

(C o p y)

December 31, 1906.

Dear Father:

Not long since you spoke to me of your thought to found a large trust to which you might turn over considerable sums of money to be devoted to philanthropy, education, science and religion. At the time I raised the question as to whether it would be possible to get together a single group of men who could be expected to have knowledge and interest along so many different lines. I desire to make herewith an alternative suggestion, which is the result of frequent conferences with Mr. Gates and Mr. Murphy.

It is, that you establish several trusts, incorporating under existing State or Federal Laws, or securing special charters from the State or the Federal Government if desirable.

Let the Board of Trustees of these various foundations for the present consist in each instance of Mr. Gates, Mr. Murphy and myself, as a nucleus, with two added members, and let the incorporation be made with a Board of five. This would make possible early incorporation and the transfer by you to these various trusts of whatever sums you might desire in the immediate future.

Let the question of working out a permanent organization of these Boards be taken up at our leisure, with a view to the selection of the very best men available in each instance. This can not be done in a hurry, but may require several years of thought and study.

In the letter of gift from yourself to each of the respective trusts, let it be stated that during your life you will retain a veto power. This power could be extended to the life of your son if you thought wise, although my present feeling is that such a request would tend to lessen the interest of the Trustees and free them from responsibility. In the remote future you must of necessity trust to the character and integrity of the men who come after you. It is ~~not~~ reasonable to suppose that those whom you or your family may select will doubtless be quite as trustworthy as those selected in the appointed way hereafter?

This method of organization has the following advantages:

1. It can be quickly effected, enabling you at an early date to make such gifts to the various trusts as you may desire.
2. It does not require the elaborate working out in advance of the detail of organization and the selection of the Board.
3. The veto power being in your hands makes the situation practically the same as though the funds were being dispensed through your own office as at present, only that their permanent abiding place will have been selected and arranged by yourself.

We suggest the foundation along the lines above outlined of the following trusts, and I will state them in the order of their importance as we see it:

1. ESTABLISHMENT OF A FUND FOR THE PROMOTION OF CHRISTIAN CIVILIZATION: Through this agency you would contribute the amounts which you are contributing annually through the American Baptist Missionary Society, to the foreign work

of the Young Men's Christian Association, and such special gifts as you have made of late years to the Congregational Board of Foreign Missions, the United Presbyterian Board of Foreign Missions, and to Young Men's Christian Association buildings in the foreign field. \$500,000 of income annually would probably not more than cover these items. In addition there would lie open not only the foreign missionary fields of all denominations, reached through their respective boards, but the Y.M.C.A., the educational field, and generally any philanthropic or social work in the foreign field which might be regarded worthy of assistance. The purpose of this fundation is necessarily so broad that so long as the world stands funds could wisely and usefully be dispensed in accordance therewith.

In addition to the three gentlemen of your office we would suggest for Trustees of this fund, Mr. John R. Mott, of the International Young Men's Christian Association, who has perhaps a broader knowledge of missions and Christian work throughout the world than any other living man, and he might some day become the secretary of the Board, giving his entire time to the work; Mrs Robert E. Speer, secretary of the Presbyterian Board of Foreign Missions, a man only second to Mr. Mott in ability, education, breadth of view, and sympathy. It would be desirable to select the other members with the greatest care and without any sense of haste.

We feel that a contribution of \$25,000,000 could be made to this Board at the outset. As I have already pointed out the income of half that amount would be required to meet the contributions which you are already making.

2. ESTABLISHMENT OF A FUND FOR THE PROMOTION OF CHRISTIAN CIVILIZATION IN THE UNITED STATES.

This would be similar to the Fund for the Foreign Fields. The income from this fund could meet the contributions to the Home Mission Society which you are now making, those to the City Mission Society, and those to the various State Conventions; also all contributions to churches might be met from this fund; contributions to Y.M.C.A.s in this country, as well as gifts for other forms of social and philanthropic work. The income from a gift of \$5,000,000 to this trust would probably not much more than meet the contributions which you are now making to the objects above referred to, and \$10,000,000 might perhaps safely be given.

As to the Trustees of this foundation we are not at present prepared to make any suggestion beyond the three gentlemen in the office.

3. A TRUST TO HOLD FUNDS WHICH WILL EVENTUALLY BE REQUIRED FOR THE
UNIVERSITY OF CHICAGO,
THE GENERAL EDUCATION BOARD,
AND THE ROCKEFELLER INSTITUTE FOR MEDICAL RESEARCH.

The University will require as much as \$10,000,000 more,

The General Education Board an equal amount,

and The Rockefeller Institute probably not less than \$5,000,000.

We therefore suggest that this foundation be one of \$25,000,000.

Unlike the other foundations this would not require to be a permanent foundation, but in the letter of gift it could be stated that within a period of say twenty years not only the income but the principal of the fund should be distributed in the ratio above suggested to the three institutions for whom it would be founded.

As Trustees of this fund, in addition to the three gentlemen in the office,

I have thought of Harold and Parmelee, or perhaps instead of Parmelee Mr. Ryerson of Chicago. Mr. Ryerson would be a splendid man for the position, the only question being whether his relationship to the University of Chicago would incapacitate him. We feel that no one of these institutions in whose interest this fund is to be created should know of its establishment, hence the desirability of keeping the Board small and in a sense in the family.

This, then, gives you the lines along which we are thinking. If to any extent whatever these thoughts meet with your approval we will be glad to give them further study with a view to maturing something definite and tangible.

Affectionately,
(signed) John.