Dear Pres. Harper:

The plan for the organization of a Bureau of Bibliography has received my careful and earnest consideration. Permit me to state at the outset that I am most heartily in favor of such an addition to the resources of the University of Chicago, and will give it my most loyal support.

Permit me to make the following suggestions in regard to it:

1. As in the past, all contributions to Bibliography have emanated from the library profession, as the libraries throughout the world are the workshops of bibliographers, and as the department of bibliography is necessarily closely connected with the Cataloging department, I would suggest that greater success could be gained for the Bureau of Bibliography, if instead of making it a distinct division of the University, it be organized as a Department of the University Library, and that the head of the Bureau of Bibliography be a person familiar with technical library work, and be ex officio a regular member of the Library staff.
2. As the Bibliography at present owned by the University is located partly at the General Library, and partly at the University Press, it would greatly facilitate the collection of bibliographical memoranda, and would lessen the increased expense of duplication of much used authorities if all the Bibliography could be collected at the Bureau of Bibliography, and it be a required duty of this Department to furnish the University Press and members of the library staff with such bibliographical items as were needed for the Order and Cataloging Departments.

3. Much of the time of the Librarian at present is devoted to furnishing to graduate students bibliographical lists upon required thesis work. While this is a very important work and is cheerfully done by the Librarian, it is too large a field to be attached to the regular work of any executive office. If a Bureau of Bibliography were established, all students would be able to procure an exhaustive, classified bibliography of the sources needed in the preparation of their theses. I would therefore suggest that all such work as is now being done for the students by the Librarian, become in future a legitimate activity of the Bureau of Bibliography, and that the Librarian be at liberty to refer all such requests to this Department.
In closing, will you permit me to say that I consider the real success of the Bureau of Bibliography will depend upon the individual selected to conduct its affairs. An individual with an inclination to adopt and adapt to his own use every novel and untried method, and who lacked good judgment as to the relation between the values of certain items of information and the amount of time required for their attainment, or who did not possess a more than usual degree of accuracy, would certainly make a failure of the Bureau of Bibliography.

As Mr. Hastings has supplied you only with the list of the bibliography at the Univ. Press, permit me to hand you enclosed a list of the more important bibliographical works belonging to the General Library.

Respectfully,

Zella A. Dixon.
January 4 - '97

Dear President Harper:

I have been considering the proposition to combine all the biological libraries into one & to place it in the zoological building. Apart from my own personal interest in the matter, I would regard this movement as a distinct calamity. One of the beautiful things about the laboratories of the Univ. of Chicago is the fact that the work can be done in contact with the books. This certain work can be done in contact with the books. This certain

As an investigator and as an editor I find myself constantly hindered now by being compelled to go up stairs to my books, hindered now by being compelled to go up stairs to my books, hindered now by being compelled to go up stairs to my books. If they were in another building a large percentage of my time would be consumed in going after books. In my work I am pulling down books all the time, & no foresight can tell me what book I may need the next movement. I must consult them, too, in the flush of my thought or purpose, or the thing is dissipated. I honestly believe that any amount of library convenience...
from the librarian standpoint cannot compensate for the great loss to research work. The whole of the taxonomic library is likely to be called upon in a single day's work of several monograph writers, who will be at work here when the new building is occupied. With us, it is simply a question of handicapping our work, both in amount and in quality; the latter because students will neglect to look up that which is inconvenient.

It is all right for general laboratories & elementary classes or for teachers who do not read.

We are the envy of our scientific brethren elsewhere because of this very convenience to our literature; so they would certainly regard it as a distinctly backward step, more in the interest of library management than in the interest of the departments.

It is my theory that library management must adapt itself to the convenience of departments, rather than the converse.

Sincerely,

John M. Coulter.
President W. R. Harper:

I write to express my concern regarding the activities of the Library in the Zoological Department. It seems that there is a need for the reorganization of the management of the Library. We are facing several issues that need to be addressed, such as the jealousies of different departments which could negatively affect the Library.

The Library should ideally be under the jurisdiction of the Zoology Department. This is because the Library is essential for the research and teaching activities in Zoology. It was in the Zoology building that Professor Cook's work on systematic botany was conducted. These books are of great value.
least interest to the general biologist - not the other hand.
The remainder of the botanical literature should in my opinion be centralized with the rest of the books which to write this I may add the building in which the library is housed is a matter of indifference provided that people working there and some care be given to it. If we pretend to write the libraries it is some dangerous by way of precedent to make exceptions either in the case of botany I still as we can advance only by being inconsistent I should favor a course which I know will be at some risk.

Yours very truly,

Henry D. Brogger.
President William R. Harper,

The University of Chicago.

My dear Sir:— During your absence Dean Judson, after consultation with the heads of all the biological departments, appointed Dr. Jordan Library Adviser of the biological library for the Summer Quarter. May this appointment be considered as holding for the present quarter as well? Dr. Jordan has shown unusual interest in the work. If this is your wish will you kindly communicate with him, as no official communication has yet reached him on the subject—this having apparently been overlooked in the summer.

The spirit of the regulation combining the biological libraries has been abused by some heads of departments who have signed personally for large numbers of books, and even for whole sets of periodicals, keeping these permanently in their laboratories. Dr. Jordan has talked the matter over with me, and we suggest the following limitations to the withdrawal of books by officers of instruction:

1. Current numbers of periodicals and sets of periodicals shall not be withdrawn.

2. The Adviser shall prepare a list of books which shall not be withdrawn.

3. Not more than thirty volumes shall be held by any person at one time.

It is thought that thirty volumes will easily cover the laboratory manuals, etc., required in research work. If this limit is objected to an appeal can be made to the Board of Libraries. We merely want a definite basis for action.

Very respectfully,

W. J. Thomas
President William E. Proctor

The University of Chicago

October 6, 1937

To:

I am enclosing herewith a copy of the report of the Committee on Industrial Relations and Productivity. The report is based on the findings of the Committee's study of industrial relations and productivity in the United States. The Committee was appointed by the Association of American Colleges as a result of the increasing interest in the field of industrial relations.

Yours truly,

[Signature]

The report of the Committee on Industrial Relations and Productivity can be found in the attached copy.

I am enclosing a copy of the report for your information.

[Signature]

The report of the Committee on Industrial Relations and Productivity can be found in the attached copy.

I am enclosing a copy of the report for your information.

[Signature]

The report of the Committee on Industrial Relations and Productivity can be found in the attached copy.

I am enclosing a copy of the report for your information.

[Signature]
Dear President Harper:

I answer the enclosed somewhat fully, as I think it involves an important principle, viz.: whether the machinery of a library shall aid or obstruct university work.

I have no objection to Dr. Jordan as a laboratory library Adviser, of course; but if such an officer has the decision of library management and of the purchase of books from a general appropriation for biology, then no member of the biological faculties is competent to act wisely. Such important decisions
should be made by a Committee containing representatives from every department concerned. If it is merely an executive position, not a legislative one, then it is wise to have it in the hands of a single person.

As I have told you, I was compelled to withdraw certain sets under a higher law than any library law, namely, the need of my students. I see that this is complained of in the enclosed, as I expected it would be.

As to the three propositions offered, I would answer as follows:

1. Current periodicals are often the very number most needed in our research
work. Also, most of the botanical periodicals come in exchange for the Gazette, with the expectation that I shall see them promptly and comment upon them. Also, sets of periodicals are far and away the most valuable tools in research work. For example, I have a very important piece of work being done by 10 research students, and the whole set of a periodical (10 vols.) is full of it. Unless this set is where we can refer to it constantly, we are handicapped.

2. If the Adviser has the power to prepare a list of books which shall not be withdrawn, without the consent of the department concerned, it will
cause endless friction, it is in danger of great abuse.

3. The 30 vols. of "manuals required in research work" is an absurdity on the face of it. "Manuals" are not required in research work. Such a provision may do for elementary courses, but it is unthinkable in connection with research. I wish these three suggestions could have the candid opinion of Prof. Micheleau, Chamberlain, and Hef; men not personally interested in this, but who know the needs of research. Is not this whole matter important enough to call together the heads of the branches in the Ogden School, to discuss before you, not details, but the principles involved?

Of course you understand that I am speaking from the standpoint of what I regard as the greatest good of the University. Always your
President William R. Harper,
The University of Chicago.

My dear President Harper:—

When I recently transmitted to you recommendations from the adviser of the library of biology, I acted on the assumption that the arrangement governing this library which you outlined to me in the spring, and which I understood to be the agreement reached among the heads of the biological departments, was to be strictly adhered to. I therefore volunteered no criticism of the general policy adopted. I had no voice in the determination of this policy originally, and I wished simply to administer it as I understood it until it was questioned in some point by those who determined it. Coulter

But Professor Coulter has now intimated that he proposes to dissent from the policy, and to raise some issues anew. Under these circumstances I wish to state that as an onlooker I am of the opinion that the four biological buildings cannot be regarded as one, except theoretically, and that some of the laboratories will not be able to carry on work satisfactorily divorced from their literature as at present. I believe that small research libraries must be connected with some, at least, of those laboratories located at some distance from the general biological library. The amount of duplication of literature, if any, involved in a satisfactory status, can, of course, be determined only by those capable of an expert judgment along these lines.

I offer this opinion in order that my previous communication relating to questions of detail may not be construed as an approval of the policy as I at present understand it.

Professor Coulter, as he informs me, will represent to you the disadvantages of the present system as applied to his department, but it ought to be considered that other departments will suffer more than botany in the fact that as editor of the "Botanical Gazette" the head of the department of botany has the privilege of receiving from the general library, and of holding for a certain time, all exchanges of this journal, and that botany is therefore really not bound by the regulation suggested to the effect that current periodicals shall not be drawn from the library of biology.

I may add that my reference to the fact that some heads of departments had not adhered strictly to regulations was not intended to imply censure. The biological library was not in a satisfactory condition this summer, and the action of the men referred to was doubtless in accordance with what they considered the legitimate demands of their work.

Very respectfully yours,
To address each task set out in our agreement, we must find a way. I would like to...

To request an opportunity to explain my understanding of the task...

Your previous work acknowledges the need for...
Estimatas of Journals for 1897:

<table>
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<tr>
<th>Subject</th>
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THE UNIVERSITY OF CHICAGO

FOUNDED BY JOHN D. ROCKEFELLER

WILLIAM R. HARPER, PRESIDENT

CHICAGO
Comments are sent under another cover with list of orders made during the last fifteen months with under-estimates.

R. A. Dixson

Cobham
My dear Dr. Harper:

I wrote to Mrs. Dixson on November 19th as follows:

"I notice that an increasing number of departments have expended more than the appropriations made to them for books. We are under the most stringent directions from the Board of Trustees not to pay bills in excess of the appropriations. We must depend upon you not to permit orders for books to be made in excess of the appropriations to any department. This must not be done on any plea whatever according to our instructions from the Trustees.

The time has come when it will be necessary for us to act upon the repeated direction of the Board and decline to pay bills if the appropriations are over expended. This matter is so very important and imperative that I write strongly."

Mrs. Dixson responded with a letter which I inclose dated November 19th. To her letter I made the following answer:

"I have your letter of yesterday. You use the following words: "Physics has also apparatus money which can be transferred whenever so desired. It is with the understanding with the department that this is to be done that the library consents to place orders for this department."

"I ought to say in reference to this that the department of Physics cannot transfer money from one appropriation to another, nor can I do this, nor can anyone do it, the trustees alone excepted. It is now required that whenever such transfers are made they shall be submitted to the Trustees and only when approved by them, do they become authorized
My dear Mr. Harper,

I write to inform you that I have decided on November 1st as the date for our final exchange. I hope this will not pose any inconvenience to you or the University. I understand that more than 200 students have already registered, which indicates a high level of interest. I believe this event will contribute significantly to the promotion of our Institution.

The event will begin with an opening ceremony, where speeches and presentations are scheduled. Following that, there will be a panel discussion on various topics related to our field. I anticipate that this format will provide a comprehensive overview of our research and achievements.

I look forward to your participation in this exciting event. If you have any questions or require further information, please do not hesitate to reach out.

Yours sincerely,

[Signature]
and effective. It will not do therefore for us to proceed upon the assumption that because there may be unexpended money in one appropriation, another may be overdrawn in the confident expectation that it will be made good from the unexpended sums in the other. I am expecting every day that the Trustees will decline to make any further transfers for the present year and we who are entrusted with the expenditure of the appropriations cannot be too careful and conservative."

On February 20th 1897 I wrote again to Mrs. Dixson as follows:

"On November 19th I wrote you as follows:

'I notice an increasing number of departments have expended more than the appropriations made to them for books. We are under the most stringent direction from the Board of Trustees not to pay bills in excess of the appropriation. We must depend upon you not to permit orders for books to be made in excess of the appropriations to any department. This must not be done on any plea whatever, according to our instructions from the Trustees. The time has come when it will be necessary to act upon the repeated direction of the Board and to decline to pay bills if the appropriations are over expended.

'This matter is so very important and imperative that I write strongly.'"

"I now find that since the date of this letter five more departments have been permitted to exceed their appropriations. The number has now reached 13. I suppose you understand that no further orders for books can be made by anyone except on the approval in writing of the Comptroller."
and all elections, I will not in the future take an active part in the campaign.

It is true that I have received a number of letters asking me to support a candidate, but I wish to emphasize that I do not intend to become involved in these affairs. I believe that it is important for candidates to have the support of the people, and I am willing to provide that support if I feel that the candidates are qualified and have the best interests of the community at heart.

I appreciate your understanding and support in this matter, and I look forward to continuing to serve the community in the future.
The statement of things existing in regard to books is substantially true also as to equipment and supplies. I have had the same experience with Mr. Simpson with Mr. Simpson as with Mrs. Dixson, having written to Mr. Simpson on November 19th the following letter:

"I find that although the year is not half over you have permitted some of the departments already to expend more for equipment and supplies than has been appropriated for the entire year. This greatly surprises us and I write to ask you under no circumstances whatever to make any orders that will overdraw the appropriations. We are under direction at this office not to pay bills in excess of appropriations. Do not permit yourself to send forward any order that will exhaust the appropriation made to any department."

Yours truly,

[Signature]

Secretary
The statement of finances attached is correct to the point in question.

I have had the same experience with Mr. Simpson with whom I have corresponded and spoken as with Mr. Dixon, having written to Mr. Simpson on November 1st, the following letter:

"I find that according to your statements you have been instructed to express more for expenditure and supplies some of your department's money for the entire year. This greatly surprises me and I write to ask you whether you have taken any steps to meet the situation. I would appreciate it if you would inform me of the steps you have taken or what steps you may take to meet the situation. Do not fail to pay attention to your own business, and in any other matter which will not preclude your work here."

Yours truly,

[Signature]
My dear Dr. Goodspeed:

Your letter is very much of a surprise to me, as there has been no time in the last six months when the official statement from the Univ. Press showed so few Departmental libraries overdrawn.

You know that in these monthly statements the outstanding orders for each Department are deducted from the credit of that Department. This sometimes is forgotten in view of the statement of the Press making two separate items of outstanding orders, money credited to the Department. Thus giving the impression that the outstanding orders are still to be deducted from the amount on hand. The red figures indicating the account overdrawn, include not only the actual money spent, but also all outstanding orders at their estimated prices.

In order to prevent the Departments actually expending money beyond their
appropriation, I keep these estimates much larger than the actual cost of the books, so that the results will represent less and not more money.

Of the Departments stated as overdrawn by the Press, nearly all have outstanding orders for books which cannot possibly be purchased within the next year, as they are out of market, and we must wait to pick them up through special sales. Among the list of overdrawn libraries is Botany, Music, Geology, and Neurology, all of which have money to their credit through the transfer of money originally appropriated for apparatus. Physics has also apparatus money which can be transferred, whenever so desired. It is the understanding with the Department that this is to be done that the library continues to place orders for this Department.

Permit me to call your attention to one item of management at the Press which adds an element of confusion in the statement of overdrawn libraries. When bills are made for books delivered at the library, the book-keeper charges the amount to the Department without waiting for the outstanding estimates to be relieved of the amount. Sometimes when bills
come at the end of the month, both the bill itself and the outstanding estimates are included in the statement of the overdrawn library. It was the custom of the former bookkeeper to charge the Department with the bill only after it had received my signature, and the amount it represented in outstanding orders deducted from the estimates of outstanding orders. This change in the bookkeeping is largely responsible for the statements of libraries overdrawn, when in reality they are not so. It also charges the bill to the Department before the library has had an opportunity to correct mistakes and cross off duplicate charges. Thus adding another element of confusion. It would seem to me the proper way to charge the bill to the Department only after it had been checked and signed at the library as correct.

Very sincerely,

Gella A. Dixson

My dear President:—

I hope with all my heart that you will advocate an arrangement by which we may take advantage at once of the loss of a fellowship in the Department of Latin, to give the four allied departments assistance in the care of their Libraries. The difficulties under which we labor are very great, but no amount of care can remedy them until we have a person regularly in charge and devoted to the task. Our losses in books are very heavy. This would almost completely stop if there were some one there through the greater part of the day,—relieved by Fellows for a number of hours,—to see that no book was taken out without being charged.

It is true that fellowships that lapse cannot always be filled again. But you were willing to fill this three hundred and twenty (320) dollar fellowship in the present case, and, indeed, had made a formal appointment. Further, another fellowship (a tuition fellowship) has lapsed and not been filled at all. Besides this we completely and finally lost a fellowship last year. There is every reason then why we should not have the loss of this one this year.

Moreover, there has been a great reduction in the expenses of the Latin Department from last year. A two thousand dollar man and a twelve hundred dollar man have been replaced by two men at about eight hundred dollars each; so that there is a saving of about sixteen hundred dollars. Next year one of these eight hundred dollar
men will be replaced by a twelve hundred dollar man, but there will still be a saving of twelve hundred dollars. This would seem then an excellent time to help us in our very pressing need.

Faithfully yours,

[signature]

I speak of the pains in preventing the loss of books because the importance of this is so palpable. But we should also have better order in every way, and better cataloguing.
Libraries

We, the undersigned, respectfully beg to submit as our opinion, that the interests of the biological departments will be best served by the consolidation of the biological libraries. Economy of space and management, efficiency of control, the greatest convenience of the largest number of instructors and students and the union on common ground of those interested in kindred topics will all be most effectively achieved by such consolidation.

From the point of view of instructors not possessing large private libraries, and especially from the point of view of the student body would we urge the desirability of this action.

We would understand that laboratory manuals and very special
We find the importance of the proposed construction will be four.

Concerning the consideration of the proposed instruction.

Reasons of space and management. The nature of reference, the report of the exceedingly important and substantial

will not be your additional expense or choice instructions in kindness for.

you will put your next additional expense or your considerable favor

from the point of view of instructions not possessing financial principle.

important and especially from the point of view of the important

both money we make the geological or this section

more important that important qualities and very directly
works of reference (not periodicals) covering a limited field and
needed for daily reference should be retained by the departments
specially concerned.

Henry J. Donaldson
C. O. "Whitman"

E. O. "Fosee"

Edwin A. "Foster"

A. C. "Ewolshifer"

C. M. "Child"
February 25th, 1899.

My dear Pres.Harper: --

It seems to me that the time has now come when it is desirable that some definite action should be taken regarding the Biological Libraries. You will remember that the departments of botany and physiology retained, under the provisional arrangement a considerable number of volumes. The difficulty of our present situation lies in the fact that we have not adopted either the system of concentration or that of dispersion. There is frequent complaint that there is no means of determining beforehand whether a given book or set of periodicals is to be found in the General Biological Library or in the departmental subdivision. With the growing use of the Library by students from outside of the biological departments this complaint is becoming more frequent and serious. I do not think that any half-way measure will be possible or desirable much longer. Either all the books relating to one subject should be in either one place or the other. If it be decided to establish a separate library for each line of work I would urge that provision be made for the maintenance and care of the various subdivisions. At present there is complaint that the rooms in which the two present partial departmental libraries are kept are not always open and are not provided with regular attendants. I
It seems to me that the time has come again

I am grateful to your generous action towards the Negro...
foresee that difficulties arising from sub-division would be increased after the introduction of the proposed pre-medical courses. Even under the present sub-division the literature needed for the courses in Comparative Anatomy, Embryology, Histology, Neurology and Bacteriology will be found in one place while that for Physiology will be in another.

If it seems to you desirable to urge a complete concentration of the biological books I hope that this may be done on the grounds of economy and efficiency of administration. Owing to the fact that a certain amount of personal feeling was aroused by the discussion of this matter a year ago I should be glad if you would see fit not to involve me in the controversy which is likely to result from a reopening of the question. I am very sorry for this reason that the Library happens to be located in the Zoological Building, since this seems to give an undue advantage to those of us whose work is in that building. If it were possible to transfer the Library to one of the other Biological Buildings some of this feeling might perhaps be obviated. I am, however, more desirous to see one method or the other definitely established than to insist upon the method of concentration. Both methods have obvious advantages and defects; a compromise system, however, seems to possess only the disadvantages.

Very truly yours,

Edwin Q. Jordan
order your application for the "Mariner's Almanac" from the

You will receive the information of the necessary pre-flight

airplane before your departure and complete the insurance policies

yourself in accordance with your own requirements.

and regulations. If it be long in one place with your flight plan,

I took in the morning.

It is important to have an accurate and complete navigation

at the necessary interval of departure. A map of the area

of the flight and a chart of the area are important to know the

flight to avoid, in the control area. I am very much for the

departure and the departure. I am very happy for the purpose of

since the purpose of these are many advantages to know of the area

you are in your place. It is to have possible to establish the

first few on the other side of the area. It takes some of the area

the weight losses to appear. I am unable. The weight losses to appear

in the weighing of the area to appear. Both methods have obvious advantages

and disadvantages. A communication system, pressure, seems to possess only

the advantages.

Very truly yours,

[Signature]
My dear Pres. Harper:

In accordance with your request of some weeks ago, I beg leave to present some statements and recommendations regarding the Biological libraries. The amount paid for subscriptions to periodicals during the year 1897 is as follows:

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<tr>
<th>Field</th>
<th>Subscriptions</th>
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<td>Anatomy</td>
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<tr>
<td>Botany</td>
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</table>

In making out this list I have distributed the periodicals ordered for "General Biology" among the different departments, in accordance with the request of Mrs. Dixon and with the consent of the heads of departments.

That the large subscription list of the department of Zoology seems to be due in part to the inclusion of 9 periodicals (cost $45.00) properly assignable to the work in Bacteriology and in part to the expensive character of many of the journals. Five alone of the chief zoological periodicals cost over $65.00.
I would recommend (1) that each department be allowed sufficient library appropriation to enable it to purchase from $100.00 to $150.00 worth of books each year. It does not seem fair that the department of Zoology, for example, should be penalized because of the expensive character of the periodicals. For the last three or four years there has been practically no money available for the purchase of books, since the inevitably large expenditure for periodicals has swallowed up the whole appropriation. Cannot these facts be recognized in the next budget?

(2). That a yearly appropriation of 25.00 be made for the purchase of library incidentals and supplies. At present much needless trouble is caused by the fact that a separate requisition has to be made out for every bottle of mucilage or package of catalogue cards that is needed, and by the fact that the cost of these small items has to be divided among the five departments. This naturally happens many times in the course of the year and leads to much unnecessary complication of accounts, etc.

(3). That an appropriation of $25.00 be made to be expended at the discretion of the library advisor. This sum is to cover the purchase of books for which no one department seems to be willing to become responsible. There is, for example, no French dictionary although there is daily call for one. In such a matter no one department is more deeply concerned than another. Furthermore the general works on biology and the most important text-books should
The larger appropriation of $20,000 was made to cover the
necessary expenditure of $20,000 for repairs and additions to the
Department of Agriculture. It is necessary to keep the
importance of books in mind on our Department, to be always
payable as needed. Please be sure to pay all books. It is not
enough to pay for the books and keep them. It is necessary to
pay attention to the work of the Department. If you do not
finish the work in time, it may be a matter of some
importance.
be purchased as soon as they appear. Many of the departments, as you know, do not take special interest in the matter of provision for the general student. This is one respect in which more can be done for science in the University than is now the case.

I am glad to be able to report that the use of the biological library is steadily increasing and that the plan of consolidation is working out most satisfactorily.

Very truly yours,

[Signature]
The University of Chicago

III.

If you lower the grade of a student, you know, to cut down the number of failures in the merits of the question, the students in the class may be...

I hope you will see to the University that the grade of the project is sufficiently increased. I have the note of communication.

Very truly yours,

[Signature]
Although my former communications on this subject have not had much effect, I would again respectfully, but earnestly urge that our biological library be dealt with more liberally. I find that we are already winning an unenviable notoriety among graduate students in the country at large on account of our shortcomings in this respect. Inevitable comparisons are made with other institutions, and in this respect almost always to our disadvantage. At Columbia University, for example, with their already large nucleus, from twenty to twenty-five thousand volumes are added annually to the University library, although the lines of work represented and the number of graduate students are hardly as numerous as with us.

I do not wish to be importunate in this matter, but by virtue of my position as library advisor I am the natural recipient of much complaint. I have already indicated in my former letters some respects in which, without great outlay, difficulties in the situation might be met. As regards the delay in periodicals, it does not seem to me that in this instance we have been fairly dealt with.

Very truly yours,

Edwin Q. Jordan
The page of the document is not legible. It appears to be a hand-written letter dated "18 July 1940" and signed "Walt Disney."
March 13th, 1899.

My dear Pres. Harper:—

It is certainly very satisfactory to have Prof. Coulter feel that the convenience of his own department, as well as that of the others, would be served by consolidation. I hope that it will be found possible now to make arrangements whereby all the biological books can be brought together. As Prof. Coulter suggests, it will be important to have a trained attendant in service for the whole day. Miss Hutrell has proved thoroughly competent and her work has done much to enhance the efficiency of the library. Her services certainly deserve recognition in some way.

Yours very truly,

[Signature]
REGULATIONS.

1. The Superintendent of Department Libraries shall have general oversight of the administration of departmental libraries, and shall recommend to the Board of Libraries, Laboratories and Museums measures whereby these Libraries may be made more servicable.

2. He shall examine all lists of books and periodicals proposed for purchase by departmental libraries, and when books or periodicals are not obviously appropriate to the department making the proposal he shall bring the matter to the attention of the heads of the departments concerned, and may then refer the proposal to the Board of Libraries, Laboratories and Museums.

3. When a departmental library presents an order for books or periodicals already in another departmental library or in the general library, he shall arrange a transfer of the books or periodicals in question, approve the Order, or refer it to the Board of Libraries, Laboratories and Museums for approval.

4. He shall confer with the editors in charge of University publications with reference to securing by exchange periodicals proposed for purchase by departmental libraries.

5. He is authorized to order the removal from departmental libraries of books or periodicals which under existing regulations belong properly in the general library.
needs more room because it is crowded & cramped as it is but Dr. Harper if by the 
change you simply transfer that state of things from Mr. to myself, where is the 
gain? In fact, no department of the entire University feels the pressure as we do 
& will to feel it even in the new quarters. Any thing that hurts or limits the 
energies of the library administration, weakens & harms every department of the 
University, my earnest opinion is, that you would do far less harm to every one 
connected with the interests of the University, if you closed this School of Corre-
spondence than you would to take from the library one more foot of shelving or 
cubic inch of floor space. In planning the new quarters for the Library I took the 
greatest pains to arrange the Librarian's office so that a large number of valuable 
books too frequently used to deposit in the basement of Haskell, might be shelved 
in this room & thus be under the watchful care of the Librarian. The books to be 
so shelved were carefully counted & the necessary shelving planned. In the same way, 
the work of the student-assistants, the purely mechanical work that always takes up 
so much room in a library, was planned with the exact floor space & the measured 
amount of shelving and assigned to the supply room where such work is usually done. 
To alter all this will take away from me the power to be the help I am planning to 
be in the work of the coming year. It will ruin our quiet Reading Room & add a 
multitude of problems & worries that will waste time & strength of valuable workers 
that should be saved for the library service. So with many years of personal ex-
perience of your kind & considerate regard for the members of your faculty, I cannot 
feel otherwise than that you do not understand the position in which you must 
place the Library administration by such an arrangement. If this letter helps you
to do so, I shall have one more cause to be profoundly grateful for your uniform habit of consulting the officers who try to work for the University.

Respectfully,

Zella Allen Dixon.