My dear Mr. Rust:

I have your letter of November 14th. I think your suggestion with reference to the lock boxes to be placed in the lower halls in each section is an excellent one, and I wish that you would ascertain at what cost this can be arranged.

I shall be glad to have the matter of the transfer of the Registrar's Office to the Press Building taken up at once.

I should be glad also if you would look into the matter of the laundry and the refrigerator plant as early as possible.

I shall be glad to take up the matter of the Chicago Manual Training difficulty at your early convenience.

Yours very truly,

W. R. Harper
My dear Dr. Harper:—

I am this morning in receipt yours yesterday propounding nine questions hereinafter recited and answers thereto appended as follows, viz:—

1. Q. "The cleaning out of Hitchcock attic and cellar."
   A. The work is already done.

2. Q. "The mail openings in the doors and the bulletin boards."
   A.
   a. The bulletin boards are being made and will be finished and in position in a day or two.
   b. Informed you of my own and the Architects objections relative to cutting these openings in the dormitory doors and supposed the matter to be under consideration by yourself as I have received no instructions relative to the matter; I suggested the placing of lock boxes in the lower hall of each section, the mail to be distributed therein by the carriers; this seeming to me to be advantageous to everybody concerned—
      1. Obviating the necessity of a carrier being at all hours permitted to roam through the building.
      2. Making it practicable for occupants to get their mail during the day without ascending stairs.
      3. Defacement of doors in some degree and invasion of privacy of rooms.

3. Q. "The completing of the arrangement for water and light in Hitchcock."
   A. I am not aware of any uncompleted contemplated arrangements relative to water and light.

   A. You had spoken to me relative to this matter but I failed to realize that you had finally decided that it should now be done; I shall however regard this inquiry as embodying a decision and will therefore confer with the Registrar as to what he deems desirable in the matter.
My dear Mr. Manager:

I am this morning in receipt of your letter

proposing nine additional personnel, lecturing and research courses

appearing as follows:

1. The relation of Hitrocheek state and section

A. The work is already gone.

B. The field operations in the control and the university

A. The personnel of the field and men will be

in Hitrocheek in a way of two.

In short, now or may we say the attendance of

personnel to outline those cases to number and corrects

bores and which are the matter to be under consideration.

Your promptness as I have been waiting on information

relative to the matter; I understand the matter of

more cases to the lower part of your section, the

will be to be transferred to the department of

local section at no time to be transferred to the

of them, however, to come through the

in Hitrocheek.

A. I am not sure of any material communication

B. The personnel for the Registrar's Office in the

A. "The general for the Registrar's Office in the

I you had spoken to me relative to this matter, put it

falling to register that you had finally reached the

how to end the matter would be able to

and will eventually come with

the registrar as to what we deemed acceptable to the

"The general for the Registrar's Office in the

The University of Chicago

CHICAGO, ILLINOIS
5. Q. "Water coolers in Hitchcock"

A. I have caused two water coolers to be placed in the Hall, thinking that this temporary arrangement would permit the due consideration of a water supply of running and distilled water, the money applicable to which I think is not now in hand.

6. Q. "The question of a University Laundry"

A. This matter was mentioned by you in a casual manner and I have not felt that I was sufficiently informed as to your judgment in the matter, and again I have not had the time at my disposal yet to look into the matter.

7. Q. "The question of a refrigerator plant"

A. This question is not without complications and certainly involves rather large cost and by reason of its complications and the fact of no money being available therefor I am holding it in abeyance until the arrival here-about Thanksgiving Day-of Engineer Houghton to discuss the matter in all its details, not only as to character of plant put in but to what extent and in what manner the various buildings, in whole or in part, shall be supplied.

8. Q. "The amount of income on new property"

A. This statement was promptly made to Auditor Arnett and in such manner as, I believe, to meet the needs.

9. Q. "The letter which was to be prepared in connection with the Chicago Manual Training difficulty.

A. I will request to be permitted to answer this question at an interview between ourselves which I will seek immediately upon your return to the City.

Yours truly,

[Signature]

Business Manager

Pres. W. R. Harper
Haskell Museum
"Water cooler in Higgins"

A. I have been told that water coolers are to be placed in the hall.

B. Thinking that this is important, management made a point of mentioning that the use of water coolers in the hall was a money supplier to which I think is not what I want to happen.

"The decision of a University committee"

A. The letter we received from you in a recent manner and

B. The matter was mentioned to you in a recent manner and

C. The decision is not without commitment and certainly

D. The decision is not without commitment and certainly.

"The moment of income on new property"

A. The statement was properly made to the donor and

B. The letter which was to be prepared in connection with the Chicago Normal Training Auxiliary.

A. I will be sure to be brought to answer this question.

immediately upon your return to the city.

Yours truly,
Hume Reader

Pre. W. R. Kerber
Hume Normal
May 9th, 1902.

Dear Mr. MacLean:

I have talked with the President about the plan to meet incoming trains at the Englewood station. He suggested that the representative should wear a cap and gown, to distinguish him. This might attract too much attention. Perhaps we could get up a badge of some kind, and have one person meet all trains in a given day. Please keep this in mind and talk with me about it at your leisure, in order that we may perfect a plan.

Very truly yours,

E. W. Shepardson
Secretary to the President
Dear Mr. President,

I have called with the purpose of giving you a plan to meet the financial situation of the Government. The urgency of the need is such that action should be taken at once. The situation is such that we must act promptly.

Perhaps we might consider the idea of having a meeting in a given group, where one person may be appointed to a given group. Please keep this in mind and talk with me about it at your convenience. In other words, we must prepare a plan.

Very truly yours,

[Signature]

W. S. Shepard
Secretary to the President
My dear Mr. Shepardson:

I think that the plan of having a responsible party meet strange students at the trains an excellent one. To make this practicable it would of course be necessary for us to know the exact railway on which the students would arrive, also the hour of their arrival. If this information is obtained and any reasonable notice given to me, I will undertake to have someone meet incoming students.

Yours truly,

M. T. MacLean

Manager,
Office of Information and Exchange.
August 17, 1900.

My Dear Mr. MacLean:-

It is proposed to introduce the following changes in connection with the Information Office:

1. Two male students will be found who are ready to make a contract to serve the University five hours a day each, for twelve months at least, one to be on duty from 8:00 A.M. to 1:00 P.M. and the other from 1:00 P.M. to 6:00 P.M.

2. Each of these assistants will be furnished a uniform by the University.

3. The compensation will be room rent and University fees.

4. After October 1st only male students will be appointed to do work in the Faculty Exchange.

Consult with Mr. Hubbard and join with him in recommendation of names. I shall be glad to talk with you about this.

Yours very truly,

W. R. Harper
Mr. Decker, Mr. McKeever:

It is proposed to introduce the following subject in connection with the Information Office:

To make a comparison to some of the universities in the country a good example for twelve months of interest and to be on duty from 8:00 A.M. to 12:00 M.M. and the other from 1:00 P.M. to 5:00 P.M. to

2. Room of these comparisons will be on the second floor.

The comparison will be room next to the University.

Today the operation of the only maie comparison will be brought to

by the opening of the University.

To go over to the society exchange.

Concept with Mr. Moberly and then with Mr. in the meantime.

I expect to stay at least another year.

Yours very truly,

Mr. Harker
March 28th, 1903.

My dear Mr. Maclean:—R. Harper,

I do not think that it would pay to leave the University for a week and incur the expense to look at the matter of furniture at the University of Pennsylvania. The considering the matter of furniture for architect I think can give us ideas along that line. It would, however, be a good thing to visit these institutions from the point of view of handling the janitors, etc. I question, however, whether the time has come for you to get away easily. Suppose we talk it over.

W. R. Harper

March 21st, 1903.

Yours very truly,

W. R. Harper

very yours,

M. H. MacLean

Superintendent.
Mr. Great M. McElroy:

I do not think that it would be fair

I must express my regret at the University of Pennsylvania.

To meet with a friend at the next Friday, I shall

As I have just come to visit these institutions from the point of view of training the University, etc., I desire to mention, without the

Many more than you to let such marry. Suppose we talk it over.

Yours very truly,

W.R. Hunter
March 21st, 1905.

President William R. Harper,
The University of Chicago.

Dear Sir:

In considering the matter of furniture for the new Students' Club House, I feel that it would be of great advantage to me if I could look at what has been done along this line in some other institution. If you think I could leave my work at the University for a week, I would be willing to go to Philadelphia to look over the clubhouse at the University of Pennsylvania, and possibly also to Cambridge to see what they have at Harvard. If I could see what they have in the clubhouses at these two institutions I would feel better able to make recommendations concerning furniture for our own clubhouse. While there I could also look into their methods of handling janitor service and other things that pertain to my work.

Very truly yours,

[Signature]

Superintendent.
The University of Chicago
Dear Sir:
The matter of Mr. Bumham's promotion to Professor of Mathematics is one of the most important in the University. If I were in your position, I should have taken the matter up with you
nearly six months ago. I am sure you are much too busy to take something like this upon your shoulders.
I cannot bear to see the University lose for a week the valuable services of a man who has
been so long in the University. I would be willing to go to Evanston to talk with the President
about the matter. I am sure you will be in favor of any measures that will be taken to
prevent any change of personnel. I am sure you will appreciate the importance of keeping
the University in harmony and prosperity.

Very truly yours,

[Signature]
CHICAGO Jan. 24, 1903.

My dear Dr. Harper,

I have carefully considered what you said in your conversation with me yesterday afternoon regarding the possibility of my being appointed Supt. of Buildings and Grounds. I think the field is a splendid one, and I would like to test my ability in this work. May I ask you to consider the following points?

First, I would accept this position, even if offered to me, provided certain details could be arranged. Regarding the point of being made Acting Supt., I do not believe this would be to the advantage of the University. I do not believe
CHICAGO, April 5, 1957.

Mr. President,

I am writing to express my concern about the recent developments in the situation. The situation has reached a point where it is imperative that immediate action be taken.

I believe that the course of action outlined in the attached documents is the most appropriate. Please consider this in your deliberations.

Sincerely,

[Signature]
CHICAGO

That I wouled command the respect of the men under me as fully as if I were given the full power at the start. I have myself frequently refer to the present incumbent of the office as only being on trial. I feel that such a position would greatly weaken my power. I would rather receive a short term appointment and retire with the stigma of failure at the end of that period than to go on probation. It would be far easier for me to retire as Pupi, as it would be to retire as Acting Pupi. Moreover, I am not an untied man. My abilities and limitations must be well known by this time, and if the University should honor me by selecting me for this most important work I feel that I should be given every opportunity to fill the University's expectations. The first six months will be the most trying.
Tens, an additional reason for giving me full swing.

Second. Regarding the matter of remuneration. The position is a large one, and should carry with it adequate compensation. Last year, including my University stipend, I made nearly $2000. My press business is growing and I have every reason to believe that there is no reason to believe that I should continue my present work, my income from this source would increase. While it is of course true that the University has given me the privilege — which it can at any time take away — of earning this money, yet the healthy state of the business is entirely due to my own efforts. By dint of hard work I have made the business what it is and I feel that it is one of my assets and that my interests should be recognized when I turn the business over to the University.
CHICAGO

Dear Mr. Smith,

I have been asked by the University of Chicago to assist in the

Please find enclosed a letter from Dr. Johnson recommending

I have been in touch with Dr. Smith and he is available for

We are planning a meeting next week to discuss the details.

Yours sincerely,

[Signature]
The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of Information and Exchange

CHICAGO

Then I thought on opening an office outside of the University grounds a good deal of the business would follow me. In view of these facts I think I should receive a salary of $2500.00 per annum—nearly $2000.00 of this amount will be received as profit from the press business which I will turn over to the University, while I am not a married man I am not the head of a family—my mother and two sisters make their home with me—and it is necessary for me to earn this amount. I have been earning this amount and am confident that I am worth that much to somebody. I would therefore name $2500.00 as a suitable salary to begin with, with the prospect of increased compensation as the work grew.

In agreeing to undertake this work, in case it is offered to me, I put
Confident that I can give the University such service as it is entitled to demand. I have served the University for a long time, and am somewhat familiar with local conditions. I am confident that I could organize my department so that it would be not only a credit but a money saver to the University.

Very truly yours,

M. N. Max Dean
CHICAGO

It seems that there was a misunderstanding about the upcoming presentation. I have been preparing the slides, but it appears that we have been discussing different topics. I have reviewed the agenda and found that we need to focus on the current trends and technologies in the field. If you have any specific questions or topics you would like to discuss, please let me know.

Sincerely,

[Signature]

[Date]
President William R. Harper,

The University of Chicago.

Dear Sir:

Referring to the matter of the janitor helping Miss Dudley in the women's gymnasium, I would say that he has always had instructions to assist Miss Dudley, as she requested, in the gymnasium, with the understanding though that he must not neglect his work in the recitation building. To my personal knowledge the janitor has done considerable work for Miss Dudley. It is not possible for me to permit the janitor to work on the athletic field or to be sent from the building on errands, if I am to be held responsible for keeping the building clean.

Our campus man mows and waters the grass on the Athletic Field. Do you not think that Mr. Stagg's men should have charge of the making of tennis courts and base ball diamonds? To care for Miss Dudley's Athletic Field and Hockey Field as she wants it cared for will cost $25.00 per month, for the services of one man half his time. To do this work with our campus men means that our campus will be neglected to that extent. I am not able to care for the grounds, to pick up paper, etc., as well as I would wish, and I hope that I will not have to do less of this work than I am now doing. If one man could give his entire time to cleaning, he could keep Lexington Hall in first class shape and have time to spare. The moving
To the University of Chicago

Dear Sir:

Referring to the matter of the Junior Sponsoring Plan, I was very much to the point in my statement, and I am sure that the suggestion of setting a ''Junior'' as the standard, in the light of the present situation, would be quite in line with the recommendations of the Junior-Intermediate Committee. It seems to me that the present situation would be best handled by keeping the university and the college on the same page and by keeping the university and the college administration in close communication.

I think it is important that the university and the college should be working together on this matter. The university and the college have a common interest in the welfare of the students. It is important that the university and the college should be working closely together in order to ensure that the students are being given the best possible education.

Yours sincerely,

[Signature]

P.S. Do you think that we can't afford to keep the university and the college separate? I believe that the university and the college should be working together on this matter. The university and the college have a common interest in the welfare of the students. It is important that the university and the college should be working closely together in order to ensure that the students are being given the best possible education.

Yours sincerely,

[Signature]
of furniture, waiting on professors, waiting on the young women in
the three club rooms, helping around the lunch room, and helping Miss
Dudley in the gymnasium, does not leave any too much time for cleaning.
Besides this, the kind of man I am able to hire for $45.00 per month
is not the hustler that we need. Can you not authorize me to pay
$50.00 per month, so I may get a good man.

Very truly yours,

M. H. Maclean
President William R. Harper,

My dear Mr. MacLean:

May 27th, 1903.

Dear Sir:

I have your letter before me in reference to additional chairs. It will not be possible at this time to secure new chairs. We shall therefore have to do the best we can by transferring them as we have done in the past.

All it has been the habit to move folding chairs from the University back and forth to football games. In this way a number of these chairs have been lost or destroyed.

W. R. Harper

In regard to this, on account of Chapel exercises in Kent and Cobb, we have to transfer folding chairs for these exercises, since there are no other chairs provided for the purpose. It adds greatly to the work of our men to have to move these folding chairs back and forth from one building to another, and it costs considerable for cartage. About $600.00 would cover this expense.

Very truly yours,

W. R. MacLean
Superintendent.
President William R. Harper,

The University of Chicago.

Dear Sir:

If the tent is to be used to any great extent this Summer, we ought to purchase about 800 folding chairs. I find that the present stock of folding chairs is greatly depleted. Every Fall it has been the habit to move folding chairs from the University back and forth to football games. In this way a number of these chairs have been lost or destroyed. In addition to this, on account of chapel exercises in Kent and Cobb, we have to transfer folding chairs for these exercises, since there are no other chairs provided for the purpose. It adds greatly to the work of our men to have to move these folding chairs back and forth from one building to another, and it costs considerable for cartage. About $600.00 would cover this expense.

Very truly yours,

Superintendent.
The University of Chicago

Dear Sir:

I am writing to express my concern regarding the financial situation at the University. The recent budget cuts and increased costs have placed a significant burden on the university's financial stability.

I understand the need for efficiency and fiscal responsibility, but I am worried about the impact on our faculty and students. The cuts to research funding and departmental budgets have already led to a reduction in the quality of education and research. Further reductions could have irreversible effects on our university's reputation and ability to attract top talent.

I urge you to consider alternative solutions to the financial challenges we face. Perhaps a reevaluation of our funding sources or a more strategic approach to budget allocation could help mitigate the impact of these cuts.

Thank you for considering my concerns. I look forward to your response.

Sincerely,

[Signature]

[Name]

[Title]
June 22nd, 1903.

My dear Mr. MacLean:

I am expecting you to hand in this week your programme of general repairs. I beg you to make it absolutely complete so that nothing will come up later as having been overlooked. Will you also take up the subject of Ellis Hall repairs and the Ellis Hall furniture?

Is there in the furniture list for the Commons, furniture also for the proposed alumni room?

Will you have notices put up at the entrance on Ellis and Lexington Avenues stating that teams are not allowed to cross?

Yours very truly,

W. R. Harper
June 28th, 1908.

My dear Mr. McLean:

I am expecting you to come in this week.

As you were on the program of General Parmelee's meeting, it would be appreciated if you could make it in time.

I will see you at home about the subject of the Hall Lecture and the Hall Furniture.

Is there in the furniture list for the Common Room?

Will you please note that at the entrance to the Hall and to the Avenue Street from the Common Room, there is not enough to close.

Yours very truly,

W.R. Harker
February 2, 1939

Dear Mr. Heckman:

The temporary Women's Gymnasium needs attention in order to make it usable. At my request an inspection has been made, and I have the recommendation resulting from that inspection at the hands of Mr. Vincent, Miss Dudley and Mr. MacLean. It is estimated that it will take about $1500 to do the necessary work.

I shall be glad to confer with you on this matter at your convenience. Of course it is always a question as to the advisability of putting more money into a temporary building. At the same time I feel that the matter ought to be in proper condition or else the students should not be required to do the work. Inasmuch as the question of the Women's Gymnasium, as you know, is connected with so many other problems which we are not quite ready to solve it seems likely that for some little time we shall have to use the temporary building.

Very truly yours,

H. P. Judson

Mr. Wallace Heckman,
Corn Exchange National Bank Bldg., Chicago.
Repartition S. 1909

Dear Mr. Hecken:

The Department Woman's gymnastic needs attention.

In order to make it easier, I have attached an inspection and found it necessary to make a change in the State. I have been recommended to you from that inspection.

As the funds of the Alm. are limited and your health is estimated that it will take about $1700 to start the necessary work.

I shall be glad to consult with you on the matter of your cooperation.

As I am informed a change is to be made in the gymnastics of more money into a company or building.

The matter urgent to be in proper condition on the grounds of the Alm. as the training of the boys is going on.

Your best graton.

H. Jeter

Mr. W. Hecken, Secretary,

Chicago, Feb. 23, 1909.

My dear President:

In the matter of the proposed dormitory on the vacant half block south of the Midway. If, after inspection of it by Miss Talbot and Miss Dudley, you still think the plan practicable and desire to go on with it, it has occurred to me possible that considerable expenditure might become necessary, or at least advisable, in the way of changes in the building to make it as well adapted as it can be made to this purpose. On the other hand, if it shall prove adequate, there would be considerable return from the rental of the rooms. (My understanding is that, of course, there is no desire to realize any profit from the board.) May we not, in the event of going forward with it, do well to make at this time such changes as shall make it desirable, open an account with the dormitory and carry it as a loan until repaid from the rents of rooms?

The property, so soon as it is devoted to this use, will be no longer subject to taxation. The taxes are now $1250. on the half block. The net revenue from this double flat building, above taxation, is $800., so that in saving of taxes alone there will be a net saving of $450. after applying on the taxes of the block the net profits of this building. We would in this way avoid incurring an additional expenditure to be made out of surplus earnings which present plans have probably eaten into heavily already.

If this plan appeals to you, it might be well for us to go
In the matter of the proposed gasification on the
account part of some of the mining.
It is true, I believe, there is no future to the plan
of increasing any output of coal with it, it has come to me
 pastors that comprehensive examination which becomes necessary at
least to ensue in the way of changes to the plan to make
the well operated and to make it a real effort to this purpose.
On the other hand, it will depend on whether there would be consumers
of output from the long of the coal. (The representative
of the company, so soon as to a coal to realize any profit in the
under, we not in the want of going forward with it.)
well to make it in the same manner as when it is more
open as account from the proposition and can it to a long until
ending the order of Account.
The company, so soon as it is ready to this case, will be
on longer subject to taxation. The taxes are now 1,200. on the
net profit. The net revenue from the company that it might be
sold at, tax of 600. so that in earning of taxes, there will
be a net saving of 400. after applying on the taxes on the profit.
the net profit of this plant.
The importation of by this plant the save of buying
something with the before the plant have properly seen into next
season.

I have been informed to you if what to well you to do so.
over and inspect the buildings asking the Superintendent of Buildings and Grounds to join us. (possibly you might like to have one or both of the ladies), so that we might have a somewhat definite proposal to lay before the Committee on Buildings and Grounds when we take it up.

You may have some other instructions as to the way we shall go about it. If you will give me the benefit of them I will be glad to take the matter up, as I think we ought to come to a conclusion as to whether the leases shall be terminated on April 30th before the close of this month.

Very truly yours,

[Signature]

Dr. Harry Pratt Judson, President,
The University of Chicago,
Chicago.
one may respond to the plantation owner to say we might like to
have one or more of the leasehold, so that we might have a
somewhat closer association to the place to our Committee on
planning and to our general benefit. We
may have some other information etc. to the may we might
get some information. If you will give us the necessary
information to which we will come to a
decision as to whether the leasehold will be transferred as April 30th
please give us notice of this matter.

Very truly yours,

[Signature]
April 18th, 1904.

My dear Mr. Maclean:

I understand that you are investigating the question of shutting off the electric lights in the buildings during the night. I am unable as yet to secure any clear statement from your letters of April 4th and 13th with reference to the actual saving to the University. Nor do I understand how you are to arrange in the dormitories of men and women for light in case of illness or case of fire. Will you kindly explain these points?

Yours very truly,

W. R. Harper
Δικηγορία

Ν. Κ. Ηφαιστία

Αυτό είναι ένα κείμενο που αφορά την δικηγορία, είναι γραμμένο σε ελληνικά και περιλαμβάνει μια επιφύλαξη του δικαστικού συμβούλου. Η έκφραση "Δικηγορία" σημαίνει "δικηγορία" ενώ "Ν. Κ. Ηφαιστία" μπορεί να αναφέρεται σε έναν κατάλληλο δικηγόρο ή έναν ιδιωτικό συμβούλο. Η επιφύλαξη θα μπορούσε να καθοδηγεί σε ένα σφοδρό δικαστικό είδος πρόκλησης, που θα πρέπει να επιμεληθεί με σοβαρότητα.

Δικηγορία

Ν. Κ. Ηφαιστία

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Will the shutting off of lights mean that the dormitories will be in total darkness after 12 midnight? What about light in case of illness and in case of fire?
Chicago April 13-04.

Doctor W. R. Harper,
University of Chicago,

Dear Sir:

Referring to the letter next attached concerning the shutting off of the electric lights in the buildings during the night, I inclose a copy of a letter on this subject sent to Mr. Heckman by the Chief Engineer. The question of caring for the sewerage is a serious one, and it may be that this would make it impossible for us to shut down. We could not determine this with certainty until after a trial. The estimate of saving per month is intended for five months in the year.

Yours truly,

[Signature]
Dear Sir:

Referring to the letter next attached concerning the matter relating to the allocation of funds for the experimental station on the campus, I inform you that a copy of a letter on this subject was sent to Mr. Kneeland, the Chief Engineer. The decision to allocate the funds was made by the Board of Regents. It may be that the work in question cannot be accomplished, but as far as I know, the work will go on. We cannot get rid of a problem without certainty, even after a trial. The state was at a loss of earning per month. I understand you have no means to live.

Yours truly,

[Signature]
Mr. Wallace Heckman,

Business Manager,

136 Adams Street,

City,

Dear Sir:

Regarding our conversation pertaining to the shutting down of the power plant every night from 12:00 P. M. until 6:00 A. M., would say that we may meet some trouble in this owing to the fact that it will be necessary to operate our sewerage pumps about every hour and a half; however, I am of the opinion that we could start the power circuits every hour and a half, and leave them on long enough to pump out the sewerage, which would probably be about every 15 or 20 minutes. The engineer could do this without the assistance of any firemen. If we can successfully carry this out we can, no doubt, save the labor of two firemen at $50.00 per month, and approximately $65.00 worth of coal per month, however this can only be settled by a trial.

Yours truly,

J. S. Bartlett,

Chief Engineer.
Mr. Wallace Hearn,

Business Manager,

105 Adams Street,

OTF

Dear Sir:

Regarding our conversation pertaining to the timing and location of the power plant at 12:00 P.M. until 6:00 P.M. on May 15th, may we meet some time in the coming week to finalize the details?

I am of the opinion that we cannot start the power plant at 8:00 A.M. and a half past will be necessary to operate our sawmills before pump every hour and a half. Moreover, I am of the opinion that we can only pump for a half hour from one lumber to bump of the sawmill before starting our sawmill properly at 8:00 A.M. and therefore in the absence of any item of the power plant at 8:00 A.M. and 8:30 A.M. we cannot pump our sawmill for every hour of sawmill at 8:30 A.M. and thereby minimize 8:00 A.M. and 8:30 A.M. It is more likely that our sawmill will be operating from 8:00 A.M. to 8:30 A.M.

Yours truly,

OTF

[Name]
Doctor W. R. Harper,

University of Chicago,

Dear Sir:

If matters could be arranged so we could cut off the lights in all, or even a part of our buildings, from 12:00 Midnight until 6:00 A.M. we could save the wages of two men per month, and a considerable item in our coal bill. What do you advise in the matter?

Yours truly,

[Signature]

What exactly?

Signed by [Name]

What about the lights outside? 

[Signature]
Of the firm's talk of the business end of the contract.

You are to arrive at the place we are beginning our business operations.

Tell Mr. Smith that I will have a letter for him to sign and send to you.

Permit me to write you more later.

Yours truly,

[Signature]
Doctor W. R. Harper,

University of Chicago,

Dear Sir:

After investigating I am led to believe that it will not be possible for us to cut off the lights in our buildings during the night. It would not be safe to do so in the dormitories and I find that in the laboratories the current is needed in a great many instances for apparatus that must be kept running continuously on account of the experiments in progress. It is also doubtful if we could care for the sewerage if the current were cut off. The engineer estimated that if we could cut out all of our lights from 12:00 midnight until 6:00 o'clock in the morning we could save $165.00 per month for five months in the year. I hoped at first that we might be able to realize this saving but find that we can do no more than ask the cooperation of the people in the various buildings with a view of turning off lights when not needed for use. I have taken this matter up and think that we can secure some economy in this direction.

Yours truly,

[Signature]

Chicago April 19-04.
Dear Sir:

After investigating I am led to believe that it will not be possible for me to do all of the figuring in a short time. I am only able to do so in the summer months and I find that at that time the interference of the current of need to report many facts. I shall write at length later to report them as well as the experience.

The engineer estimated that if we continued the same 6.5 hour day, we would need 15,000 barrels of water per month. The daily cost is $1500 for the water and $2000 for the labor. This amounts to $7500 per month. I hope that this estimate will prove to be reasonable and that we can go on more than 1000 barrels of water.

I have taken the trouble to find out that we can save some economy in the filtration.

Yours truly,
Dr. Ernest D. Burton,
The University of Chicago.

My dear Dr. Burton:

I enclose a copy of the "Analysis to Determine the Need for Certain Additional Roadways across the Midway Plaisance," which you may wish to peruse before a meeting of the Buildings and Grounds Committee to be called shortly to consider what attitude should be taken with respect to a proposal now before the Board of South Park Commissioners to open streets across the Midway.

Very truly yours,

G. O. Fairweather.
Office of the Controller, Internal Revenue Service

Professor Mathew

Dear Mr. Mathew:

I am pleased to advise you of your appointment to

Professor Mathew, who has been recommended to the Committee on the Majority of the Graduate

Board of the University of Chicago. Professor Mathew has a record of exceptional service to the University and

I believe that his appointment as Professor Mathew would be a significant addition to our faculty.

Sincerely yours,

[Signature]

[Note: The text is partially obscured and difficult to read due to the condition of the document.]

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