August 16, 1899.

My Dear President Harper:-

I regret that there might seem to be any cause for complaint in connection with the office. I have been working steadily so to organize the work that there would be no occasion for criticism, and while I feel keenly any complaint, I know you realize that such thorough organization cannot be perfected all at once, and hope you may allow adequate time before giving such criticism undue weight.

I give to the work of the office the time agreed with you personally at the time of my appointment, namely 9:30 to 4:30. As a matter of fact my work overruns these hours, and as has always been the case, I have been glad to give whatever extra time was needed.

I am at the counter always at the busy times of the day, and during all other available time. When working at my desk on reports, correspondence and official business, I am regularly called to answer all questions with which the attendant is not thoroughly familiar. The Information desk, however, is provided with the following aids for general information: The Annual Register, the President's Report, the University Record, Roster of Governing Bodies, Instructor's Roster, Roster of Officials, Room Roster, Student's Information cards, City Directory, Railway Guide, Chicago Street Guide, with map, Chicago Postal Guide, and the official publications of the University.

I have made provision so that the counter of the office may have one attendant each hour from 8:15 to 5:00, just as in the Faculty Exchange, Telephone Office, and the ante-room of the President's Office. The attendants are Misses Weston, Johnson, Miller, Miladofsky, and Allaire. The attendant answers routine questions, distributes documents, addresses
My Dear President![x]

I regret that I have not been able to return to the office this morning, but I have been working in the neighborhood of the office. I have been working in the neighborhood of the office, trying to make some progress in my work. I know that I should have been here earlier, but I have had to attend to some personal matters.

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W.R.H.-2-

wrappers for the mailing department, files information cards, revises official rosters, attends to lost and found articles, and such other work as needs to be done. In cases of need the attendant acts as substitute in the Faculty Exchange or Telephone Office, acts as guide, or messenger.

I have always invited the frankest criticism of the office and when complaints have been made have given them prompt attention. On the other hand, I have also received personally very many expressions of appreciation of the service rendered in connection with the office. I will take up energetically the problem of perfecting our work and removing any definite cause for complaint.

It has always been my endeavor to give my best efforts to the University, and I shall be glad to have an opportunity of discussing personally with you any of these points, if you wish to do so.

Very truly yours,

Henry David Hubbard.
Mr. [Name],

I have written to the President of the University and the authorities have been informed of the action I shall take if the proposal to move our facilities to [Location] is approved. I have also discussed the matter with my colleagues and I believe that the move will be beneficial to the institution. I will, therefore, request your approval to pursue this course of action.

I appreciate your understanding and cooperation in this matter.

Yours sincerely,

[Name]
January 19, 1900.

My Dear President Harper:—

I have carefully considered the proposition made in our last interview. I need hardly say that the expression of confidence implied in your offer has given me great pleasure.

I have decided to accept the position upon the terms which you offered me, namely $100 per month,—this salary to take effect when my new work begins,—i.e. February 1st, 1900. The title agreed upon was "Assistant Secretary to the President". Will you kindly let me know as soon as practicable what arrangements you wish me to make before February 1st, in preparation for the work of my successor in this office, and also with reference to my new work as President's Secretary.

In connection with the future work of this office, may I suggest the name of Mr. A.C. Johnson, the Graduate Scholar in Political Science,—who has a most intimate knowledge of the organization and work of the offices, and is thoroughly courteous and capable.

Very truly yours,

[Signature]

Henry David Hubbard
January 10, 1930

My Dear Professor Hanford:

I have carefully considered the proposition which I was asked to
introduce. I have made my best to secure the introduction of such a proposal as
in your letter, but given the present situation, I have

been unable to proceed to the point where the matter might
again be brought to the attention of the young men. I fully realize that
the steps taken now may not result in the eventual solution of the

problem. I shall continue to keep you informed of any developments
which may be forthcoming. In meantime, I should like to hear

from you as soon as possible.

Sincerely yours,

[Signature]

*Note: The handwriting is quite difficult to read and some words are unclear.*
October 4th, 1900.

Dear Mr. MacLean:

It seems necessary to have you call the attention of the persons wearing uniforms in the Information Office to that part of the understanding which is, that neither the uniform, nor any portion of it, is to be worn by the individual when off duty. There has been an infraction of this arrangement already, which has caused some criticism. I think the boys will understand at once, when it is brought to their attention, the impropriety of this matter.

Very truly yours,

W. R. Harper
October 5th, 1900

Dear Mr. Mefford:

It seems necessary to have your

call the attention of the Personnel Committee

in the Information Office to the fact that the letter

sent to you did not mention the

portion of the letter which is to be sent to the

initial

when it only

Throve for an impression of

the management of the

affirmation. I think the letter was misleading at

once, when it failed to carry the
to the

property of the matter.

Very truly yours,

W.R. Harper.
To the Secretary Office.

Mr. O. G. Jones, that is, he is not registered for work by our Information Office merely in reply to your letter of July sixth concerning a delay in the delivery of a telegraph message. I beg to state that the University's telegraph office is not a receiving office. When a message is sent by the Western Union Company to a student of the University his address is given to the messenger, whenever possible, by our Information Office, and the messenger is requested to take the telegram to the address given. This is all that we can do. The University cannot accept the responsibility of delivering messages brought here by messenger boys. It is a fact, however, that messengers as a rule will go to but one address and refuse to take telegrams to the addresses furnished by the Information Office. Often, also, the person to whom the message is addressed is not
To the President's Office.

I am very much at a loss to know why the indorsed complaint was not turned over to the Information Office merely to be a part of the President's Office files under the same indorsement. It is not a proper subject for the investigation by the Western Union Company's Chicago office.

I regret that I am unable to assist you in your investigation of the delay. I suggest that it would be a proper subject for the investigation.

Very truly yours,

W. R. Harper
To the President's Office.

I am very much at a loss to know why the enclosed complaint has not come. The Information Office understand to be a part of the President's Office under the immediate oversight of Mr. Hubbard, to whom this complaint should go.

I have been made inquiring to find that whenever such a message comes to the office, the address of the party is looked up first. Every effort is made to find it and is given to the messenger with instructions to deliver the message at the address given. This is all that can be done. All that ought to be done. The University cannot accept the responsibility of delivering messages brought here by messengers to go to the people to whom they are addressed.
The University of Chicago

CHICAGO

Oftentimes not registered. This was the case with this party. He was not and not registered in the summer quarter.
The office had no information card for him in the quarter when the telegram was sent July 2. He engaged a room in which he did not pay which still stands charged against him. To this room the telegraph boy was undoubtedly sent by the information office. Derision a fact but not a rule. These boys will go to the wrong address. Do not take the telegrams to the address given them by the office.

I am confident the office does not...
President Chicago University  
Chicago Ills

Dear Sir, I sent the message which I attached copy here with 1020 am the 2nd  
Mr Paul Reck as I understand it was in his  
crossing of the University Untill after 2:30 pm and  
did not get the message sent in Care of the  
University and also did not get a message  
dirrigin from Cedar Rapids that was need in Chgo  
1210 pm until he came to his room at 1015  
and found it in his room  
The poor Service caused him to miss  
Funeral Services of his father and to pay his  
fare $12.50 home.  

I would be glad if you would advise  
me if this message was not received by  
Some one at The University up to Why  
Not handled as at Shaned of Clew and  
properly delivered
You will note this message was sent care of the University.
Here should be some steps taken to save any share of your people this August Expense Trouble.

Very Fond Service are around Kindly reply.

Yours Truly,

[Signature]
SEND the following message subject to the terms on back hereof, which are hereby agreed to.

Paul Deck
Call Chgo University Chgo 25s

Your former dead
from notified again until at
Memorial. Call on your Super
Chgo for Transportation

READ THE NOTICE AND AGREEMENT ON BACK.
ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

To guard against mistakes or delays, the sender of a message should order it REPEATED; that is, telegraphed back to the originating office for comparison. For this, one-half the regular rate is charged in addition. It is agreed between the sender of the following message and this Company, that said Company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery of any UNREPEATED message, beyond the amount received for sending the same; nor for mistakes or delays in the transmission or delivery, or for non-delivery of any REPEATED message, beyond fifty times the sum received for sending the same, unless specially insured, nor in any case for delays arising from unavoidable interruption in the working of its lines, or for errors in cipher or obscure messages. And this Company is hereby made the agent of the sender, without liability, to forward any message over the lines of any other Company when necessary to reach its destination.

Correctness in the transmission of a message to any point on the lines of this Company can be INSURED by contract in writing, stating agreed amount of risk, and payment of premium thereon, at the following rates, in addition to the usual charge for repeated messages, viz, one per cent. for any distance not exceeding 1,000 miles, and two per cent. for any greater distance. No employee of the Company is authorized to vary the foregoing.

No responsibility regarding messages attaches to this Company until the same are presented and accepted at one of its transmitting offices; and if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the agent of the sender.

Messages will be delivered free within the established free delivery limits of the terminal office. For delivery at a greater distance, a special charge will be made to cover the cost of such delivery.

The Company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

THOS. T. ECKERT, President and General Manager.
My dear Mr. Jennison:

A notice was sent to the Information Office Friday noon requesting prompt bulletining of the commemorative chapel service of Saturday, one bulletin to be on the general board and one in each of the halls.

As a matter of fact, the thing was not attended to. The bulletins were not posted in the halls at all and the bulletin was not posted at Cobb until the next morning after renewed notification.

I understand, of course, the pressure under which the office is at the opening of the quarter, but it seems to me that at that time when so much depends on the prompt making of bulletins that it would be wise to have some special provision made in advance so that these things can be carried without exposing us to the difficulties which result from the failure of posting things at the proper time.

Very truly yours,

W. R. Harper
October 8, 1904.

My dear Mr. Jenkins:

A notice was sent to the information of the Office Manager and superintendent of the Commercial Office of your concern, but not posted on the bulletin board in each of the offices. As a matter of fact, the notice was not attended to.

The bulletin was not posted in the offices at all and the bulletin was not posted at 10 AM until the next morning after the notice was sent.

I understand, of course, the pleasure under which the office is at the present time, but it seems to me that at that time when so much depends on the bulletin making an important notice, it would be wise to have some special provision made in advance so that these matters can be carried out.

Without extending my able the difficulty which resulted from the failure of posting notices at the proper time.

Very truly yours,

W.R. Harper
April 10, 1905

My dear Clarke:

I write you to raise very seriously the question whether the Bureau of Information can not be relied upon to furnish better messenger service for special occasions than was the case Friday. The University High School asked its students to act as guides; to act without compensation of any kind. The result was that men were in readiness in the Tower Group of buildings all the time, men who were eager and willing to render help and were prevented only by the fact that their associates got in ahead of them. On the other hand several days before I made a request of the Information Office for a relay of two men through the day, not six or eight or a dozen as the High School furnished, but two men and two men it can be avoided. I am willing to go farther and say that such sacrifices should not be required under any circumstances but parring engagements for classes which are a student's first business, no excuse except illness or urgent personal appointments of an extraordinary kind should be accepted. There are so many men anxious for University service and willing to do it naturally that there is no reason why we should continue to ask men all who are not willing to sacrifice their personal desires to a plain business requirement. I have spoken strongly. I do not wish to be hypercritical nor unjust. I realize...
Apr 10, 1936

My dear Mr. Clarke,

I write you to relay very seriously the question whether the public and employers are not to believe any more about the University High School seniors. The same case holds true for the senior class for whom to render better Messengers service, the special occasion we may use the case. It is most important to set as an example to set without compensation of any kind. The seniors we put that men were in residence in the Tower Group of buildings all the time men who were eager and willing to render help and were prosecuted only by the fact that their associates got in touch of them on the other hand. Several have been made a request of the Information Office to a letter of two men through the given not six or eight of a couple of two men through the High School to receive compensation for their work. As a matter of fact at present on time if I have more than one and temporarily when the classes were in progress there was no delay on the grounds that the classes were leisurely there was no hope on the grounds and I had to jump into the press on the ground.

A telephone request to the office was made after dinner. A telephone request to the office was made after the request made. The reply was that there was no hope therefore I went.

I am not able to be preparatory for anything. I receive
on the difficulties in the way of getting a reliable supply of
men. Nevertheless it seems to me that when due notice is given
as it was in this case, we ought to be able to count on getting
with a limited number of messengers. Of course not all the offices
could draw men at once, but for a special occasion on call
from the President's office, two does not seem a large request.
Can we not take a good deal firmer attitude than we have? Can
we not say to men who are on University service "You must hold
yourself subject to all reasonable requirements from the Infor-
mation Office if you are summoned for service. You cannot
reply that you are busy or that you have something else to do.
You must render service at the time when it is needed". Natu-
really, a man should not be asked to cut a class, if by any means
it can be avoided. I am willing to go farther and say that
such sacrifices should not be required under any circumstances,
but barring engagements for classes which are a student's first
business, no excuse except illness or urgent personal engage-
ments of an extraordinary kind should be accepted. There are
so many men anxious for University service and willing to do
it faithfully that there is no reason why we should continue
men in it who are not willing to sacrifice their personal
desires to a plain business requirement. I have spoken strongly
who I called upon were willing to do what they could, but that
was nothing inexcusable as there were no messengers on hand.
I do not wish to be hypercritical nor unjust. I realize
The difficulty in the way of getting a letter ca. supply of men, however, if we can get off the notice to given
as if we were in this case, we ought to do ample to count on getting
a limited number of messengers. Of course not at the office
where we can grow men at once, and for a special occasion or cafes
from the Post Office's office. Two cases not seen a large number.
Can we not take a very good winter attitude when we receive
we not see to men who are on practically service. You must help
youself immediately to all necessary contemporaneous from the Income
section at your Office. If you are willing for service, you cannot
leave that you are proud of that you have something to tell to go.

You must longer remain at the time when it is needed. We
letter. You are not to be seen to come a crisis. It is a matter of
it can be written. I am willing to go farther, and may expect
such a situation. You are not to be placed under an attitude of
putting the knowledge for classes within the student's life
business. In response except fiddles of neglect personal can be
abandoned or exact conditions. Kindenaupe and neglect to go
so much men everywhere for unlimited service and willing to go
for instance that I have reason not reason with me how complete
men to it who are not to be willing to associate their breeding
geen to a point. Since purchase purchase. I have broken already
when I ending how we are willing to go what and say, or. I learned
I am not able to be present in your supposed. I made
on this point, because we were seriously handicapped Friday by lack of men. There were men enough from the University High School and to spare, but they were valuable only in connection with the High School. The representation of the University was woefully inadequate, and what happened Friday unfortunately is only what usually happens and what I fear must be expected to happen unless we make a radical reform.

Yours very truly,

[Signature]

The University High School asked its students to act as guides, to act without compensation of any kind. The result was that men were in readiness in the Tower Group of buildings all the time, men who were eager and willing to render help and were prevented only by the fact that their associates got in ahead of them. On the other hand several days before there was a request of the Information Office for a relay of two men through the day, not six or eight of a dozen as the High School furnished, but two men and two men who would receive compensation for their work. As a matter of fact at almost no time did I have more than one, and frequently when the crowds were largest, there was nobody on the ground and I had to jump into the breach myself when I ought to have been doing other things. A telephone request to the office usually brought the reply that there was nobody there. The men who I called upon were willing to do what they could, but that was nothing inasmuch as there were no messengers on hand.

I do not wish to be hypercritical nor unjust. I realize
As the point became more evident, we were eventually persuaded by them to try out for a University Higher School and to receive, not from the University Higher School, but from the University Higher School, the examination at the University Higher School. The examination at the University Higher School was mostly theoretical and not practical. I think I must be excepted to Barker unless we make a separate letter to the factory director to note what you may have to say.

You have to go to one of your very first session, you cannot yet say. At least you are only one. If you are present at one it would.

You must rather acquire in the first three or four days of your term. It is going to be a great joy to you. You have no choice of whether you have a place, it may mean;

You can go to new exactly for University's service and willing to go.

To try and acquire a practical business understanding. I have spoken already of this, and I am quite willing to do
May 13th, 1906.

granted that his scholarship in the Law School will be continued. I cannot see, however, that

My dear Mr. Arnett:-

we should be obliged to pay out money directly.

In view of Mr. Dodge's lack of qualifications for service in the Information Office we cannot entertain his proposition to com-

ability of retaining telegraph service under thebine work behind the counter with his present work arrangement which is proposed. If no expenditure as telegraph operator, but at the end of a letter is involved on the part of the University I must which he writes to Mr. Judson he suggests that if

confess I am in favor of retaining the advantages his original plan is not practicable he "will be glad of telegraph service through a telegraph instrument to go on as now, accept merely the twenty-five per

ever telegraph service by telephone and I am in cent commission you receive as cash compensation. elined to think I should not exclude the summer

The office might also be suspended during the summer quarter, the business being light." I am looking

into this suggestion for Mr. Judson and I should like to ask you; first, whether under the arrangement which is suggested the University would be subjected to any actual outlay except the cost of tuition, Mr. Trevor Arnett,
because I assume that although Dodge merely asks for the twenty-five percent commission he takes it for
in view of the evidence

...
May 13th, 1906,

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we should be obliged to pay out money directly
In view of Mr. Dodge's
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of telegraph service through a telegraph instrument
to go on as now, accept merely the twenty-five per
over telegraph service by telephone and I am in-
cent commission you receive as cash compensation.
clined to think I should not exclude the summer
The office might also be suspended during the summer
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Yours very truly,
into this suggestion for Mr. Judson and I should
like to ask you, first, whether under the arrangement
which he suggested the University would be subjected
to any actual outlay except the cost of tuition,
Mr. Trevor Arnett,
because I assume that although Dodge merely asks for
The University of Chicago,
the twenty-five percent commission he takes it that
In the event of the death of the son, are you able to provide financial support to the family in the event of the son's death? I cannot meet this financial burden alone.

We hereby authorize the use of any funds available to provide financial aid to the family in the event of the son's death.