April 15, 1889.

Mr. Gates to Dr. Morehouse:

"I enclose a letter from Dr. Strong. Please return it. The pamphlet has much matter regarding the Education Society and its true policy. I have telegraphed Dr. Strong to send you one instantly. We have under-rated Mr. Rockefeller's personal regard for Dr. Strong, and his confidence in Dr. Strong's judgment on educational matters. If without allowing or awaiting a hearing from Dr. Strong we go to work and endorse Washington, we shall commit a blunder and an injustice, the magnitude of which cannot be measured. I hope you will lay yourself out to prevent it. Of course you will not refer to my interview."
April 15, 1939

Mr. George W. McComb:

I enclose a letter from Dr. Eason. Please return it to the

Department for my records. The University policy and the

Boards I have consulted do believe that your interest is

paved adequately with the recommendation. I am sorry that you may have received a

written recommendation from Dr. Eason of interest in Dr. Gough and

I am confident that Dr. Eason's judgment on educational matters

will result in Dr. Eason conducting a meeting to discuss the

interests and abilities of the student to ensure a proper and

interested

the momentous of which cannot be measured. I hope you will find your

self out of the way. Of course, you will not be able to do

impossible.
April 18, 1889.

Dr. Morehouse to Mr. Gates:

"...Dr. Strong has favored me as I presume he has likewise favored you, with a printed address on the Church and the University, together with the detailed arguments and plan for its establishment in New York. I have simply glanced it through. Shall read it carefully. I see he tells the Education Society very clearly what it ought to do. He undoubtedly regards himself as the instructor in general of the denomination.

I have acknowledged the reception of his Pamphlet, stating that I should be glad if some man would arise and do the thing which he desires. I have also said that I regret the insertion of the section concerning Chicago for I know that his views are not in accord with those of the denomination at large on the subject, and that a first-rate college at Chicago is a prime necessity in our western educational work.

I regret that he has so much heat and so much of the puglistic element in the latter part of his Pamphlet. I fear that it will be harmful rather than helpful to his cause. Of course I have not said this to him.

I have added in writing that I had hoped he might speak on the question of the university at our Boston meeting, but it becomes necessary for us to have most of the afternoon for the consideration of the general affairs of the Society and that these things must first be considered whatever else had to be omitted. I assured him of my hope that at the next meeting or the meeting following a general and full discussion of the subject may be had.

Dr. Wellin's pamphlet, with arguments for Washington, is in press and will soon be abroad also. These are great days in our educational work. Do you not clearly see that you have come into the kingdom for such a time as this?"
April 6, 1935

Dr. Monroe to Mr. Gates:

"...I am honored to report that I have been in touch with the National Bureau of Standards and the Department of Commerce, and that arrangements are being made for the exchange of personnel between these agencies. I have spoken with Mr. Smith, the head of the Bureau of Standards, and I understand that he is interested in the matter. We are in the process of establishing a closer relationship with the Bureau of Standards, and I am confident that this will lead to increased cooperation and mutual benefit.

In the meantime, I have forwarded the necessary information and documentation to the proper department at the Bureau of Standards. I will keep you informed of any developments in this matter.

Thank you for your assistance in this matter. I look forward to working with you on this project.

Sincerely,

[Signature]
Dr. Morehouse to Dr. Strong: 

April 18th, 1889.

"I desire to express my appreciation of your kind note of the 16th together with the special privilege given me of a private perusal of your pamphlet concerning a great university in New York. I have merely glanced through the pamphlet and shall desire a little time for the careful perusal of it all. This I shall certainly give it. Just now I am overwhelmed with preparations for the Anniversary. I wish to say that I would be greatly gratified if some liberal broad minded man would do the thing that you so ably argue. I think the method you have adopted of putting your thoughts into pamphlet form will be more effective than a public presentation, for it is not so much popular opinion on the subject that is to accomplish the result desired as it is private perusal and reflection on the part of those who may be able to do this thing.

"In glancing over the pamphlet I have naturally taken in the headlines and some paragraphs underneath. Of course I first noticed what you say concerning the Education society in its relation to this enterprise, as well as your references to Chicago. I wish you could have omitted what you say about Chicago for I know that it is not in line with the general sentiment of the denomination on this subject. A first-class college at Chicago is beyond any question in my own mind the first and essential thing in the development of our educational work in the West; but this need not at all interfere with a university such as you propose in the City of New York. I will carefully read the whole pamphlet as soon as practicable and as requested will return to you in due time with such suggestions as you kindly invite me to make.

"As Chairman of the Committee of Arrangements for the Education Society for the meeting at Boston I told Bro. Gates that I would be glad to have you speak on the subject of the university at that meeting. Unfortunately, we have but two sessions and as one of these must be devoted to the general interests of the Society, as important matters in regard to its policy &c. must be considered whatever else goes by the board. It was found impracticable therefore to give due attention to these things and also to give an hour and a half to the presentation of your views on the subject of a university, with such additional time as would naturally be required for discussion. I think Br. Gates wrote you in reference to this matter and stated that at the next meeting of the Society in the North ample time would be arranged for the consideration of this subject. It is barely possible that this may be done in connection with the meeting of the Southern Convention if it is held on the Northern border of their territory next year."
In reference to your letter of April 16th, I herewith present my report for the quarter ending March 31st, 1933.

The results for the current quarter have been encouraging, with a steady increase in production and a reduced cost per unit. The company has achieved a higher profit margin than in previous quarters.

I have attached a detailed financial report highlighting the achievements and challenges faced during this quarter. I am confident that these positive outcomes will continue in the coming months.

Please find attached the quarterly report and the financial statements for your review.

Yours sincerely,

[Signature]

[Company Name]

[Date]
Mr. Gates to Dr. Harper, April 18, 1889.

"I wrote you somewhat gnostically that we made no mistake in inviting Strong. Dr. Strong is highly thought of at headquarters as an educational authority. You know that he is more than ever confident of the success of his plan. Moreover my own chief objection that it would interfere with the development of the lower education by diverting gifts is breaking down. Dr. Strong has printed a pamphlet for private circulation in which there is a paragraph about the Education Society, and he is pressing for the endorsement and adoption of his scheme. Now my point is this. If the committee in Washington endorses Dr. Welling's plan without first hearing Strong and his objections, we shall commit a blunder of great magnitude. Altogether apart now from the merits of the two plans it is only fair that action be delayed until the denomination can hear both. There can not be two national universities however much they differ in scope.

I wish to withdraw the doubt as to Dr. W's absolute trustworthiness. I have no sufficient foundations and ought not to have admitted it for a moment."

"In the name of the President, I am sorry to announce..."

which I believe to be of paramount importance and can only be conveyed in this manner. I have been requested not to delay further..."
Dr. Strong to Dr. Harper, April 18, 1889.

"Mr. Gates telegraphed me that he wishes me to send you at Grover, a copy of the pamphlet I have just printed on the educational question. I had already sent one to your address at New Haven, which you perhaps failed to get before you left. I hesitate to send you another, because I have none to spare, almost all having been sent out. Dr. Morehouse and Dr. Boardman have copies, and I have also sent one to Dr. Johnson which you can borrow. I want to reiterate my conviction that the managers of the Society are all wrong in thinking that the consideration of cheapness will carry Mr. Rockefeller's final judgment. You should from the beginning decide upon the best thing without regard to cheapness. The best thing is a College at Morgan Park and a University in New York, simultaneously decided upon and begun. The $15,000,000 of secularism, skepticism, color prejudice, political intrigue and Southern slouchiness at Washington will swamp completely the $1,000,000 of intelligence and religion that you put in there. I could not well say this in my pamphlet, but it is true. What the managers of the Society need is a more comprehensive view, and above all more faith in God. Please take the right side and go in for the best thing regardless of expense. Any other policy than that I have indicated will be a policy of pettiness and beggary; will raise up jealousy and opposition; will set East against West; will end in the formation of a rival Society."
The Office of the President, April 10, 1880

"In case of injury or threat of injury to any person, I have taken appropriate action to protect the person. I have asked the Department of Justice to investigate the matter.

I have acted in each case to ensure the safety of all concerned and to prevent any further incidents. I have communicated with the appropriate authorities to address the situation.

In each case, I have acted to ensure the safety and well-being of all involved. I have taken necessary actions to prevent any further incidents and to ensure the protection of all concerned.

I have acted in each case to ensure the safety of all concerned and to prevent any further incidents. I have communicated with the appropriate authorities to address the situation.
Dr. Strong to Dr. Morehouse: April 19, 1889.

"On further reading (see page 87) you will see that my pamphlet explains what is only a seeming contradiction. I do not oppose but favor a good college at Chicago. (Morgan Park); I only want the Education Society not to confine itself even at the start to this project, but to embrace New York and a University in a comprehensive plan. Be sure that such a policy will better commend itself to the principal given than a sectional one. As for Washington, remember that $15,000,000 of secularism, skepticism, color prejudice and political intrigue will swamp any more $1,000,000 you can put in there of intelligence and religion. So I wrote to Dr. Harper. Remember that the latter part of my pamphlet has the freedom of private conversation, and must be taken not by bits, but as a whole".
Dr. George To Dr. Roosevelt:

"No longer wishing (see letter of Jan. 31) you will see that we

have not been able to make a formal communication. I do not

expect that you will be able to get a copy of the University of

Chicago (Harvard Park) I will

write the Massachusetts Senate (or at least be read in one of

the committees) to that effect, but to expedite the matter have

unanimously

sent to the house. It is some time since both the House and Senate

were in communication plan.

He came from his home and invited me to come to the University

as a common friend of the University of Harvard. I have been

told that the Massachusetts Senate has made a report, and that

you can see it in the Senate or the Massachusetts Senate. I write

to the University. Harvard has the best end of the bargain

and the pleasure of having communication, and must do so now for

[signature and date]"
April 20, 1889.

Dr. Morehouse to Mr. Gates:

"Yours of the 18th is just at hand. As I wrote you two or three days ago I received Dr. Strong's monograph on the university. To my criticism of his statements concerning Chicago Univ. he replies that he does not oppose but favors a good college at Morgan Park; and adds, that he wants the Education Society not to confine itself even at the start to this project. He writes pretty strongly also against Washington. In his letter to you he seems to take no account of the difficulty of formulating within the first year a complete and comprehensive plan of the Society's operations. I think his statement at the bottom of the first page of his letter to you is gratuitous if not impertinent, for it carries with it an insinuation that the Society by what it has already done is open to a suspicion of being "narrow and sectional." Because, forsooth, we have made prominent Chicago it does not follow nor has any man a right to deduce such a conclusion that we are committed to Chicago as the only thing, or to the west as the only section.

It is amusing indeed to hear Dr. Strong express his apprehension that you may have paid too great regard to "individual influence and local interests." If any man is chargeable with looking at one thing and ignoring the rest of the country, and willing almost to sacrifice the rest of the country to build up his scheme, it is the author of that sentence. If he were to pull a beam out of his own eye he could see clearly to pull motes out of other people's eyes. You may think this is pretty plain talk, but I have no patience with a man who sets himself up in this style and spirit as the judge and jury for his brethren. And to anyone who knows the inside of his strenuous and long continued and scheming plans to bring Mr. Rockefeller to commit himself to the upbuilding of the university in New York, there is something almost amusing about what he says of our danger of misconceiving the man whom we expect to be our patron and whose liberal support can only be secured by the adoption of Dr. Strong's scheme. The simple truth is this, that having failed to induce Mr. Rockefeller to take hold of it, first by personal influence, then by operating upon public opinion and then by getting all whom he could to use their personal influence with Mr. Rockefeller,—he now sees that his last hope is to get the Education Society to help him. This is the gist of the whole matter, hence I do not consider either his advice or his admonition entitled to the weight that would otherwise be given to it.

At the same time I recognize the cordial relations which exist between him and Mr. Rockefeller and the esteem in which the latter holds him. We must do nothing to seem to lessen that respect. I think the thing which Dr. Strong can very properly do at Boston will be, when the policy of the Society comes under discussion, to express his views upon the matter of the Society incorporating into its plan the establishment of a great university in New York City. He can have a chance to talk on this point as any other man can have a chance to talk on any other point, and so the thing in a general way may be brought to the Society's attention, though naturally the subject would be referred to a special
May 24, 1929

Dr. Meloney to Mr. Grady:

"Your letter of the 18th is just received. I trust you are well.

"As a result of my recent talk with Mr. Grady, as well as my examination of the information provided, I am inclined to believe that the problem we are facing is not as complex as it might seem at first glance. It seems that the core of the issue lies in understanding the relationship between the factors involved.

"One of the factors seems to be the fluctuation in the market prices of various commodities. I think the key to solving this problem is to find a way to stabilize these prices. A careful study of the market trends and a detailed analysis of the factors affecting them might provide some insights.

"I am attaching a report on this matter, which I hope will be of some assistance.

"Please let me know if you have any further questions or if there is anything else I can do to help.

"Sincerely,

[Your Name]"
committee for deliberate consideration and subsequent report to the
Executive Board or to the Society itself.

As to Columbian University, that matter is easy enough to
handle. I have no fears about it. Whatever the committee on the
subject may recommend it will have to go to the Executive Board for its
consideration. The Executive Board may be so divided in opinion as
to decline to make any positive deliverance on the subject at the May
meeting and so it may be referred back again to the committee or to a
larger committee for further consideration. My own idea would be
if the two large enterprises are to come up together that the two be re-
ferred to a large and representative committee to consider.

Harper is with me today for an hour or so, and will doubtless
stand with me in an effort to postpone definite action at Washington.
But he says the Phila. people and the Crozer Sem. people are very strongly
in favor of taking hold of Washington. Dr. Weston is one of the
warmest advocates of the scheme.

We are very likely to have, therefore, a very animated meet-
ing and some very marked differences of opinion, but out of the ferments-
tion in due time will come a clarification of views, while in the meantime the Society which has afforded an arena for the presentation of
these matters is given just the importance in the educational field which
we want it to take. So be of good courage and keep a cool head as you
are accustomed to do.

It has occurred to me that it may be desirable for you as
soon as you get your report ready to send it on to New York to be
put in print. It will be wanted for perusal at Boston. There
will be a great advantage in having it in print. If you will send
such portions of it to me in advance of your coming I will have it
set up so that when you come you can revise it, and it can be published
for general distribution after you have formally submitted it to the
Society."

"P.S. Harper tells me that Dr. S' wrote Dr. Weston asking
how it was that Harper was engaged to deliver his lectures at Crozer.
Dr. W. in pretty decided terms informed Dr. S. that the matter was
none of his business, though he may not have used just those words.
Query:- Have we a would be Pope among us?"
Dr. Goodspeed to his sons, April 21, 1889,

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"The University matter now awaits the decision of Mr. R. which seems likely to be made known about the middle of May. Mr. Gates saw him a week ago today and is invited to see him again early in May.

1. That we advised was a College of the highest grade, looking toward University expansion.

2. Located in the city, provided the initial endowment should be liberal.

3. That it should have from 20 to 30 acres of land for a site.

4. That it should have separate buildings for each distinct purpose, not one great one for all purposes, designating them with cost of each.

5. We gave a complete list of professors and officers to the number of over 30.

6. We advised for a preparatory department to be located in a suburb.

7. We urged that the institution should be for both sexes.

8. We urged that the Education Society should give $150,000, to purchase the site and $1,350,000 for endowment and require Chicago and the West to erect the buildings, provide the first library and all initial apparatus and the entire external equipment aside from the site, raising from $500,000 to $600,000, for these purposes.

The Committee substantially adopted our statement, much of it word for word, changing somewhat chairs of instruction and figures, but adhering to it far more closely than I had any idea they would do. Their statement, if adopted, will, no doubt, be changed somewhat."

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Dr. Goodspeed to Dr. Harper, April 21, 1889.

"Your two letters have come to hand and deserve an answer. I am more gratified than I can tell you to learn of the attention given to our statement by the committee. We did not expect it and are the more pleased on that account. I do not object to the changes made and in the main heartily approve the report. My approval, however, is a small matter, if it is endorsed as I hope it may be in the right quarter. I cannot say that things look entirely hopeful to me. If Gates gathered any encouragement from his interview he did not communicate it to me. He simply did not commit himself in any way and I gathered from our interview that Mr. R. did not give the slightest indication of his purpose if he has any.

On one point I think there is much yet to be considered - the relation of the Education Society to the new institution if it is founded.

Would it be well for the Society to have any further connection with it than to secure from Mr. R. his proffer and appoint the first Board of Trustees? It would then in effect found the institution. Should it go farther than this and connect itself with the institution for five or eight years to come? Ought it to enter into such connection with any institution? Would it not be in danger of losing its national character and becoming identified in the popular mind with Chicago and the new College? If it receives the funds and on the fulfilment of certain conditions turns them over to the Board of the College for reinvestment will there not be a considerable loss of income in this temporary arrangement and this transfer of funds?

I do not object to this provision on the account of the College, but am in doubt whether it is wise policy for the Society. Before a final and positive decision is made on the last two recommendations of the Committee I trust there will be some opportunity for their consideration.

Also in regard to the cost of buildings. I have no doubt there will be opportunity for some conference. It is wholly impossible to fix precisely the cost of buildings in advance. There must be some liberty in this respect, as a building is likely to cost 15 or 20"
Your two letters have come to hand and I am willing to give
you any information I can find on the subject of the location
of the school. I only know of two places where one can buy
the necessary materials, and I am not sure if they have the
kinds of books you want. However, I will try to find out more
about the situation and let you know as soon as possible.

I am sure you will be interested in the work we are doing and
I will try to keep you informed. I hope to visit your school
soon and see how things are progressing.

Yours sincerely,

[Signature]
"Per cent more or less than the most painstaking estimate can determine beforehand.

Perhaps if Mr. R. decides to go forward he will wish to meet you and perhaps Mr. Blake and Dr. Smith before deciding definitely every point.

So far as I am concerned I shall be glad to be left out. I have done my work and shall be happy, if the craft can be launched, to be left to finish my work for the Seminary.

I still believe it would on every account be wise policy to connect the Seminary with the College in such a way as to make one cause and remove the Seminary from the field of appeal and then unite all our forces in one great effort to equip the new institution. The most liberal men here are the Seminary's friends. It would pay the College to care for the annual deficit of the Seminary if it could attract the enthusiastic and liberal support of all its friends and unify our educational work.

There is however no point on which I wish to insist. I think we can carry the Seminary and finally endow it, but of course it will see hard times if the new institution is founded and the great effort inaugurated for its equipment.

I am glad Duncan is so enthusiastic, as Gates tells me he is. Perhaps he can now push on the work you have got well under way.

I suppose you have not preserved that statement of mine. I gave one copy to Gates and another to Hinckley, and have none left. I should like to preserve it as a kind of relic of my boyish dreams."

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"but can more or less from the work being done.

Estimates can get worse if anything.

Perhaps it is best to keep my work as difficult as possible.

to meet your and very short work, please see the final paper.

geographic variation, each point.

We feel as I am somewhat I shall be glad to be.

first and I have gone my work any part to place.

so small an amount, to be false to listen to

their last and to understand, to be false to listen to.

work for the Government.

I still prefer to many on each economic to mine.

To state the facts to many and from mine, all can trace

impression, to make a point and carry the economic name.

the facts there is any and from mine, all can trace

never hear the Government to say the economic name.

my interest support of all the listener any mining and

reconstruction work.

There is no storing on point of view when I want to thank.

I think we can carry the economic and finally and then.

It is part of course if will can bring those if the way

impression, to make a point and carry the economic name.

On the government.

I'm not going to be no commitment as a general rule.

We know the general we can now bring on the work how

leave for my future may.
Prof. E. H. Johnson of Crozer Theological to Dr. Strong in response to request for his judgment on Dr. S's Plan, April 24, 1889. A brief excerpt.

"For many years I have felt especially interested in the establishment at Chicago of a strong college attended by the professional schools which the American mind associates with a college of the first rank. If the strong college can be secured, the future may be trusted to enlarge the institution as circumstances demand; but if such a college is not now secured, we let slip an opportunity for controlling the education of the Northwest which does not offer itself elsewhere, and will not again offer itself to Baptists. I think, therefore, that the refounding of Chicago University is the most urgent demand of the present hour."
Port, R. E. "Opinion of Court Interpreted to Be Uncon- 
In accordance to December 19, 1984, A letter written by 

"I was now here I have felt especially interested in 
the XXII, presented at a recent college symposium 
by the president of a college which I visited last Jany. I 
was very glad to see a college at the time that was 
even more college can be entered with little effort. 
My intention is to improve our understanding of the theoretical 
opportunities for continuing the education at the college of the 
other French-speaking. I think, therefore, that the 
statement of French originality to the most accurate 

genera of the known fauna."
April 22, 1889.

Dr. Harper to Mr. Gates:

"Have you seen Strong's printed document of 60 pages on the Educational Problem? It seems to me to be a very fair presentation of the subject but I do not quite understand his motive in presenting it at this time. The more I study the situation, the more convinced I become that a mistake will be made if the Education Society does anything in reference either to the Columbia University or the New York University. We cannot undertake either of these things with any profit to ourselves or anybody else; but I shall see you again soon.

Am down at Chester, Pa. with my course of lectures and have run up this morning to New York City to write my letters. Am glad to know that you had so pleasant an interview with Mr. Rockefeller and that you will meet him on your way to Boston.

I have just had an hour's talk with Morehouse. He has read me Strong's letter to you and your reply. We are almost ready to think that you are what the boys call "razzle-dazzled;" perhaps you don't know what this means. You must stand firm. Strong is on his last legs. Nor must you give too much weight to your conversation with Mr. R., who was in all probability trying to play off Strong over against the Chicago matter. Whatever Mr. Rockefeller may have said, the fact remains that the discussion of the University of New York was a tabooed subject for a long time between himself and Dr. Strong. It may not be so now. I have the testimony of both gentlemen to this fact; nor am I the only one who has this testimony. I think a policy has been outlined which will accomplish the purpose and will relieve us of some of the difficulties in hand. The Education Society is in no position to undertake either Washington or New York. Let the matters come up if they will and let them be referred to a committee of representative men upon whom the responsibility shall be laid rather than upon the society.

I write, however, more particularly to ask you to send me at your earliest possible convenience your points in reference to policy. Morehouse and I both agree that we would like them for discussion next Friday when we are at Washington, City. Will you be kind enough to send them to me at Chester, Pa. Keep up courage. Things are going to move on smoothly. My only fear is that Mr. Rockefeller will be satisfied with giving five hundred thousand instead of a million, etc. You ought to hear Philadelphia people talk about Strong. It would make you sick. He has lost his hold on them evidently. Of course, they are all for Washington City."
Dear Mr. Cooper:

I am very pleased to have the opportunity to express my strong belief in the potential for the University of Wisconsin to become a leading institution in the field of electrical engineering. I am confident that with the right resources and support, the University can attract top faculty and students, and establish itself as a center of excellence in this rapidly evolving field.

I was particularly impressed by the University's commitment to research and education, and I believe that the University has the capacity to make significant contributions to the advancement of knowledge in electrical engineering. I am convinced that the University's location in Madison, a city with a rich cultural and intellectual heritage, will be an asset to the institution.

Please accept this letter as a token of my support for the University of Wisconsin, and I look forward to the opportunity to work with you and your team to further these goals.

Sincerely,

[Name]
Dr. Northrup to Dr. Harper, April 24, 1889.

"I can appreciate somewhat your perplexities in regard to educational matters at Chicago, New York and Washington. He is a wise man who can predict with accuracy what will be the issue and upshot of it all. Yes, I have received Dr. Strong's pamphlet. It will have influence in some quarters. It is an able discussion, the result of much thought and inquiry. Portions of it were written exclusively for Mr. Rockefeller's eye, especially the point under which he discusses the question of the true method of ascertaining what ought to be done. I am sure you have done and will do all that is in your power for Chicago. But Baptist University matters at this point seem to be subject to the will of some Nemesis.

I return the letter of Dr. Strong. The conclusion reached is precisely the one that I felt sure he would come to. You have no reason to complain of the action of your friends in relation to the Vassar business which looked, at first, as if it might stir up quite a commotion. It is one of the 'all things' which has been overruled to your advantage."
Mr. Gates to Dr. Harper, April 27, 1889.

"Returning today" ........................................

"I find yours of 22nd. I agree with you exactly that the Society can not now touch either scheme, and I have convinced Dr. Strong of the same thing so that he fairly admits it in black and white. There now old fellow am I 'Razzle-dazzled'? You saw only a single side. I do not agree with you that Dr. Strong's pamphlet is a 'very fair presentation' I think he might make it much better both by copious expurgation and corrections of serious errors, improvement in tone and spirit, and a broader comprehension of the situation. I am not committed to his scheme, and have only promised him the impartial hearing at some later time that he asks. Your letter wholly misconceives of my position. Very naturally too since you had not seen what I wrote Dr. Strong. The fact is that I was after putting off Dr. Strong on the one hand and Washington on the other. The first I have actually done and have a letter before me to show for it. He will do nothing and ask nothing until after the anniversaries but wants an acknowledgement in your report that the question of a national university is really pending and must receive attention. I have written a draft of what I think might properly be said as to policy. This I will revise and correct tomorrow and mail it to you Monday."


"Definitive action.

I like your part of 839. I agree with you entirely. I agree and fully concur in the views you express. We cannot afford to be complacent in the face of the growing communist threat.

I believe it is up to us to be proactive in our defense and to take the necessary steps to protect our nation. We must not be complacent in the face of this threat. We must work together to ensure the safety and security of our country.

I am confident that we can overcome this challenge and emerge stronger as a nation. I am committed to doing my part and I encourage you to do the same. Together, we can make a difference.

I look forward to your response and your ideas on how we can move forward.

Sincerely,
[Signature]
April 27, 1889.

Dr. Harper to Dr. Goodspeed:

"Your favor of the 21st is at hand with seven dollars from Haggard; many thanks. I have just returned from Philadelphia, where I have been giving the Samuel A. Crozer lectures. I am very glad indeed that it is over; it was a great strain. I have lectured twice a day for the last six days. I have not time to write you tonight.

I think the education question now is somewhat mixed. Everything turns on Mr. R. - whether he will take hold or not will be determined within the next three weeks. If he does not, everything will be in vain. One thing is certain; no other education scheme will be talked of in public until he has decided. The Washington Committee has met and made a report but it is to be kept entirely confidential until after the Chicago matter is in shape. I can only feel that I have done all that is possible for me to do. I have given days and weeks of time this year to the question. I feel that I have neglected other work; not, however, work that was more important. I shall be as disappointed as you will be if it has all gone for nothing. Hoping that brighter days may dawn,"
Dear [Recipient],

Your love of the life is as strong as ever, tablet your valiant heart. I have been enjoying your accomplished work. A special moment I have been enjoying indeed. I have been enjoying indeed.

I am writing to convey a great message. If I were to write to you, I would not be able to convey the message I have in mind. I think the situation demands to convey a very important message.

I am writing to convey a message to you. I have been enjoying indeed.

Yours sincerely,
[Your Name]
Dr. Goodspeed to his sons, April 28, 1889.

"Nothing whatever new on the University matter. There has been entire silence for two weeks and whether it will ever be broken remains to be seen. Dr. Strong has printed 50 copies of a pamphlet, the first 40 pages being the sermon he preached last October in Cleveland before the Ohio Baptist Education Society on the Church and the University and then follow 50 pages in smaller type on his plan for a great University in New York with the reasons why it should not be in Chicago or Washington. He says to put it in 'Chicago would be the next thing to putting it in the Fiji Islands.' That there should be a good college for the West, but it ought to be, not in Chicago, but in Morgan Park. This he repeats two or three times. He says 'the Baptist churches of New York are the fag end of creation,' that the mass of Baptists are no more fitted to locate a University than the Telugus. These are but specimens of the sharp things he gets off. He says if the New Education Society makes itself a western or a Chicago Society, there will be a new one formed that will be national and will supersede it, that the best use the Education Society could make of a portion of its funds would be to send this pamphlet to every Baptist minister in the land. He sent these to 50 men and asks them to return the copies in two weeks. He then perhaps intends to send them to fifty other men. I saw Dr. Northrup's copy. No doubt Dr. A. has one and might lend it to you. He has got it into his head that we want his University here, but we don't want anything like it. We should have no use for a purely post-graduate and professional University for many years to come. He sets up a man of straw to knock down in order to defeat the whole Chicago movement.

Washington has had a committee meet this past week in its interest and will do everything possible to beat us.

Dr. Duncan was on the Chicago Committee and very enthusiastic. Mr. and Mrs. Rockefeller are visiting him today and he will urge our cause earnestly. I have no doubt. These are some of the pros and cons. What I fear is that the publishing and hauling will disgust Mr. R. and he will do nothing. At the same time it wonderfully emphasizes the need of much being done at many points, and if he looks at it right he will feel that something must be done.

I began with no thought of touching this subject, but I know you will be interested in anything that relates to it. My going to Boston will depend largely on the shape this matter takes. If it remains as it now is I shall probably go tho' I don't wish to. If there is any prospect of my being useful I shall go."
Mr. Gates to Dr. Harper, April 29, 1889.

"Yours regarding Wash. Com. at hand and noted. I leave you as chairman of com. to correspond with Dr. Strong on introducing his plan into report on policy."
May 2, 1889

Dr. Harper to Mr. Gates:

"Your favor of the 27th ult is at hand. I am convinced that you are not 'razzle-dazzled'. I did not mean to use the word 'fair' but 'strong' presentation of Dr. Strong's pamphlet. I have not yet received the points in reference to policy but suppose they will come to me today. Am glad to know that you are getting along so well with your Latin lessons.

"Hoping to see you next week at the Home Mission Rooms, and wishing you success in all your efforts."
May 2d, 1889.

Rev. A.H. Strong, D.D.,
Rochester, N.Y.

My dear Bro.,

Having previously acknowledged the receipt of your pamphlet on the University project, I herewith return it with thanks for the favor of its perusal, and with some suggestions, as requested, concerning its contents. Unusual demands on time and strength have prevented earlier attention to the matter.

I cannot say that I am prepared to accept your high and exclusive definition of "University" as the only true and proper one. Any high grade Institution which provides undergraduate courses of study in many departments of learning, is, in my judgment, as truly and properly a University as an Institution that simply prosecutes them a little further.

As to the immediate necessity for such an Institution, I confess I am not convinced. I am so constituted, having to take in my thought daily, the needs of a continent, that I must look at things relatively. There are other things which in my judgment are far more urgent and necessary, just now, than this.

As to the desirability of such an Institution, I am free to say that I think it very desirable in itself considered. I fail to see that it would be so potent a factor in our educational affairs as it seems to you, and yet it would, doubtless, become more and more a and so more valuable in the future. If anybody is disposed to put such an Institution on its feet I will rejoice.

As to an expenditure of $20,000,000 for this purpose, I could not now advise any man to give it, if by so doing the deporable condition of our denomination, educationally considered, in one half of this continent should thereby lose needed help. In my judgement, this amount, thrown into the upbuilding of academies and colleges at proper points throughout the whole land, would become a hundred fold more good than if concentrated in a single University in the City of New York. I say this, looking forward for at least a generation.

As to the location of such a University there are doubtless many arguments in favor of New York City. But Johns Hopkins has gained its great reputation at Baltimore. Having studied with some care the present facilities and the prospects at Washington, and from a residence of nearly ten years here, knowing something of New York, my conviction is that seven millions in Washington would do as much as twenty millions in New York. If sentiment were at all to enter into the matter, it would certainly be according to the fitness of things that a "National University," depending on a national constituency and fostered by a national Education Society, should be located at the national capital.
May 6, 1939

Rev. A. Stanton, D.D.

Roebuck, Pa.

My dear Mr. Stanton,

Having previously communicated the neglect of your boy

breast-burping, I promised to give further attention to the matter.

However, I have been informed by the local physician that the condition is

not serious and that with proper diet and care it is likely to improve

soon.

I am therefore enclosing the report of the examination, which is attached.

I hope you will give it your careful consideration.

Very truly yours,

[Signature]

[Address]
Thus far, in what I have said, you will see that I am waiting for further light before committing myself fully, unreservedly and unqualifiedly to the scheme so ably advocated by you. At the same time, I wish you to understand that I am not opposed or at all unfriendly to it. If, to those best qualified to judge, this is the first great thing to do, I shall heartily co-operate both as an individual and as a manager in the Education Society, to make it the greatest possible success, consistent with other interests that simultaneously may demand attention. It is clear to all thoughtful men that help and guidance should be extended immediately to the West where others wiser than we are founding schools which attract our children and draw them away from our faith; it is not equally clear to a great many of our best minds that this University scheme should be put in the forefront by the Education Society. Until public opinion is more nearly unanimous on this subject I do not think the Education Society is prepared to take it up. I am quite willing that the Society however shall afford the amplest opportunity on its own platform, in the near future, for the thorough consideration of the whole subject. I regret that it cannot do so this year.

And now suffer me to say a few things in conclusion concerning the latter part of your pamphlet.

I wish, for your sake and the sake of the cause you advocate, that the tone and temper of portions of it, had been otherwise. There seems to run through these portions an undercurrent of disparagement of other plans and enterprises which possibly, in some way, directly or indirectly, may delay, diminish the success or defeat the plan of one great University in New York City. Thus on p. 54, second paragraph, helping smaller institutions "is characterized as a "comparative waste" of money. This seems a blow squarely at the Education Society, whose avowed object has been understood to embrace especially this very thing. Are those to whom we appeal, to meet us with your statement that their gifts would thus be comparatively wasted? I say it in all kindness, but I say it seriously, that this utterance is not calculated to favorably dispose the friends of the Society for what follows in section XVI. I suggest therefore a modification of language here. Nor do I think that the assumption and insinuation at the bottom of p. 54, as well as elsewhere, are called for. The assumption is that the Society should make this University scheme its "chief" feature (p. 65) in order to give it a truly national character, this I cannot admit. Were the Society to plead for twenty millions for New York City and perhaps a million or two for the rest of the country, would it not be even more exposed to the charge of mainly in the Educational interests of the East. And why insinuate that the Society may become, if it is not already, a "Western" Society of a "Chicago" Society, and this too when its Constitution explicitly states its object to be the promotion of Christian education under Baptist auspices in North America; and still further, before it has fully defined its policy or done anything to justify such an insinuation? To intimate or allege that the Society should clear itself of the charge of sectionalism, looks like an attempt to compel it, under the stress of adverse criticism to adopt the University scheme in order to preserve its character and reputation. For one, I must say these things do
not and can not help your cause and I beg, for your own sake that you will cut them out. Again, in Section LII. I find things which surprise and pain me. There seems to be, (I do not say it was so intended), a dictatorial spirit concerning the policy of the American Baptist Education Society. There seems to be, (I do not say it was so intended), a threat that if the proposed policy is not adopted, dire results both to the Society and the denomination will surely follow, - "loss of contributions," "a rival society" &c. I can but ask: Through whose instrumentality are contributions to be diminished and a rival society organized? Is it the author of this apparent menace, who straightway proceeds to suggest that Baptists of New York might do better to keep their educational offerings at home?

My dear doctor, I desire to ask if you carefully considered the meaning which a fair construction puts upon this language? I want to suggest that you utterly obliterate these very offensive sentences. They will alienate from you those whom you should win. Self-respecting men are not likely to be coerced into action by the crack of the whip - least of all, some who are connected with the management of the Education Society.

I could wish also that you had not made such disparaging references to Chicago and Washington. I am sure, had you known more fully some things, you would not have made them. I wish they had been omitted altogether. Their tendency will be to array you not only the immediate supporters of these institutions but many others in heartiest sympathy with them, throughout the land. Let your cause stand on its own merit.

Without a radical revision of these portions of your pamphlet, the Society could not for a moment entertain the suggestion (p.83) to disseminate it and thus give to these statements its own sanction.

In conclusion, I beg to assure you that I have only the kindest feelings toward you personally; that what I have written has been done because I felt that love and duty to you and to the cause which you represent demand it, even though it has been neither pleasant to me or agreeable to you; and finally, that I shall endeavor always to do the very best thing at the time and for the time to come, as God shall give me light directly or through the medium of others.

Sincerely yours,

(Signed) R.L. Morehouse.
Dr. Strong to Dr. Morehouse:

"I feared that you might take hardly some of the sharp suggestions of my pamphlet. They were not originally meant to be printed at all, but were simply jottings to help my own thinking. I printed them hastily without revision in order to show them to Mr. Rockefeller. As he saw no objection to privately circulating the pamphlet, I sent it out to a few of our leaders of opinion. Of course, if it should ever be published, it would be with many changes of expression.

"I have not meant to threaten anything to anybody, but only to say what I feared the ultimate harm to the Education Society would be of confining its interest to the West. We need to unite East and West together. As you remember, I do not urge an immediate gift of more than $4,000,000 to the University in New York. I should like to have this coupled with the gift of $1,000,000 to Morgan Park or Chicago.

"Be sure that it is not an alternative between the giving of a great sum in one place and the distribution of the same sum to many places. The great sum will be got only for one great institution, and the giving of it will not prevent but help the giving of minor sums afterwards to others.

"I should like to see Morgan Park have a College better than any we now have. But I think Morgan Park will get it only by making it part of a larger plan which embraces New York as well. I should like to unite with you and other friends in some such declaration as the following.

"We, the undersigned, while disagreeing as to certain details and desiring further conference with regard to them, do heartily assent for substance to the general plan for a University in the City of New York with an affiliated college in Morgan Park or Chicago; and, in case Mr. Rockefeller is willing to lead the way in the establishment of such institution, we pledge our best efforts to induce the American Baptist Education Society and the Baptist body at large to adopt the plan, with such modifications as may be agreed upon after the Conference mentioned."

"I should like to know whether you would be willing to sign such a declaration. I wish to say that I have no personal feelings to gratify. I am willing to make a wholly new beginning in the spirit of conciliation and unity. I only desire the best thing to be done. I am, of course, strongly convinced that the thing I advocate is the best, but I have no disposition to dictate to my brethren. I want the plan of a University in New York and an affiliated college in Morgan Park or Chicago to stand upon its own merits."
De Probate of Dr. Monroe:

I found that you might take partial care of the report and

continue on the subject. I have one more important point to make as we

continue our study of the report to make it clearer.

Upon further reflection and analysis of the report, I believe that the

statement is not an accurate reflection of the situation. Of course, it is

necessary to add some supplementary information to clarify the

situation.

I have not meant to impose any burden or pressure on you. I

merely wanted to ensure that we have a clear understanding of the

situation. I am confident that we can handle the matter.

The report will be made available to the relevant parties. I

believe that we can make some adjustments to improve accuracy.

I have also found a document from a college that may be

relevant to our discussion.

I would like to see the original text of the document.

I have also found a letter from Mr. Brown regarding the

situation. I believe that it contains some important information.

The letter is attached for your reference.

I would like to have a copy of the letter.

I have also found some photographs that may be

relevant to our discussion. I believe that they will help us

understand the situation better.

The photographs are attached for your reference.

I would like to have a copy of the photographs.

I have also found some documents that may be

relevant to our discussion. I believe that they will help us

understand the situation better.

The documents are attached for your reference.

I would like to have a copy of the documents.
Dr. Morehouse to Dr. Strong:

May 2nd, 1889.

"Having previously acknowledged the receipt of your pamphlet on the University project, I hereby return it with thanks for the favor of its perusal, and with some suggestions, as requested, concerning its contents. Unusual demands on time and strength have prevented earlier attention to the matter.

"I cannot say that I am prepared to accept your high and exclusive definition of 'University' as the only true and proper one. Any high grade Institution which provides under-graduate courses of study in many departments of learning, is, in my judgment, as truly and properly a University as an Institution that simply prosecutes them a little further.

"As to the immediate necessity for such an Institution, I confess I am not convinced. I am so constituted, having to take in my thought daily, the needs of a continent, that I must look at things relatively. There are other things which in my judgment are far more urgent and necessary, just now, than this.

"As to the desirability for such an Institution, I am free to say that I think it very desirable in itself considered. I fail to see that it would be so potent a factor in our educational affairs as it seems to you, and yet it would, doubtless, become more and more a (illegible) and so more valuable in the future. If anybody is disposed to put such an Institution on its feet I will rejoice.

"As to an expenditure of $20,000,000, for this purpose, I could not now advise any man to give it, if by so doing the deplorable condition of our denomination, educationally considered, in one-half of this continent should thereby lose needed help. In my judgment, this amount, thrown into the upbuilding of academies and colleges at proper points throughout the whole land, would be a hundred fold more good than if concentrated in a single University in the City of New York. I say this, looking forward for at least a generation.

"As to the location of such a University there are doubtless many arguments in favor of New York City. But John Hopkins has gained its great reputation at Baltimore, having studied with some care the present facilities and the prospects at Washington, and from a residence of nearly ten years here, knowing something of New York, my conviction is that seven millions in Washington would do as much as twenty millions in New York. If sentiment were at all to enter into the matter, it would certainly be according to the fitness of things that a 'National University', depending on a national constituency and fostered by a national Education Society, should be located at the national Capitol."
Dr. Roosevelt to Dr. Secretary:

"The maintenance of the tenets of the Amendment is a matter of the utmost importance. I am prepared to meet the situation with every concession we can make, provided it is met with every concession on the part of the other side. We cannot afford to be in a position where we have to dictate terms."

"It is essential, therefore, that we should not yield too much on the question of the tariff."

"I do not propose to enter into any discussion on the question of the tariff, but I do propose to make it clear that we are determined to hold our position and to carry out our programme as laid down in the Amendment."

"I am confident that the country will support us in this."

"I am sure that the country will support us in this."
May 2nd, 1869.

"Thus far, in what I have said, you will see that I am waiting for further light before committing myself fully, unreservedly and unqualifiedly to the scheme so ably advocated by you. At the same time, I wish you to understand that I am not opposed or at all unfriendly to it. If, to those best qualified to judge, this is the first great thing to do, I shall heartily co-operate both as an individual and as a manager in the Education Society, to make it the greatest possible success, consistent with other interests that simultaneously may demand attention. It is clear to all thoughtful men that help and guidance should be extended immediately to the West where others wiser than we are founding schools which attract our children and draw them away from our faith; it is not equally clear to a great many of our best minds that this University scheme should be put in the forefront by the Education Society. Until public opinion is more nearly unanimous on this subject I do not think the Education Society is prepared to take it up. I am quite willing that the Society, however, shall afford the amplest opportunity on its own platform, in the near future, for the thorough consideration of the whole subject. I regret that it cannot do so this year.

"And now suffer me to say a few things in conclusion concerning the latter part of your pamphlet.

"I wish, for your sake and the sake of the cause you advocate, that the tone and temper of portions of it, had been otherwise. There seems to run through these portions an undercurrent of disparagement of other plans and enterprises which possibly, in some way, directly or indirectly, may delay, diminish the success or defeat the plan of one great University in New York City. Thus on p. 54, second paragraph, helping smaller institutions 'is characterized as a comparative waste' of money. This seems a blow squarely at the Education Society, whose avowed object has been understood to embrace especially this very thing. Are those to whom we appeal, to meet us with your statement that their gifts would thus be comparatively wasted? I say it in all kindness, but I say it seriously, that this utterance is not calculated to favorably dispose the friends of the Society for what follows in section XVI. I suggest therefore a modification of language here. Nor do I think that the assumption and insinuation at the bottom of p. 54, as well as elsewhere, are called for. The assumption is that the Society should make this University scheme its 'chief' feature (p. 65) in order to give it a truly national character, this I cannot admit. Were the Society to plead for twenty millions for New York City and perhaps a million or two for the rest of the country, would it not be even more exposed to the charge of looking mainly in the educational interests of the East. And why insinuate that the Society may become, if it is not already, a 'Western' Society or a 'Chicago' Society, and this too when its Constitution explicitly
states its object to be the promotion of Christian education under Baptist auspices in North America; and still further, before it has fully defined its policy or done anything to justify such an insinuation? To intimate or allege that the society should clear itself of the charge of sectionalism, looks like an attempt to compel it, under the stress of adverse criticism to adopt the University scheme in order to preserve its character and reputation. For one, I must say these things do not and cannot help your cause and I beg, for your own sake that you will cut them out. Again, in Section LIII, I find things which surprise and pains me. There seems to be, (I do not say it was so intended), a dictatorial spirit concerning the policy of the American Baptist Educational Society. There seems to be, (I do not say it was so intended), a threat that if the proposed policy is not adopted, dire results both to the society and the denomination will surely, follow, - 'loss of contributions,' 'a rival society' etc. I can but ask: Through whose instrumentality are contributions to be diminished and a rival society organized? Is it the author of this apparent menace, who straightway proceeds to suggest that Baptists of New York might do better to keep their educational offerings at home?

"My dear doctor, I desire to ask if you carefully considered the meaning which a fair construction puts upon this language? I want to suggest that you utterly obliterary these very offensive sentences. They will alienate from you those whom you should win. Self-respecting men are not likely to be coerced into action by the crack of the whip - least of all, some who are connected with the management of the Education Society.

"I could wish also that you had not made such disparaging references to Chicago and Washington, I am sure, had you known more fully some things, you would not have made them. I wish they had been omitted altogether. Their tendency will be to array against you not only the immediate supporters of these Institutions but many others in heartiest sympathy with them, throughout the land. Let your cause stand on its own merit.

"Without a radical revision of these portions of your pamphlet, the Society could not for a moment entertain the suggestion (p.63) to disseminate it and thus give to these statements its own sanction.

"In conclusion, I beg to assure you that I have only the kindest feelings toward you personally; that what I have written has been done because I felt that love and duty to you and the cause which you represent demand it, even though it has been neither pleasant to me or agreeable to you; and finally, that I shall endeavor always to do the very best thing at the time and for the time to come as God shall give me light directly or through the medium of others".
May 7, 1889

Dr. Harper to Dr. Morehouse:

"Rockefeller was with me Sunday at Poughkeepsie and expressed himself in the strongest possible terms in reference to Chicago. In my opinion there is no change whatever in his attitude toward Strong or the New York City question, and it is as certain as fate that he will take hold of Chicago; he said so half a dozen times Sunday. This also is the opinion of Taylor. We may look for something good and big within the next two or three weeks.

"Regard this as confidential."
Dr. Hector & Co. Honorable:

Yours of April 20th, 1883, with the enclosed to Dr. Hegenauer and my copy, have reached me. In response to the suggestion that a sum in the amount of $200 be made available to the students for the purpose of furnishing them with textbooks and apparatus, I am induced to express a willingness to subscribe to the amount of $100 if the same is placed at the disposal of the students. This will enable them to secure the books and apparatus needed. The subscription within the next two or three weeks.

Yours faithfully,

[Signature]
May 7, 1889.

Dr. Harper to Dr. Goodspeed:

"Last Sunday Mr. Rockefeller came to Poughkeepsie and spent all day with me. The largest part of the day was occupied in conversation on educational matters. Of his own accord he introduced the subject and talked freely. He said at least a dozen times, "The next thing for us to do, and the correct thing for us to do is to establish a college in Chicago." He expressed himself as satisfied with the report of the committee in nearly every detail. He has only one or two changes which he expects to make, and that is he is going to take hold of the Chicago University as certain as that there is a God in heaven. I feel greatly encouraged. I think it is altogether safe to suppose that before the Anniversaries are over he will make a definite proposition. He asked in reference to two or three points concerning the money to be given by Chicago and the West. I satisfied his mind in regard to this. I thought you would be glad to know this fact. Be kind enough not to mention my name in the matter for I do not wish it to be known that I have met him. I shall only allow Gates and Morehouse, aside from yourself and Dr. Northrup, to know."
May 10, 1889

Dr. Goodspeed to Mr. Gates:

"A line from Dr. Harper is just at hand, telling me that the case is decided in our favor. He has perhaps written you more in detail. I am not certain that I shall see you in Boston, certainly not before you see Mr. R. but I want to urge one point.

"Mr. R. is about to do a great and noble thing and I am very anxious he should do it in a large and noble way. I hope his gift will not be tied up with hard conditions. You indicated that the mortgage clause would probably be eliminated. I should be glad to see the endowment fund tied up with the hardest kind of knots in such a way that not one dollar of it can ever be diverted. Call in, if you please, the aid of the law and let it be proved that if any part of it is ever diverted to any other use, the whole shall be forfeited to Mr. R. or his heirs or the Ed. Socy. But if possible let this be the only condition of the gift save that we shall be required to provide the buildings and apparatus. But you must trust us to do this. To tie us up to this with hard conditions will not help but rather hinder the work. It may take a longer or shorter time. Let the gift be made in such a way that there can be no doubt about the ultimate success of the work, that criticism and doubt cannot gain; that confidence and enthusiasm will be awakened from the start.

"I am wholly unable to reconcile what Dr. H. writes me with certain statements that have recently come here from Rochester, but I must suppose Dr. H. has understood Mr. R. and knows what he is talking about.

"I certainly hope this is the case and am filled with joy at the outcome.

"May you have great wisdom in closing up the matter. Get the very best terms for us you can."
Dr. Goodspeed to Dr. Harper, May 10, 1889.

"Your favor is at hand. I am gratified beyond measure to receive its assurances. I had well nigh given up hope.

Some very remarkable statements have come here from Rochester. A recent publication for private circulation was printed on the suggestion of a gentleman in New York. The outlook for the New York University was brighter than ever. We might be certain that we should get nothing here except as it came in connection with the larger scheme of a great University in New York with subsidiary Colleges. What would we think of signing a paper suggesting that the wise policy was a University in New York with an affiliated college in Morgan Park or Chicago as the first steps, etc., etc. To this last I said distinctly and emphatically, No! That is I so advised. All this led me to fear that you had been mistaken. It was evident that some one was very badly mistaken and likely to be much disappointed. I write all this for your eye alone."

"Gates says we must not depreciate the influence of Dr. S. It is perhaps greater than we suppose. If so, we must not needlessly antagonize or provoke him. I suppose the real fact is that Mr. R. did not dissuade him from publishing and from this purely neutral course he has gathered new hope.

I have read your letter over several times. I could wish you had said that he had decided the question and was ready with his proposition.

In case he is I hope he has left out the last condition proposed by the Committee of Inquiry in relation to a mortgage of buildings and grounds to the Society. I understood indeed from Gates that that would be eliminated. I doubt if a self-respecting board of trustees would consent to it. I wrote you some time ago of my doubts about the policy of connecting the Society so closely and for so long a time with "University College."

You, no doubt noted the emphatic threat in the Strong pamphlet, that, if the Education Society made itself a Chicago Society a new Education Society would"
"certainly be formed, national in character. This is a development of the spirit I feared, but it shows itself much sooner than I supposed it would. I do not wish to seem to interfere with what does not concern me, but I cannot help feeling that the Society must be on its guard just here.

I was sorry for two things your Committee of Inquiry did.

You struck out of our scheme all provisions for Christian instruction. That puzzled me. You also left out any provisions for indigent young people. The Scholarship part of the plan, which Dr. S. insists on so strongly and for which he wants $2,000,000, and for which I asked $100,000, and which seems to me most important, you, i.e., the Committee, quietly drew your pen thro'.

Have you forgotten that at that breakfast with Mr. R. last November he distinctly assented to this feature. He said no to my suggestion of a great free University, but said that for worthy, ambitious, poor young people provision must and could otherwise be made. There is only one way in which it can be made. It must be in the endowment. 'University College.' We begin with a College, but the College is only the first step in the development of a University. The College is the College of the University that is to be. Why not let it take that name then and be known from the beginning as University College, like University College London and University College Oxford? Unless indeed Mr. R. will name it.

You will no doubt see Mr. R. again. He proposes to do a large and liberal thing, encourage him to do it in a large and liberal way. Do not permit us to be tied up by conditions that will take the heart out of us at the outset and awaken doubt and arouse criticism. If Mr. R. will endow the work there can be no doubt about our providing a suitable external equipment. We can't fail to do it. It may take a longer or shorter time but it will be done. Let the endowment be tied up in any way you please. Let it be forfeited to Mr. R. or his heirs or the Education Society if a dollar of it is ever diverted from purely endowment purposes. Make this strong, as strong and imperative as the law can do it. This is condition enough. Do not tie us up with hard conditions beyond this. They will be unwise and harmful."
In our party’s proposed educational policy, we aim to emphasize the importance of education in our society. The development of a skilled and knowledgeable workforce is crucial to our nation’s prosperity. Therefore, we propose the establishment of additional universities and colleges throughout the country.

We believe that education is not only a means to personal advancement but also a tool for social mobility. By increasing access to higher education, we can bridge the gap between the haves and the have-nots. It is our vision that every citizen has the opportunity to pursue their dreams and fulfill their potential.

We are committed to ensuring that our educational system is inclusive and accessible to all. This includes providing financial assistance to those who cannot afford higher education. We are also dedicated to improving the quality of education, ensuring that our students are well-prepared for the challenges of the modern world.

We urge all citizens to support our proposal and to contribute towards the development of a strong and knowledgeable workforce. Together, we can build a better future for ourselves and for future generations.
May 11, 1889

Mr. Rockefeller to Mr. Gates:

"Yours 10th at hand. I have nothing new in regard to the educational question. If you find it convenient, will be pleased to see you at my house tomorrow, Sunday afternoon at 4:30, to hear what, if anything, you may have that is new and interesting."

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*NOTE* March 12, 1914. Mr. R. had told me some weeks previous to call on him on my way to the Boston Anniversaries. On arrival in New York I reminded him of his request, and announced my readiness to call. This is his reply, very discouraging and quite in contrast with what Dr. Harper had a few days before written Dr. Goodspeed. See Dr. G's letter of May 10 from Morgan Park and its quotation from Dr. Harper. Dr. Goodspeed's letter was dated only the day before this. It also forces the letter to Mr. Gates of May 7.

"I told Mr. R. we must act now or lose a year, disappoint hopes and possibly lose the momentum acquired for the movement. We then discussed terms. He proposed to give $400,000 towards a million. I said we could not raise it. He would have to give at least $600,000 to turn the balance toward success. Then he offered $500,000. I declined to undertake it even on that and insisted that nothing but a generously preponderant subscription could possibly win. We were walking to and fro in front of his house.* I then wrote out the resolutions to be the basis and he and I prepared the pledge in his office. If the resolutions were adopted I was to disclose the pledge, not otherwise. Nor was the pledge to be hinted or used as a means of securing the adoption of the resolutions. The understanding was that the Denomination must adopt the whole scheme of founding the college with 1,000,000 on the basis of the resolutions as its own spontaneous act, assuming the full responsibility and with no knowledge of his name or his subscription in advance."

* F.T. Gates.
Dr. Strong to Dr. Harper, May 13, 1889.

"Your letter came just at the time of our Anniversary, and I was obliged to put my answer in charge of Dr. Wood, and commission him to deliver it by word of mouth. He knows what I would like — namely the appointment of a wise Committee to consider the New York plan — the Committee to give time enough to weigh properly the great questions to come before it. I am persuaded that Chicago can get its college in no other way than by embracing it in a large plan which has New York and a University there for its central idea. We shall secure the small if we seek first the large. It requires faith, but faith will be rewarded. I want to have a long talk with you at Boston."
Mr. Secretary, we are firm in the line of our principle.

I am more satisfied with my own manner of offering to Mr. Zook than five years ago, and over my objections, yet firm.

It is with deep regret that I have arrived at the conclusion that the German Government will not be willing to submit the question to a Committee of concession and that by the express desire of the German German Government, I am bound to accept the Committee of the committee to accept the German Government and the American Government to give the Senate a draft of what they please, and for the

even politer to tell me why your wishes are desired and to express it in a letter

in their manner and your own manner of expressing it to the

consider it. It is a matter of fact, and I am willing to consider it.

I want to have a word with you at the

May 15, 1889

Mr. Rockefeller to Mr. Gates:

"I will contribute six hundred thousand dollars ($600,000) toward an endowment fund for a College to be established at Chicago, the income only of which may be used for current expenses, but not for land, buildings or repairs, providing four hundred thousand dollars ($400,000) more is pledged by good and responsible parties, satisfactory to the Board of the American Baptist Education Society and myself, on or before June 1st, 1890, said four hundred thousand dollars, or so much of it as shall be required, to be used for the purpose of purchasing land and erecting buildings, the remainder of the same to be added to the above six hundred thousand dollars, as endowment.

"I will pay the same to the American Baptist Education Society in five years, beginning within ninety days after completion of the subscription as above, and pay five per cent. each ninety days thereafter until all is paid; providing not less than a proportionate amount is so paid by the other subscribers to the four hundred thousand dollars; otherwise this pledge to be null and void."

EDITOR'S NOTE: The American Baptist Education Society was to meet in Boston on May 18th, 1889 and the meeting of the Executive Board of the Society was called for the evening of May 17th, 1889.

Mr. Gates had arrived in New York on Saturday, May 10th, and met Mr. Rockefeller on Sunday afternoon, May 11th and had an extended conversation with him at that hour which has been summarized in an editorial note under date of May 11th, 1889. On parting Mr. Rockefeller invited Mr. Gates to breakfast the next morning and it was after breakfast on Monday morning May 12th, walking up and down in front of Mr. Rockefeller's house that the terms were finally agreed upon by which Mr. Rockefeller was to contribute $600,000. and Mr. Gates' Society was to raise $400,000. for the establishment of the institution in Chicago. After Mr. Rockefeller had agreed to give the $600,000. he invited Mr. Gates to accompany him to his office and the carefully worded pledge was prepared together by Mr. Rockefeller and Mr. Gates. Mr. Rockefeller was not of course content to contribute his money to a college to be located at Chicago without much more careful definition than could be embodied in the words of the pledge. Accordingly it became the duty of Mr. Gates to draw up the basis for the proposed college in a series of resolutions to be adopted by the Executive Board and the Society and made the basis of all action before Mr. Rockefeller's pledge should be presented.

It was agreed between Mr. Rockefeller and Mr. Gates that Mr. Rockefeller's pledge should be held wholly confidential and revealed to no one until after the Board had adopted the resolutions and taken action as its own independent determination and will irrespective


I,

in the name of the American Baptist Education Society,

do certify that I have visited the said society's college at Glencliff and have examined the said college's property and equipment. The said college is in a good state of repair and its contents are adequate for the purpose for which it is intended. The said college is located in the town of Glencliff, state of Michigan.}

Submitter's Name: 

Glencliff, Michigan

Date: 12-15-1938
of any of Mr. Rockefeller's views or the knowledge of any gift from him.

The preamble and resolutions were drawn up by Mr. Gates and with the pledge carried to Boston. The preamble and resolutions were duly submitted to the Board after extended discussion adopted by the Board and the Society and not until they had been so adopted was the pledge delivered.

The preamble and resolutions carried to Boston and presented by Mr. Gates to the Board and the Society, read as follows:
May 18, 1866.

On and of the Secretary's views of the importance of the gift from

The President and Executive Council, etc., etc.,

With the pledge constantly to honor and maintain our

The President and Executive Council...

The pledge velociens.

In the name of the Board and the Society, I have the honor to say that

Mr. Gage to the Board and the Society, I have the honor to say that

The President and Executive Council, etc., etc.,

With the pledge constantly to honor and maintain our
RESOLUTIONS
ADOPTED BY THE EXECUTIVE BOARD OF THE AMERICAN BAPTIST EDUCATION SOCIETY AT BOSTON, MAY 17TH, 1889 AND BY THE SOCIETY MAY 18TH, 1889.

WHEREAS The City of Chicago is located near the permanent centre of population on this continent, is, and will ever remain, the inland commercial metropolis of this country; will always be the centre most easily and cheaply accessible from all parts of our land, the lines of travel radiating from it to every quarter; is now a city of a million people, and by the end of the century will have nearly two millions; and

WHEREAS the City has as yet no protestant College or University, and an Institution now founded within its limits will take an permanently retain the leading position; and

WHEREAS the Baptist denomination has no College of high order and good equipment in the entire Northwest, and has no College of any kind near Chicago; and

WHEREAS the City, as respects education under Baptist auspices is the centre of a vast area of destitution and need; and

WHEREAS our young people are, for the most part, remaining uneducated for lack of Baptist Institution, while the greater part of those who are seeking a liberal training find their way into the Colleges of other denominations or into State Universities in which they, too often, become alienated from or lost to us; and

WHEREAS a thoroughly good Institution of learning located in the City of Chicago would have an attraction for students second perhaps to none in the land, and would thus enable the denomination to lay hold of and influence the intellectual, social and religious life of the entire West and the educational claims of Chicago upon the denomination, for these and other reasons are at present paramount and imperative, therefore:

(1) RESOLVED: That this Board take immediate steps toward the founding of a well equipped College in the City of Chicago.

(2) RESOLVED: That the Institution be located within the City of Chicago and not in a suburban village.

(3) RESOLVED: That the privileges of the Institution be extended to persons of both sexes on equal terms.
The text is not legible due to the quality of the image.
(4) RESOLVED: That for suitable site for the proposed Institution there be provided at least ten acres of land.

(5) RESOLVED: That the Board proceed to raise one million dollars as a financial foundation for the proposed Institution.

(6) RESOLVED: That subscriptions secured for this fund shall be subject to the following conditions:

Condition First: That the whole sum of one million dollars be subscribed before June 1st, 1890.

Condition Second: That all subscriptions for land and buildings bear interest from June 1st, 1890 until maturity at six per cent.

Condition Third: That all subscriptions shall be payable in equal quarterly installments and shall in no case extend beyond five years from June 1st, 1890.

(7) RESOLVED: That at least $600,000, and as much more as possible of the million or more subscribed shall be an endowment fund, the principal of which shall remain invested and the income used only so far as shall be necessary for the expenses of conducting the Institution, and shall not be used in the purchase of lands, or in erecting or repairing buildings.

(8) RESOLVED: That the Board shall secure the incorporation of the proposed Institution as early as practicable, that the Board of Trustees shall consist of twenty-one members, divided into three equal classes, with terms of service expiring respectively in one, two, and three years, that the choice of persons for the first Board of Trustees shall be subject to the approval of the Executive Board of this Society and that the president of the Institution and two-thirds of the Board of Trustees of the same shall always be members of the Baptist Church.

(9) RESOLVED: That the Society shall collect all funds for the proposed Institution, and shall pay the same over to the Trustees at such time, and in such amounts, as shall be approved by the Board, it being understood that the Society shall exercise no control over the financial affairs of the Institution, beyond the time when in the judgment of the Board the Institution is solidly founded.

(10) RESOLVED: That the Board shall take the title to the real estate of the Institution and convey the same to the Trustees of said Institution subject to a reversionary clause providing that in case the Trustees shall ever mortgage the same or any part of it or any portion of the property thereon the whole shall revert to this Society.
May 21, 1889

Mr. Rockefeller to Dr. Strong:

"The letter from Mr. Bridgman I return herein to you. He certainly seems very strongly to endorse your views on a university at New York, but it must be said also that he is truly modest in his suggestion of $20,000,000 instead of $4,000,000 or $5,000,000."
Mr. Gates to Dr. Harper, May 24, 1889.

The committee of 21 was finally referred to ex committee to choose. For myself I am definitely, decidedly and unalterably, now outspokenly, opposed to any selection or meeting of such a committee. We must not do it and shall so write Dr. Strong today at any cost to him or to myself."

"See no present need of a meeting of Rx. Com. Crandall, Smith, Blake, Morehouse, Woods, committee on Chicago to advise the Sec. in prosecuting further work."
May 25, 1889

Dr. Morehouse to Mr. Rockefeller:

"I intended to write you sooner but have been prevented by special pressure of duties. I wish merely to assure you of my very high appreciation of your magnificent gifts to the American Baptist Education Society, both for struggling institutions and for the proposed institution at Chicago. The direct and indirect value of your gifts is incalculable. Not only is Chicago, as a great strategic point, secured to the Baptist denomination, but the disgrace and defeat of the past is sure to be swallowed up in songs of victory. In helping Chicago you have imparted inspiration to the denomination throughout the whole country. I can see grand things before us as the outcome of this.

"By your generous act the Education Society has been given an established character and an influence from this time forth that will be of unspeakable value to the cause which it aims to promote.

"Perhaps I may be indulged in an expression of personal satisfaction in connection with all this, inasmuch as one year ago I staked all on the organization of the Society and during the past year have labored for the perfecting of its plans, without reserve and without remuneration, save that which comes from the gratification of having at last an effective educational agency that shall fill an "aching void" and that shall bring out of chaos order and beauty. I hope to be permitted to occupy some humble position in its management, although confident that henceforth it has no special need of me. I am sure you will pardon this personal reference to myself.

"It is unnecessary that I should write more. From many quarters you have doubtless received expressions which must be very gratifying to you. May we be spared to see the happy issue of our efforts and to rejoice in the new educational era upon which I confidently believe we have entered."
I am surprised to write you soon and find you well and happy.

I was eager to hear from you, and my thoughts were often with you. I hope you are well and enjoying your time in America.

The thought of your departure has been on my mind all day. I know it must be difficult for you to leave your home and friends, but I understand the reasons behind your decision.

I want to express my gratitude for the conversations we had during your visit. They were very enlightening and I learned a lot from you.

I hope you will have a safe journey and that your new life in America will bring you many opportunities and happiness.

Please write to me soon and let me know how you are doing.

Yours sincerely,

[Signature]
Dr. Northrup to Dr. Harper, May 25, 1889.

"Your letter of May 22nd received. I think the result which you have accomplished is magnificent. I am not disappointed as you seem to be, not having had my expectations raised so high. So far as I am able to judge Mr. R. could not have made a wiser decision. As you may remember it was my conviction at the beginning that his proposition should be not absolute but conditional. If he had made an unconditional gift of $1,500,000 the probability is that Chicago men would not have come forward with any considerable amount. I firmly believe that the $400,000 can be raised within the time specified, but it will require vigorous, general and persistent effort on the part of the friends of the enterprise not only in Chicago but in the surrounding states. The hours which you have spent with Mr. R. will probably prove more productive of valuable results than any other equal portion of time in the history of your eventful life. Nor I know that your interviews have been an absolutely essential factor in bringing about the decision in which we all greatly rejoice. Much will depend upon wisdom and unity of action in Chicago. At the last ministers' meeting a Committee was appointed to arrange for a mass meeting at Central Music Hall. In my judgment such a meeting at this stage of the effort would be a total mistake. It would be an infinitely wiser thing to have a meeting of 50 prominent and capable business men to compare views, make suggestions, look over the ground, etc."

........................................................................
Dear [Recipient],

I am writing to express my concern regarding the recent events that have taken place. It is not in my nature to allow such matters to pass without a word of warning or a suggestion of action. I have always been one to believe in the power of communication and the importance of expressing one's thoughts clearly.

The recent events have caused me great concern. I understand that emotions can be volatile and actions taken in the heat of the moment may not always reflect a person's true intentions. However, I am writing to encourage you to reflect on the situation and consider the implications of your actions.

It is crucial to remember that in any conflict, there are always two sides to the story. It is important to listen to all perspectives and try to understand the underlying causes of the conflict. This does not mean that you should compromise your values or principles, but rather to approach the situation with an open mind and a willingness to learn.

Communication is the key to resolving any conflict. I encourage you to take the time to speak with those involved and try to find common ground. It may not be easy, but it is necessary to ensure a peaceful resolution.

I hope that you will take my words into consideration and take the necessary steps to address the situation. I am confident that together, we can find a solution that is fair and just.

Please let me know if you have any questions or if there is anything else I can do to assist.

Sincerely,
[Your Name]
Dr. Goodspeed to Dr. Harper, May 25, 1889.

"Your favor is at hand. On receiving it I sat down at once and wrote you eight pages. But on reflection I will not send it, nor write further till I have some basis of knowledge on which to found my remarks. At present I feel as tho' I knew nothing and therefore can have no impressions that are not greatly confused. I can only say that if I know all that is to be known, then God help us. But I hope there is much light yet to break forth."
Dear Mr. Carter,

I'm sorry to hear that the building is not going well. It's unfortunate that you have such issues with the contract and the work. I understand that you are in a difficult position and that you are trying to find a solution.

I will not be able to pay you what I owe you, but I will try to pay you some money towards the cost of your work. I have some papers of knowledge on when to start and when to move forward. However, I feel that I can only deal with these issues if you are willing to continue working on the project.

I don't have any information about the exact cost, but I know that it is going to be more than expected.

Please go ahead and notify me once I have more information. I hope that this brings some relief.

Best regards,

[Signature]
Dr. Goodspeed to Dr. Harper, May 26, 1889.

"I ought not to have answered you just as I did yesterday. You ask my impressions. Let me say two things.

1. I am entirely satisfied with the amount of Mr. Rockefeller's pledge. I should have rejoiced had it been $1,000,000, but it is a great and noble offering and I feel profoundly grateful to him and perfectly satisfied and beyond measure gratified.

2. I am afraid of that conditional clause which binds us to find so great a sum in a single year or lose all we do get and all he pledges and all hope and everything.

The more I think of it the less I like it and the more I wonder that so great a cause, such tremendous interests should be imperilled by so small a condition.

You and Mr. Gates think it easy to meet the condition. I hope with all my heart that you are right. We could raise that sum if we had time. Perhaps we can do it in one year, but we may not be able. A year is a very short time. The Presbyterians have just raised or are just completing the raising of $600,000 for Lake Forest. They have reached all the public spirited men in the city they could reach. They have anticipated us. They have got $150,000 or $200,000. we might have had, if we had started six months ago.

Think of the significance of this fact. It seems a terrible one to me when I think we are shut up to a single year.

I think it most desirable that we should make every possible effort to do this work in a year. And I think it wise that the understanding should be that it is to be done in a year. But to incorporate that condition into the subscriptions and notes looks to me like courting defeat. I hope to hear from Gates that this enterprise is not a doubtful experiment, a club to dash our brains out if we fail to do just so much in just such a time, a device to destroy us finally and utterly—but that it really means the establishment of a college, and that if we do our best and do well the enterprise will go on to completion.

I guess I am alone in my fears, but the confidence of the brethren appals me. It seems to me like the confidence of children, who do not consider the stupendous difference between $4, and $400,000, and lightly think it as easy to raise one sum as the other. The pastors have appointed a committee to arrange for a mass meeting in Central Music Hall.
"I am to meet the committee tomorrow and shall try to see that nothing is done till Gates arrives. What a tremendous responsibility rests on him! I pray that he may be able to bear it and to carry the work to success.

It is our opportunity, a splendid opportunity. I only tremble when I fear that our opportunity itself may destroy us for lack of time. God forbid."
I'll try to keep the committee company and spirit up.

see that mentioned in some of the other sections. That's a

very good point to make if you want to catch the man's attention.

I'll try and do so, to make sure that I wind up with the

same sense I know from our conversation earlier on occasion

and you keep on helping me to improve.

""
May 23, 1889

Dr. Henry C. Mabie to Mr. Gates:

"At the conclusion of my address on the late anniversaries, last Sunday, and after the church had responded to my appeal to make up the hundred dollars for a life-membership, by contributing $139.50 to the current expenses of the Education Society, by unanimous vote of the Church and Congregation, I was instructed to communicate to you, their late beloved pastor, their hearty congratulations on the achievements of the Education Society in the first year of its history, and to wish you God-speed in the further prosecution of your work as its Secretary. No pleasanter duty could have fallen to me to perform than this. All Minnesota feels pride in the success that has crowned your efforts. You have my personal thanks for your devotion to the restoration of the lost cause in Chicago. Your argument for it at Boston was overwhelming and an eye-opener to most Eastern men.

"There are many questions I want to ask, some of them touching the matter of site, but I will not bother you with them. I infer that Mr. Rockefeller has pronounced convictions of his own against reoccupancy of the old site. If not, I am much inclined to think the very reasons — petty in my judgment — which some Chicago men urge for abandoning the old site, form just the reason why all traces of former dishonor should now be wiped out, and that chiefly by Chicago people.

"Ninety per cent of the 400 alumni would petition for re-occupancy if they had a chance. Even though you build successfully elsewhere, the monument of past dishonor is still there to mock every pilgrim to the new Mecca of our Western educational hopes. But really I suppose it is too late to open that question. If so, I shall acquiesce however sadly. I know you are in possession of many facts which I am not possessed of, that you are weighing them carefully and on constant prayer for divine guidance.

"I was not a little troubled that Prof. Harper was so carried away with Dr. Robinson's evening address. There is nevertheless a relation between Algebra and Christ, between Hebrew and Christ and especially between the use of the Bible as a text book in colleges and Christ, which I shall yet pray our gifted brother may more fully learn. Look out too for those outside Trustees provided for. They were our snare and downfall before and presented a due temptation for our more political Baptist Trustees to coquette with. God guide and keep you."
Mr. Gates to Dr. Harper, May 29, 1889.

"Committee on finance will make no mistake by reporting no funds for committee of 21. We made a bad break in providing for the appointment of such a committee - between you and me. We must dispose of it as quietly as possible."