

ANDREW CARNEGIE
1835-1919

H. M. 320 (17).



ANDREW CARNEGIE

1835-1919

IN MEMORY OF
ANDREW CARNEGIE
HIS LIFE AND WORK



A Meeting Held Under the Auspices of the

AUTHORS CLUB
NEW YORK PUBLIC LIBRARY
ORATORIO SOCIETY
SAINT ANDREWS SOCIETY
UNITED ENGINEERING SOCIETY



THE ENGINEERING SOCIETIES BUILDING

New York, April 25, 1920



LAURISTON CASTLE
LIBRARY ACCESSION

PROGRAM

1. CHORUS "Laud Ye the Name of the Lord" *Rachmaninoff*
ORATORIO SOCIETY, ALBERT STOESSEL, *Conducting*
 2. INVOCATION . . . WILLIAM PIERSON MERRILL, D.D.
 3. INTRODUCTORY REMARKS J. VIPOND DAVIES, *Presiding*
 4. ADDRESS JOHN H. FINLEY
 5. "Peace-Hymn of the Republic" . . . *Walter Damrosch*
Words by HENRY VAN DYKE
ORATORIO SOCIETY [Audience Participating]
 6. ADDRESS ELIHU ROOT
 7. CHORUS "Hallelujah Chorus" *Handel*
ORATORIO SOCIETY, ALBERT STOESSEL, *Conducting*
-

COMMITTEE OF ARRANGEMENTS

WALTER DAMROSCH
J. VIPOND DAVIES
CLEVELAND H. DODGE
JOHN ERSKINE
ALEX. C. HUMPHREYS
ROSSITER JOHNSON

GEORGE F. KUNZ
LEWIS CASS LEDYARD
HENRY MOIR
CHARLES F. RAND
CALVIN W. RICE
CHARLES M. SCHWAB

Introduction

MR. J. VIPOND DAVIES, Presiding
President United Engineering Society

Ladies and Gentlemen:

It is fitting and proper that the passing away of one of the great men of our time should give to us who remain pause to consider the lessons of his life to the end that we may not only learn therefrom of those qualities which have made him great to our own advantage, but also as an outward expression to his family and his countless friends of our regard and appreciation of his life and works.

The exercises this afternoon are conducted by five organizations which have been in one way or another closely associated with the varied aspects of the life work of Mr. Andrew Carnegie, whose memory we assemble to honor. Many other societies would have desired to participate had further expansion been possible. The United Engineering Society having available this auditorium, which it owes to Mr. Carnegie, acts as the host on this occasion.

The life and work of Mr. Carnegie has been as familiar and close, not only to those here present who knew him intimately and personally, but also to every person in this great country and to a large measure to those also in Europe, that we can the more readily appreciate the immense diversity of his interests and the association he had with the various societies represented today.

Not only from the point of view of his business career but equally as judged by his great beneficences, his philanthropy, his writings, and as a patron of the arts, Mr. Carnegie was one of the truly great men of our time. We delight to come together to commemorate his life.

We regret that Dr. Damrosch is not here today, but the Oratorio Society is being conducted by Mr. Stoessel, and they will give us the first number on the program.

Invocation

CHAIRMAN: Mr. Carnegie during his residence in New York was a regular attendant of the Brick Presbyterian Church, of which the Pastor, Dr. William Pierson Merrill, will now give the invocation.

DR. MERRILL: Let us pray.

O GOD our Father, Maker of all things, Lord of all life, Giver of all good, Father of all men:

We give Thee thanks for all Thy good gifts; but most of all do we praise Thee for the wonder of the human spirit; for the mastery of man over the facts and forces of the world in which Thou hast set him; and for Thy gift of good and helpful men, who strongly serve Thee and their fellows, who win the favor and affection of those who know them, and who help to build the commonwealth of God and man.

Especially do we give thanks to Thee this day for this Thy servant and our friend, in whose memory we are met. For the goodly inward heritage that came to him from the land and the home of his birth; for brave and successful struggle against heavy odds; for leadership in the upbuilding of a mighty industry; for success generously shared with comrades; for recognition and honor and influence achieved and held; for these good things won we thank Thee, as we remember him.

We praise Thy name far more for higher qualities and achievements; for his unflinching love and steadfast devotion to the land of his birth and the country of his choice; for the way his soul won friends and held the affection of associates; for steady devotion to the ideals of simple democracy; for clear vision of the power of knowledge and effective aid in the education of youth and the enlightenment of great numbers of people; for unrelenting hatred of the curse and folly of war; for unfaltering trust in the ideals of law and justice and peace; for unflinching confidence that these ideals can

become true, and for unwavering determination that they shall; for a heart that loved song and art and friendship and books and men, and the truly good things of life; we praise Thee, O God, the Maker of all.

We invoke Thy blessing on all who remember him with affection and gratitude, and on all who, mindful or unmindful of his name, are blessed by his works and influence. We ask Thy continued furtherance of those good works and great ends on which his heart was set. We remember before the throne of Thy grace the vast and deep needs of humanity, beseeching Thee to lead us out into light and justice, into peace and stability, into the Kingdom of God. And, finally, we beseech Thee to bless us, gathered here today, that all our words and acts may be guided by Thy good spirit of truth, wisdom and love to form a simple and acceptable tribute to this Thy servant, our friend, and a means of confirming in our lives, faithfulness and loyalty to those great ends to which Thy servants have given of their best. In the NAME OF JESUS CHRIST OUR LORD. AMEN.

“Mr. Carnegie and His Relation to
Engineering and Industry”

Address by J. VIPOND DAVIES

MR. CARNEGIE'S relation to Engineering and Industry constituted that aspect of his life in which he achieved such an immense measure of success that his name stands out in the forefront of all the captains of industry of these modern times.

It has commonly been said that this age in which we live is the Age of Steel. The leading figure in the steel industry has been Mr. Carnegie, who himself grew up with the age, and contributed preeminently to its marvelous development.

The war has, however, advanced our country and the world far beyond the narrow limitations of steel into a new Age of Industries in which Engineering, in its multitudinous branches, has been the directing agency in this recent growth of industrial productivity, which has outgrown even the dreams of the Eastern sages.

The industries which represent the skill and handiwork of man have placed Labor in a new relation to the world, in a new democracy which Mr. Carnegie so long ago foresaw and for which he did so much.

In coupling the name of Mr. Carnegie with Engineering and the Industries it can truly be said that the three are inseparable. His biography clearly shows how his life from beginning to end was interwoven with the profession of Engineering and the development of the Industries.

His relations with Engineering were reciprocal and each was necessary to the other, the directing mind of the Master with the knowledge and skill of the Engineer acting in close cooperation to the production of industry.

Up to the end of the Eighteenth Century, the work of the Engineer was not recognized as separate from the individual work of the architect, ironmaster, mason, or miner, and it was only as science came to be applied to the arts that the Engineer came into being as the Master of Applied Science.

The Industries are the practical application of science, directed by the Engineer through the instrumentality of

Labor, to the economic production of the supplies and material used by us in our daily life, and it is in directing the development of the industries of the country that Mr. Carnegie is best known to the world. Throughout his life he never hesitated to express his own indebtedness to those Engineers who with him had worked unceasingly and persistently to the evolution of the new methods in the manufacture of steel.

It was his own genius for organization and leadership which made possible the wonderful growth in what stands today as the greatest manufacturing industry in the world.

The memory of Mr. Carnegie is recorded today as an inspiration to those who follow in his footsteps, for he has left behind him those thousands who have learned from him, or to whom he has given the opportunity for learning, who will in turn pass on through the ages the teaching of the example he has left.

Mr. Carnegie's work in the development of the railroad and steel industries was not accomplished in these days of extended transmission of knowledge and technical education, but had to be done under less advantageous conditions by forcing upon the old order scientific principles of which it knew nothing and was naturally skeptical. So his work had the greater merit, seeing that he was largely the pioneer in the field.

His great work in introducing a new process of steel manufacture illustrates very clearly many prominent traits of character which made up his wonderful personality. His broad vision was shown in his recognition of the possibilities of a new material of construction, while his courage and pertinacity in overcoming every obstacle to success were effectively employed in forcing upon conservative and unwilling engineers and railroad men this steel of which they were for many years doubtful and at costs which his keen understanding of the economics of production made possible.

Since the development of the industries by the Engineers under the leadership of Mr. Carnegie was his life work, today it is my privilege to say a word as to his recognition of, and great contribution to, the profession. The building of this home of the engineering profession in which we are assembled owes its origin to Mr. Carnegie's expressed appreciation of the Engineer and the part which the profession had played in his great business success. The various engineering societies now having their headquarters here have an aggregate association of something like 75,000 members.

When Mr. Carnegie decided on his munificent contribution to the Engineers he had several informal discussions with a committee before he reached the point of making the definite proposition in writing, and an interesting incident occurred on that occasion, illustrative of yet other traits which conduced to his success. Having taken an embossed sheet of paper and pen, he proceeded to write:

"It will give me great pleasure to give, say, One million dollars to erect a suitable Union Building for you all"

and while writing an ink spot spoiled the sheet. He then folded the sheet, tore it across, and on the undamaged portion rewrote his formal offer.

In a later letter on the subject of this gift, he illustrates still another of his personal viewpoints, when he expressed the desire to

"have this Union of Science in every department, cooperating and hence strengthening our country in its triumphal march of individualism against militarism."

The inability of the Civil Engineers to participate and cooperate at that time was a great disappointment to Mr. Carnegie, but I am glad that during his life they decided to

abandon their old home and throw in their lot here, by enlarging the building for their proper accommodation so that today the profession presents a solid front to the world and boasts of the possession of the greatest purely technical library in the world, as well as the largest aggregation of professional engineering society membership, anywhere housed together. Already the growth of the profession has been so great that we are quite unable to furnish accommodation to various associate societies whom we would gladly house with us under the same roof. This surely fulfills the vision which Mr. Carnegie saw when he built this home for Engineers, when in his presentation address, delivered in this auditorium, at the opening exercises, he said:

"I look forward to the future of this building, and I know that the organizations to whom it is devoted will advance and continue to meet the developing needs of the age as the years roll on."

The great wealth which the application of his genius brought to Mr. Carnegie he used to a large extent during his life to further the cause and benefit those who are workers in the industries he fathered, thereby laying the foundation for larger results and greater expansion of those interests in the future years.

It is seldom given to the world to express to any man during his life the appreciation in which he is held by his fellow-men for his successful accomplishments and extended beneficence, but Mr. Carnegie acted so during his life as a trustee of his great wealth to so apply it for the public good that the world was able while he yet lived to give its expression to his works. Nevertheless it is our privilege, especially as Engineers, today, to express the debt which the world owes to him as judged by the evidence of the varied works and interests, the sum of which made up his long, happy and useful life.

“He Was a Weaver’s Lad”

Address by JOHN H. FINLEY



HE was a weaver's lad—this boy bearing the name of the practical disciple, Andrew, who became the patron saint of Scotland. I say "practical," for it was Andrew who said when asked how the thousands on the shores of Galilee were to be fed: "There is a lad here which hath five barley loaves and two small fishes, but what are they among so many?" And had this disciple beheld, in the year of his Lord 1847, in the land to which he had become patron saint, the want and misery due to the stopping of the hand looms by the coming of steam machines, and had then seen this wee Dunfermline lad, he might have made much the same remark: "There's a lad here wi' his five senses and twa' sma' han's, but what are they amang sae mony?"

We say that it was a miracle that was performed on the shores of Galilee, when the boy's meagre store was suddenly multiplied to feed the thousands. Was it not as great a miracle that the seemingly petty store of the weaver's lad was transferred (in what is but a moment of time in His sight, to whom a thousand years are but as yesterday)—transformed not only into food, but books and music and pictures and other human blessings: and not for a few thousands only, but for millions?

In this miracle the Scotch lad had, to be sure, an active, aggressive, shrewd part, but it was no less a miracle, and it was one (and I say it in all reverence) that could not have been wrought even by the Almighty with the aid of this eager lad anywhere else than in the free air of America.

I suspect that my knowledge of chemistry is no greater than that of Lord Morley, whose observations about phosphorus in iron ore have just been read, but I am informed that there are mysterious substances known to chemists as "catalysts" which have such potency that they bring into solution elements before seemingly insoluble and yet are themselves apparently unchanged—substances often so infinitesimal in relation to the effects they produce that it is

(according to one who was a teacher in a Carnegie laboratory) as if you were "to dissolve a whole island by throwing a few crystals upon it." So the catalytic, robust, sunny spirit of this youth, who never grew old, did incomparable, incommensurate things in the earth.

It was not merely nor chiefly that he touched the ore that was lying in the far hills beyond Superior, and transferred it from there into a girder, a bridge, a steel rail, a bit of armour plate, a beam for a sky-scraper, and in utter silence, as I have witnessed the process in the flaming sheds of Pittsburgh, with the calm pushing and pulling of a few levers, the accurate shovelling by a few hands and the deliberate testing by a few eyes—wonderful as that all was and is.

And it was not even that in every luminous, white-hot ingot swung in the steel mills in the smoky valley of the Youghiogheny there was something for the pension of a university professor, something for an artist in New York or Paris, something for an astronomer on a California mountain, something for the mathematician over his computations, something for the historian over his archives, something for the teacher in the school upon the hill above, something for every worshiper in hundreds of kirks and churches, something for every one of hundreds of thousands of readers in libraries from Scotland to California, as a result of the multiplication of the childish store in his hands as he stood an immigrant lad on the shores of America, with a "fair and free field" before him. For besides those there were gifts to millions more than were reached directly and indirectly by the steel ingots. These were gifts of the alchemy of his personality that touched the spirits and imaginations of men. The material gifts were like those of Prometheus who bestowed upon mortal man the

*"bright glory
Of fire that all arts spring from."*

His supreme gifts to mankind were, however, not those of a demi-god, a Titan, working with the elements of the earth and looking down upon them as inferior creatures for whom he had made sacrifices. They were those of a very human, mortal man who loved his fellow-men, who suffered and fought and wept and rejoiced with them as one of them.

He, no doubt, would not wish me to trace the name Andrew, which his Scotch mother gave him, back to the Greek, but it was in its origin Greek nevertheless, the Greek name for "man," and he might have belonged to any age of men beginning with that of Moses or Pericles. He could have stood unembarrassed before any ruler from Pharaoh to Napoleon, and did so stand before the emperors, kings and presidents of his own day. Long before he became famous for his wealth, I have read, he was a personal friend of Gladstone, Matthew Arnold, Herbert Spencer, John Morley, and James Bryce. And, after he had become a world figure, he was still the friend of the lowliest and the poorest.

He was a triumphant democrat with a genius for friendships, as great as the genius in the field in which the word "genius" has been transmuted into the "engine" and the "engineer" with a passionate love for America, with an international mind having an orbit of concern for the cosmos (but with Dunfermline and Pittsburgh as its two foci) and with a love for all things beautiful, but with a preordained taste for that which had a Caledonian form or fragrance or melody in it; the "auld gray toon"; the abbey bell sounding the curfew; the scent of the heather; "songs possessed of souls caught from living lips"; the Scotch mist, even, which served to remind him "of the mysterious ways of Providence."

And yet he was not servile to his ancestry, the strain of whose thoughts had run through the "radical breasts" (a phrase he has himself used) of his parents. In his love for the voice of the organ, for example, he doubtless shocked many of his psalm-singing compatriots as did David when he

danced before the ark of the Lord. And how pleased Mr. Carnegie would be with the program of this afternoon, dominated by music and crowned by an oratorio, of which he expressed such discerning appreciation in his delightful story of his travels in Great Britain, for he once said that those who thought music an unworthy intruder in the domain of sacred dogma "should remember that the Bible tells us that in Heaven music is the principal source of happiness—the sermon seems nowhere—and it may go hard with such as fail to give it the first place on earth."

He has unwittingly, no doubt, made the best characterization of himself in the definition of every Scotchman, who is "two Scotchmen":—

"As his land has the wild, barren, stern crags and mountain peaks around which the tempests blow, and also the smiling valleys below where the wild rose, the foxglove and the bluebell blossom, so the Scotchman, with his rugged and hard intellect in his head above, has a heart below capable of being touched to the finest issues. . . . Poetry and Song are a part of his nature. Touch his head and he will begin and argue with you to the last; touch his heart and he falls upon your breast."

These two men did not struggle against each other in the one energetic, restless body, but helped each other. The poet enhanced the deed (for as Mr. Carnegie said, "to do things is only one-half the battle; to be able to tell the world what you have done—that is the greater accomplishment"). And the hard-headed man put the poetry into everyday life, with an enchanting book, or the celestial voice of an organ, or an illuminating statistic, or an eternal truth for the first time discovered, or a telescope revealing the differing glory of the stars, or the stirring voice of the bagpipes making the day, or a symphony ending it.

The Scotch minister whom I heard preach this morning referred to a little shop in Edinburgh in whose window little figures of kings and queens and princes and others were displayed, with the sign (which has given title to one of Robert Louis Stevenson's essays), "A Penny Plain, Twopence Colored." Mr. Carnegie's figures were all colored—colored by his generous, warm heart.

The two Scotchmen in him were held together in happy partnership by an American tolerance, a New World breadth of generosity (which is not usually associated with the Scotch) and a Western humor which had, however, a tang of the moors in it, and was over-conscious of the ethics of the golf links. I have a vivid memory of one characteristic bit of his kindly, quiet wit at my own expense. We had played a few holes in my first game of golf with him, when my conscience, beginning to trouble me, provoked me to question whether I ought to be out in the country away from my work playing golf with him. "Oh," he said, quick as a flash, "Pritchett and I will both certify that you are not playing golf."

And when we played our last game together, it was out by the Dornoch Firth, in the first days of the Great War in August of 1914. After he had finished the game, which he must have divined would be the last, he gave me his putter with this inscription in his own hand: "A very close game: couldn't have been closer so equally and badly we play."

Ah! If we could all but play the game of life as manfully and cheerfully, as eagerly, as fearlessly, as hopefully, and with as kind a heart as he, we might be proud of our score, even though he, a Scotchman, would go no farther than to admit of his own "it micht ha' bin waur."

*Beyond the dark Brook of the Shadow he's gone
On over the hills and the moors toward the dawn,
This Laird o' the castle by Dornoch's gray Firth
To find the Great Peace he had sought for the earth.*

“The
Life and Work of Andrew Carnegie”

Address by ELIHU ROOT

THE possession and expenditure of great wealth obscures the personality of the possessor. The worship of wealth, whether it be that kind of worship which finds its expression in mere longing for possession or in sycophancy, or whether it be that kind of worship which finds its expression in envy and bitterness, will dazzle the eyes and prevent people from seeing through to the man. It is very much as with the people of a strange and ill-understood race, the racial similarity obscures the individual characteristics and they will all look alike to us.

A great many of the people of the United States and of the world have learned to think of Mr. Carnegie as a man who had amassed a great fortune and had given away large sums of money. That is a very inadequate and a very inaccurate view. He did amass a great fortune and he did in one sense, a very limited sense, give away great sums of money, but he was predominantly of the constructive type. He was a great constructor, a builder, never passive. He disposed of his fortune exactly as he made it. He belonged to that great race of nation builders who have made the progress and development of America the wonder of the world; who have exhibited the capacity of free, undominated individual genius for building up the highest example of the possibilities of freedom for nations.

Mr. Carnegie in amassing his fortune always gave more than he gained. His money was not taken from others. His money was the by-product of great constructive ability which served others; which contributed to the great business enterprises that he conceived and built up and carried to success and through those enterprises gave to the world great advance in comfort and the possibilities of broader and happier life. The steps by which mankind proceeds from naked savagery to civilized society are the steps that are taken by just such constructive geniuses.

When Mr. Carnegie had amassed his fortune, the magni-

tude of which rested upon the introduction of the Bessemer method of making steel into America, with all the advance and the progress that that means, when Mr. Carnegie had amassed his fortune and had come to the point of retiring from money-making enterprise, it was impossible for him to retire. His nature made it impossible that he should become passive and he turned his constructive genius and the great constructive energy that urged him on, by the necessities of his nature, toward the use of the money which he had amassed. He never, in the ordinary sense, gave away his fortune. He used his fortune, and what may seem to some casual observer the giving away was the securing of agents for the use of his fortune to carry out his purposes.

He brought to the work in the second period of his life, this greatest work of his life, some very marked characteristics. First was the urgency to do, to continue to do something. Another was the distinct understanding of the difference between using his money for the purpose that he had in his own mind and being a mark for others to make an instrument of him for their purposes. He had also a very distinct understanding of the difficulty of making a good use of money. He knew how easy it was to waste it. He knew what a danger there was of doing harm by the use of it and he applied to the problem of its use the same sagacity that he applied to the problem of making steel and marketing it.

Long ago before he retired from business, he had stated his idea in an article in the *North American Review* where he said:

“The main consideration should be to help others by helping them to help themselves, to provide a part of the means by which those who desire to improve may do so; to give those who desire to rise the aid by which they may rise; to assist—but rarely or never to do all. Neither the individual nor the race is improved by almsgiving.” So he never held the grab bag, and he brought to the consideration of the way

in which he should use his money not only great sagacity but great pains and assiduity and continuous labor. Another thing which played a great part in this second period of his life was that he had a very definite conception as to what would contribute to human happiness. In that conception, the mere possession of money played no part. It did not enter his mind that he could in general make men happy by giving them money; but he had brought from his boyhood memories of the longings of the little Scotch weaver's boy. From close, intimate contact with the poor, from the daily round of dreary toil, he had brought a knowledge of the human heart, such as Lincoln brought to the problems of our country during the stress of the Civil War from his experience as a boy.

Doubtless as he watched the stationary engine which was his task in Pittsburgh, as he stood at the machine of the telegrapher, as he went to his daily duties as Division Superintendent of the Pennsylvania Railroad, he had had his dreams. He had built his palaces in the clouds and from the heart of the boy, that never left him, he translated his longings into his theory of the possibilities of human happiness.

He said something in his letter to the trustees in establishing the Dunfermline Trust which told the story. He said to them that it gave him great pleasure "to bring into the monotonous lives of the toiling masses of Dunfermline more of sweetness and light."

Then there is the last characteristic, which I will mention. He was the kindest man I ever knew. Wealth had brought to him no hardening of the heart, nor made him forget the dreams of youth. Kindly, affectionate, charitable in his judgments, unrestrained in his sympathy, noble in his impulses, I wish all the people who think of him as a rich man giving away money he did not need could know of the hundreds of kindly things that he did unknown to the world—

the old friends remembered, the widows and children cared for, the tender memories of his youth, and all who were associated with him.

And so with this great constructive energy, with this discriminating Scotch sagacity, with this accurate conception of the possibilities of the use of money, with those definite views as to the sources of human happiness and with this heart overflowing with kindness, he entered upon his second career, undertaking to use these hundreds of millions and not to waste them.

The first thing that he did was to turn to the associates of his early struggles and his early successes. He had done many charitable things, as men ordinarily do, while still engaged in business. But when he came to the dividing line between money-getting and the money-using epochs, he turned to Pittsburgh. And he first attempted there to apply his theories to the possibilities of giving happiness. He began with a library, the endowment of a great library, and he tells us what it was that led him to that.

It was the memory of a library of four hundred volumes which Colonel Anderson of Allegheny, over across the river from Pittsburgh, had opened for the use of the boys when Andrew Carnegie was too poor to buy a book. The first thing he did was to use his money to swing open for others the doors of knowledge which gave to him the bright light, the little learning, that could come from Colonel Anderson's four hundred volumes.

He endowed a great library. And then he established the Institute of Pittsburgh. What was the first great reaction of this hard-headed steel maker—the establishment of the Institute of Pittsburgh in which he invested nearly \$30,000,000. Under it he established an art museum and a music hall and a museum of science. For he knew by the knowledge that came from the experience of his life that after men and women have all that is necessary to eat and to wear and for

shelter, come great opportunities for increase of happiness in cultivation of taste, in the cultivation of appreciation for the beautiful in the world.

And so after the library came the art museum, and then the music hall and then the museum of science. And those he followed with the establishment of a technical school for the education of the working people of Pittsburgh.

And the next development was at the home of his childhood, his parents' home in Dunfermline. I have read to you the reason which he gave in his letter to the Trustees of Dunfermline, and he worked that out by presenting the Trustees for the use of the people of Dunfermline, these toiling masses, a great park in which he set gardens, playgrounds and gymnasiums and swimming baths, and a sanitary school and a library in order that recreation and joyful things might come to lighten up the days of toil.

Then he made his gift to the four universities of Scotland—St. Andrews, Glasgow, Aberdeen and Edinburgh. Ten million dollars he gave to them—these universities, toward which he had never been able to bend his steps in youth—one-half to be used for improving the university and developing the teaching of science, history, economics and modern language, and one-half to pay the fees of the young men of Scotland who were unable to pay for themselves, giving to all the Scotch boys the opportunity that had been denied to him.

And then having expressed his feelings in the home of his childhood and the home of his success, he broadened out and he established and endowed richly the Institution of Washington, the institution for research and the application of science for the good of mankind.

Then he established the Foundation, still broadening, for the Advancement of Teaching, with its pension fund so that the teachers of America might not look forward to poverty in the old age that follows the laborious life of the teacher. And he added to that a separate fund for investigation and

study in the methods of teaching under which teaching is gradually being standardized, and its defects, faults, shortcomings discovered so that its institution is not only providing for the teachers but systematic education by the teachers.

Still broadening in his view, he turned his attention to the maintenance of international peace, and with an impulse so natural to establish a hero fund for encouraging and noting properly heroism of those who lived in peace and in competition with the popular worship of heroism in war. That fund is being administered by trustees and heroic acts in civil life are being signalized by medals, by money gifts, by providing homes, by pensions for widows—whatever seems the most appropriate to the occasion.

And he moved one step farther and established the Endowment for International Peace. And that designed to go a little farther than the mere expression of feeling, the feeling that war is horrible, detestable; the feeling that peace should be made permanent and secure. That endowment was designed and adapted to securing the evidence upon which argument and persuasion in favor of peace and against war may be based; and it has been publishing and making available for all scholars, all students, all intelligent men the true facts regarding international relations, the law of nations, the rights and wrongs and duties of nations, in the great books that have been written from which men may learn their international rights and duties; in another division it has been making careful scientific studies of the economics and history of war and in another promoting international intercourse and education. Incidentally, as he was developing these plans in all these different directions, he seized upon special occasions for doing particular things which would further his plans. He built the great Peace Palace at The Hague to strike the imagination of the world with the idea of peace rather than war. He built the Pan-American building at Washington to furnish a center for good understanding and

friendly intercourse between North and South America.

He built a great building for the Central American Court of Justice in Costa Rica. He established another trust for the special use of the churches in their work in favor of peace.

All those things were but special occasions and incidents in the course of his development of his great plans. The plans, of course, grew as he went on, and then having his five great trusts in this country, he added to his trust in Europe by creating the United Kingdom Trust, which was chiefly for the purpose of building libraries, and he developed his own work of library building in America as a result of which nearly 3,000 libraries built by Andrew Carnegie now open their doors for the people of America as Colonel Anderson opened his door to Andrew Carnegie so many years ago.

And as he studied education, he turned his mind toward the colleges, and chiefly towards the poor colleges, chiefly towards the smaller colleges to which the poor boys go, and with most solicitous examination and discrimination he put his money where he thought it would be used to best advantage, here and there and there, until finally more than five hundred American colleges are using his money today—money amounting to over \$20,000,000.

And before the end came he organized a single corporation. He incorporated his activities in the Carnegie Corporation, and he put into the Board of Trustees of that Corporation the heads of the five principal, special institutions which he had created in this country—the President of the Institute of Pittsburgh, the President of the Research Institution of Washington, the President of the Endowment for International Peace, the President of the Hero Fund and the President of the Foundation for the Advancement of Teaching. They make up the majority of the Board of Trustees.

To that Corporation he gave the great bulk of the remainder of his fortune amassed during his lifetime, \$125,000,000, to promote the advancement and diffusion of knowledge

and understanding among the people of the United States; and he continued as President of that Corporation to direct its affairs and the use of its money during his life.

I said that he had not been giving away his money in the strict sense. Far from it. He secured as the agents for the use of his money, for the accomplishment of his noble and beneficent purposes, a great body of men whom no salaries could have attracted, whom no payment could have induced to serve; but who served because the inherent value of the purposes to which Mr. Carnegie summoned them commanded them to serve—Joseph H. Choate, John Hay, Dr. S. Weir Mitchell, President Eliot, Andrew D. White, Major Higginson, Alexander Agassiz, John S. Billings, John L. Cadwalader, and many others who have already passed from their active labor as has Mr. Carnegie. Of that group President Eliot alone remains, as President Emeritus of Harvard, a wise observer of the development of the times. But that group of citizens to which Mr. Carnegie gave control of the institutions he created, have been endeavoring to seek, and find, as one by one they pass off the stage, new and competent agents to execute Mr. Carnegie's great policies.

The world has not been able yet to appreciate Mr. Carnegie. We who knew him and loved him and honored him can now express our judgment, but we are about to pass away. Yet the works that he inaugurated are upon so great a scale and are designed to accomplish such great purposes that as the years, the generations and the centuries go on, they will the more clearly exhibit the true character of the founder. Centuries later men of science will be adding to human knowledge, teachers will be opening the book of learning to the young, friends of peace will be winning the children of civilization from brutality to kindness; and Andrew Carnegie, the little Scotch weaver's son, will live in the evermore manifest greatness of the achievement that was the outcome of his great and noble heart. (Hearty applause.)

LORD MORLEY

VISCOUNT BRYCE

WILLIAM H. TAFT

Flowermead, Wimbledon Park, Surrey.

Easter Day, 1920.

CALVIN W. RICE, ESQ.

Dear Sir:

You will believe how heartily alive I am to the honour of your invitation. Warmly do I prize the kindness and good feeling that makes the various bodies for whom you speak desire to join me with Mr. Elihu Root and other Americans of note in this loyal commemoration of a truly remarkable man who belonged to both countries and with whom I enjoyed a very close and, as you say, almost a lifelong friendship.

I had been made known to him in the early eighties by Matthew Arnold, and I had my last letter from him in 1918—a letter as fervid in its attachment as any of the long catalogue that had gone before.

As for a message, I can hardly do more than repeat what I have often said about him in this long space of time.

He was already beginning to prove his variety of social and intellectual interests, his originality, fulness of mind, and bold strength of character, as much or more in the distribution of wealth as he had shown skill and foresight in its acquisition. His extraordinary freshness of spirit easily carried Arnold, Herbert Spencer, myself and afterwards many others, high over an occasional crudity in phrase or haste in judgment, such as may befall the best of us in ardent hours.

People with a genius for picking up pins made as much as they liked of this. It was wiser to do justice to his spacious feeling for the great objects in the world—for knowledge and its spread, for invention, light, improvement of social relations, equal chances to the talents, the passion for peace. These are glorious things; a touch of exaggeration in expression is easy to set right. Only let us think how few among our contemporaries have gone through the manifold perils of prosperity more

beneficently. How many, or how few, who, having fought for material success for themselves, have been more eager and more active in discovering and opening new avenues of success for others? Such was our friend.

He lived and worked with his ideals, drudging over them every day of his life. He maintained the habit of applying his own mind either to the multifarious projects that flooded in upon him from outside, or to elaborating the independent notions that sprang up within him from his observant common sense in union with the milk of human kindness. Rapidity, energy, confident enthusiasm, were the mark of his days. High spirits are to be no small part of the whole duty of man. Invincible optimism, either as to the whole world's progressive course, or the disappearance of obstacles to any wise enterprise in particular, sometimes, I will confess, provoked a fugitive shadow of impatience in those like myself perhaps unhappily of a less mercurial temperament. It was in fact his key to life when he said that, having retired from all other business, his business had become to do as much good as he could in the world. This was no mere sentence—it was no more than plain and literal truth. This is the double aim and intention and purpose, coherently and perseveringly maintained to the end of long days, that make his name a word for an energetic and memorable career of private duty and public service. Though the most intrepid of men like many others of that sort, he did not fail in the tests of common sense and prudence; at the same time, it was a common thing with him to think ahead and march in advance of what was expected or demanded from him either by individuals or by companies of them.

He often explained to me how one of the master difficulties in the production of steel was the unwelcome presence of phosphorus, and I in turn explained to him how one of the master objects in literature and in common life is to get the phosphorus out of human nature. In this great task nobody

was more eager to learn in all its bearings the new spirit of his times, and nobody more ready to watch, measure, apply alike its denials and its affirmatives. His faith in books and education as correctives of the hated phosphorus was attested by the uncounted collections of books with which out of his affluence he endowed both sides of the Atlantic.

Differences of taste and opinion about books and willingness to tolerate them are true tests and trials of friendship. Our friend and I found plenty of such differences, and I had an instinct that he did not cordially fall in with the maxim that in criticism we should have preferences but few exclusions. Enough after all that he had rich gaiety of heart—a fervent love of Burns and a radiant, well-equipped and ever-flowing enthusiasm for Shakespeare. His ready delight in all the fair scenes and seasons of outside nature was matched by his interest in the cares, concerns and converse of mankind's curious world inside.

One of the leading elements in him was his implacable hatred of War, as the only way or the best way of adjusting international quarrels. Passionate was his impatience with all the plausible sophisms and impious platitudes with which statesmen will strive to hide away their short sight, their costly blunders, their irremediable and uncompensated catastrophes.

But here full time has come for me, with sincere respects, to bring my message to a close.

Yours very faithfully,

JOHN MORLEY.

3 Buckingham Gate, London, S. W. 1.
April 1, 1920.

CALVIN W. RICE, ESQ.,
Secretary Memorial Committee
In Honor of Mr. Carnegie.

My dear Sir:

I am extremely pleased to hear of the memorial meeting to be held in commemoration of Mr. Carnegie's life and work, and enclose a short message.

I am,

Faithfully yours,

JAMES BRYCE.

Since I cannot be present at the meeting to commemorate Mr. Carnegie's life and services to the world, may I be permitted to convey in a few sentences the impression which his character and career made upon me.

He combined two qualities not often found in conjunction—an ardent enthusiasm for the ends which inspired his efforts, and a cautious, practical judgment in selecting the means by which those ends could be attained. He was perfectly clear as to what he wished to do, perfectly resolute in adhering to what he deemed the best methods for succeeding. Concentration was for him the secret of success. By it he had attained wealth; by it, that is to say by doing a few things skilfully and thoroughly, he endeavored to spend his wealth in the ways most likely to do good. It was thus that he was enabled to accomplish so much.

A man's quality is tested by the ideals he forms and by his resolute persistence in giving effect to them. If I may venture to sum up these ideals, they were the following:—a general diffusion of knowledge through all classes, the advancement of science and its application to the betterment of human life,

the provision for the masses of the people of the means of enjoying the best pleasures, the establishment of peace and good-will among all nations.

These were noble ideals and there was an element of genius in the clearness with which he saw them, in the steadiness with which he pursued them, and in the presight which made him feel that he must not prescribe too minutely the means by which his wishes should be carried out in the future by those to whom he entrusted his splendid benefactions.

He will be remembered as one of the first who enounced, and perhaps the first who carried out on a vast scale, the principle that wealth is a trust for the community, and that he who has obtained it ought to begin at once in his own time to discharge the duties that trust imposes.

By those among us who knew him intimately for many years he will be remembered as a most genial and a most loyal friend, simple in his life, open in his thoughts, happy in trying to spread happiness around him, whether in the dear land of his birth or in his adopted country—the Great Republic of whose citizenship he was so proud.

JAMES BRYCE.

April 1st, 1920.

Dallas, Texas, April 18, 1920.

J. VIPOND DAVIES, ESQ.,
Chairman, Memorial Meeting.

Dear Sir:

I greatly regret that engagements long since entered into prevent my being present at the memorial meeting for Mr. Carnegie. It would give me much pleasure to testify to the great services which Andrew Carnegie rendered to his fellow-men. Now that he has gone, and it is possible to regard his career in retrospect, his remarkable character stands out. One of the first Americans to accumulate an immense fortune, he emphasized, in a way that no one else has, the responsibility of wealthy men to use their wealth for the benefit of the community and mankind. It is clear that his example has been the chief impulse to the wonderful overflowing generosity of the rich men of this country in promoting philanthropic purpose. He preached, in everything he had to say, the duty of men of means to regard their wealth as a trust, and he practiced it with such constant effort that he overwhelmed prejudice, envy, jealous suspicion and all the other ungracious human traits that too frequently would cloud the just credit due to sincere and far-visioned philanthropy.

The range of Mr. Carnegie's benefactions was as wide as the range of his many interests, and that it might be wider, he put a large part of his estate in the hands of trustees for beneficent use, without limitations upon its application, realizing that the future would develop needs which he could not anticipate.

In securing his humane purposes, Mr. Carnegie brought to bear his remarkable business shrewdness and foresight in the detail of his provisions. When he was making arrangements to secure the service of trustees, he never failed to secure the interest of their wives in the task assigned, so that in a way they might act jointly.

No one can measure the good which his benefactions have done. The spread of information through his many libraries, the value of the results of the research in all fields of science of the Carnegie Foundation, the help to the general cause of education in the thorough survey and revelation of defects in our system, can be traced directly to Mr. Carnegie. What he created has become an institution of a public nature, so widespread in its effect that there is danger that what has been done will become impersonal in the public mind and his agency as a leader in bringing it about will be minimized.

His profound interest in peace appears in everything he did and said. It was in that field where it was my good fortune to meet him and to come to know his hatred of war and his earnest seeking for some means to avoid it. His magnificent gift to establish the Carnegie Peace Foundation he consulted me before making, and he left it, as he left other funds, to be administered by worthy men after he should be gone, with full discretion to turn it to its most effective use.

Few men have lived as consistent a life as he. Few men have preached and practiced to the same end as completely as he. Asserting that no man should die leaving a great fortune without disposing of it for the benefit of mankind, he parted with everything except a reasonable provision for his family, and his whole fortune continuing his benefactions lives after him to bear witness to his sincere adherence to his ideals.

Sincerely yours,

WM. H. TAFT.

Peace-Hymn of the Republic

O Lord our God, Thy mighty hand
Hath made our country free;
From all her broad and happy land
May praise arise to Thee.
Fulfill the promise of her youth,
Her liberty defend;
By law and order, love and truth,
America befriend!

The strength of every state increase
In Union's golden chain;
Her thousand cities fill with peace,
Her million fields with grain.
The virtues of her mingled blood
In one new people blend;
By unity and brotherhood,
America befriend!

O suffer not her feet to stray;
But guide her untaught might,
That she may walk in peaceful day,
And lead the world in light.
Bring down the proud, lift up the poor,
Unequal ways amend;
By justice, nation-wide and sure,
America befriend!

Thro' all the waiting land proclaim
Thy gospel of good-will;
And may the music of Thy name
In every bosom thrill.
O'er hill and vale, from sea to sea,
Thy holy reign extend;
By faith and hope and charity,
America befriend!

HENRY VAN DYKE.

The Marchbanks Press
New York

