

Chas E. E. E.
Aug 22. 74.

Albany. N. Y. August. 26. 1874.

Ezra Cornell. Esq.

Ithaca. N. Y.

Dear Sir

Your several favors
directed to me personally have
all come duly to my possession,
and in answer to same allow
me also to answer them in
a personal manner. In the
first place you ask me "how"
"long a certain system will continue?"

In answer to which however
hard it may seem, however
wrong, or however unjust it
may at first appear, I dare
not say otherwise than as my
experience teaches me to firmly
believe, and that is, (and I
say it with all good feeling
to those whom it directly
concerns or approaches) that so
long as the senior members of
the present firm remain as

members of the said organization,
so long will the system be
a living institution. Will you
then ask is there a remedy,
is there a salvation? If so,
then let me point you to one,
which was not promulgated
from my own brain, nor even
of my conception; whence it
sprang I cannot tell, but this
I do know that when it was
presented to me, by one of our

sureties with the strong urging that it should at once be pressed, and finally upon consultation with another one, who also stated to me from his own knowledge that this plan was equally the risk of the remaining surety, and as he stated, if anything of the kind were possible, the second surety gave me to understand, that the proposed plan was even more the risk of the third one, than of the first.

(2)
Now as regards the ^{8/26/1974} second
surety, he assumed that
although his were good
feelings toward each one
of the firm, and although
he did not, nor would he
fully commit himself on
the subject, yet he was of
the opinion that the plan
proposed was the only way
to solve the mixed problem.
As regards the final result;
after this plan was hit upon,
I was summoned by the first

surety, and urged to present
the matter to you at once,
and to act speedily. I then
consulted with the second one,
who possessed the views of the
third, which were afterwards to
me personally corroborated,
and then, but not until I
had the views of all three
did I set out to lay the
matter before yourself, and
urge its adoption. I knew it
to be a delicate matter, and

plead for release from the
duty, but was urged the more
that blood ties were wrought
when business was the one
matter at stake. I finally
presented the plan to you
by message, (and this method
I adopted as it seemed least
likely to tire you in that
form,) rather than personally
discuss it then, though I
would have preferred personally
discussing it with you.

Now there is one more view
of this whole matter, and
I think it will be well to
glance at it for a moment.
If you will remember when
the last document was drawn,
(and for which I laboured to
obtain the signatures severely.)
I then expressed the opinion
that I myself was occupying
exactly the position which
others would be placed in,
and if you will also recall, I

Frankly said, ⁽³⁾ that ^{8/26/74} ~~1874~~ was
of the opinion that such
a plan would nothing avail,
Well look with me for one
moment and you will see
how well I comprehended
the situation, I think it was
sometime in June when I
concluded that severe task,
and for which I have been
oftentimes cursed rather than
thanked, by the same men
who signed that document.

Immediately upon obtaining the signatures of all the parties, I prepared and handed to each one of our sureties personally, a paper containing my views of the questions pending. My co-partners waited each for the other some little time before commencing to write, then once commenced "like" leats upon a "Fence, each one waited to see where the other one would jump.

Diffice it to say that each one knew what the other one wrote, and seemed to try to find error, and confute the others statements, each one claiming that facts, figures, copy Books, Hundreds of Letters, etc, etc, would corroborate their statements, etc, etc. Well the volumes which each one wrote were eventually completed, and handed in, and finally after a long

time elapsing both these documents were perused by all the sureties, and what then do you ask?

Then, I reply that without rendering directly any decision concerning the debated question upon which two men were differing, whether it was from fear that these numerous Copy Books would have to be perused, the Hundreds of Letters read, etc, etc, or Why the plan as proposed to you

was hit upon as ⁽¹⁴⁾ ^{5/26/1874} the only way
to clear up the mysterious
questions, and happily settle
the aggravated situation I
cannot answer. That it was
selected and suggested as the
best one, I can freely affirm,
to which our sureties will bear
me testimony. I say I cannot
tell, nor can I positively say,
but my opinion is, that as
one of the firm proposed in
his own handwriting to withdraw,
if our sureties decided that such

action would be desirable,
and pledged himself so to do,
and from hearsay of what was
the nature of the other ones
paper, I am of the opinion
that both papers must have
been diametrically opposite
statements, and the whole
of both their papers particularly
directed in a personal ~~manner~~,
and as mine treated only of the
question, and not the persons
themselves, I presume our sureties

were placed in a quandary,
and hence devised the Plan.
As for the plan itself, I have
assented to it. I have gone
still further, I have presented
it to you, as coming from
our sureties, and with my
heartily approval of its
speedy adoption; not because
I am prejudiced, not from
any interested motive (save
the interest of all concerned)

which will always be my
interest while connected
with the business, not from
spite, envy, hatred, malice.
For I am possessed of more
though my experience might
provoke any one of those evils
were I weakly constituted; not
even from Inexperience as I
am oftentimes accused of
possessing such a quality
upon business matters, but simply
because my Conscience teaches
me that it would be best and Right.

(5) 8/26/1874
A word or two more and I
think you will comprehend
my views upon the situation,
and also that I will have
honestly expressed my full
opinion upon the matter.

I am frank to admit, that
I do believe the elements of
final success are all here,
the outlook an encouraging
one, and the field of labor
a growing one, and one
that is well worth cultivating.

In order to labor well and successfully in that field, one must work with bright and active tools, and these must not dull, or get trusted periodically. I am equally well satisfied that these two tools are at times dull, and will continually get trusted, so long as they work in the same soil, and nothing will ever prevent it, while they do so work in similar soil.

You may ask me do you think either one will work as well separated from the other one? I frankly answer I do believe both would be bettered, and the net result vastly improved. With these matters all as you perceive they exist, do you not see that I am between two fires, turn which way I will, so long as both are blazing, I will get burned.

However this may be, I will
 make every more strong effort
 in your behalf and interest
 this week, and in so doing
 endeavor to fulfill my word
 to you, and also act as
 accordance with your request
 concerning your matter
 Messrs. Cousins let
 you desire to know more
 what have written, or have
 not touched upon, I will
 you at any time you wish
 Faithfully Yours
 Chas. Fred. Emery

Orders are now coming in quite
 and prospects are very good for
 the trade. Cousins are looking
 for a man to buy it and I will
 have it for you. I have not a
 been a great deal of business
 in the way of more than
 one or two. We hope you are better in health.

Ithaca Sept-3rd/1874

Mr Cornell

Sir

You will
please leave the interest due
me, with my Brother D,
B. Drummond, at Grunby
& Co. I will have the Mort-
gage with him

Respectfully
Susan E. Drummond

Elmira Sept 3rd 1874

Hon Ezra Cornell

Dr Sir

On my return home last evening

I found your letter of Sept 1st.

In my letter to you I intended to be so explicit that
it would secure from you an explicit reply, but I see
I have failed - I will now state the case so plain that
it cannot be misapprehended -

The Mutual Life Ins Co has no Loan Agents -

If I or any one else act in the Capacity of Agent for obtaining
a loan, it must be as the agent of the applicant, ^{not of the}
Co - If then you wish me to act as your Agent, ^{in the endeavor} to procure
the loan, I shall expect you to do as I thus do, advance me
\$10 to make my expense account whole, to be deducted from my
bill ~~on~~ settlement if loan succeeds - If it fails through any
Error or neglect of mine I refund it. Otherwise it is
your loss - But if you only expect me to examine
and report the result to the Co, you must pay me for
all expenses incurred & my time which will be \$30
The President in his letter says, "Report in the usual form"
The Application embracing Eight separate descriptions are
not in "proper form" and new ones must be substituted

Please indicate to me in which capacity my services will be required if either, and that you will pay me the amount named, and I will give my attention to it as soon as possible - I will not so far distrust your integrity as to require the pay in advance. Only say frankly that it shall be paid when I get through the Examination and I will be satisfied -

Yours Respectfully
Orin Robinson

Orin Robinson
Sept 3-76

Elmira Sept 8th 1874
Hon Ezra Cornell

Dr Sir

I have received a
telegram from Mr Palmer with
which I am satisfied as to the
expenses -

I will, if nothing happens to
prevent be at Ithaca on Thursday on
the noon train - I shall want to
proceed to business immediately
after dinner - If you cannot be home
at that time telegraph me

Yours Respectfully
Orin Robinson

THE CORNELL UNIVERSITY,
PRESIDENT'S ROOMS,
ITHACA, N. Y., Sept 12 1874.

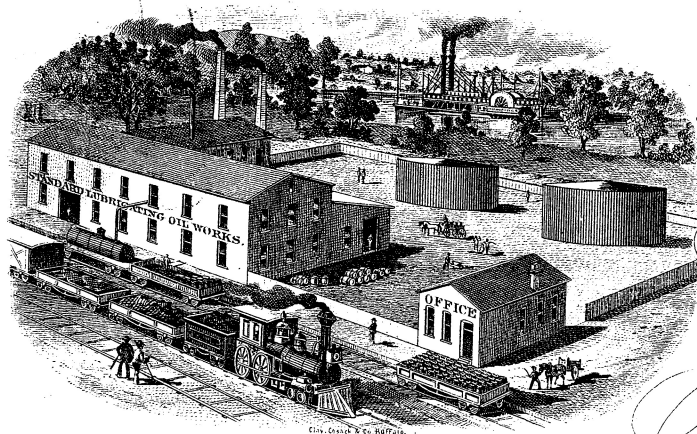
My dear Friend
The brave Mr. Ben-
work - of Kenneth Square Penn.
comes here to superintend the
education of several students
including his son.

I think it a great misfor-
tune that such families as his
have, as he comes very high?
Recommended, and therefore
recommended him to you for a
brief interview regarding his proposal.

Most heartily yours

And. D. White

P.S. He speaks of taking ground on
a Professor's case from the University.



J. H. WINSOR, Genl. Manager,

OFFICE OF THE
STANDARD
Lubricating Oil Works,
 Parkersburg, W. Va. _____ 187

May 28/81

G. C. Cornell Esq.

Managing Director G. & A. R. R. Co.
 W. Va.

I will have the oil forwarded in
 a day or so. There has been a little delay
 on account of low water in river & I had a
 car load shipped direct to Buffalo &
 will be there this week to forward it. You
 when I arrived at Titusville all the oil I
 had there was sold - I trust this delay will
 not inconvenience you. Very Respectfully
 J. H. Winsor

Copy

Albany Sept 29th 1874
To W. L. Emery and Sons.

Gents

The undersigned having fully considered the circumstances and the condition of the trade of the firm of W. L. Emery and Sons with a most earnest desire to promote its interests and acting by request of each separate member of the firm as friendly referees solely herein submit the course of action which to us seems best under all the circumstances. In view of the fact that all the partners devote their time and attention to office duties while there does not appear to be a sufficient requirement of the services of all they believe that the withdrawal of one of them at least should take place. It would seem that Mr W. W. Emery being of sufficient business experience to warrant him in commanding a proper and profitable engagement elsewhere and he being free from the care of a family which leaves him at liberty to change without any embarrassment would be the proper party to withdraw. We think the affairs of the firm can be as well cared for and its interests suffer no loss by this change.

They recommend that this take place at an early day and that the firm proceed to "even up" and make ready for sale all stock in process of manufacture to meet the demands of the fall trade, practicing all possible economy in the management

Yours etc

(Signed)

J. W. Ramsay.
Marice E. Vile. Mrs Deyemond.

H. Herbert Emery
of H. L. Emery and Sons.

Received of
H. L. Emery
the sum of
\$100.00

Albany, N. Y. October 2nd 1874

Messrs J. H. Ramsey
Maurice E. Videl
and Mrs Day Ermand

Gentlemen

Your communication of Sept 29th is received recommending my withdrawal from the business of the Albany Agricultural Works & from the firm of H. L. Emery & Sons. I am anxious to fully comply with your wishes in the matter and at the earliest moment practicable. On consulting legal authority on the subject I learn that in order to free myself from my liability and involvement as a member of the firm of H. L. Emery & Sons and under the Purchase Contracts and agreements entered into in 1872 it is necessary that the remaining partners. Mr Cornell & yourselves shall consent to my release from such liability and involvement and the remaining parties assume all responsibility and liability of the firm and business under such new arrangements and agreements as may be made and seem proper. The execution and signature of the proper papers and writings to this effect are all that are now necessary to the execution of your wishes as to my withdrawal, and I beg that you will exert your influence to have such writings and papers made out and signed with the least possible delay or detriment to the future interests of any of the parties.

Yours Very Respectfully etc

H. Herbert Emery.

~~Copy~~

Albany. N. Y. Sunday October 4th 1874
George H. Wood Esq
Boston. Mass.

Dear Uncle.

A day or two since I sent you a copy of a Communication from three of our bondsmen recommending my withdrawal from the business and firm here and I now enclose you a copy of my reply thereto a copy of which I promptly served upon Mr Cornell each of the Bondsmen and Charles. It is unnecessary now to recite to you the methods and means adopted by H. L. to bring about such a recommendation from the bondsmen - It was simply damnable being in the shape of a long letter written ostensibly to yourself but apparently never sent nor ever intended to be sent to you. The letter was written evidently for use with certain parties here and to create sympathy for H. L. by placing himself in the light of a very deeply injured Husband Father and man and a victim of a deep laid Conspiracy on the part of Wife Children and outsiders, The scandalous and libellous statements therein were of such a transparent nature to any one at all acquainted with our domestic affairs that H. L. never intended or expected to impose upon yourself or Mr Cornell or Mr John C. Feltman therewith. (John C. Feltman is an old and intimate friend of the family and visitant at our house and the fourth Bondsman, who did not sign the recommendation for my withdrawal.) Messrs Ramsey Vick or Dryden and on the contrary are almost strangers to the other members of our family and the latter. (Mr Dryden) is completely under the influence and in the interest

of H.L. in the whole matter in consequence of money transactions between them and joint ownership of H.L.'s patents. H.L.'s whole letter some six pages purporting to be addressed to yourself was in the shape of a criticism or censure to you for daring to interfere or advise or meddle with affairs which he considers solely his own and went on to show you that you had been imposed upon ^{and} your sympathies enlisted in the interest of a most damnable Conspiracy against himself headed by me ^{and} in which I was aided and abetted by Mother ^{and} Charles and Mer Lemell etc, and detailing what he claims to be the action animus and motives of each. The sole ^{and} only ground work upon which he built his elaborate dissertation (which he wrote and re-wrote several times as per copies which I have secured) was the following sentences from your letter to Mother dated July 6th, viz.

"I am sorry to hear of your domestic troubles and
 "you have any sympathies and I hope you can harmonize things yet but if you cannot I will do anything
 "I can for any of the boys or yourself. It is a great pity
 "that the business should be broken up when the boys
 "seem to understand it so well. Tell Herbert to keep
 "cool and try to control the business."

The Original of the letter from which the above quotation was taken was handed me by Mother to read and was stolen from my pockets or desk by H.L. I cannot now find the original in H.L.'s locked drawers or desk or elsewhere but find instead a copy in his handwriting which convinces me he has used the original by putting his own construction thereon with parties here to create sympathy with himself and the original

10/4/1874

as also the letter ostensibly written to you in reply is probably in Dry Ernands possession. If so then you can perceive that without the other side of the matter having been heard by Ramsey or Viele and with Dry Ernand entirely in the interest of H.L. such letters may and probably did have some weight with the three bondsmen who recommended my withdrawal and which virtually gives H.L. the entire and absolute control of the business & its management in all its departments and detail. However as the three partners have agreed under writings dated June 13th 1874 to abide the decision of the Bondsmen I had no option but to promptly accept the recommendation of the majority and so signified my acceptance of their decision and recommendation on Oct 2nd. Nothing now remains necessarily to effect the separation but the consent and signatures of all parties interested to my release and indemnity from involvement and liability for and in the firm and business and I am then foot-loose to start at something else. I have urged the parties to have the necessary papers and writings drawn up at once and hope they will so do. I go to Syracuse Wednesday night Sept 7th with my Military Company and return on the 9th when I will endeavor to get matters closed finally and so that I can start for Boston next week in search of employment if you can give me any encouragement at all, no matter how slight if you can only see a way for me to earn a bare subsistence until something better shall offer. I can fill almost any office position creditably and really hope you may secure me something to do for a short time at least as I shall leave here with nothing but

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my abilities of Head and Hands. Please let me
hear from you by Early Mail. My love and regards
to all our friends and believe me to remain

Your Affectionate Nephew

H. Herbert Emery.



Albany Oct. 6th 1874

Law and was credited
of the decision arrived
at and signed by three of the
Bondsmen. One of them then
having need entered into the
examinations & discussing
but simply acquies in the
opinions of the other two

The Gen. Partner of the O.W.O.
has used and every influence
both false & true, that his
fertile brain could suggest upon
the Bondsmen and our young
Guns, to bring about said decis-
ion for the sole purpose of obtain-
ing control of the Business and
Property of the O.W.O. also of the share

Changing the Times and papers for
that paper which he said for
the first he ~~and~~ would live
up to, and abide by.

He does not want J. L. to
lead the business but to
have him hold a subordi-
nate position and no voice
in management of affairs.
C. & G. he hopes to keep with
himself to do as he directs
by promises made to his partners
and a large amount of ~~the~~
of he thinks will do ~~the~~
until he desires to shake them
off or die out as he has ~~the~~
Herbie. Dey Erment is com-
pletely under J. L.'s control
through among the Partners
are a still later one, ~~off~~
for last July or earlier
and is when he promised to Dey
Erment. ~~debtors~~.

Herbie has improved greatly
in the past year and his ears
has been open and clear land.
being his not controlling his tongue
which is almost an impossibil-
ity under his Father's more than
real prodding and presence
(you know some what of J. L.'s
frenzy. C. now G. did down
when one half as much as the
elder Brother or Sister has.

C. has changed greatly since
to his associates & the J. L.
and has fulfilled his promises in
regard to business, but as the con-
tingency has fallen greatly from
the high or firm position he
claimed to assume and wanted
maintain till what he under-
took was fully accomplished
I am sure much if not all
this trouble would have been

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The Third Partner had taken
and maintained his position
which was his by right.
He had no ground for shir-
ing a responsibility which was
clearly his own, and with all
my hope of his honesty and integrity
and the trust I had in him
for the dear child I have been
deeply grieved that he should
allow himself to be a party to any
secret and under hand schemes
and transactions that he could
not be confided to his own brother
or Brother when interested
where one and the same H. L. knows
of his journey to Waco and its purpose
also of its success, but Harline
must know his mission and your
reply till this afternoon, and
does he know now of the first
Character in the matter.

1/15/74

which I regretted from the first
and still regret. It was in many
dishonorable & unbusinesslike
throughout the whole transac-
tion. Then of the Bondsman
met with Charlie by effort
ment while the latter
Bondsman was at a short
distance was neither notified
advised of such interview
until it was over and action
decided upon and C. ready to exe-
cute the plan. Now would he
have told me what he was do-
ing if the latter Bondsman
had not enjoined it upon
him to do so. Do you perceive
the the base misrepresentation
and falsehood which gave color
and effect to my action
That and some false assertions
made were used against Charlie

were the reasons why some
 persons from the V. and church
 advised me to see him and
 state the facts in the case
 and help the Bondsman to con-
 stitute a just and fair decision
 without prejudice and ill
 will. I did not go to sway of
 the Bondsman or tell any-
 thing of the only case and that
 in H. L. & H. J. & Bell's
 case. I do not now see as
 anything has been affected or
 made better by the decision
 as none of the points to be
 settled had been touched
 upon. if as you always said
 and went out all went out
 it makes no difference but
 C. could not decide with his
 Brother to help him in as they
 agreed upon previous matters

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10/6/1874

how can he do so alone against the
stubborn will of his Gen. Partner
or is he again going to shirk the
responsibility and let outsiders
decide with Timidity and Caution
and he will
have to contend against greater
odds if he is foolish enough
to try an experiment the second
time when all others have
to make a success.

Then again asking Herbert to
sign a paper that he will not
go into the same business and
use his knowledge for the
same with other Partners & Firms
is not only outrageous but absurd
he has spent all his life and
since he had no understanding
to do so in learning that
business and really is the only
one of his Brothers who has

any lead w. skill in the same
and now to bind himself not to
use such knowledge to obtain
an honest living by which he
is just to himself and do nobody
any good certainly not his Brethren
who have now devoted the time and
care to learn what God has ac-
quired not from books only but
by close observation in Real Prac-
tical Experience.

Either of his Brethren could
save at least good Position
action of Machinery than
he could. Dany, know what
can you help him to a better
Position was not to leave
him without the means of legit-
imate support he can do any
kind of office work and
writing you will know

I may have made this a run

9
scotch but you will pardon
the same as all seems dark to
me as to business prospects.

I you were only paid I should
feel better. I had had no knowledge
of you absent until today hope
you had fully recovered your
health and strength, also
that Mrs Cannell is quite well
and free from anxiety as you
account. (By the way I had
learned the author of
that Anandamas letter
to have some years ago.)

Let me hear from
you very soon and if you
can possibly find a position
for Helen within of the city
you would confer a great
benefit. I had heard you so much
for that letter to her and
so expressed myself in letters
to you and others. It was received
from J. H. E. —

Delaware, Lackawanna and Western R. R.

Morris & Essex R. R. Co.
Oswego & Syracuse R. R. Co.
Utica, Chen. & Sus. V. R. R. Co.
Syracuse, Bing. & N. Y. R. R. Co.
Lackawanna & Bloomsburg R. R. Co. }

OFFICE OF THE GENERAL TRANSPORTATION AGENT,

Hoboken, N. J.

Oct 6th 1874

Erna Cornell Esq
Post Office + A. P. R.
Hoboken.

Will you please
have returned to Easton. Pa. all box
cars belonging to the E. Div. of the N. Y. & N. J. R.R.
that may be on your road, and
if there are any of the above div.
cars on your road please give number
and by what route they will be sent
home, and greatly oblige.

Yours Respect

R. F. Westcott
N. Y. & N. J. R.R.

October 10th 1874 Hamilton

London County D A

Mr Ezra Cornell Esq
~~Dear Sir~~ I see you have
Adverlist in the Country
Gentleman Superior short
horns bull and bull cows for
sale from Superior bates cows
ples in frame theer wat youre
prised is off four year olds
and How much for calves
one or two month's olds
ples send me a catalogue and
tll bow whether you have
any cow cows for sale
and what the prised off
them will be And Much
oblige yours Respectfully

Washington Haines

Whereas the Comptroller of the State of New York holds my personal bonds for \$179600. principal & about \$44000 interest which were given for the purchase of College Land Scrip & whereas I desire & the Cornell University desires that said University should purchase & take up said Bonds and it is suggested that the said Comptroller may be willing to cancel but may refuse to assign the same - Now therefore if he shall so refuse to assign the same I hereby request the Cornell University to pay cancel and discharge the same the amount so paid to be & remain an indebtedness against me subject to my final settlement with said University
Dated Oct 17th 1874

Erna Cornell

Connamully N.Y.
Oct 14, 1874

W. H. Conwell Esq.

Sir: Mr. Dickerson complains to me that the G & I Rail Road owes him \$38.80 on ties and has authorized me to collect the same.

I write to you as you are familiar with the matter and an officer of the road and if you are not the proper person please lay the matter before the official whose duty it is to adjust this matter. I prefer peaceable settlement but shall bring suit unless paid within a reasonable time.

Yours Truly
William Austin
Counselor at Law

Homerville N.J.

Oct 17. 1874

Ezra Cornell Esq

Dear Sir

What is
your price say for 1 Bull & 2
Heifers. I would like the Bull
to be an yearling and the
Heifers that will come in
profit in the Spring -

Also to be of a good colour
free from Spots - or would
leave it to your judgement

Also the price of last spring
stock

Yours Respectfully
W. H. Hopstock


Box 148.