the highest success.

Now where are we Baptists? We have no University at all. No Law Schools, no Medical Schools, no Advanced Scientific Schools, no means of preparing our own teachers in Greek, or Mathematics, or Science for all these we have to send our sons to other Universities, either in this country or abroad. Against Harvard's 1500, or Yale's 1200 students, our largest number is 300 at present. The only approach to professional instruction is our theological seminaries, and the largest of these numbers no more than 50 well prepared students by which I mean college graduates,—while Union and Princeton have their 150 each. Our theological seminaries are the greatest advance we have made yet. One of them, or better still, two or three of them united, might under the nucleus and beginning of a Baptist University. But you can see that the best of them furnishes only a small beginning.

Consider furthermore, that there is now no University at all in the City of New York, either your own or of any other denomination. The very place where the greatest American University must certainly be located in future is yet unoccupied. Law students and medical students have long gravitated to the great cities. It is beginning to be so with theological students. We have the greatest chance that ever was open in America, of taking possession of the ground before any other denomination gets it, and of beginning work unhampered by child's clothes, untrammeled by an academical or college department. This chance will not be open to us long, for already Columbia College is being urged to turn itself into a University, as the following slip shows:

COLUMBIA AS A UNIVERSITY:

"The proposed elevation of Columbia College to the status of a university is worthy of more general and comprehensive discussion than it has received. But it has brought out expressions of unsuspected largeness of view
on the part of some of the trustees, and no wiser use could be made of the coming celebration of the most memorable date in the history of the institution than to awaken a genuine public interest in this subject. As Mr. Seth Low remarked to a reporter of the Commercial Advertiser, any evidence is to be welcomed that "New York is beginning to appreciate that Columbia College is and ought to be an institution of which the city should be proud, and in whose development her citizens ought to take as welcome a part as the men of Boston take in providing means for the growth of Harvard College". - (Epoch)

The way to establish such a University is by making the fellowship system the central feature of it. How little we know of this system will appear from the following facts: At Oxford in England there are:

311 fellowships giving to each incumbent $1000. a year besides rooms and board. Besides these there are:

436 scholarships, giving to each incumbent $600. per year.

At Cambridge, England, there are:

335 fellowships, giving to each incumbent $1250. a year besides rooms and board. Besides these there are:

795 scholarships, giving to each incumbent an average of $255. per year.

See what this means in the way of endowment:

Oxford - 311 fellowships at $1000. --- $311,000.
436 scholarships at 600. --- 261,600.

Cambridge 335 fellowships at $1250. --- 419,750.
795 scholarships at 255. --- 202,920.

Here are $572,000. spent annually at Oxford on fellowships and scholarships, and $622,670. spent annually at Cambridge. Endowment funds being only about three per cent interest in England. There are fellowship and scholarship endowments at Oxford amounting to more than $17,000,000.; at Cambridge amounting to more than $18,000,000.
The way to satisfy such a University as ours is by making the half-
year's vacation the constant practice of all. How little we know of the
youth who appear about the following terms: At Oxford in England
the same time:

200 Fellows are living to earn income. 1500 a
year besides room and board. Besides these
250 professors, living to earn income. $800 and
besides

As Campbells, Professors, earn 800.

See what this means in the way of expenditure:

$800,000.00
+ $15,000.00

$815,000.

Here the $815,000.00 spent annually at Oxford no letter-writer
or commentator can possibly understand the importance of Oxford, for

the same time, you have in America, the best of the best of what
America has to offer, at home and abroad. The same time, you have
in America, the best of the best of what America has to offer, at
home and abroad.
This is all exclusive of endowments, for the 175 professorships and lectureships at Oxford, and for the 231 professorships and lectureships at Cambridge, which probably equal in amount the figures given above for fellowships and scholarships. The fixed property, real estate, buildings and libraries represent another sum at least equal to these, so that the aggregate property and endowments of each of the universities of Oxford and Cambridge must amount to over fifty millions of dollars. Their income is stated at more than two millions of dollars each, against Harvard's $800,000, and Brown's $60,000.

I think you will regard these figures as instructive, and will see that Senator Stanford of California, when a year ago he proposed to endow a Pacific University with twenty millions and actually made over five millions or so for the purpose, was not so wild as some people thought. This five millions actually given was just a tenth part of what Oxford and Cambridge each has today.

Now how far do we know anything about fellowships and scholarships in this country? Almost nothing. This system has been the glory of English education. The young man who has peculiar aptitude for learning has his way smoothed for him. Every chance is given him. In Oxford 311 of the brightest men in England are brought together to incite each other to the highest attainment. They give a tone to the whole life of the University during their seven years incumbency. In Cambridge 335 fellows exert the same influence, advance science, enrich the world by their contributions to literature. Over against all this we have provision for about ten fellowships at Harvard, of which my son Charles holds one. At John Hopkins, where this is the central feature, there are twenty now.

In fellowships and scholarships, Oxford pays out $572,000 yearly, and Cambridge $622,000 yearly. Harvard, for both fellowships and scholarships pays out about $75,000 yearly, and John Hopkins probably not more than a third as much.

Where do we Baptists stand in this matter, why, simply nowhere? We have no fellowships for graduates; not one permanent endowment that will enable a young man, fit for the presidency of one of our institutions, to pursue post-graduate studies. And Rev. W. Scott hands round the hat among us: Seminary professors to scrape together sixpenny bits enough to make up $400. a year for one student out of all our theological seminaries. We have some scholarships in our colleges and seminaries. $50,000 is invested in our own institution here to give $100 a year each to undergraduates; but as for fellowships, provision for advanced studies on the part of those who wish to be teachers, there is nothing of this among us except the one temporary fellowship got up by the Rev. W. Scott.
I think your wills and agencies license an outburst of and

We know of no known property of a yellowish and

We have no known property of a yellowish and

I believe my wills and agencies license an outburst of and

We have no known property of a yellowish and
Does it not seem therefore as if the provision of such fellowships in connection with an institution in New York City that would draw the best graduates from all our colleges, were the best thing now to be done not only for our own denomination but for the country at large? The establishment of an institution of this sort would do more for education, by stimulating all these colleges to competition, than could possibly be done by giving money to them. The influence of it would be felt throughout the land. It would be the greatest thing that could possibly be done for the cause of Christ to begin such an institution, making the theological school the centre and nucleus of it.

Let me say one word with regard to my own relation to this matter. I had the good fortune to get my education at Yale, a large college where my views were broadened. The most of our influential men were educated at very small colleges, and they have no conception of what a broad provision for education means. Some of our men of greatest reputation are so narrow that they are an incubus upon the institutions that support them. Their opinions in such a matter as this are simply worthless. Their colleagues and subordinates pray for nothing so much as that they may resign their places and make way for others who understand the sign of the times. The true men to give opinions about such a matter as I have presented are President Eliot of Harvard, and Benjamin Gilman of John Hopkins. I was anxious to have you go to Baltimore in order that you might form the acquaintance of a man who has studied this problem. Of our own men Dr. Broadus and Prof. Harper are competent to form a judgment, because they have had better opportunities of instruction themselves. I have had no talk or correspondence with either of them. But I am persuaded that if you could give me the opportunity to present my views to you and them together, you would find them seconding every word I say. I have great faith in your wisdom when you have the facts before you. I hope you will not decide this great matter without giving me a chance to present the facts.

A single word further, and I leave the matter. Such a matter as I propose can only be properly done by some single man, by which I mean that the shaping of such an institution and making it what it ought to be can never be well done, if the opinions and wishes of a great number of people have to be consulted. The great advantage of Johns Hopkins is that it is comparatively unhampered. Again I am not asking you to take this thing up as one of many minor objects of your liberality, but as the one thing to which you may wisely devote your best gifts and your best strength. I would not have you concentrate, in the sense of neglecting all other calls. I would have you take up this as your chief work. I am persuaded that you can thus do the most good, and get the most good. I beg you to pardon anything that may seem like insistence in my letter. I have nothing of this spirit.
I am only so persuaded in my own mind and overflowing with material that I have to put things very sharply and briefly if I would hope to have them read at all. As I have said before, there are a great number of considerations, upon which I have had no time to touch which I should like to set before you, if there were only a chance. Please give me the chance.
I am only so far aware of my own mind and capabilities, but I have been to that extent very earnest and patient. If I can help you at all, I will; if I cannot help you, I will be glad to know any information or communication you may have to make. I have had no time to learn much, but I enjoy the chance to meet you. Please give me the chance.
Mr. Rockefeller to Dr. Strong:       March 13th, 1887.

"I am yet pondering over your recent letter in reference to a Baptist Theological Seminary at New York".
Dr. Strong to Mr. Rockefeller: March 19, 1887.

"Of course all I have written about the New Educational Institution in New York is merely general and preliminary. I have pretty complete, but rather long, statement of the whole matter in the shape of a formal document, and if you were disposed to let me read it to you, explaining as I went along what I meant, I could give you more of an idea of my plan than I could possibly do by letter writing. There are a hundred misconceptions and objections sure to be suggested by people who have not thought about this matter and who have no sympathy with it, but which I could remove and answer, if I had the chance. All I want is the opportunity to expand the scheme to you. I want no haste that is incompatible with safety."
Dear Mr. Rockefeller:

I am writing to express my concern about the recent development in New York. I understand that you are planning to move to New York for family reasons, but I am worried about the impact this will have on the community.

I have been a resident of this town for many years, and I believe that your presence will be a great asset to the community. However, I am concerned about the potential for increased traffic and noise in the area.

I suggest that you consider the possibilities of finding a more suitable location for your residence. Perhaps there is a smaller town or village that would be more appropriate. I am sure that you would find the same opportunities for growth and development in such a setting.

I hope that you will take my concerns into consideration. Please let me know if there is anything else I can do to assist you.

Sincerely,

[Your Name]
Mr. Rockefeller to Dr. Strong

March 22, 1887

"I have all your communications in respect to the university at New York and we will have opportunity to talk in reference to the same before long. There is nothing new in my mind in respect to it."
Dr. Goodspeed to Mr. Rockefeller:  

May 7, 1887.

"The facts in regard to the new University and my views in regard to it remain unchanged, but I am unwilling to press you. If you feel an interest in it and wish to ask any questions, I shall be only too happy to give you any information I can.

"I am the more reluctant to urge the matter because I am more than ever convinced that we need at least $100,000 to enable me to make a hopeful beginning. I do not feel that I can press you to give so large a sum and I have through years of anxiety labored to carry forward the Seminary with insufficient resources so that I am afraid to involve myself in the anxieties and fears and sorrows and toils of a new enterprise, however important, unless I can see it started with such a foundation as will assure its success.

"I should be happy if I could have a part in giving our denomination in this great region such a college or University as it needs, but I know the toil and the heart sorrows that are involved in the enterprise and dare not enter on it as an experiment that may fail.

"It is an unspeakable calamity that we have no respectable Baptist College in the West, but you are not responsible for it, nor can I now lay it upon you. You have done too much for me and have been too kind to me and I will not ask from you what you may justly refuse"."
Mr. Rockefeller to Dr. Goodspeed:

May 16, 1887.

"I have continued to think and talk in regard to the Chicago University and have your papers at hand in regard to the same. Only yesterday at Cleveland had a conversation with Mr. Charles L. Colby of Milwaukee on the subject, but I have had there a very large class, claims an unusual number this year, and I am unable to give any affirmative answer. Although I have abandoned the consideration of the question I do not feel hopeful that I can give any encouragement. I leave for Europe in a few days and cannot probably say or do much if anything about it before leaving."

Editorial Note. Dr. Strong accompanied Mr. Rockefeller on his trip, and took occasion to expound more fully his plan for a great university in New York."
I have continued to think on this work to bring to the Scientific and Technical Community a comprehensive and systematic approach to the design, fabrication, and testing of novel materials and devices. I have been involved in various projects related to the development of new technologies and methodologies. I have also been working on the development of new materials and devices, which I believe will have significant implications for the future of science and technology.

I am pleased to report that I have made significant progress on these projects and I am confident that we will be able to make a significant contribution to the field.

I have also been working on developing new methods for the analysis and design of integrated circuits, which I believe will be of great importance for the future of electronics.

I am glad to report that I have been able to make significant contributions to the field and I am confident that we will be able to continue to make important advances in this area.

I would like to express my gratitude to all those who have supported me in these endeavors and I look forward to continuing to work towards the advancement of science and technology.
Dr. Goodspeed to Mr. Rockefeller:

May 19, 1887.

"I note with pleasure that you do not dismiss the matter of a University from your mind. The West is so lamentably weak in Baptist Colleges and this is so manifestly the centre for the leading Baptist University of the country that I trust you will continue to entertain the question. Perhaps in the course of another year or two you may make some money for its foundation."

x x x x x x x x x x x x x x x
[Handwritten letter from Dr. to Mr. regarding a matter of a student.]"I have with pleasure that you have taken the matter of a University from your hand. The West is so reassured and we are happy to see that the College and university are coming for the teaching method. University of the country that I trust you will conduct yourself in the direction of the course of study as other keep on doing."

[Handwritten signature.]
September 24, 1887.

Dr. Strong to Mr. Rockefeller:

"...A more important matter still. I saw this morning Professor W. R. Harper of Yale, and let him know the main features of my plan for a University in New York. He thinks it in whole and in its several parts not only a practicable plan, but a plan the carrying out of which would transform our whole denomination in ten years, both in New York and in the country. He says he would give his whole life to such enterprise if he could further it. But he has just been interviewed by President Dwight to organize at Yale somewhat the same scheme of general linguistic study by post-graduates which I want him to do in New York, and he has been promised the headship of that whole department. My dear Mr. Rockefeller, if we let that man go out of our hands it will be the greatest loss our denomination has sustained during this century. I wish you could see him and at least prevent him from committing himself to Yale, until we have time to turn around. He has got to decide soon what he will do and once committed to Yale we could not regain him. It was fortunate that I saw him just when I did, for he welcomed the possibility of doing work for his own denomination again. President Dwight has been talking to him about the slightness of the differences between Baptists and Congregationalists in a way that is distasteful to him, and that seems to intimate an expectation or desire that he will give up his peculiarly Baptist views, although he had told the President at the start that he could not change. But there are many advantages at New Haven and I am afraid he will think a bird in the hand is worth two in the bush and will accept the Yale offer. What Yale people think of his teaching and organizing ability is sufficiently shown by the offer itself...."
To Mr. Rockefeller:

I can only mention that the most important letter will be...
Sept. 25, 1887.

Dr. Strong to Mr. Rockefeller:

"I beg you will not think I am going to burden you with letters. But when I wrote you from New York yesterday I omitted in my haste an important fact with regard to Professor Harper's case which you ought to know. It is this. President Dwight and his helpers at Yale are now engaged in a great effort to raise two millions of dollars to endow post graduate instruction in the University and the larger part of it is already raised and is intended to be devoted to the school of languages, etc. of which Prof. Harper is invited to be the head. In other words, side by side with their Law School, Medical and Theological Schools, they propose to have a University School of general post graduate study in Greek, Hebrew, Oriental languages, philosophy, etc., all of which they propose to put under Dr. Harper's supervision. And why? Because they well know that, Baptist though he is, there is no man in the country of any denomination that can organize such a school and attract so many students as he can. Now he does not want to get away from theological work and he does not want to get away from his own denomination if he can help it. But he is young and of immense energy, and he feels that he must take the place where he can do the most, even if it be out of denominational lines. He is already famous all over the country. His entering students in the Seminary and in his Oriental classes number over sixty, and they have sent away thirty five more because they were not well enough prepared. There is a great future for him in New Haven - a position only second to that of the President himself. And yet he feels so strongly that New York is so much superior to New Haven as a location, and that the work to be done for three millions of Baptists is so much greater, and that the need among us is so much more pressing for a University that he is willing to give up at New Haven and throw his whole soul into our new enterprise, if it can only be begun without delay. Otherwise he must accept the Yale offer and be fixed forever at New Haven. Now it seems to me that this indicates that the matter is approaching a crisis. Professor Harper agrees with me that if we begin now we can take the wind out of the sails of Yale, Harvard and even Johns Hopkins, whereas if we long delay we lose the chances of prestige and success in being the first to initiate the idea of combining the broadest theological education with the beginning of a true University. In my own judgment, after having secured Prof. Harper's pledge of cooperation, which should be done at once, we need only to get Dr. Broadus' committed to the same cause to absolutely ensure an unparalleled success, it being understood that the money required for the Theological Department were made over to the new institution. We ought to have the whole thing decided by January first next. Our Boards should be asked to fall into line next May, and whether they do or not we should advertise fellowships and instruction to begin next October - a year from now. I write thus in detail that you may see that what is done about Harper must be done very soon or we lose him. I have not in any way committed you. But I earnestly hope that you can see him soon. He can throw light on all parts of the subject for he is a man of experience and progress and courage."
Dr. Strong to Mr. Rockefeller:

"I thank you for sending me Mr. Barney's note with the slip enclosed. I have read it carefully and return it herewith. Permit me to make the following comments on it:

1. Mr. Depew cannot intend to depreciate large colleges, simply because they are large; for he glories in Yale because it is large, and he is doing all he can to make it larger. As he said to us in Paris, he values the varied attractions and culture of the large college - he would only have the large college in the small city instead of the great city. As between Dartmouth and Yale he would favor Yale first, foremost and always.

2. His real objection is to certain recent innovations which wealthy students have introduced at Harvard and Yale - such as boating and societies - the expense of which is participated in by not more than a quarter of the students, and which is nothing more than a ripple in the general life of the college. I was a member of such societies myself. The expense then was very limited. I got almost nothing but good from them. All that is needed is regulation and limitation, on the part of the College authorities. I maintain with emphasis that in spite of occasional extravagances on the part of a few students, the large college is a far healthier place for education than the small country college.

3. I would remind you it is not the cause of the college that I am pleading, but the cause of the University - as an institution for men who have got through college, who are no longer boys, who have determined what their calling is to be in life, whose work is that of advanced and professional study, and who know that their whole future depends upon their improving their opportunities. You remember that Mr. Depew was obliged to acknowledge that Yale could not keep its graduates in New Haven, but that the majority of them drifted to New York. Professor Harper sees that there is no possibility of New Haven's competing with New York in University instruction and therefore jumps at the chance of carrying out my plan. And he knows enough about professional students to know that for the vast majority of them the dangers are as nothing compared with the advantages - that the discipline of city life will make men of them.

4. Particularly is it true that under my plan the danger to theological students are illusory. Remember that they are the picked men from all the colleges; men who have already learned to study and to think and who have proved their great ability by severe competitive examinations; that their holding their fellowships or scholarships depends upon maintaining the highest standard in their University work, and that therefore they have not a moment for idleness or dissipation; that by the conditions of their reception they are from the start made assistant pastors in scores of churches in the neighborhood of the institution and are pledged to give their leisure time to mission work, to conduct preaching services and young people's meetings, and to exert a generally conservative influence in the churches. I think you can see that such a nucleus of trained and consecrated men will give a tone to the whole institution - even to those who do not need money aid from the University in the way of scholarships and fellowships. Besides all this the Faculty
In the name of the Father, and of the Son, and of the Holy Ghost.

I thank you for coming to the Sunday school and for the gift you have given to me.

I have been working on my homework all week and I was hoping to finish it today. I have a lot of catching up to do, but I think I can get it done.

I also wanted to tell you that I have been thinking about college. I am not sure what I want to do yet, but I know I need to start thinking about it.

I have been looking at a few different colleges and I am not sure which one to choose. I am really confused.

I am grateful for your support and I hope we can continue to work together.
would have a perfect check on any deviation from the right course; for scholarship and high Christian character are on my plan essential conditions of continuance in the University.

It is not a question whether advanced and professional instruction shall be given in New York City - the drift in that direction is simply irresistible. The only question is whether we shall let other denominations do our work and take our men away from us, while we lose both the city and the country too. My soul is burdened with the matter. May God give you his own wisdom."

I send you an extract from Dr. Broadus' address at Richmond."
Oct. 5, 1887

Dr. Harper to Dr. Strong:

"Your favor of October 4th has just come to hand. I am glad to receive the details in reference to Mr. R's plans. (This means that I told Prof. Harper of your being now in Cleveland and of the possibility that there might not be any chance of your having an interview with him until you came to the city to live in November,) I feel that I ought to write to you in regard to a matter which has been coming up for some time. A movement is on foot among three or four Congregational gentlemen to secure a small capital and purchase a large share of the stock of the OLD TESTAMENT STUDENT AND HEBRAICA. The fact is that these journals have been conducted without any capital. The lack of capital is a serious drawback and it is in view of this fact and because it is absolutely certain that the journals will prove a success that this movement is being undertaken. It is intended of course to connect it with Yale College. A proposition was made me last night and I discussed it for three hours. It is very flattering so far as money is concerned. If the matter of which you have spoken to me were to be carried out and I were to be connected with it, I should be very sorry to have entangled myself in such an affair. What do you think I ought to do? I appreciate the fact that it is impossible to say anything definite in reference to the matter and yet do as I agreed to do - present the case. This is one of the connections which it is proposed by certain gentlemen to form in order to make my remaining in New Haven very sure.

"The OLD TESTAMENT STUDENT has doubled its subscription within the last sixty days. It is coming up wonderfully and this very fact makes it absolutely necessary to secure some small amount of capital, three or four thousand dollars. You see the position in which I am placed."
Yours of October 2nd last came to hand

I am glad to announce the receipt of your letter of August 30th. I am pleased to know that you are finding the work you are doing with the children is going well. I feel that I should like to express my appreciation of your work. I am glad to hear that you are doing well.

The fact is that the work of the Old Testament and the New Testament is so closely connected that a study of the Old Testament cannot be separated from a study of the New Testament. It is theAuthorized work of the Old Testament that forms the basis of the New Testament.

Yours truly,

[Signature]
Dr. Strong to Mr. Rockefeller:

"I grieve to trouble you again, but this letter of Prof. Harper which I enclose, compels me. I had hoped that he might be able to postpone his decision for two or three months. This letter seems to indicate that he is being pressed to settle the case, or at least that he cannot avoid committing himself to Yale College unless there is opened to him some definite prospect elsewhere. In order that you may understand his letter, permit me to make a few explanations.

"Prof. Harper's great ambition has been to promote the study of the Old Testament Scriptures. He has done this in three ways; 1st, by his teaching in the Seminary at Chicago and at New Haven; 2nd, by holding Hebrew Institutes at various places East and West, in which he has gathered hundreds of ministers and students and has had the support of professors from seminaries of all denominations; and 3rd, by the publication of two journals "Hebraica" and "The Old Testament Student", in which the study of the Old Testament has been stimulated and results of such study have been published. In this last work of publication he has been trying to initiate the work of the Professors at Johns Hopkins, who spread abroad in periodicals printed with the sanction of the University, the results of the investigations made in their several departments. This you know is the policy of the Smithsonian Institution at Washington, as it is of Oxford and Cambridge in England. Certain grants are annually made to professors for the publication of their work.

"Now Prof. Harper got no help toward his publications at Morgan Park. He is to get some at Yale, if he remains; and his published work will reflect the highest honor on the College, and be the means of advertising it and drawing students to it. It is precisely the work in which we ought to support him, which we ought to get the honor of, and from which we ought to get the advantage in the way of students. It is this to which Dr. Northrup referred, when he urged that Prof. Harper be secured for a new Chicago University, with a large liberty allowed him for the exercise of his versatile powers.

"I make this explanation, that you may not think that Prof. Harper is trying to draw you into the support of some private enterprises of his. These publications belong to his professorship and are a vital part of his work. They are features which our new University in New York should, with the utmost zeal, adopt - not taking the financial responsibility of them, but making certain grants from time to time for their furtherance and support. Even if you are not, prepared immediately to settle favorably the main question as to the establishment of such a University, would it not be possible for you to see Prof. Harper and induce him to postpone his decision about these publications? A little help for the time, or the loaning of a little money might render him independent of the good
Dear Dr. Watson,

I have been reading your recent articles and have come to the conclusion that you may be overestimating the importance of a particular matter.

The recent reports from the Department of Health indicate that the current immigration policies are not as effective as previously thought. In fact, the data suggests that the rate of new arrivals is actually increasing despite the recent changes.

I believe that we need to reassess our approach to this issue. We must consider the long-term consequences of our actions and ensure that our policies are based on solid evidence.

Thank you for your time.

Sincerely,

Dr. Smith
Congregational brethren who are so anxious to get him committed to permanent service at Yale. On other accounts I want you to see him, for he is full of ideas; but I send you his letter now, simply that we may not commit the great mistake of losing a man whom any other denomination would jump at the chance of securing. I shall write him to delay until he hears from me."
Contrariwise, the Peculiar Mr. Weas means to get him committed to become a rocket scientist at Yale. On other occasions I want you to see pie, for you have not yet received a letter from me. I mean, you're a letter now, until my next letter.

You should not write the Peculiar Mr. Weas about me until you have read the Peculiar Mr. Weas' letter.
Not dated

Dr. Harper to Mr. Rockefeller:

"I received your letter just as I was starting into the city. Since I can get away from my work only on Saturday and since I had already made arrangements to leave home today, I concluded to come in today.

"If it would be more convenient for you to have me call at a late hour this afternoon, or, perhaps this evening, I shall be pleased to do so."
Dr. Ritter, 

I received your letter and am starting into the city.

Since I can get much work in only on Saturdays and Monday I have trouble making arrangements to leave early today. I am hoping to come in today.

If it would be more convenient for you to have me call at a later time, please let me know.

F. O. McG.
Mr. Rockefeller to Dr. Strong. October 10th, 1887.

"Note what you say about Harper and will try to see him if he can run down to New York sometime soon when I am there, though I do not see any way any more clearly than when I talked with your last to take any active steps in reference to the establishment of a Theological Seminary or University for our denomination in New York City.

"I have had Dr. Brodus with me since Saturday morning and talked with him on the question of seminary in New York in a confidential way. I do not think he could be secured for active service if wanted. His name would be very valuable but he has not many more years for active work; seems rather infirm. Was very frank and well disposed every way and thought it would be a good thing to have the Rochester Seminary moved to New York even if Hamilton did not join.

"I beg to return herein letter from Dr. Northrup."
October 10, 1924

Mr. Rockefeller to Mr. Strang

"Note what you say about Harvard and will try to see him if I can.

Can you get to New York sometime soon when I am there? Curious.

Not sure what we can do. I have written Senator-born man. I talked with your friend a few weeks ago and he is interested in a book on Mexico. He told me he was interested in the history of Mexico and was interested in your book. He said he would like to see a person who could write a book on the history of Mexico.

The Rockefeller Foundation is interested in establishing a permanent in New York City."

I met a person yesterday from the Rockefeller Foundation who was interested in your work.
Oct. 15, 1887

Dr. Goodspeed to Mr. Rockefeller:

"I ought to report to you my success in raising the special subscription. After what I had done I found it hard to go on at once again as I feared would be the case. But I secured $2400 (of which $950 has been paid) and Mr. Blake then assumed the $2600 to make up $5000. I should have been glad to have done better than this and made a most earnest effort to do so, but it was not possible. I was anxious not to call on you for $5,000 and had I been able to get $6,000 or $7,000, I should have done it. But I shall have to raise some money to furnish the building and to meet some extra expenses coming upon us for improvements in the village. The village is now growing rapidly and a system of sewer is being put in. Water works are being constructed and water pipes laid and for all these improvements we are assured $2,000, and this I must raise.

"The building is now half way up and is being pushed rapidly. It is to be finished by March 1st and we shall dedicate it at our next Commencement. It will be a handsome building and furnish us with splendid accommodations. We feel profoundly grateful to you for all you have done to help us to an endowment and our buildings. With the completion of this new building our long struggle with difficulties will practically end and a new era of usefulness and power and prosperity for the Seminary begin. The contract price for the building is $23,750. There may be some extras, but we have been so careful that the total cost cannot exceed $30,000 as I assured you it should not.

"I do not write to call on you for any money at present. About Dec. 1 I will report to you the cash collected on the new subscription, as we shall then need all the money we can get. We have a larger attendance of students than ever before and seem certain to have a hundred before out year ends.

"Our brethren here are moving in the matter of a University of which we feel every month more and more the imperative need. The Seminary needs it beyond measure. There is a general and profound interest being manifested and a harmony of views that surprises and cheers me. We shall go slow and launch no new enterprise prematurely. If we can see our way to some basis of endowment, we shall make a beginning. So far as the movement has taken shape, the brethren have placed me in the position of responsibility, as chairman of the committee appointed. I shall use great care to encourage no scheme that is not prudent and clearly practicable. It seems, however, now clear that if we had $50,000 we
could speedily add $50,000 to it and then make a good and safe beginning, for there is a living interest in the matter among all our people. The trouble is they are discouraged over the former disasters and afraid to begin. But I did not intend, when I began, to say so much. You have always heard me so patiently that I have learned to speak to you frankly all that is in my heart.

"P.S. I did intend to tell you of one very hopeful thing in our outlook. Since I wrote you last one of our patrons has left as a bequest of $75,000. The estate will not be divided and distributed till after the death of his widow and daughter and that may be many years, but in time we shall receive this large sum from the estate of J.B. Crosby. He left the same amount to the Missionary Union, the Home Mission Society and the Publication Society. He was one of those who helped me on the first $100,000. I had known him for thirty years, my brother having baptised him in Jamesville, Wis. when I was preparing for college. I think this will please and encourage you about our future."
Mr. Rockefeller to Dr. Harper: October 20th, 1887.

"If you are to be in New York within the next week or two I would be pleased to see you. I go out of town Friday night of this week and return next Friday morning, and should it suit your convenience just as well I would prefer the interview after my return.

"Kindly advise me and much oblige".
October 20th, 1938.

MR. RECKFELDEN TO DR. HUBER.

"I know you're to be in New York within the next week or two. If you are to be in town this week I want to see you. I am to be in town Friday night of this week and back in New Haven Sunday morning, and Sunday I want to call on you. I am afraid I may have to leave New Haven after the meeting and go to my camp at Storrs."

Kinly shelve me any work until after the meeting."
Oct. 21, 1887

Dr. Harper to Mr. Rockefeller:

(Telegram) "Letter received. Will be very glad to call upon you after your return."
New Haven, Conn., Oct. 21, 1887.

Mr. Rockefeller

My dear Sir:

Your kind favor of October 20th has been received. In reply I telegraphed that I would meet you after your return from the west. I could not have gone down to New York today (Friday), without losing two or three important engagements. Will you kindly inform me in reply to this at what hour of the day (next Saturday) it will be most convenient for you to see me. Awaiting your answer and hoping to see you at no distant date,

I remain,

Yours truly,

W. R. Harper.

Mr. John D. Rockefeller.
I am writing to inform you that I am unable to send you the letter by 1st of October as was requested.

I am sorry for any inconvenience caused. I understand the importance of the letter and will do my best to get it to you as soon as possible.

Thanks for your understanding.

Yours sincerely,

[Signature]
Mr. Rockefeller to Dr. Harper:

October 28th, 1887.

"I did not arrive in New York until today and my time is so much occupied would suggest next week Friday, if agreeable to you and at say 1:15 to lunch with me at 26 Broadway. This will give us opportunity for conversation. If this day is not convenient, kindly advise me, otherwise will expect you."
I got here yesterday to New York and today my plane is to
return. I am not going to New York next week. I’m going to have
some conference with someone next week Friday. I’ll give you
the invite to say 12 to lunch with me at 2:30. I’ll give you
the opportunity for conversation. I’ll give you one more
call if you want. Good luck.
Oct. 29, 1887.

Dr. Harper to Mr. Rockefeller.

Letter received on my way to train, being difficult to get away Friday I will call at one fifteen today if convenient.
Telegram
Oct. 8th 1909

Dr. Cooper to Mr. Rockefeller.

Letter received on my way to train. Packed all fourteen to be eaten.

Pity I will not get one fifteen tenth at commencement.
Dr. Strong to Mr. Rockefeller.  

Nov. 3, 1887.

I send you two letters which I think will interest you - One is from Dr. Broadus. It seems to make it certain that he cannot be got to join the enterprise I propose. He is a wise and true man and his name would go far to give reputation to the institution. I told him that I should be glad to serve under his administration. I think it high compliment when he says he should be willing to serve under mine. But much as I should value his counsel I do not regard him, or any other single person, myself included, as indispensable.

The other letter is from Dr. Osborn of Albion, perhaps the most able and successful pastor of Western New York. He was formerly in Brooklyn. I received a letter from him a few days ago asking me to give my views of theological and other education before the next New York State Pastors' Conference a year from now. He intimated that he had heard of a plan I had been meditating upon for combining our Seminary with the work of a University proper. It was a surprise to me that any one should know of my scheme and I wrote him to inquire who had told him of such a thing. The letter I enclose is his reply. It shows what the temper and feeling of our ministers would be even in the country districts.

I send you these letters in confidence for they contain matters which the writers would not care to have talked about. Dr. Broadus has heard my plans expounded and when so broadminded a man calls them, as he does, both "wise and promising", I think some weight is to be attached to his words. So when the best pastor in Western New York considers the setting up of a University in New York City an unmitigated blessing, even though it "overshadow and overtop all our existing institutions," I think much weight is to be attached to his opinion. I have told him that I was not yet prepared to say what I could do in the way of unfolding my views in public, but that I would communicate with him hereafter.

I am becoming convinced that we must resign all hope of securing the removal of Hamilton Seminary, and I am beginning to think that it may not be desirable to urge Hamilton too strongly to join us. The truth is that there is a large class of untrained men who now almost swamp our better schools, and who will need to go somewhere. Hamilton out in the country is just the place for them. We can have a division of labor, Hamilton taking the untrained men, we the trained men; we providing the leaders for the coming generation, Hamilton fitting men to be pastors in the small country places.

Hamilton is not at all likely to join us moreover. In this view I think we should address ourselves to securing a unanimity of feeling in Rochester in favor of the change. This can be done in large part by taking our present faculty, with one exception, with us - simply adding to it certain departments in which it is now lacking. The single exception I allude to is that of Prof. Costs, our Professor of Elocution, who is not a remarkable success in his department though in other respects he is an estimable and valuable man. If Dr. Broadus is not obtainable, we have as good a faculty otherwise as can now be found in the country, and, as for the future, a University soon makes its own Professors as a war makes its own generals. The Rochester people can have it explained to them that the preparatory school which we propose to put in the place of the Seminary and have occupy our present buildings will not only draw a larger number of students to Rochester than the Seminary now does, but will do more for the
University than the Seminary possibly can. And the sum now contributed by the churches to the Ministerial Union will, with tuition-fees, abundantly suffice to carry on a first class Academy. Such an Academy, like that at Andover, is an indispensable feature in any complete scheme of provision for Ministerial Education.
University from the Seminary domain can... And the same was in fact...

Upon the conclusion to the Seminary inquiries with further concern

for the outcome to the Seminary influence with further concern...

Each on their own, they fasten... Another is an indispensable process in any complete sense of...
Mr. Rockefeller to Dr. Strong:  

November 5th, 1887.

"Yours of the 3rd at hand with enclosures as stated, which I return herein.

"Nothing new since I wrote you last save a letter from Harper this morning in which he desired to talk with me further.

"How much endowment in your opinion, could be taken from Rochester?

"I am sure, in no event can I make a pledge of a large amount of money, and especially if it were to be paid promptly, and if I were to decide to do something it would probably be in payments of a certain amount each year for five or ten years and my estate would be holden in the event of my death."
Mr. Rockefeller to Dr. Strunk:

"Home of the 54th at meal with accommodation an estate which I

return renunciation

Not long since I wrote you last week a letter from your home.

The morning I write and receipt to talk with me further.

"How much encouragement to your opinion, can it be your own.

Respectfully,

I want me to leave I cannot make a figure of a figure.

In my name in my name I cannot make a figure of a figure.

It means to receive so to receive. It means to receive so to receive. It means to receive so to receive.
Mr. Rockefeller to Mr. Harper:  

November 5th, 1887.

x x x x x x x x x

"I am called out of the city the early or middle of next week which will probably prevent my arranging for an interview during the week, but I will try to write you again before going in reference to a time and place of meeting agreeable to your kind suggestion."
Dr. Harper to Dr. Goodspeed, November 7, 1887.

"I was very kindly invited to spend Saturday with Mr. Rockefeller in New York City. I need not say that I enjoyed myself exceedingly,—lunching with him at noon, driving for two or three hours in the afternoon, (Saturday afternoon is a holiday in New York now), and visiting with him in the evening. In the course of our conversation many things were taken up. I write to say that you undoubtedly have a very strong hold upon Mr. R's confidence. I wish I could recall the exact words which he uttered. Again and again he referred to you and to his thorough appreciation of your excellencies and worth. I thought perhaps you might be interested in being reassured of this fact, although of course you knew it before. Again and again the name also of Dr. Northrup came up and he expressed himself as greatly pleased to have been able to help the work at Morgan Park."

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Dr. Strong to Mr. Rockefeller:

"You ask how much endowment could be taken from Rochester. Let me reply in a rather circuitous way. As a result of my recent reflections I am inclined to think it will not be best to make our movement at all contingent on what Rochester will or will not do. We had better establish an institution, and afterwards - that is, after having publicly announced it - say to Rochester (and to Hamilton too) that we would like to have her throw in her lot with us and transfer her work to New York. That will enable us to avoid any controversy with Rochester ourselves and will throw the whole burden of the decision upon the Rochester Board. If they know perfectly well that our institution is going on whether they join us or not, and particularly if they see, as they will, that all their best men will be sure to come to us, I think they will conclude to remove to New York and let Hamilton, if she will, do the work that needs to be done for the untrained man. So I think it is not best to count on anything from Rochester, but to let what comes from there be an addition to our funds - for which there will be demand enough. I think we can get ultimately from Rochester as much as $300,000, but on this, as I say, I do not wish to count.

My hopes would be fully satisfied if the institution could start with funds enough in any way legally guaranteed to carry it on five or ten years, with a certain large principal to be paid over at the end of that time, or earlier, in case anything should happen to you. All I want is that no one should think the University is wholly in the air or on paper - as Daniel Drew’s Theological Seminary was - endowed with promises to pay, which his failure made so worthless that the Methodist denomination had to come in to make them good. Your own business sagacity can determine much better than I can the best way to make the matter convenient to yourself and yet to prevent the possible failure of the enterprise. There is very much with regard to detail which I could present orally but which I cannot easily write. If you think best to have Prof. Harper come to New York next Saturday, I should be glad to meet you then."
Mr. Rockefeller to Dr. Harper: November 10th, 1887.

"Referring further to yours of November 4th; I am called out of town for a few days and on my return have another engagement which may detain me away several days longer so that I am unable at this writing as I had hoped to do to indicate anything definitely in regard to a time for further conversation on the same question we discussed when you were last with me in New York. But I will hope to meet you at some early day and will write as soon as I can. Should you be down town in New York before hearing from me if convenient, please stop in my office. Your visit gave us all great pleasure".
November 10th, 1936

Dear Mr. Harper:

Enclosing letter to notify you of November 10th. I am calling out
on your company. I have not yet been able to notify you of the second
of any of your letters. I am not sure if you have received the
second one. I have written to the second one, as I have received
a request to do so. I hope to receive further communication on
the same subject. I am trying to answer your letter as soon as I can.
You will write me as soon as you can. I am very sorry to have
caused any delay, but will write you as soon as I can.

Yours truly,

[Signature]
Mr. Rockefeller to Dr. Strong: November 10th, 1887.

xxxxxx

"I have been very busy at home and my office and unable to give much thought to the university scheme, and not making much, if any progress in respect to it. I have been obliged to write Harper today somewhat indefinitely postponing further talk owing to expected absence from the city for several days on an engagement.

"I have said to him however that if before hearing from me he is in town to drop in to see me."
I have paid very much to take any notice any
more towards to any
not written much. I may bring my to receive it. I have been
applied to write letter each someplace remain in remain in
fatin wise to exchange person from the city for nearest gives or me
emember.

I have only to pin pension first. I promise partir from me

be in town to go in to see me.
Nov. 15, 1887.

Dr. Harper to Mr. Rockefeller.

My dear Sir:

Your kind favor of Thursday last has been received. It will give me pleasure to call on you upon my next visit to New York. As I told you when we last met, the only day I can get away is Saturday. It is my present intention to be in New York City next Saturday and if convenient I will call upon you at such hour and place as you may designate in reply to this. I do not wish to have you feel that this matter is being pressed upon you in any way; I simply desire to indicate that I await your pleasure in the matter. I feel confident, however, that if anything is to be done it ought to be done soon. I think that some very sagacious men are putting things together and are beginning to surmise that something is going to happen. In a letter received from Dr. Northrup last week he virtually indicated his knowledge of the plan now under consideration.

Hoping to hear from you,

I remain,

Yours truly,
My dear Sir:

Your kind favor of Thursday last was very interesting. I am 

will give my pleasure to call on you in the next week to New York. I 

fought you knew me last week, the only way I can ever train to Saunder’s 

my present intention to go to New York City next Saturday and it 

compliance I will call upon you at each from my house as you may wish— 

next to it. I am not able to please you at least I am willing to please you 

to point out any wrong in any way. I simply agree to indicate that I 

watch your pleasure in this matter. I feel confident, however, that if 

something is to be done it ought to be done soon. I think this some want 

negotiation was the best thing. You can say the beginning to end is 

in a letter I sent you last week and an article appeared the following of the play on

myer, congratulation

I remain,

Yours truly,
Mr. Rockefeller to Dr. Harper:

November 17th, 1887.

"Yours of the 15th at hand. Saturday is to be a very busy day with me, but if you call at my office about a quarter after one and agreeable to you hope we can steal a few moments to lunch together."

Mr. Rockefeller to Dr. Hepburn:

"Yours of the 15th at hand. Seemingly no to go a very

year with me, but if you see me at my office about a quarter after one

and thereafter, I can hope we can meet a few moments to lunch together."

Crane

1913
November 26, 1887.

Dr. Strong to Mr. Rockefeller:

"In reply to a letter of mine, Dr. Broadus suggests a plan by which he himself, while not sundering his connection with Louisville, might give a part of his time to instruction in New York, and he goes so far as to prepare quite a series of courses of lectures which he might give.

This somewhat changed attitude to my mind indicates two things: first, that further reflection convinced him of the immense importance of our plan; and, secondly, that if he began to give instruction in New York at all, not two years would pass before the superior claims of the new University would cause him to give himself entirely to it. Even as it is, his willingness to give a part of his time to us amounts to a public committal of himself to the enterprise and will give us the use of his name.

This will be a most important help, for Dr. Broadus, Prof. Harper and myself together, will command the confidence of the country, and absolutely ensure the success of the project - of course providing the means are furnished. I think it of great importance that Dr. Broadus should also be engaged to meet with Prof. Harper and myself in New York during our holiday vacation, to confer with you and lay out plans for the institution. We need his counsel and we need also to make him a part of the enterprise from the very start, for the sake of his name and influence over others. We could do without him, but we are better off with him.

I beg you will not think that I take too much for granted in what I have said. You have certainly given me no warrant for saying it. It only expresses my profound and unwavering conviction that God's Holy Spirit has been leading in this matter for these many years, and that it is God's purpose to provide such an institution for the glory of his Son, and the good of his church. It seems to me that 'the set time has come.' Prof. Harper's situation at New Haven is now very delicate and we must secure him at once, or never. Our fellowships need to be announced January first, in order to give time for students in all our Colleges to prepare for the examinations necessary in order to secure them. And before the first of January some consultation such as I have suggested is necessary in order to get even the outlines of our plan arranged and decided upon. I have a pretty complete scheme drawn out, but I should wish that every detail of it should be approved by yourself, Dr. Broadus and Prof. Harper, before it is absolutely adopted.

Time now is very valuable. I cannot think of another year's delay as other than an irreparable loss to the institution itself, and a prolongation of personal anxiety both to you and to me that ought not to be unnecessarily incurred. Your declination or postponement of the matter would not affect my own attitude toward the enterprise, for I have given myself to it for life, in the belief that I have a divine mission to promote it, and in the determination on my own part to fulfill that mission so that I can at last go up before God and say that, if it was not accomplished, it was not my fault - I had done all I could. This conviction of my duty to labor and pray for it is something entirely apart from the question whether I am to have any official relation to the new University. That is an entirely unimportant matter to me, if I can only see it established. As time now presses, I venture to sum up the case as I now view it. The case then is this:

The three millions of Baptists in this country have no insti-
Dear Mr. Rockelet:

I am writing to express my concern regarding the lack of communication on campus. I am particularly troubled by the fact that important news and updates are not being communicated in a timely manner. This has led to confusion and a sense of disunity among the students.

I believe that communication is crucial to the success of our university. It is essential that important information be disseminated promptly and effectively. The lack of communication is hindering the ability of students to stay informed and engaged.

I urge you to take immediate action to address this issue. Perhaps we could implement a system where important updates are sent out via email or posted on a dedicated campus website. This would ensure that everyone is informed in a timely manner.

Sincerely,
[Your Name]
stitution where their sons may obtain the highest training. For such training they are dependent upon the institutions of other denominations and many of our best young men are lost to us in consequence. This dependence diminishes the feeling of self-respect in our people and hinders their progress. They need an institution to supply this lack.

Our twenty thousand ministers are now obliged to meet the wants of thirty thousand churches. There is great lack in the number, but there is greater lack in the quality, of our ministry. We need an institution where men can be trained for leadership, as they cannot be in any theological seminaries now existing among us. We should provide a University where the brightest men of our denomination can be gathered, supported and trained for the ministry, unhindered by the presence of illiterate and unprepared students, and under the most broadening circumstances and influences.

New York City and its adjoining cities, which together will in time be the greatest aggregation of population on the globe—London possibly being exceptable—and the most central and commanding influence in the world's civilization and evangelization, needs to have put into it a liberalizing and spiritualizing force which will transform its influence from evil into good. Nothing can do this better than a great University where the mind is instructed and men are trained under Christian teachers for the service of God in church and state, particularly when the very condition upon which these men are supported is that they shall furnish from among their number during their course of study assistant pastors to a hundred or more churches in these same cities, and mission teachers or superintendents to a hundred or more Sabbath schools. The presence of the professors and students of such a University in the churches and missions of the city will double the culture and efficiency of our denomination in the city of New York.

We have a hundred and eighty-nine educational institutions in the country, but we have nothing to unify their work or to organize them for the best results. Such a University as we contemplate will exert a powerful influence over all these existing institutions, will compel them to raise their standards of instruction in order to prepare students for admission to our University, and will unify our whole denominational system. The existing institutions will be benefited far more than by any money gifts that could be made to them, for their chief need now is that of a proper standard to which they may all conform. The prospect of a scholarship or fellowship in our University will bring out the hopes and the powers of hundreds of students in every corner of our land, and the resulting good will be simply incalculable.

New York City has now no University proper, nor has the country at large any University in the strict sense, where the institution limits itself to advanced and professional instruction. The field is open now for the doing of a work such as never before was done in America. With the tremendous rush to the cities which is characteristic of our time and which will make New York a city of four millions, the opportunity to preempt the ground for our denomination, and for the faith of those who hold to the simple word of God as the only rule of faith and practice, is simply precious; to throw away this opportunity and let it be lost forever will be crime and guilt immeasurable. Grounds and buildings will cost much now, but they will cost more hereafter. "Time is money" here, more than in most other things.
November 26, 1887.

No other man can do this work but yourself. No set of men of men can do it, or ensure the rigorous carrying out of the single idea which lies at the base of it. It must be done by one man, or not at all. And you must do it during the next ten years, or you will not do it at all. It is a ten years work, that will require some sagacity and time and energy. Ten years from now you will not feel like beginning it. It is the work for a man still young to undertake. It is a work into which you can put the same business enterprise and skill that have won such triumphs in other fields. I do not mean that you cannot lay all details upon others. Dr. Broadsus, Prof. Harper and myself can protect you from these. You can trust us three, with the help of a few trustees, to administer wisely what you give us. But it is a work to which you can give your heart. Doing it for Christ, as the mission he has given you to accomplish, will make it the joy of your life, even as I believe that the growth of such a magnificent structure under your hand will be the greatest possible honor and blessing to yourself and to your son after you.

Very many people do not understand you and they very unjustly accuse you. Your friends love and admire you, but very many are not your friends. Your present gifts to Education and to the churches do not stem the tide of aspersions as would the establishment of an institution for the public good, so great that it has manifestly cost a large self-sacrifice to build it. Your means are pretty well known, and "Take a boy of your size" is what people say. Here is something of your size. George Peabody even in his manhood was only a money-maker - a man who secluded himself, as I understand. He never gave much money away and he was a man disliked and avoided. How completely the fame of George Peabody's money-making, and of his early unpopularity, has been lost! He changed in his later days; began to make benevolence and not money-making his principal aim in life; immediately got a name for charity and public spirit; now he is remembered for nothing else. You have the opportunity of turning the unfavorable judgments of the world at large into favorable judgments - and not only that - of going down to history as one of the world's greatest benefactors.

I want you to establish an institution so noble and great that you will not be ashamed of it, so noble and great that you will be willing to give your name to it, so noble and great that you will be glad to identify yourself with it, and leave it as your testimony to Christ and his cause. I know that to do this will involve the sacrifice of some enterprizes that might increase your fortune. But imagine ten years to have passed and such an institution to have got into the full tide of a magnificent success. Will not such a spectacle then be a far greater gratification to you than the contemplation of the same number of millions simply added to your estate, and will not the result be a far greater honor to Christ, our Lord? Will not your example tend to raise up others to do similar great deeds of benevolence? Will it not be a sign of the coming of the Kingdom of God on earth?

I feel as if I could hardly go through the strain of meditating and praying about this for another year - I had almost rather leave my testimony and die. But I do not believe you will decline. I have faith in your broad views, in your power of forecasting the future, and in your essential loyalty to our Lord. I do not believe God will permit you to lose by it, even in a pecuniary way - he can make up to you all
In order to maintain a healthy and active lifestyle, it is important to incorporate regular physical activity into your daily routine. There are many ways to do this, whether it be through sports, exercise classes, or simply walking around your neighborhood. The key is to find something that you enjoy and can stick with in the long term.

Eating a balanced diet is also crucial for maintaining good health. Try to incorporate a variety of fruits, vegetables, lean proteins, and whole grains into your meals. Limit your intake of processed foods and sugary snacks to keep your energy levels steady and avoid feeling sluggish.

Getting enough sleep is equally important. Aim for 7-9 hours of quality sleep each night to ensure you are well-rested and alert during the day. Establish a bedtime routine to help signal to your body that it is time to wind down and prepare for rest.

Lastly, don't forget to take time for yourself. Engage in activities that help you relax and recharge, such as reading, meditation, or spending time with loved ones. Taking care of your mental health is just as important as taking care of your physical health.

Remember, small changes can lead to big improvements in your overall well-being. Make a plan and start small, then gradually increase your efforts as you build confidence and see results.

Wishing you all the best on your journey towards better health and happiness!
you give. But whether this be the result or not, still it seems to me true policy to do it. With all the motives that combine to urge a favorable decision, with all the chances to do good which this work opens, it seems to me that your reason and your feeling alike will lead you to do it - in fact, as you once told me you said to yourself on a similar occasion, "will it be entirely safe not to do it."
you knew, but whatever you do, the result or not, will be same to me.
(Copy)

Mr. John D. Rockefeller,
New York City.

My dear Sir:

I do not know whether you are aware of the fact that Dr. Broadus is to speak at New Haven next Monday night. In all probability he will spend Saturday and Sunday in New York City. I have wondered whether this would not be a magnificent opportunity for us to have an interview with him. I am sure that Dr. Strong would be glad to come on from Rochester, and perhaps this is as favorable a time as could be found. I do not, of course, know what your engagements are and can only make the suggestion.

I remain,

Yours truly,

W. R. Harper.
Mr. Rockefeller to Mr. Harper:

November 30th, 1887

"Yours of the 29th at hand. I am also just in receipt of one from Dr. Strong of the 26th and have felt obliged to write him the following:

(Note:—See letter of Mr. Rockefeller to Dr. Strong of November 30th, 1887.)"
Mr. Rockefeller to Dr. Huber:

"Your long letter of July 28th is at hand. I am glad that in return of
one form Dr. Plass of the Schur and Plass, and was about to write him the
following:

Note: See letter of Mr. Rockefeller to Dr. Schur of

Hassop, 30th July, 1888."
Mr. Rockefeller to Dr. Strong: November 30, 1887.

"Yours of the 26th that hand. For all the reasons, I have decided to indefinitely postpone the consideration of the question of the university or theological seminary in New York."
November 30, 1938

To: President

From: Mr. Secretary

"Yours of the 23rd reach us on the 27th. I have got
enough to understand the importance of the situation
of the Ministerial or Permanent Secretary in New York."

[Signature]
Mr. Rockefeller shrank from wounding the sensibilities of Dr. Strong by a formal definite and final refusal. This indeed he never gave. The reader of the correspondence which follows will understand Mr. Rockefeller's letters as those of a man whose mind is made up, but who shrinks from wounding the susceptibilities of an intimate friend possessed with an overpowering idea.

But while Dr. Strong failed to get his great university in New York it is nevertheless true, that a great university was founded by Mr. Rockefeller, founded in a great city, founded by gifts aggregating far more in the end than twenty millions, founded mainly as a post-graduate institution and founded under Baptist auspices.

If not founded in New York it was located in what was believed to be a more needy and promising field and though Dr. Strong was not made President the choice fell on a man whose magnetism and energy perament, training preeminently fitted for the great work to be done. How far Mr. Rockefeller was influenced if indeed at all to do what he ultimately did for the university of Chicago by Dr. Strong's many years advocacy of a University in New York, no one knows, quite likely not even Mr. Rockefeller himself.

Mr. Rockefeller was a very silent man on living issues. The future Historian of the University can judge as well as anyone now living what weight to give to the influence of Dr. Strong's great scheme in that happy conjunction of influences which resulted in the founding of the University in 1886, 89 and 90. The substance of the correspondence, together with Dr. Strong's formal pamphlet with letters of endorsement will appear in due order.
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strong a forceful analysis can itself sustain.
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New Haven, Conn. Dec. 2, 1887.

Dr. Harper to
Mr. John D. Rockefeller,
New York City.

My dear Sir:-

Your favor of November 30th has been received. I can only say that I am very, very sorry that you have been compelled to come to this decision, and I can only hope that for the word "indefinitely" you may consent to substitute the word "definitely." I cannot but be greatly disappointed and yet I am sure my disappointment is small as compared with that of Dr. Strong. No greater service can be rendered the Baptist denomination and through that the country at large, than that which would result from such an enterprise as has been under consideration.

Trusting that your health is continuing good, and that everything with you will prosper,

I remain,

Yours truly,

W. R. Harper.
December 16, 1887.

Mr. Rockefeller to Dr. Harper:

"Yours 15th at hand. I will be pleased to have you lunch with me at my office next Monday, say about 1:20."
December 16, 1988

Mr. Rockefeller to Dr. Harkins:

"You're right, of course. I will go over this to have you finish.

With me at the office next Monday, any spot I can."

[Signature]
New Haven, Conn., Dec. 20, 1887.

Mr. John D. Rockefeller,
New York City.

My dear Friend:-

I inclose 100 shares of stock concerning which we talked yesterday. I have thought I should wait before sending you a memorandum of the assets and liabilities in order that I may send you an exact statement of the condition of things January 1st, 1888. The treasurer's report will contain this and will be sent to each stockholder. This would be more satisfactory to you, I am sure, and can then be filed away according to your desire. Should this not be satisfactory I will at once have an approximate statement made.

I venture to ask you How far I am at liberty to speak of what has been said and done in reference to the University matter. When I go to Chicago I shall be questioned on every side. I do not want to seem unpleasantly silent. May I speak of it in a very general way? With many thanks for your kindness,

I remain,

Yours truly,

W. R. Harper.

Editor's Note. Dr. Storer is speaking here of Conv of Dr Stiles, proposals of a University in New York.
Mr. John D. Rockefeller
New York City

My dear Mr. Rockefeller:

I enclose 100 pages of a rough draft which I have been working on. I have been thinking about some proposals for new institutions to carry out some of the suggestions and implications in your recent statement of the congressional report on the constitution of finance. I am now working on a bill to support a federal corporation which will contain this and will do want to see a federal corporation. The recently enacted amendment to the Constitution will enable me to do the following: support the federal corporation, which I once have been...

I am aware of the importance of what I have seen in this connection to the financial interests. When I have gone with my views to conferences, I have never heard anyone take me seriously. With great respect for your kindness,

I remain,

Your truly,

W.E. Harkavy
Mr. Rockefeller to Dr. Harper:

"Yours 20th at hand......... If you refer to the University talked about for New York, think would not say much about it, more than that there has been more or less of talk about something of that kind for a number of years among different of our people, but nothing definite arrived at yet."
December 31, 1952

Mr. Rockefeller to Mr. Harker:

"Your report of today, if you care to see the minutes,

' Flynn Report for New York fund, money net. East spin, etc.',

' There were some more or less of these at the last report concerning the

King loc. a number of these stock directories at one heading, put working

get sooner written at any."


A note from Professor Harper just received leads me to fear that you have got a wrong impression from the letter I wrote you three weeks ago. It would grieve me very much if any failure on my part to make plain my meaning should do harm to the great cause I stand for. Let me say then most earnestly:

First, that I am now and always have been most deeply grateful for the many and liberal gifts you have made to our educational and religious institutions throughout the country. I would not, if I could, have you recall a single one of them. They have been a great blessing, and I have always most warmly praised you for them.

Secondly, that if I had my way I would not have you give any less in future in directions of this sort. I would not have you shut up your heart against any of these needs at home or abroad, nor have you relinquish the satisfaction of meeting the various calls that are made upon you, up to the limit which you have hitherto set to your giving.

Thirdly, that I would not think it essential to the success of the new enterprise I have advocated that the capital sum which would finally be needed should be paid down at the start, so long as in some legal way the permanence of the institution should be secured, and the means needed for current expenses for a few years should be provided annually.

Fourthly, that I have only hoped that you might see your way clear to take up a special work of the sort I have indicated in addition to what you are now doing, and as a special thank offering to God for his great goodness, beginning in an unobtrusive way, without buildings or grounds, and simply adding some new feature from year to year until the institution could be called a fairly complete University. On the basis proposed by Professor
A note from Mr. Rockefeller, Dec. 26, 1862.

I have just received your last letter, and I am very glad to hear from you. I hope the Stock Exchange is kind to you.

If you can, I should very much appreciate it if you would try to make plans to come to New York as soon as possible.

I understand that you are very busy with your work, and I am sure you will find time to write to me.

Yours sincerely,

Mr. Rockefeller
Harper there might be some surplus yearly, whose accumulation, together with
the gradually increasing tuition fees, might itself provide in part for
buildings and grounds or for other ultimate needs of the institution, as has
been the case of Johns Hopkins.

I trusted to your knowledge of me to protect me from the suspicion
that I intended unduly to press you. I only felt that time was precious,
that to lose Prof. Harper was a loss very hard to make up for; and so I wrote
with all earnestness, as I thought God would have me if it were my last word.
I beg you to believe that I said nothing in the spirit either of criticism,
or of dictation, or of coldness. I well knew then, as I know now, that you
must judge for yourself. I wanted you to have the credit and honor of a
work thoroughly worthy of you and unspeakably valuable to the Kingdom of
God.

You have done too much for me and for the cause, that I should ever
think slightly of you or of your gifts to Christ's cause. I only did over
again what I had had to do many times before. I took my life in my hand, and
risked all my private and personal interests in order that I might be faith-
ful to you and to the truth. Forgive me if there was any ill-judged word -
it was all meant right. Regard it as coming from one who, though cherishing
a deep affection for you, feels that first of all he is a minister of Jesus
Christ, and that he must speak the word of the Lord, as the Lord gives him to
see it.

We are having a very delightful visit from Bessie, and I hope she will
cherish happy memories of her stay with us. With the warmest Christmas
greetings to all the members of your family, I am,

Ever Faithfully yours,
We are trying to wrap ourselves into a nimble, unyielding cocoon, and I hope we will
affirm with the utmost precision of our very being with the utmost certainty.

May your faith remain firm.