

ROOSEVELT

We get around to Roosevelt naturally enough in such a discussion. He says that Roosevelt once asked him to come to Washington to lunch with him. After lunch he took him into a little room which he had never been in before nor ever since and read to him a message which he proposed to send to Congress. In this paper he said 'It will be conceded that the large majority of business in this country is dishonestly conducted.'

"After he was through I said to him, 'There is one sentence in this message which I question, Mr. President. It is not true, and I quoted the above. It is an injustice. The greater part of business is honest. The greater part of this people are business people and they are an honest people. What you say is an injustice to us and to yourself and a reproach in the eyes of the world.'"

"Roosevelt protested that he thought he was right. 'You have not convinced me,' he told me at the end. 'I think it is true and it ought to be said and I must say it even if it does bring a reproach on the country.' And that is the way we left it, but when the message came out that was not in. Roosevelt never said a word to me about it afterwards."

He says men frequently told him of being called to the White House for consultation and Roosevelt doing all the talking, which of course is what constantly happened.

To sustain his point he tells of a dinner to which he was invited. *Demetrius Cabnet* Pinchot, Garfield and Robert Bacon were present. The guest was a distinguished Canadian, (I suppose he means McKenzie King *SK*), interested in labor and afterwards premier. Roosevelt talked for half an hour. When he finished I had had no dinner because I listened to him. I knew he was wrong in certain respects, that his facts were wrong. When

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he was through i said, "Now, Mr. President, I have listened to you without interruption. Will you accord me the same privilege? I think you are wrong in some respects in what you have said, and I want to tell you why." He said, 'Go ahead.' "

I can imagine with what care and deliberation Gary went on to explain. He said, "I described some things to him that he did not know about. I told him the truth. Once or twice he tried to interrupt me but I held up my finger, and said, 'Now, Mr. President, you promised not to interrupt.' He listened. When the dinner broke up he was very friendly but didn't say anything.

"Bob Bacon was here the next day and he said that Roosevelt said to him that that was the best evening discussion he had ever spent."

He says that at one time Roosevelt suggested that the Corporation was doing some things that werenot right. "I said to him. 'Mr. Roosevelt, our books are open to you, you can get any information you want, and if there is anything we are doing that is not in the spirit of the law, we will change it."

It is here that he said that if the Standard Oil Co. had shown any such conciliation that the suit never would have been brought.

Sites calls attention to one or two points in my letters that have not been answered. There is flying that I had asked about. I asked if this recent trip was his only one.

"No," he said, "in 1912 Mrs. Gary and I went up in France. The thing was very carefully arranged. Bleriot their aviator was with us, and Moran

We were up about half an hour."

He says his people didn't like it. Later he "broke over" as he calls it in Florida, and took a trip in a hydro-plane. That seemed to him safer because, as he says, you can land safely, and then laughs at his use of the word 'land.' He defends the South American trip. He had an appointment at Montevideo to meet the President and Premier. There was no other way to get there, so his agent suggested that they fly. It was a good machine, safe aviator, went 120 miles in 125 minutes. He seems to have real satisfaction in having kept an appointment,--"You ought to keep appointments. I didn't like to miss this one in Uruguay."

We talked about the manganese mine. Says it was in Brazil, which he visited by the "very curly railroad." Says the supply is very scant. They have been getting theirs from the Balkans, Australia and a little from Colorado. For a number of years he has had experts hunting for manganese. They found this mine in Brazil, about 300 miles from Rio. Thinks it rather a good mine, eventually a fine asset. He is very satisfied with it.

I asked him if he has made a habit of visiting plants and mines. Says he never has done it as much as he would like to - has not had the time. Speaks particularly of Gary. It evidently has been his pet.

Talked about his exercise and vacations. "Nobody liked to play better than I did when I was a boy. Now I am obligated to serve a corporation, cannot play as much as I would like. I often play golf when I take my vacations." Evidently his sense of propriety in regard to the Corporation is very strong. He is not going to do anything that will, as he sees it, set a bad example. This in his not

being will to play cards now that everybody insists on playing for money. He says, "When I was a boy I liked horse trotting. We had two weeks of racing in Chicago and I always got off in the afternoon at 3 o'clock to see the races. Never cared for running horses. I go occasionally here. Mrs. Gary wanted to see Zev and Papyrus - that was an international event. We like to see polo matches down at Meadow Brook. What I like is walking. Just as good as golf and you are not so likely to overdo. More than one person has killed himself with too much golf. Think Mrs. Gould did. I go around my farm every week, look at everything. I am interested in these things."

MUSIC EDUCATION

I suggested in my letter that perhaps he went to opera because Mrs. Gary liked it. He said, "No, no, I go because I like it. I am very fond of music, have been from childhood. My father taught his children to read notes, and I read music fluently by the time I was seven. I used to sing basse in church - sang low bass in a quartet at one time, but I quit when I was about 33, I had overworked - never have sung since."

He spoke of an old teacher Horace Barnes who taught music in the school he attended. He said that was always the best part of school to him. He says again, "I became really proficient in the reading of music."

I asked him if he used the score in opera, and he said "For two or three years I did. Most interesting to me to see how wonderfully a great artist masters his score." He speaks of Caruso, said every tone in his register was musical. Says Farrar has a fine upper register but poor middle.

He says reflectively, "I just naturally take interest in everything. First trip I made abroad when I was about 27, I put in a full day. I worked from 5 in the morning until

12 at night - spent the days in the galleries and churches and the evenings on the boulevard "watching the folks." I liked it. I like painting and sculpture. I have visited most of the great churches because I like them.

"Now, there's Mrs. Gary. When we were in South America she said to me, 'I do love visiting cathedrals.' I said, 'If you do why didn't you visit the cathedral at Modena?'" He said that a few years ago they were motoring from Bologna to Venice and they stopped in front of this beautiful Modena church. He wanted to go in but Mrs. Gary didn't. He recalled that incident. "If you like to visit churches why didn't you go in there?" She said, 'I was tired.' The idea of anybody being so tired that they wouldn't go to see a beautiful thing! Why, that rests you."

I asked about exercise. He says he walks about 1 1/2 miles every morning to the L, he comes down town that way, walks a good deal Fridays and Saturdays in the country. I take it that in exercise as in everything else he is very abstemious.

My impression from this interview is of a more naturally and wholesomely interesting man than I have had before. He is more interesting than I had really thought. There is something very refreshing as well as respectable about his sturdy fidelity to his code. I have not talked religion with him yet but I know from the letters he read me at that first interview that he is orthodox, and it is orthodoxy which extends into his daily conduct and certainly into his business. He has more relish in life - pretty conventional life probably - than I had thought. The best of it is that you can talk quite frankly with him. I do not feel that there is anything that I need hesitate to ask about.

Card
Playing

The habitual poker playing of these gentlemen with whom Gary was associated comes out incidentally in his talk. It is evident, and he verifies this, that whenever negotiations were going on, that the meeting was not over before Gates and the rest of them were at poker. Gary was at home on the problems. In mentioning this he says, "When I was trying the Hough case back in the 80s somebody remarked that while the lawyers for the defense were playing cards, Gary was studying the testimony." (Insert this in #3)

I asked him if it was not rather unusual for layers to be included on boards of directors in those days. He said that it was natural for him to be included because he always knew the business part of a lawsuit and that he had had much experience with Deering and Parmalee, he had been their general counsel and they turned over their cases to him, often letting him settle them as he thought best, says that he often settled up and gave his own checks sometimes in clearing the matter up.

Refers again to the suit brought by a man who claimed his arm had been crushed in a machine. He said, "When I found by examination that the thing could not be done, I cross-examined him until I got him twisted."

Remarks that he never had a judge say to him, "You are not treating this witness fair," nor one say, "You are misquoting or misinterpreting the law. I could always get anything reasonable out of a judge."

Refers to case when he was general counsel of the No. Chicago elevated - Yerkes' road. There were 12 or 15 condemnation suits coming up. The engineers constantly told him that they must have the decision at once. He said that

it could not be done in that time, that he would see what he could do. Judge John Barton Payne, present head of the Red Cross, etc., was on the bench. Gary went to Payne who was hearing a case and said, "You have a right to set this case down as special, this is more important than your criminal docket." Payne says, "It's ridiculous, the district attorney would not consent." "Try him," Gary replied. The district attorney at once said, "Such a thing never has been done." Payne replied, "That's no answer." "But," he said "it will throw everything out of gear, our witnesses will get away."

"Well," said Pyane, "you are a lawyer. If you had this case you would do just what Gary is doing, so would I. We better accommodate him." It was done, and in two weeks he had a verdict and in 30 days they were in possession of the land. He went on to say that he got such accommodations because he always told the judge the exact facts, and that he didn't ask anything but what he believed he would do under similar circumstances.

Cites a case of Chicago Fair days. The western division of the B. & O. for which he was general counsel had been promised by the Lake Shore the right to cross its tracks into the Fair Grounds. Two weeks before the Fair opened the president of the Lake Shore withdrew his consent. Gary hurried to the judge of the county court and got him to put the case down for immediate trial. In two weeks he had his verdict, and the B & O road was in the Fair Grounds in time for the opening.

Tells me of a murder trial brought in Kane Co., Ill. The lawyer on the other side wanted the venue changed, got a witness to swear that the judge was prejudiced. Gary asked that it be changed to DuPage Co. His opponent objected. "Your Honor, Judge Gary is personally acquainted with every man, woman and child in DuPage Co. (This case is told in Gary's notes) This was the case where the verdict was against him, where a young man was sentenced to be hanged and the sheriff and his wife, who knew him, were terribly broken up, and he said to them, 'I am not going to allow that young man to be hanged' (See Gary notes) Says again, "I always try to be fair, it is best to be fair. I could always get men in the Steel Company to give in on that argument."

Schwab:

Sites who has not found out yet what Roberts said to me, asked if he emphasized the fact that Gary was a patient man. I say, Yes, and Gary breaks in with "There was one man on the Board that was reliable. He was the only person at the start that I could trust." He begins to name them over - Schwab, Dan Reed, Converse, Edenborn (interjects here in a tone of contempt "wishy-washy"), Steele ("He didn't like me") Morgan's people got the impression that Schwab was the whole thing. It was Morgan himself that had faith in me, not his partners. Perkins was the first one to come over, after that he always stood by me. Of course Schwab didn't."

"Now, don't put this down," he said, "but Schwab misrepresents things now." He tells of a Steel dinner at which, among others, Arthur Brisbane and an English journalist were present. The Englishman spoke. He had been sitting

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beside Schwab. When he got up he complimented Gary and then he complimented Schwab for instituting publicity at the time he controlled the steel industry. Gary was in the chair and could say nothing, and Schwab when he got up did not contradict the speaker. Later, when the Englishman's attention was called to the fact that Schwab was always opposed to publicity and that he never had run the Steel Company, he said, "Why, he told me that as I was sitting beside him at the dinner."

Gary says that when the rumor was out that Schwab was getting a million dollar salary, Gary told the reporters who came in that it was not so, that he was getting \$100,000. (See notes in which Gary tells me that he doesn't think he ever had over \$10,000. I must have misunderstood.) Schwab came down to the office in the morning and said, "I see you have been giving an interview in a matter that concerns me. You do too much talking to the newspapers."

"Mr. Schwab," I said, "I gave you two days to correct that statement, and you didn't do it. Anything that concerns the Steel Corporation is my business, and any lie that is put out I shall correct."

He says that when the salaries were fixed Morgan put Schwab down for \$100,000 and him for \$125,000, he said that he thought he and Schwab ought to have the same and suggested \$112,000. But the Board would not agree to this. I did not get it clearly whether they came down to \$100,000 or not.

Sites tells me when I come down that the Judge who passed his Christmas at Wheaton has had some pictures made of the "big white house on the hill" but that he is much disappointed. When he comes in he tells me that he had a dream before he went out to the house, that he dreamed that big buildings had been erected near it, that the city had grown up to it, that there was a big plant nearby. "When I got there I found that almost everything in my dream had happened, the railroad bank had been excavated, some kind of a great structure had been put up near, the electric railroad had come in to the east and stopped near the mill of my dreams. In the rear there was a large building, everything was unsightly. As for the house, the old windows had been changed, the door taken down and a little porch built. Inside there had been changes, the partitions had been taken out."