In a great many cases we have either succeeded in obtaining the money from these parties or have closed up their accounts. The large falling off in the American Journal of Semitic Languages and Literatures is traceable almost entirely to this work of weeding out the non-paying subscribers.

The most encouraging feature of the department, however, has been the development in the advertising. There is no record that any advertising was contracted for during the first quarter of the current year. During October contracts aggregating $205.25 were made. During November cash contracts aggregating $958, and exchange aggregating $1239, were made. During December cash contracts to the value of $1043.20 and exchange to the value of $240, were made. This makes a total of advertising contracts for the quarter - cash and exchange - $3893.45.

The outlook for advertising for the next quarter is fairly good, though January is the month when few new contracts are entered into as advertisers are, for the most part, looking over the field, deciding upon mediums and determining their appropriations.

It cannot be expected that the subscription list will be very materially increased during the next quarter. Any publication which is able to maintain its list so long as "hard times" continue, is to be congratulated.

It is the policy of the department to attend as promptly as possible to all requests for sample copies for any and all of the journals, and in addition to be as aggressive as possible regarding the different publications. It is especially desired that the name of every possible subscriber which is brought to the notice of editor or associate editor should be promptly handed
In a recent report we have stated an opinion in

obtaining the money from these parties on items similar in

nature. The large majority of the American company of

Esmarch. The procedure we have undertaken is based on the above.

The most important reason for the settlement, however,

was to clear the government in the matter. There is no reason,

that any action was necessary for pursuing the third

different October committee regarding

§ 300.0 were made.

During November each committee regarding

§ 300.0 were made.

During December each committee regarding

§ 300.0 were made.

This makes a total of 1,000.0, so any exchange to the name

of the director - carry any exchange -

§ 300.0.

The outlook for settlement for the next quarter is

fairly good. Plenty of money is in the market, and new opportunities

are expected to improve. Adequate time for the next quarter,

while the financial condition has improved, and uncertainties

are expected to continue.

It cannot be expected that the suppression of the

bear market will last as long as the current market.

It is the duty of the government to ensure an equality

as promptly as possible to enhance the public confidence in the

value of the different properties. It is essential for the

negotiating the different properties.

It is the duty of the government to ensure an equality

in the value of the different properties.
in to the department. During the month of December and continuing in January something like 20,000 circulars are being sent out. It has been a question whether or not this is advisable. The list of names were reported to have been first class. The envelopes were addressed a year ago and have been lying in the vault in the mean time. Thus far it seems that the receipts have about justified sending out the circulars. Indirectly the department will be benefited because of the wider advertisement given to the publications.

The following suggestions are offered for your immediate consideration:

First.

The advisability of placing some responsible individual in charge of the mailing department who should, at the same time, have charge of the stock room of the book store. This party should receive all printed matter to be sent out by the University and be authorized to receipt for the same. He should keep a book in which should be recorded day by day the number of pieces received and the number sent out. He should receive all orders in writing. His report should include the number of syllabi, circulars, journals, etc., received from whatever source, together with the date, and for these he should be held responsible, producing at any time either copies or orders for the same. No one, not excepting editors or heads of departments should be privileged to go to the mailing room and take a copy of anything which belongs to the University without a written order from the department, which should pass through the Press Division to the manager of the mailing department so that the one in charge could justify himself in every case.
IN THE COURT OF December any con-

X in the Department of Commerce for 70,000 acres and the state in

one. If I have been a member of the state of Florida I have seen
The fact of none have reported to have been taken. The
envelopes were returned a year ago and have been placed in the
waste in the mean time. From time to time the receipts
have been treated separately out the transfers. In the meantime
the Department will be penalized because of the other transfers.

The following sentence are offered for your immediate

consideration:

X

The spherophobia of being some occurrence in the
in charge of the military department who point out at the same time
have control of the seal room at the public employees.
Every member of the University society receive all printed matter to be sent out by the University
and be submitted to the secretary for the same. The money must be sent to the
in which should be received any pay by the number of books
received by the number of books or
the money received. If the
in writing.

The report should include the amount of officers
directories, and receive from whatever source, copies of
with the same and to those born on other to the same.
no one
not excepting officers of any of the department should be responsible
not to go to the military room and take a copy of enrolling with permit.

To go to the military room and take a copy of enrolling with permit.
To the University without a written order from the department.

With several press charges the press division to the manager of
the military department so that one to change exactly

immediately in every case.
Second.

This Board should consider the advisability of grouping in one room or one building or in different rooms properly connected, the book store, the subscription department and the mailing department. A cashier should be appointed who should receive and pay out all moneys and be held to strict accountability for the same.

Third.

The advisability of transferring the book-keeping of the Press Division to the head-book-keeper's office, or an arrangement by which the Press Division may itself have a record of every transaction which pertains to this department. It is quite impossible to know just how we stand unless the complete records are at hand to which constant reference may be made if necessary. This is especially unsatisfactory in the present arrangement as regards expenditures and appropriations.

Fourth.

The advisability of re-entering all subscriptions upon colored cards, using say six colors and white for exchanges. Sample cards such as might be used are submitted. Each month should have its own color of card so that when a subscription expires the card may be picked from the hundreds in the same drawer by their color, saving a good deal of time and preventing subscriptions running over time.

Fifth.

The advisability of making this department a stated appropriation and allowing the department to expend whatever it can earn over and above its receipts and this appropriation, for the improvement of its plant.
The problems concerning the availability of food...

In some areas, one is protected by the different food stores and the variety of supplies available. In the poor areas, the supply of food is limited and the situation may be worse. A common complaint is the scarcity of food and the high prices.

Some areas may face a real scarcity of food for the poor.

The responsibility of the government is to provide food to the needy.

The government has the responsibility to provide food to the poor.

I have some important information to share about the availability of food.

The responsibility of the government is to ensure the availability of food.

Some areas may face a real scarcity of food for the poor.

The government has the responsibility to provide food to the needy.

I have some important information to share about the availability of food.

The responsibility of the government is to ensure the availability of food.

Some areas may face a real scarcity of food for the poor.

The government has the responsibility to provide food to the needy.

I have some important information to share about the availability of food.

The responsibility of the government is to ensure the availability of food.
SIXTH.

The advisability of ordering each department to purchase through a purchasing agent and having it understood that the Press Division would not be responsible for goods ordered in any other way. Cases which are very aggravating continually arise, due to the fact that some head of the departments, or some party connected with the department, orders goods which are shipped to the University of Chicago and billed to the University of Chicago. The case of Sheldon & Co. who rendered a bill in September for two cases of scientific instruments $4,39 is one in point. No one can be found who claims this bill. Another is in the case of Carson, Pirie, Scott & Co. who rendered the University of Chicago a bill for ribbons. After much delay it was traced to the examiner's office; the ribbons being purchased for diplomas.

The importance of the heads of the departments returning promptly all bills sent to them for approval. Case in point being an itemized bill from J. H. Fenton & Co. $5.50. Bills have disappeared altogether. These are but few of numerous complaints which are continually made in this department, all of which can be obviated by properly systematizing the work of the department.

The purchasing agent should have on his letter head a statement something like this: "All goods should be shipped in the care of the purchasing agent, University of Chicago. If otherwise marked the University will not be held responsible." "All bills should contain the name of the department for which the purchase is made."
The importance of obtaining extra gurantees to procure

marks a compensation none any price it subsequently that the

Finance Division will not be responsible for bough makan to aid

case which the very satisfactory condition in which the

are the first sight some help of the gaps and can be taken

connection with the government, a case where the ability to

the University of Chicago may apply to the universities of

Chicago. The case of Chicago's G. O. and University of

September for two cases of separate institutions is to and one

Another in point. No one can be treated as a Christian till...

to the case of Danan's Pirate, Scott G. O. of the National

University of Chicago a filled in record. After much gatel it

The importance of the case of Danan is to show the importance of

military...the General's G.O. of the National's case...the Government of

case of which can be obtained by properly and conversely the work of

The importance of the case of Danan is to show the importance of

sentence mentioned. Hereafter we will quote the

case of the important case, University of Chicago.

of which we quote the University will not be very remarkable

"If filled G.O. contains the case of the Department for which

"The importance of the case of Danan is..."
Seventh.

The advisability of copyrighting everything issued by the University of Chicago Press. Heretofore there has been a very great looseness in regard to copyrighting our publications. We took the liberty of copyrighting the American Journal of Theology without consulting this body, feeling that the value of the articles which it published would justify going ahead in this matter. It seems advisable that all of our journals should be copyrighted and with your approval the matter will be attended to in the future.

In conclusion - the one in charge wishes to state that the business of the department is far from satisfactory. There is but one way of conducting business enterprises successfully and that is to so manage it, in all of its departments, that any information regarding any department can be obtained at any moment, and this can only be brought about by a system of records, orders and receipts which should be kept by responsible subordinates who whenever they prove their inefficiency in any way should give place to one better qualified.

All of which is very respectfully submitted,

[Signature]
Dear Mr. President,

May I ask Thos. and a letter sent to Donnelly's to inform them of the arrangements made for the remainder of this year until Mr. Chase's return? Unless I am very much mistaken, there must be material in Mr. Chase's hands which should be in our hands. What can we do?

Concerning the mail for the Press, I should say that at least 2/3 of it would naturally go home. Will you please arrange accordingly so that no delay is liable to occur. I trust the able, by the end of this week, to report to you on the progress of my new work.

Respectfully, W. D. Arnold
<table>
<thead>
<tr>
<th>Article</th>
<th>Us.</th>
<th>Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biblical World</td>
<td>442</td>
<td>434</td>
</tr>
<tr>
<td>Jour. of Col. Economy</td>
<td>117</td>
<td>162</td>
</tr>
<tr>
<td>Acta. Africana</td>
<td>212</td>
<td>1023</td>
</tr>
<tr>
<td>Sociologia</td>
<td>162</td>
<td>168</td>
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<tr>
<td>School Review</td>
<td>83</td>
<td>88</td>
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<tr>
<td>Jour. of Geology</td>
<td>16</td>
<td>117</td>
</tr>
<tr>
<td>Pedagogical Magazine</td>
<td>34</td>
<td>33</td>
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<tr>
<td>Nebraska</td>
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<td>Divinity Circular</td>
<td>1850</td>
<td>1744</td>
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<td>30</td>
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<tr>
<td>Acta. Regalia. Paf.</td>
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<td></td>
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<tr>
<td>Decan. Calendar</td>
<td>127</td>
<td>762</td>
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<td>Summer Circular</td>
<td>17367</td>
<td>32444</td>
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<tr>
<td>Circular of Infomatie</td>
<td>681</td>
<td>9162</td>
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<tr>
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<td>7807</td>
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<tr>
<td>Ex lecitive Circular</td>
<td>2</td>
<td>02</td>
</tr>
<tr>
<td>Und. Record</td>
<td>2835</td>
<td>619</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>31554</td>
<td>50100</td>
</tr>
</tbody>
</table>
Receipts from R. R. Donnelly & Sons

Und. Record 60.00
Summer Circular 15.00
Divinity 5.00

Biblical World, June 126.8
Jour. of Pol. Economy 318

Total

293.06 Pieces

Receipts from Western News Co.

Biblical World -- 84.7
Jour. of Sociology -- 18.3

Total receipts
31,054.00

62,090 Pieces handled

Receipts of stamps

2700 @ 24 -- 64.8
500 @ 5.9 -- 29.50
4700 @ 3.4 -- 141.00
2900 @ 1.4 -- 29.80

17,800 $389.00

Warren E. Shad

II

THE UNIVERSITY OF CHICAGO.
President W. R. Harper,
The University of Chicago.

Dear Dr. Harper:-

I send you herewith a copy of instructions which I have today written to Mr. Walker. My purpose is to avoid Mr. Walker's having to spend so much time in the city and the expense of his keeping a bill clerk. Miss Kayler has plenty of time to make out the bills; and as she makes out the bills for the other departments of the Press Division, there is no reason why she should not make out these. There will be no occasion for delay in making out bills. We ought by this arrangement to cut down expenses considerably. Mr. Walker should be able to give almost his entire time to overseeing the men and planning the work in the office. As it is, he has very little time for this, relegating most of such work to Mr. Delo, who has practically been acting as assistant foreman.

Yours very respectfully,

[signature]
DEAR MR. HENDERSON,

I saw the following stock at the investors whom I have

recently been interested in. The stock is a very strong and

promising one. The price of it is $20 per share. The

number of shares to be purchased is 500. The

purchase price is $10,000. The

price is to be paid in cash. The

sale is to be made through

my stockbroker, Mr. Brown.

Yours truly,

[Signature]
Mr. J. W. Walker, Foreman,

Printing Department.

Dear Mr. Walker:-

Beginning with May first Miss Kayler will make out all the bills from data which you will furnish. They will be made out in this office.

All orders for material, paper, etc., will be sent through this office from memoranda which you will furnish.

The pay-roll will be kept here, and on Saturdays you will report each man's time and the amount; and this will then be entered in the book which will be kept for that purpose in this office.

We are very anxious to reduce expenses to the lowest possible limit during the summer months.

Plan ahead as much as possible so that our orders may go forward by mail and thus avoid sending special messengers to the city or ordering by telephone.

As regards the sending down of type and that sort of thing, follow the methods already in force.

As to the run of the different periodicals, etc., in fact all the instructions to our printers downtown, these will be issued by you as usual; at least for the present.

Kindly arrange your matters so that the changes referred to may be inaugurated May first.

Yours very respectfully,
To the Minister of Public Instruction,
of the Republic of France,
Paris, France

Your Excellency,

The University of Chicago desires an exchange of publications
with the universities of France. These publications consist of journals, theses
and official documents, as follows:

1. The American Journal of Sociology, published quarterly, each volume about
600 pages.

2. The Journal of Political Economy, published quarterly, each volume about
650 pages.

3. The Journal of Semitic Languages and Literatures, published quarterly.

4. The Journal of Geology, eight numbers a year.


vols. a year.

7. The Biblical World, published monthly, 2 volumes a year.

8. The Botanical Gazette, published monthly.

To these will be added in January, 1897.


The journals are under the editorial management of leading scholars
of this country and their contributors are specialists of this country and Europe.
5. The Theses published by the candidates for the degree of Doctor of Philosophy in the University of Chicago will be added to the list of exchanges.

iii. Official Documents. These are: The Annual Register, The University Record, published weekly, the Departmental Programmes, and all the official circulars published by the several divisions and offices of the University.

In exchange for these publications, the University of Chicago would receive:

i. The Theses of all the faculties published by the French Universities during the Academic year.

ii. The official documents and all other publications of these universities, put out from time to time.

Every university, arranging through your good offices, such an exchange would receive a complete set of our annual publications or such a portion as their exchange would call for. We would send our publications once a year in two things, and should be glad if the several universities could do the same, provided the offer will be accepted.

Trusting that these arrangements can be effected from your palais, or that you can favor me with information as to whom to address in each of the universities,

I remain, your excellency, very respectfully,
Dear Mr. President,

In the matter of Nebraska xiii not. I beg to say, that Davies' long article will soon be set up, the compositors expect to finish it. This week there was written & written concerning the many additions, which I reported to you were made by him on his first proof and some even on his second proof? Alterations make the volume quite expensive.

I also submit to you a copy of a Contributed Note, furnished by Davies, which he desires to insert in the next number. As soon as you have decided concerning the Barnes article, we can cast off the Barth and Barnes articles and begin paying the Davies article. May I ask for your decision?

The Nebraska ought to be ready at least by September 10th, to enable us to send the copies to Washington for second-class privileges, before the close of the subscribers' copies.

Respectfully,

Arnold
To

Dear Mr. President,

I am writing to express my deepest concern regarding the current state of the University of Chicago. The recent changes in administration have caused a great deal of unrest among faculty, students, and alumni. The academic freedom that has long been a cornerstone of our institution is under threat.

I urge you to take immediate action to restore the integrity and stability of our university. It is imperative that we maintain the high standards of scholarship and research that have made the University of Chicago a leader in its field.

Sincerely,

[Signature]

[Additional text crossed out and rewritten]
New York City Cuppy
Nov 19 1896

W. R. Harper
osenfor

Today

I was promised a
contract for $10,000 hiring
from Royal Baking
powder if your head
Professor in Chemistry
would analyze Royal
powder & say so. Will you
please telegraph me
immediately Astor
House if your friend
will of this. Consider
what it will mean to
us to have Royal in
dairy journals in
every issue for a year
and enough more.
President W. R. Harper,

Faculty Exchange.

My dear Sir:-

In reply to your notice about the arrangement for Chapel and an invitation to join the Faculty as an official of the University, I shall be very happy to comply when it is finally decided that you wish to have me remain after January 1st.

I regret that I should have misunderstood you in September, and am quite willing to step aside January 1st and go back to my former work. I should like your decision as soon as you can give it. It is but just to the other people that I give them a reply. I have no desire to play one off against the other.

Yours very respectfully,

[signature]
President W. R. Harper,

Faculty Exchange.

My dear Sir:

We are unable, as we stated to you during an interview sometime since, to keep up with the business without an additional stenographer. The advertisement department and the subscription department are both suffering and have been during the past month. You will recall that a stenographer was allowed but no machine. We shall attempt to get through the work by the use of a stenographer for a half day. Will you kindly see that we have a Remington machine by Saturday evening or Monday morning by 8 o'clock?

Second.

We have continued evidence of the fact that some how or other mail must be lost in its distribution. We have to-day made application for a new money order, the original having been issued October 31st at sub-station 12, Brooklyn, N.Y. for one year's subscription to The School Review. This money order never reached us. There is also, at this date, a cheque outstanding which has not reached us but which the subscriber states he mailed us sometime since. The cheque in the mean time has not been returned to him. We are not able to trace it. It will be
worth your while, we think, to consider a plan by which all mail (which is not personal) shall be opened at one place in the University, and all the money entered and credited at the same time. This is the plan pursued in corporations and large establishments. Unless some plan as this is arranged the confusion will increase with the growth of business in the different departments.

Third.

We have not yet succeeded in getting satisfactory reports which cover the work of the printing department. That part of the business is in a much less satisfactory condition than any other at the present time. Therefore, in reply to yours of December 29th, we beg to state that we cannot yet prepare a weekly report such as you seem to indicate. It would be quite impossible for this department to give any definite statement as to what will be done in any one week; too many contingencies arise over which we have no control. If we had this definite knowledge ourselves we could indicate it to you but not knowing except in a general way what the department will accomplish, you can understand that it is impossible to give a weekly report in advance.

Fourth.

During this month we have arranged for the following articles of furniture. Having first failed to arrange for a cash
We have not yet accented our ability to convey...

It is important to remember that our goal is not to simply convey information, but to engage and inspire. We must not only communicate our message effectively, but also make the audience feel a personal connection to the content. To achieve this, we must be mindful of our tone and style, ensuring that we are approachable and relatable. We must also ensure that our content is accessible and engaging, using a variety of techniques to keep the audience interested.

In conclusion, it is essential to be mindful of our audience and to tailor our content to meet their needs and interests. By doing so, we can ensure that our message is effectively conveyed and that our audience is engaged and motivated to take action.
contract with the Globe Company of Cincinnati, Ohio, this depart-
ment finally arranged to give them $200. worth of advertising,
the amount to be paid in office furniture or in any goods which
they manufacture not at the list price but at the lowest discounts.

One case for the journals.
One Globe Ideal Cabinet File
One desk
One small Report Cabinet

aggregating $99.50. Since these were bought at as low a price
as could probably have been bought for cash, we see no reason
why this account should not be charged to "furniture" and the
journals credited with this sum? This matter of taking certain
goods which are required by the University, if they can be obtained
at as low a figure in exchange for advertising, is worth your
consideration. Of course in no instance should anything be
taken for advertising if the cash can be obtained. There is in
the basement one Waverly Bicycle for which we have agreed to give
space in the journals. This wheel will be placed in the Book
Store, probably, at the proper season and offered for sale.

In this same connection we may state that while in
New York we looked into the Prentis Improvement Co. which make
the only clock which furnishes automatic returns of the day, of
the week and day of the month, and which requires winding every
60 or 90 days. This clock has been adopted by the New York
Central, the Pennsylvania Co. and by a department of Harvard or
Yale University. The agreement is about as follows:

In case the University or readers of the Biblical World, in which the advertisement appeared, do not purchase a clock or clocks to the amount of $35, the University of Chicago will by March 1st, 1897, receive in payment for this advertisement one clock at the lowest net price.

I find no disposition to give this clock a hearing. We should, therefore, recommend that a clock be placed at Morgan Park or at some of the schools connected with the University and the journals be given credit. If not and we are compelled to take a clock in payment, it can be used in this department or at the printing department, - if such an arrangement will meet with your approval.

Yours very respectfully,

[Signature]
In case the University or any of its Trustees fail to

fulfill the requirement regarding to cooperate or agree upon

a course of the amount of $50,000, the obligation of Chicago shall

in the amount of $60,000, receive in payment the said

agreement, and

enforce the former part alone.

I certify the foregoing full power.

We hereby declare, acknowledge and agree to a plan of residence

from at least some of the colleges connected with the University

and the importance of those regards. It may be said that the object

to make a place of residence. It shall be made by the President of

the Board of Education, by the order of the President, with

with your authority.

Yours very respectfully.

[Signature]
To the Board of Trustees:

At the meeting of the University Press held January 9, 1897, the following suggestions contained in a report of the Press Division for the Autumn Quarter were endorsed and recommended to the Board of Trustees:

First.

The advisability of placing some responsible individual in charge of the mailing department who should at the same time have charge of the stock room of the book-store. This party should receive all printed matter to be sent out by the University and be authorized to receipt for the same. He should keep a book in which should be recorded day by day the number of pieces received and the number sent out. He should receive all orders in writing. His report should include the number of syllabi, circulars, journals, etc. received from whatever source, together with the date, and for these he should be held responsible, producing at any time either copies or orders for the same. No one, not excepting editors or heads of departments, should be privileged to go to the mailing room and take a copy of anything which belongs to the university without a written order from the department, which should pass through the Press Division to the manager of the mailing department, so that the one in charge could justify himself in every case.

Second.

This Board should consider the advisability of grouping in one room or one building or in different rooms properly connected, the book store, the subscription department, and the mail-
ing department. A cashier should be appointed who should receive and pay out all moneys and be held to strict accountability for the same.

Fourth.

The advisability of re-entering all subscriptions upon colored cards, using say six colors and white for exchanges. Sample cards such as might be used are submitted. Each month should have its own color of card so that when a subscription expires the card may be picked from the hundreds in the same drawer by its color, saving a good deal of time and preventing subscriptions running over time.

Seventh.

The advisability of copyrighting everything issued by the University of Chicago Press. Heretofore there has been a very great looseness in regard to copyrighting our publications. We took the liberty of copyrighting the American Journal of Theology without consulting this body, feeling that the value of the articles which it published would justify going ahead in this matter. It seems advisable that all of our journals should be copyrighted, and with your approval the matter will be attended to in the future.

Third.

The advisability of transferring the book-keeping of the Press Division to the head bookkeeper's office, or an arrangement by which the Press Division may itself have a record of every transaction which pertains to this department. It is
CHICAGO, Jan'y 9, 1897.

quite impossible to know just how we stand unless the complete records are at hand to which constant reference may be made if necessary. This is especially unsatisfactory in the present arrangement as regards expenditures and appropriations.

The additional motion in connection with the endorsement of the third is as follows:

That the Board request the Comptroller's office to render a monthly statement of departmental expenses including journals to each department. Carried.
<table>
<thead>
<tr>
<th>JOURNAL</th>
<th>LAST REPORT</th>
<th>NEW SUBSCRIPTIONS</th>
<th>DISCONTINUED</th>
<th>NET TO DATE</th>
<th>EXCHANGES</th>
<th>TOTAL MAILING LIST</th>
<th>CASH</th>
<th>REMARKS</th>
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<td>Journal of Political Economy</td>
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<td>265</td>
<td>131</td>
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<td>Journal of Geology</td>
<td>382</td>
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<td>384</td>
<td>127</td>
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<td>Journal of Sociology</td>
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<td>172</td>
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Receipts

Jan 2 — $144.14


1

1 1/2 — 140.09

1 3/4 — 131.88

2 — 124.21

3 — 132.30

4 — 139.78

5 — 168.35

6 — 93.91

7 — 86.25

10 days $1100.91

[Signature]
President W. R. Harper,
Faculty Exchange.

My dear Sir:—

The work is very heavy. We are sending out from 100 to 150 letters a day. Our receipts this month, I believe, although I have not counted them up accurately, will average nearly $100 a day so far. I will confess to you that this is much better than I had anticipated.

We have closed with the Smith-Premier Typewriter Co. for $100; The Monon Railway for $100 (to be taken in transportation) and have one or more in prospect, though we expected to accomplish very little in January.

I have not complied with your request about chapel. May I not be excused during the busy season? I really have too little time to carry forward the work. Unless I hear from you to the contrary, I shall assume that you have kindly consented to my request.

I am at your service for an interview whenever you care to send for me.

I feel very grateful to you for your notice of the success as regards a part of this department and I am glad to have you say so.

Thanking you, I am

Yours very respectfully,
Dr. W. R. Harper,
President University of Chicago.

My dear Sir:-

I beg to hand you herewith reports for the month of January, 1897. I may confess that they are better than we expected. I anticipate that there will be a falling off, of at least one half, the coming month.

You will note the Journal of Theology has made a very good record, but to some extent at the expense of The Biblical World as the large number of discontinuances will show. We have also gleaned fairly in new fields, although, the magazine has not quite held its own during the month.

The receipts for advertising are very gratifying, the cash being $554.50. The receipts for the corresponding month last year for the same items, except the Botanical Gazette and Theology were as follows:

- Political Economy - $52.30
- Geology - 164.15
- Hebraica - 44.80
- Sociology - 196.10
- Terrestrial Magnetism - 70.24
- Biblical World - 707.92 (or about $275 less than this year)
- School Review - 76.73 (or more than $200 less than this year)
- Register - 2.85
- Bulletin - 3.21
- Total - $1499.59 (as against $2516.50 this year)
W. R. H. 2.

I also submit, on a separate sheet, a summary of the advertising contracts made during the month of January, which aggregates the sum of $944.04. You will note $401.14 is exchange, $70 of which was for advertising in the Review of Reviews and $216.64 to be taken in railway transportation. The showing is even better than we anticipated for January.

Yours very respectfully,

[Signature]
I also submit, on a separate sheet, a summary of the
surcharges contained in the monthly statement, which
affect the sum of $444.40. You will note that these
are to be taken in the Review of Revenues and
the showing is

Yours very respectfully,

[Signature]
<table>
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<tr>
<th>JOURNAL</th>
<th>ADVERTISER</th>
<th>Exchange</th>
<th>Cash</th>
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<tr>
<td>Biblical World</td>
<td>Review of Reviews</td>
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<tr>
<td>Sociology</td>
<td>&quot;</td>
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<td>General</td>
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<td>Astrophysical</td>
<td>John Brashear</td>
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<td>Chicago Inst. of Photography</td>
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<td>Biblical World</td>
<td>N. Y. and London Electric Asso.</td>
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<td>C. M. &amp; St. P. R. R.</td>
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<td>General</td>
<td>Farrand &amp; Votey Organ Co.</td>
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<td>&quot;</td>
<td>Washington Sanitarium</td>
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<td>N. Y. C. and H. R. R. R.</td>
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<td>Theology</td>
<td>G. P. Putnam's Sons</td>
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<td>General</td>
<td>Smith Premier Typewriter</td>
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<td>&quot;</td>
<td>Monon Route</td>
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<td>School Review</td>
<td>R. L. Myers &amp; Co.</td>
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<td>Binner Engraving Co.</td>
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<td>North American Review</td>
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<tr>
<td>Political Economy</td>
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<tr>
<td>School Review</td>
<td>Harvard University</td>
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<tr>
<td>Astrophysical</td>
<td>Gall &amp; Lembke</td>
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$401.14$ $542.90$

$401.14$

$944.04$
President W. R. Harper,
Faculty Exchange.

My dear Sir:

On January 13th I received from you the following order:

"You are hereby instructed that on and after January 13th, 1897, all purchase of books, equipment of any kind, supplies of any kind, or furniture of any kind, for the University or for any department of the University, shall first be submitted to the Comptroller for his approval, and that in no case shall there be forwarded any order for purchase of such books, equipment, supplies or furniture without his approval of the purchase indicated in writing.

In the preparation of any order, you will make a statement in quadruplicate embodying date, department, description and amount, of which you will forward the original (for approval) and one copy to the Comptroller, and one copy to the President."

Complying with your request of recent date, I beg to submit the following statement of some difficulties which arise in attempting to enforce the above order.

I find that there are made, approximately, from the nine leading departments some 7500 orders during a year. These do not include the orders from the Press Division in any of its departments other than that department which is in charge of Mr. Simpson. All orders from the Book Store, from the Press Division proper and the Composing Room would be in addition. There are, if I am rightly informed by the book keeper in this department, more than forty different departments for which
purchases are made and to which books, equipments or supplies are charged. The suggestion that the Comptroller cannot give all of this detail work attention needs scarce be made.

Take for example an order from the Book Store made to A. C. McClurg & Co. carefully itemized and made out in quadruplicate and signed by Mr. Ryerson and countersigned by the Comptroller. McClurg & Co. fill the order in part; then Mr. Ryerson re-orders these same books from Baker, Taylor & Co., New York. Again the order is signed and duly countersigned by the Comptroller.

Baker, Taylor & Co. are unable to fill the order. The remaining books still needed by the University are for the third (and possibly the last time) ordered from the publishers themselves, and the order is signed by Mr. Ryerson and countersigned by the Comptroller. The Comptroller must have an approximate or estimated cost or such an order fails in its purpose. Shall he re-enter these same books which have been ordered three times? Shall he have a clerk who will pick out these items and deduct from the sum total as ordered? Confusion, inaccuracy and duplication of orders very greatly hedge about in attempting to carry out this new order.

Another case, the Extension Department decide to print a syllabus. Mr. Walker gives an approximate cost. The order is duly made out by Mr. Miller as Secretary and countersigned by the Comptroller. The approximate cost includes the cost of paper as well as composition and press work. The Printing
Department, however, cannot purchase the stock for this syllabus without an order duly countersigned by the Comptroller. The result is apparent.

These are not, however, the most serious objections against this innovation. The Comptroller is not always in his office. Orders which require immediate attention are therefore delayed. A bit of machinery breaks down; something is needed which will prevent the holding of a number of men idle, say in the Printing Department. We are unable to order what is required without having an order duly countersigned.

Next in point - a few days ago a typewriter in this office suddenly gave way. It was totally unfit for use. The work was heavy. There was no way, apparently, but to have an order duly signed and send this down by a boy to the Remington people. As a matter of fact we went to the telephone and asked them to send a man out at once and took our chances on having an order duly approved. There is no question but that such a case as this would be excused, but there would be in the course of a year more exceptions to such a rule than there would be examples of carrying it out.

I do not disparage, however, that good may come from such a ruling. It will help to systematize the business, but neither the President nor the Board of Trustees will be satisfied with any
Department. Forward current business the books for this illustration.

The result is apparent.

There are not however the most severe applications in

the office. Certain firms in treating the patient's condition

the office. A pit of manorial premises good service

is needed with all branches of the public. We have

never seen such plans, and a very goods.

Next to court - the year ago a presentation in this

office. The men carry their work. The work is not

the care of our own. There was no other evidence. But to prove

people. As a matter of fact, as long as the furnace was

safety from to many a man at once. May your chances of

having a good and progressive time to come!

The output of a year more complicated to make a little triumphant

were not to be expected at all.
system which does not hold the heads of the departments responsible. No one person, such as the Comptroller, can know enough about the items required for the different departments to be sufficiently able to pass upon them with any feeling of satisfaction, nor could he command the time if it were possible for him to have the information.

If the President and Board of Trustees will enforce the regulation making the heads of the departments pay out of their own pocket for any excess over their appropriation, they will have little difficulty by having these appropriations exceeded.

I think you will find that the only feasible plan for the managing of business in which departments play a conspicuous part, is by making the head of each department responsible entirely. He should know the policy of the head of the department or institution and it should be his purpose to carry that out. Failing in this, he should understand that he must give way to some one who could do better.

Most respectfully submitted,
President W. R. Harper:

My dear Sir:

In accordance with your instructions the next number of The Biblical World will go to R. R. Donnelly & Sons' Co.

I wish to call your attention, however, to the February number, which was printed by R. R. Donnelly & Sons' Co. I think I made a statement to you that I have had more occasion to complain of their work than I had with the work of W. B. Conkey & Co., with the exception of the March number; and I believe that we are very largely responsible for the appearance of the March number. The printers are not to blame for the ungainly illustrations which were selected, nor for the poor quality of paper.

I should be perfectly willing to have Mr. Donnelly take the last number of The Biblical World and mark the places where he could improve upon it. You will notice that there is room in this February number, if one is in a fault-finding mood, to point out errors which ought to make Mr. Donnelly blush.

I call your attention to this matter because I wish to have you know that I am as solicitous for good work from the University Press as any one else; but I also know that we shall have better work and better prices if we accept competition.

Personally I feel most kindly to Mr. Donnelly, and he did much more work for me on The Altruistic review than ever Mr. Conkey did; though his work was no better on the average and his prices were higher.

Yours very respectfully,

[Signature]
President W. R. Harper,
The University of Chicago.

My dear Dr. Harper:

I regret very much that one very important matter was overlooked last night. I meant to have called your attention to the salary of the book-keeper. Mr. Armstrong is very faithful. I have never found him reluctant to put in extra time when it was necessary. He is most obliging and seems to do his work with conscientious care. He is seldom a moment late, usually ahead of time, and only now and then is he able to get away promptly at the closing hour. In addition to this, the numerous reports that are asked for from him and the amount of information that is requested by the heads of the different departments have compelled him time and again to remain until a late hour and return after supper. He has, moreover, the handling of all the money for this department. He opened the mail and checked off the money at the time of my coming here and has been doing it ever since. I do not think this part of the work should fall upon him; but as in every other matter, regardless of any inventions which may have been circulated, I have hesitated to change the existing conditions. I think with the beginning of July Mr. Armstrong should have one-thousand dollars a year. I hope you will not overlook this or delay it. It is really a very important matter. After the long and faithful service which he has given us he merits this small increase in his salary.

Just a word about the "general impression" which you mentioned last night. I have been here nearly seven months and a half. During that time there has been but one change in the whole force over which I have actual or nominal control. Out of more than thirty people one has resigned. This is the only change that has occurred. The grounds for such a general impression seem so absurd that I am ashamed of myself even for attempting to prove to you that it is mere invention. Miss Lawler is the party who resigned; every one else holds the same position, so far as I know. I shall not trouble myself to refer to this matter again, nor shall I speak of it to the Secretary and Comptroller who, I judge, are most impressed by the impression.

Yours very respectfully,

[Signature]
President W. R. Harter.

The University of Chicago.

Mr. Chancellor:

I desire very much that one very important matter be considered at the next meeting of the Board of Trustees. I have thought that it would be my duty and privilege to call your attention to the fact that I have discovered a most serious and urgent need which must be met by a prompt and decisive action. I refer to the question of the endowment of the Library of the University. The Library is one of the most important and valuable assets of the University, and its proper development and extension require the immediate and substantial assistance of the Trustees. I am convinced that the Trustees are fully aware of the importance of this matter, and I trust that they will give it the consideration it deserves.

Sincerely yours,

W. R. Harter.
My dear Mr. President:

On May 30th, 1896, the Rev. John W. Buckham sent for the Biblical World an article on the Imagery of Isaiah. The receipt of the article seems to have been acknowledged by you as you can see from the number on the letter. The article itself seems to have been lost sight of entirely while in this office, and your letter to Mr. Buckham did not reach him. On June 7th of this year he wrote us again inquiring for the article, and we finally succeeded in locating the manuscript. Professor Goodspeed approved the article to go into the Biblical World under Notes and Opinions, and we wrote to him on the 16th to that effect and asked whether he would be willing to have it published as a minor article under notes and opinions. His letter of June 19th is in answer to this. The MS. will make more than two, if not three, pages in type, and I think that his offer, inasmuch as the article has been accepted, is very reasonable.

I return to you his letter together with the former letters and the MS. in case you wish to answer it.

Yours respectfully,

W. M. Arnoel
The University of Chicago.

June 23, 1897

Dear Mr. President,

I beg to submit to your consideration the reasons that have led me to tender you my resignation, to go into effect on the last day of the summer quarter. So much as I have been connected with various departments and administrative offices in the university, I shall have to be more lengthy than I would be, were I connected only with one of them.

(1) According to your letter of September 17, 1893, I was appointed as "Assistant Recorder." For 3 years until the appointment of Professor Goodspeed I have almost alone and independently supervised and edited the official publications, and I believe to have done this work to the satisfaction of the authorities; at least, you have repeatedly paid it. Since Professor Goodspeed has been Recorder, he has taken a great deal of this work off my shoulders, for which I am very grateful to him. For 3 years I was left under the impression by you and the Secretary of the Board of Trustees, that I was "Assistant Recorder;" but for the last two years the Secretary's annual letter announcing my reappointment, has always read: Recorder's Assistant. Everyone will see at once the great difference; or would anyone call "Assistant Recorder" and "Professor Assistant" synonymous terms? Why this sudden change, although your letter of Sep. 17, '93 entitles me to the Assistant Recordership? — Professor Goodspeed informed me a few days ago, that he would be absent for the whole of next year, and that Dr. Shepard-David was to be Recorder during his absence. This would not only mean, that with my practical experience I should be subordinate of a man much younger and with but little experience in getting out official publications, but also that the bulk of the clerical and publishing work would again fall on my shoulders. I respectfully, but most earnestly, must object to this.

My other duties in the university, as well as the district, and lack of confidence, so unmerited by shown home time and again, may in your judgment disqualify me from being appointed acting recorder during Dr. Goodspeed's absence. But if so, then at least I must request a strict and well-defined division of duties and privileges, so that in my work as "Assistant Recorder" whatever it shall be — I shall be entirely independent of the acting Recorder, and only responsible to the President. My apprehension that this may not be granted, has been one of the reasons that led me to tender you my resignation.

(2) A year ago, in April, the President informed me that Professor Barlow had requested my
retirement from the Department of Pedagogical Ethics. But the ground that I could not be
able to draw students, and that my courses were taken only by a few. This was the pretended reason
given for my retirement from my position in that Department.

At that time, I had opportunities, that are offering now at several sides, I would under no
condition have accepted, another appointment in this University, no matter how well paid. You,
Mr. President, had been systematically prejudiced against me; I have felt this all the time and
others have said so. You have even now not yet overcome this. If so, what satisfaction for me to re-
main here? Last year, in April, you nearly knew me and my works except through the representa-
tion of others. Thank God, today it is somewhat different.

Accepting under this deep injury and injustice done me, perhaps - let us say, understanding, unjustly
by the head of the Department to which I belonged, I have never let my one belonging to this Department
feel this, and I am convinced that Professor Burton will hear me without. It was a good, honest,
and sagacious man, a true friend, who first called my attention last year to the real cause of
my retirement from that Department. This cause is the difficulty I had with your brother two years
ago; your brother, I do not blame him the least, prejudiced his friend Mr. Makins against me, who,
in turn worked upon the feelings of Professor Burton. Ask the latter word's sake and be will have

to say yes! I have never shown in my relations to Mr. Burton and others, connected with that
Department that I knew the real cause of my retirement.

And what about the apparent, seeming, reason. I have never answer the charge implicit therein,
but now that I have fully studied upon the course that I have to take, I beg to state the following:

(a) From the very beginning of my connection with the Department until my removal I have
not only offered (with actuality given as many Majors) (b) as I was called on to offer, sometimes
giving 2 Majors a quarter, and again none in another quarter. The records will bear me out.

(b) My courses, without question, were only for advanced students. I have never offered courses
that would be taken by first and second year men. These therefore never come into actual
contact with the great body of the Divinity students.

(c) I have carefully followed the work of that Department in the matter of courses that were
formerly offered by me; here is the result:
The image contains text written in a language that appears to be Arabic. Due to the nature of the script and the context, it seems to be a page from a document, possibly discussing a topic related to philosophy or history. The handwriting is legible, but translating the content requires proficiency in Arabic.

The image does not contain any images, tables, or diagrams. It is a single page filled with handwritten text.
The University of Chicago.

Autumn Quarter '96. Practical criticism (D. 39) 1 student.
Winter Quarter '97. Rapid Reading in倏替接语 (by no means an advanced course, such as I offered), D. 3 2 students.

office, and Josephus were either not all taken, or with drawn for reasons that I need not mention here.

Apportioned papers (Mr. Budin) none

Spring Quarter '97. Rapid Reading in Hebrew and Patriotic Greek (D. 30 and 31) 9.

The courses, then, were offered by men who also teach required courses and introductory, first-year, courses, and thus come into contact with ten times as many students as I ever did, and what to the result? as few students as I have had?

(a) I know, perhaps better than many others, how many or few students individual instructors have in their courses. Need I quote many instances?

Professor Geo. E. Hale has offered course upon course, with two or three students.

Dr. Marsh's, according to official reports, never had a student in Egyptian language

and philology proper. His students are mainly in archaeological and historical courses and

a few in Arabic.

Thus, I could mention by the score. Has this much reason been urged against them? What fate would a Nöldeke, Lardner, Krael and others, with two or three students a year, have met if number of students should be decisive? Having for a whole year carefully followed this matter, I cannot but say that the need of that department has done me by his action great injustice and injury. Let justice abide.

(b) Two years ago the President desired very much to have the instructors' Record Book begun and brought up to date. As it was utterly impossible for me to do this in addition to my regular work while in residence, I offered to write up the Record Book during my six weeks' vacation (November-December) provided that I receive sufficient compensation for the work. The President agreed to this and promised me this, and when, after my return, I presented the book, on which I had spent all my time for 6 weeks, the President again said: 'But now we must all that you are paid for your work.' No one could and would have done this work ($100 a day) for less salary than that drawn during the regular time and surely offset that much.
Three weeks later, I was simply told that there was no money in the treasury, whereupon they again
for my work. I was now, of course, worse off than ever, but had to be satisfied with not receiving
a payment twice promised by the President, and yet I needed it then more bitterly than ever before.

For, indeed, I had not been able to do much for myself
but for a sick brother. Can you wonder, Mr. President, that my zeal and interest became less
than it was before?

On the 4th of June, 1876, I was asked by the President to do, during the absence of the late
Secretary, the work now entrusted to Dr. Cappio. For the next month of June, I had to do all this work
without compensation, which any one else had done so. I did not, at the same time, neglect
my other work, but labored day and night, although almost broken down for more than
a week by an attack of typhoid malaria.

My reports to the President on the condition of the
press were milder, than any other business man would have made them, but nevertheless I
was repeatedly reproached with malversation, though my aim was the welfare of the work,
enthusiastische, rather than the short-circuiting of the blunders of an utterly incapable manager.

I put all my experience and all my acquired knowledge into this work, and though I was, to
speak, bound hand and foot, with no help of a stenographer, and almost the whole clerical force
of the press working against me in the partnership, I believe that in some measure I succeeded
to clean somewhat this disgraceful work. At least, I have not found Professor Small that the
President repeatedly spoke to him and others in a very bombing manner of my work, how I
had wronged the men around me. Mr. Chase’s retirement was brought about, and while I
was practically performing his duties, and had almost succeeded in pulling the cash out of the
merchant, Mr. Melby, one afternoon, brought to us Dr. Cappio whom he introduced tall as the
future head of the printing and publication department. I believe that for the hard work that
I have done here I might at least have been given some slight intimation of this. Whether
I was considered unqualified to continue this work, which I had begun, I know not, but I can
sure that everybody would have preferred my present multijurious duties, which often
occupy my time until very late at night, the place where for 3 months I filled, not to your
disappointment, a place, whose duties end with the stroke of 5 P.M. — a place, where for one kind
of work a salary is paid almost double in amount to what I draw at present. I do not wish to
criticize the work of the Press; but, pray, let me add: Have the subscriptions to journals
As far as I know, such is by no means the case. The income, indeed, has increased, but mainly from the advertisements, the result of Mr. Stock's faithful labor. Have the papers for conducting their part of the Press decreased? You will find that they have increased to almost double the amount. I criticize none, I only wish to say that with the same type and substance, now in the Press, I could have achieved at least the same results. If that is so, why then, after having worked for months as hard as any man could, why then should one without the slightest warning.

And as there was at the time, no one capable or willing to straighten the entangled affairs of the 1896 Journals, and few only acquainted with one tenth of the Journals subscribed for by the University, I was given at least that work to do for the Press. What I have done here, let Mrs. Niven say, for my work has been ultimately done for the Library.

Of course, my experience gained in the Johns Hopkins Library, has been of great assistance there. In the unpleasant and tedious matter of the return of the 1896 Periodicals, I believe to have saved many hundred dollars for the University. If this work is to fall again to me in the coming year, I much respectfully request that this fact remain as independent of all other facts of the Press as possible, and I would suggest that this work and the arrangement of exchanges be given to one and the same man, to avoid confusion and useless duplication of Journals.

(3) I come to the last, but by no means the least point.

When I took charge of the Nebraska the Journal was 18 months behind. Within 4 months I brought the Journal up to date and have since then done so to the best of my ability.

I have, as you well know, in most cases prepared the copy for the composition, have myself always read the proofs, thereby saving expenses. and have for each number contributed some 8-10 pages Bibliography, a hard and tedious piece of work, taking up a great many of my evenings, when I could have been at my own private work. I have virtually carried the Journal through from start to finish. And yet in Davies's Monthly List it has been repeated by announced and re-affirmed that "of course the editors were the same as before", though the title has changed.

I have done almost the same amount of work on the American Journal of Theology and believe that systematically I have succeeded in making it almost faultless. I am not a member
The University of Chicago.

of the Divinity Faculty and therefore no outsiders could ever expect that most of the technical work is done by me. And yet you know that no foreign article is translated without my willing and hearty cooperation. No man, whether he belong to the University or not, could do the tedious and slow work of the Bibliography without a special remuneration; there is no credit in it, singly slow, tedious work based upon a wide knowledge of the material. And yet with a ridiculously small amount do I receive for all the work on the two journals (or even three)! Is the work done slowly, inaccurately? If so, why do I retire and have it put into the hands of a man more accurate and conscientious.

I am doing more work on these two journals than Dr. DeBell does for Political Economy Journal, and yet in that journal and in the Annual Register he is announced as Managing Editor of the journal. Should not a Divinity Faculty be about as good as the Department of Political Economy. And if this be not feasible, then I pray, have a just financial compensation make up for the loss of any such public acknowledgment. I am by no means anxious after such empty glory, I am getting old enough to prefer a more real compensation for my work. Let me among many less point to that of Dr. Buckley, who as editor of Progress a monthly Journal of scarce the size of the Biblical World receives a salary of 2200 dollars a year. More than I draw this year for all the work I do in this University. I believe that I know as much of the theoretical work and of the practical side quite a little more than the average (who, and why should I not such a compensation similar to that of the average editor?)

(6) In the beginning of last October I began my work for you personally, and also I was agreed that I should work an hour a day for you, I have on the average worked at least two hours. The work that I have done, every scholar knows, is slow and tedious. I had to go over the whole ground covered by Mr. Berry, that I have not made the rapid progress you might have expected is a great regret to me. That I have not exactly followed out your ideas, is due principally to the fact that you never had time to assign to me such special work. But I can say that in all my years of hard and constant work, I have never heard it said for the first time that I had wasted away time while working for you or anyone else.
You feel ill about that time and, owing to your reproach and your illness, I stopped my work and at the same time asked Miss Chamberlin not to write out any checks for me in the future, as I do not feel authorized to accept compensation under such circumstances. Perhaps you have wondered why I have been so infrequently at your residence of late.

The time usually spent in your house, I have seen then devoted to general work for the University, which is increasing from day to day, and thus since April I am working the same hours for $25.00 less income a month, a difference perceptible to a man of my means.

Not only this. For the last 4-5 months I have been obliged to work in the evenings at home at least 3-4 evenings a week, in order to do my work for the University in some measure as it should be done, or as I wish to do it. And this was expressly stipulated last year that I should not be so burdened with work, to deprive me of the evenings for my own private researches. I cannot, in the future, with nice $20.00.

Jealousy and private influences have worked war against my work, the whole school of Herbert and Delafield has done so and is still doing it. Such unappreciated men like Halley, J. Ottey, Victor Bleich, Becker, Alfred Jeremias and others have most favorably reviewed it. I cannot give up this work and rather would resign than be compelled to give up its completion on account of the heavy burden of work here in this place.

I have finished. There are the causes that lead me to tender you my resignation. Several opportunities have in journalism and other work, which would yield me a larger compensation with less work than here. Why should I not, in the face of the many reverses here, do so? What prospects in the future as regards salary and promotion have ever been held out to me. Because I happened to be out of place, when I was appointed here, should I suffer a score of years and be reminded thereafter as has been done before? Many others have here been appointed who had no appointment elsewhere when called here. Men, that were eminent and ready when I came here, have far outstripped me in rank and salary, and yet I can say, few if any have worked harder than I have.
The Chicagoan

The reference to Chicago.

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The reference to Chicago.
The University of Chicago.

I can spend hours on tennis grounds, or in clubs and in society as many another of our men do. I wish I could do so, but I have never had time nor leisure while in this university.

Have I done less scientific work than many of your Professors? I am not so young as to be blind in these matters and if I am now come to the point that I must either leave here or receive such assurances not for one year alone, but for several years to give me that ready spirit needed for the work I have to do.

I came here as an instructor, the same title that I held at the Johns Hopkins. I believe that my scientific work entitles me after four years' interval to a promotion in rank as much as Mr. Wood and others who have for some time done little or no teaching at all.

I believe that the work that I do now entitles me to at least the compensation which for instance Dr. Cuppy and others receive, whose work is not as heavy as mine is.

I believe that from now on I should have a written assurance of a four years appointment, not an annual reappointment like any clerk in this institution.

I believe that I am entitled to, and I pray that I may receive in the future more confidence than has been shown in the past, so that I shall not on all and every occasion be suspected in case something be made public that should be kept private. I have repeatedly been made to feel this by letters received from the President.

I believe that the work I am to do in the Neil and the Recorder's Office can best be done in the manner suggested above.

If these prayers cannot be granted, then I beg and must insist upon my resignation; then I must also beg that provisions be made to pay me the 3 months' vacation credits ($310.00) due me for the year 1895-96; and that the six weeks' hard work on the instructor record book be compensated at last, in accordance with the President's repeated assurances.

What decision may be reached, I beg to have made at the earliest convenience and if my petitions are granted, I beg that the whole adjustment be communicated to me in writing; just as I have now stated my case.

Very respectfully,

[Signature]
New York, September 26, 1897

Mr. Wm. R. Armstrong,
University of Chicago, Press,
Chicago, Ill.

Dear Mr. Armstrong,

Concerning the matter which you mention, I wish to thank you for your patience. I fully thought that the matter of your salary would be adjusted July 1st, and I doubt not that Mr. Harper himself believes it has been. I feel that it is a matter which he will regret quite as much as I do, since he gave me his positive assurance that the matter would be taken up at the first of the present fiscal year. I wish you would go and speak with him about it personally. I shall not take it for a moment as over-stepping any authority of mine. I think the matter only needs to be brought to his attention to be speedily adjusted, and since I shall not be back for some little time, I think it would be well for you to arrange an interview with him, and explain to him that I had told you that every thing would be arranged about, or, soon after July 1st. He will appreciate your patience, and the fact that you have waited all this time without showing your disappointment and dissatisfaction.

Very truly yours,

[Signature]
Dear Mr. [Name]

The undated letter begins with a greeting, possibly "Dear Mr. [Name]," but the text is not clear due to the condition of the document. The letter appears to be a formal communication, possibly regarding a matter of business or professional interest. The text is difficult to decipher in places, indicating it may have been written in a hurried or informal manner.

The content of the letter seems to include references to future dates, possibly indicating a request for a response or action to be taken at a later date. The term "undated letter" suggests that the document was not intended to be dated, or the date has been lost due to wear or damage.

The document is well-preserved, with legible handwriting and a clear format that suggests it was written with care. The letter's content is not entirely clear, but it appears to be a formal request or communication, possibly related to business or professional matters.

Overall, the letter seems to be a formal communication, likely intended for a professional audience. The condition of the document suggests it may have been written during a period of historical significance, contributing to the preservation of historical records.
September 30, 1897.

Wm. R. Harper, Esq.,
President University of Chicago,
City.

My dear doctor:—

Since seeing you yesterday I have been thinking over the matter of printing the N. E. A. Report. I certainly have no desire to embarrass either you or the University, and seeing that the other party has taken the ground of standing upon technicalities, I have decided to relinquish all claims we may have upon the printing of the job. I think under the circumstances this is the easiest way in which to relieve you of the perplexing question as to whom the job should go.

Last night I also turned over in my mind the intimation made about Mr. Walker's receiving a commission, and began to realize what a direct charge it was against our integrity. I know that you will believe any statement I may make. Since I have been in business I have fought the question of paying commissions for work, and during my entire business career have never paid one. I have lost many large contracts from my decided position on this question, and I have no intention to make a compromise now in what I believe to be a matter of principal. Nor has there ever been any commission of any kind paid to Mr. Walker by any one in our employ. Nor has he ever received any favors from us excepting those of business
courtesy, and giving him all help we could in discharging his duties to the University. I know that this commission business is so universal that many people have gotten to believe that no concern doing a large business can get along without it. But rather than have you, or people whose good esteem we care anything about, believe that I am guilty of this corruption, I would rather lose the entire University work, notwithstanding the pride I feel in doing the work.

You asked me if I believed Cuppy guilty of accepting a commission. I said at the time that I did not, and I do not now after thinking it over. I do, however, think that Mr. Cuppy is not favorably inclined toward us, because when he was publishing the Altruistic Review and we were printing it for him, we insisted on his paying his account. Also, if you will follow the relationship of a Mr. Clemons or Clement, who was employed at the University Press and is now in the employ of the W. B. Conkey Co. and to whom Mr. Cuppy is related or under obligations for a business deal previous to Mr. Clements connection with the University, you will see that Mr. Cuppy has reasons why he should favor the Conkey concern.

Part of the type for the N.E.A. job was sent down to our place before this question came up, and we will be glad to deliver it to the Conkey Company upon an order from the University.

Respectfully yours,
to the University. I know that this commitment to the University's work is the primary reason that many people have chosen to believe in the potential of our future. I believe that we have the power to make a difference in the world.

We can shape the future of our institution, and in doing so, we shape the future of society. The University is not just a place of learning, but a place of action. We have the responsibility to use our knowledge and skills to address the challenges of our time.

It is our duty to contribute to the advancement of knowledge and to serve the needs of our community. We must be committed to the ideals of the University, and to the values that define it. We must be willing to take risks, to think creatively, and to work together to achieve our goals.

The University is a community of scholars, researchers, and students who are committed to the pursuit of knowledge and to the betterment of the world. It is our responsibility to support this community, to contribute to its strength, and to ensure its success.

Let us work together to bring our vision to life, to make the University a place of innovation, discovery, and progress. Let us be proud of our achievements, and let us be committed to our goals.

Thank you for your support and your commitment. Together, we can make the University a place of excellence, a place of learning, and a place of hope.
Dear Mr. President,

I enclose my report upon the gift of Departmental programs and Circulars requested. I beg to say that the Register will be off the press tomorrow, and that we have been promised copies on Thursday evening or Friday morning.

I enclose Dr. Thomas’ letter (copy) to Dr. Cephas. If the matter mentioned in this letter is attended to promptly, we can expect success from all parties by the middle of October, in time to check off the new exchanges. May I ask you to return mine Dr. Thomas’ letter.

I also enclose a statement of Mr. Walker concerning the press for the current (October) number of the Journal of Theology. Mr. Walker told me that he had called your attention to this at an interview which we had with you in the early part of this week. You will see from Mr. Walker’s letter that, at the very best, paper will be at least in the letter part of this week. The Journal of Theology is out of the house, with the exception of the first part of the letter part of this week. I have been so busy with the Register until yesterday, typography, Table of Contents, and Index, that I have not been able to devote much attention to the Index, which is a matter of much importance. I have not yet been able to get up typography; we will leave the office to morrow. There is no paper on which to print, it will be of no use to read type to Connelly’s.

Concerning Hebrew, I beg to say that 12 pages of Hebrew and a grammar are ready. I would have had much more in readiness by this time, but that you brother told me not to do so, inasmuch as he wanted at least 40 pages, then far from there to be any 16 pages of Hebrew and a grammar.

Respectfully,

W. M. Arnold
Dear Mr. President

Concerning Goethée's request for payment of his review in Hebrew vol. xxi 222-224. I beg to say that both books reviewed were furnished the reviewer by the journal. Can he in view of this claim payment for these reviews?

I also beg to state that some time ago two books belonging to you, viz. E. Meyer, Entlehnung des Judenthums, and Hölder, Die Grammatik des Semitischen Arabisch were sent to reviewers; the copyist requested by the journal not yet having arrived, the reviewers retained the books, and the publishers did not furnish copies. What is your decision concerning these?

Yours truly,

respectfully,

Wm. Am.
Dear Mr. T. E. Wilder

I am copied on the enclosed letter. As you are aware, it is my understanding that the above arrangement will not be disturbed by any of the parties concerned. In fact, I think it is impossible to disturb them.

In view of the above, I should be grateful if you would kindly agree to the arrangement.

Yours sincerely,

[Signature]
President W. R. Harper,
The University of Chicago.

Dear Sir:

The postman has just brought to my attention your note of November 8th to the Superintendent of Station N of the postoffice, which reads as follows:

"I desire to make an official request that all mail matter addressed to any periodical or to the "Editor of" any periodical published by the University (for instances, The Journal of Geology or The Editor of The Journal of Geology) shall be delivered to the Librarian of the University. By complying with these directions you will confer a very great favor upon the authorities of the University of Chicago."

I am sure that this is not exactly what you meant to say to the Superintendent of Station N. Most of the mail matter which comes to our office is addressed to the different periodicals; nor would the order be a safe one if it specified second-class matter. Magazines containing our advertisements are sent to us that we may check the advertisements. Certain other magazines are sent to us for various purposes, either soliciting advertisements or filling orders for special numbers which have been made through the book store or this department of the Press. Under our present system there is but one way, and that is that the people at the library inform the publishers of the periodicals which they receive in exchange to address these to some specific address, either the library, or Professor Thomas, or Mrs. Dixon, - it matters not to what or to whom. There are other journals which naturally come to the editors. These are journals which contain comments regarding the latest issues of the journals and are "marked copies". The simplest way therefore would be for the library to go over the periodicals which it receives, ascertain which periodicals do not come regularly, and find out whether or not it is due to some fault in the address, the carrier, or to some one in this office.

We do not wish for a moment that the mail which belongs in this office, either first, second, or third-class matter, should stop at the library. We find enough delay when matter comes in the regular way.

I am very sure that you will give the superintendent of Station N modified instructions in regard to this matter, now that your attention has been called to it. In the meantime he awaits your decision.

Yours very respectfully,
President W.R. Harper,
The University of Chicago.

Dear Sir:-

Mr. Dickerson has spoken to me about an advertisement for The Standard. You know, of course, that I should be very glad to place this, but we have placed so much business that I hesitated about settling this matter without referring it to you. I shall be glad to know your pleasure. He wanted us to take space that would cost about $35.00. That would give us practically the page which we have in all the December magazines.

By the way, I hope you will find time to glance at the December Harper's, Century, McClure's, Atlantic Monthly, Scribner's, etc., for the page advertisement which we have in those magazines.

I believe the advertisement in the Post will be a splendid move on our part. It will not only help us from the subscription standpoint, but will help us from the advertisers' point of view.

You will be glad to know that subsequent returns have come in from my New York trip. This morning I am specially pleased to find on my desk a 200-dollar contract, upon which we are to pay 15% commission to N. W. Ayer & Son, from the Buffalo Lithia Springs Co. I took the chances of being turned down by Colonel Good by calling on him early in the morning before he had had time to breakfast; but he received me most courteously and promised to give the matter attention. Since then I have written him and sent him copies of the journals. This 200-dollar contract is the result. We may well congratulate ourselves, as this is one of the best lines of advertising put out in the whole country.

There certainly can be no further doubt as to the advisability of your deciding at once to make the circulation of the journals 150,000 and to give me the help in this office required to utilize the copies over and above what we wish to keep in stock. In fact, this matter has been delayed too long already. I give all sorts of excuses. Can the matter not be adjusted at once?

Yours very respectfully,

[Signature]
Chicago

President W.R. Harper,
The University of Chicago,

Dear Sir:

"M. Directors, the Board of Governors, to me amount as an
achievement to the standard. You know, of course, that
I cannot be very far from home, but I have pleasure
in making this personal visit and I shall be glad to
meet with you in person. We are anxious to know your
preservation. We are anxious to know the steps that
you will take in the future. You will find time to
please us in the way in which you will find time to
please us. You will find time to please us. You will find
time to please us. You will find time to please us.

I believe the preservation of the University, for one,
will not only help us to the elevation of the standard,
but will help us in the elevation of the standard.

You will be glad to know that I am now engaged in
the revision of the Code of Ethics. I am now engaged in
the revision of the Code of Ethics. I am now engaged in
the revision of the Code of Ethics. I am now engaged in
the revision of the Code of Ethics.

I have written you and sent this notice of the
revision of the Code of Ethics. I have written you and
sent this notice of the revision of the Code of Ethics.

Yours very respectfully,

[Signature]
President W. R. Harper,
The University of Chicago.

Dear Sir:-

Your favor of the 24th instant regarding Mr. Stocks is at hand.

I have attempted always to treat everybody as a gentleman should. Although I think Mr. Stocks has done some things which are contemptible I have always taken special pains to treat him well. I have not referred to the little incident except once: that was the same evening, and I did it in the presence of Mr. Armstrong. I kindly said to him that I thought it would have been more manly for him to have brought the questions which he wished to raise to my notice personally. I said that there is nothing done in this office which Dr. Harper should not know or may not know at any time; that if he had mentioned the matter to me I should have taken it up with you if it could not have been adjusted otherwise. I also said that if I felt as he felt I should resign and not remain in the employ of the Press. "I am not asking you to resign," I added, "but that is what I should do." This conversation took place the same evening in my office. Since then I have not referred to the matter, and I do not believe any one in my office knows anything about it unless they have gotten it from Mr. Stocks.

To be frank, I have never believed that he earned his salary. I have never thought it just that he should be paid $65.00 a month and given a room, which is equivalent to $75.00 a month, while Mr. Armstrong was only receiving the same amount. I could spend the same amount of money to much better advantage. For $100.00 a month I could get a first-rate man who could not only handle the business which Mr. Stocks does but attend to all inquiries for sample copies. Such a one we need very much.

However, this is your affair and not mine. I am always willing to carry out your instructions and do it in as pleasant a manner as is possible. If Mr. Stocks finds fault with his position it will not be because of any mistreatment on my part. I should conclude it was from the fact that he was troubled in his heart.

One thing more: Mr. Stocks has said in the presence of a third party that he did not know any one who thought I was honest. Of course this does not affect me. There are people in the University who have known me for fourteen years, and Mr. Stocks' opinion upon his short acquaintance can do me no harm. But it shows something of the spirit which he must have.

Yours very respectfully,

[Signature]
Dear Sirs:

Your letter of the 8th instant suggesting that

I have accepted the post of Professor of

English at the University of Chicago as a

foregone conclusion is not in accord with

the statements which I have always taken

to mean that I have not accepted. I was

merely playing with the idea of taking a

senior position in the University. I am

surely not making any offer that would

prevent the University from paying me

what it can. I think that I should be in

a position to make an offer that would

be acceptable to the University. If I

were asked to do so, I should be willing

to accept the post of Professor of

English at the University of Chicago.

Yours very truly,

[Signature]
Dr. W. R. Harper, President,  
The University of Chicago.

Dear Sir:-

I beg to submit herewith detailed reports of the subscription department and of the contracts made with advertisers for the month of December.

In this connection you will doubtless be interested in the following comparative statements:

I find by referring to the report of December-1896 that there has been a net gain in the paid subscription list of The Journal of Political Economy of 33. In the paid list of The Journal of Geology there has been a gain of five. The American Journal of Sociology has gained 71 over December-1896. The Astrophysical Journal has lost two. The Biblical World has lost 65. (You will note in this connection that The Biblical World has almost made up what it lost to The American Journal of Theology.) The School Review has gained 353 over December-1896. Hebrew has lost eight. The American Journal of Theology has gained 492. The Botanical Gazette has gained 24. The University Record has gained 112.

The receipts from subscriptions for December-1896 were $2,150.75. For December-1897 they were $1,625.25. This difference is almost entirely accounted for by the fact that during December-1896 old subscription accounts were being settled up; and this year very few bills have been sent out since July.

The receipts from advertising in December-1896 were $215.90. The receipts from advertising in December-1897 were $606.64 cash, and $349.51 which is quite as good as cash, except that the money has not actually been paid in. This amount covers books, etc., sold to other departments and to the Bradley Polytechnic and is credited to the Press Division by journal entry.

The total receipts therefore for December-1897 were $2,683.40, as against $2,364.65 for December-1896.

By referring to the report of December-1896 I find that the advertising contracts made were as follows:

- Exchange, $246.00; cash, $1043.20; Total, $1,291.20.
- For December-1897 the report shows contracts as follows:
  - Exchange, $176.00; cash, $1,006.40; total, $1,184.40. The difference here is accounted for by the fact that we issued no special December number of The Biblical World in 1897 and solicited no special December advertising, as the edition of five thousand copies was not sufficient to solicit extra advertising.

All of which is very respectfully submitted.

[Signature]

Director
Chicago, Ill., Jan. 12, 1896.

Dr. W. R. Harper,
President,
The University of Chicago.

Dear Sir:

In reply to your favors of January 10 and 11th: We have received blanks from the Comptroller's office and are returning them to him today filled out as fully as we are able. This in reply to the first point in your letter of the 10th.

The sending out of bills to delinquent subscribers was delayed from week to week because Miss Smith and Miss Blackburn were scarcely able to keep up the work which each day required. It is hoped that all delinquent subscribers will soon be billed now that we have added to our clerical force. This in reply to the second point.

Regarding the advertising for December, two or three things may be said. Last year R. R. Donnelley & Sons Co. paid us $35.00 for special advertising in The Biblical World, which probably did them no good. This year we secured from them a contract for a quarter-page for an entire year for $100.00, which doubtless will do them a great deal of good, since it will appear in every issue of the nine journals. A. C. McClurg & Co. who last year took two pages in The Biblical World at $70.00 took one page in each issue of every journal for three months for $100.00, and felt that they were getting quid pro quo. Last year they felt that they were giving the advertising because we insisted upon having it. Last year also we had a special man in the field, Mr. Clement, who spent his afternoons in soliciting advertising and who turned in a number of new contracts. This year I have had all I could do in the office since my return from the east, but took the time to secure a few contracts in the city. Last year advertising was solicited because we bought goods of different firms. I did not believe that the advertising would pay the advertiser where he took a certain amount of space in a special number. This year we solicited the advertising on a basis of giving good value for the money, and our contracts have been made upon that basis and no other. This is in reply to the third point.

By referring to the report of December-1896, which you have on file, and the report for December-1897, and in the same connection taking my letter which accompanied the report of December-1897, I do not believe you can find any ground for your interrogation as to whether or not the latter report does not show backward movement. You will recall that when I came to the University Press there were many names on the subscription lists of people who had not paid for a number of years. There were cases where subscribers owed $18.00, $21.00, $24.00, $27.00, and even $30.00. We either collected these amounts in full or compromised and made the best settlement we could, or else dropped the matter entirely and discontinued the
Dear Sir:

Do not delay your response.

E. W. Beale

[Signature]
subscriber. In this way the receipts for the first three months of my connection with the University Press were out of proportion to the amount of business done. For December-1897, since the billing was not done up to date, the report is not up to the actual amount of business done. This is in reply to your fourth point.

The American Journal of Theology, The American Journal of Semitic Languages and Literatures and The Biblical World were issued late. It is somewhat difficult just where to attach the blame, as it is not due wholly to the editors, or to the printers, or to the pressmen; but in part due to each. There was first a certain amount of delay on the part of the editors of The Biblical World and The American Journal of Theology in getting the O.K. 'd proofs back ready for making up the pages. There was an added delay because the three journals which you mention have advertisements in common, and the advertisements for only one journal could be run at one time. There was still further delay on the part of the pressmen, as the time to which you allude was the busiest period for the R. R. Donnelley & Sons Co. who had the presswork on these magazines. There was also practically one day lost by our expressmen, who pick up the journals, bring them to Hyde Park, leave them in their wagons and barns overnight, and deliver them here the following morning. This is in reply to the last paragraph of your letter of the 11th.

The bills for The Biblical World for November, which your letter states are dated January 1st, are in the hands of Mr. Walker, who is looking up the data. As soon as information is placed in my hands it will be forwarded to you. This is in reply to the first part of your letter of the 11th.

Regarding the matter of reports, it seems to me that all reports regarding the Press Division should be handed you from the Comptroller’s office until such time as all matters pertaining to the Press pass through the Press Division. No matter how carefully we make out a report it will not be accurate, as thus far there have always been added charges which have never come to this office. When that is done there is no reason why you should not have an accurate report as to receipts and expenditures in detail at the end of every month. It was my understanding that this should go into effect last July. Subsequently it was my understanding again that it should go in force January 1st. Cases in point, if you care to have them, might be mentioned: The illustrations done by the Binner Engraving Company for The Astrophysical Journal are never reported to this office. The amounts paid contributors are not reported to this office. If there happen to be other charges made against this Division they may or may not be referred to us. There can certainly be no objection to reporting every charge made against the Press Division to this office. We can enter it up and forward the original bills to the Comptroller's office. It is in fact the only way that the business can be satisfactorily managed.

Yours very respectfully,
supervisor. In this way the teachers for the three courses

supporting the outline of the syllabus. Each syllabus

is composed of a number of sections, each of which

contains a number of lessons. The lessons are

organized in such a way that they build upon each other.

The first course covers the fundamentals of

computer science, including data structures and

algorithms. The second course focuses on

programming languages and software engineering.

The third course delves into advanced topics such as

artificial intelligence and machine learning.

In addition to the classroom instruction, students are

encouraged to engage in hands-on projects and

collaborative assignments. Regular assessments are

conducted to evaluate student progress and

provide feedback. Students are also required to

complete a final project that demonstrates their

understanding of the course material.

Overall, the program aims to prepare students for

disciplinary roles in the field of computer science and

related fields.
My dear Mr. Cuppy:—

Will you kindly send me from your letter book a copy of the letter which you sent me some weeks ago, perhaps in November, with reference to the proposed increase in the circulation of the journals. You will remember that the list was made up in order to make up a total circulation of 150,000. It is this letter which I should like to have.

Yours very truly,

[Signature]
Chicago Jan 26th 1926

My dear Mr. Cupra:—

Will you kindly send me from your letter book a copy of the letter which you sent me some weeks ago, perhaps in November, with reference to the probable increase in the cost of the ingredients. You will remember that the first was made at

in order to make up a total of 15,000. If it is this

letter which I should like to have.

Yours very truly,
President W. R. Harper,
The University of Chicago.

Dear Sir:—

The matter regarding the issue of the journals is very important. If it is not attended to it would lose for us the 1,600-dollar contract with Pears' Soap. You will recall that in Mr. Morse's letter he went back to the time when we were issuing 150,000 copies and mentioned in the contract that we are to give him a statement that we are still publishing that number. Since then the editions have been cut down.

You will be interested to know that there are not more than a half-dozen copies of the October School Review on hand, and we are trying to buy them back from every quarter. This same thing has occurred with at least four issues during the past twelve months. There is no economy in any such "economy" as this.

My suggestion is that we issue five thousand copies of The Biblical World, and immediately set to work to get that many subscribers by sending sample copies and addressing the ministers and Sunday-school teachers of the country. I also suggest that 3,000 copies of The School Review be issued; 2,500 of The American Journal of Sociology; 2,000 copies of The American Journal of Theology; 1,000 copies each of the rest, except The American Journal of Semitic Languages and Literatures, of which we should issue 750.

This would make an even 150,000 copies for the year.

Your approval of this letter will be sufficient for me to give the statement to the parties who are awaiting my reply. There is but one side in this matter and that is the side that is here presented. It not only would mean a financial loss to do otherwise, but would be a decided step backward after having once made the good impression which we have succeeded in making with the advertiser.

Will you kindly give this matter your immediate attention? and greatly oblige

Yours very respectfully,

(COPY.)
President R. Harper
The University of Chicago

Dear Sir:

The matter concerning the issue of the W. R. Franke Fund.

I am not attached to it mostly. It is of very important. It is to be noted that if we were not to subscribe with our 5,000-

Thus far, we have spent 5,000,000 dollars for the new building.

To the time when we were raising 1,000,000 dollars and then

To the time when we were giving 1,000,000 dollars and then

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Chicago, Ill., Feb. 5, 1898.

Dr. W. R. Harper, President,

The University of Chicago.

My dear sir:—

If there is no reason, so far as you know, why it should be otherwise I should like my vacation to begin the first of April and extend to the first of October. This is the dull season of the year and the best time, of course, to take a vacation. If it is found that the work cannot be put in good shape for my absence by April first it would be satisfactory to me to go May first, provided the year closed November first instead of October first.

It has been my hope during the past eighteen months to spend my vacation, or a part of it, in England. Until last week I believe I have not been absent from the office two consecutive business days, my work east for the University excepted.

It has so happened that in passing from one position to another I have not had as much as a three days' vacation in nearly four years. If you can arrange it just as well to allow me to go April first it would please me very much, as I have some business interests in Indiana that I should like to look after during April, and I hope to sail in May. However, I wish to give my best efforts to the University during my connection with it.

I should appreciate your early consideration of this communication. Yours very respectfully,

[Signature]
Dear Mr. Harper, President,

I am writing to inform you of my resignation from my position at the University of Chicago as of the end of October.

It is with a heavy heart that I submit this letter. As you may know, I have been preparing to leave the university since the beginning of the academic year. My decision to take a sabbatical in April, followed by the completion of my dissertation and the return to the full-time faculty, was not an easy one. However, after much consideration, I have decided that it is time for me to move forward with my career.

I appreciate your support during my time at the university. The opportunities and challenges I have faced here have been invaluable to my professional growth.

I look forward to hearing from you.

Sincerely,
[Signature]
Dr. Harper talked with you about your employment there, he said that you would be entitled to "the privileges, honors", etc., that went with "the rank of an associate professor".

By the statutes of the University, it is provided in Section 13 that, among others, the Director of the University Press shall be "appointed by the Board of Trustees". In conformity with this, your employment, or appointment, was in fact by the Board of Trustees of the Chicago University at one of their regular meetings, as I know from having participated in it. Nothing was ever said to the Board of Trustees about a vacation for you, until the matter was presented the other day by Dr. Harper. When the matter was presented by him, first to the Committee on Press and Extension, and afterward, to the full Board, the opinion was unanimous in both cases, that your request for a three months vacation for each of the two years, was wholly without merit, and that your position, like that of the Comptroller and Dr. Goodspeed's, was wholly unlike that held by those who are entitled to a three months vacation each year.

Not one of the heads of the Divisions is granted a three months vacation on the ground of being a head of the Division, but the right to such a vacation is found in the fact that their primary work is that of an instructor, to which is added as an extra, the headship of a Division, with some additional compensation for the extra work involved in such headship. In paragraph 20 of the Statutes of the University, it is provided that "the Instructor takes his vacation", etc. It must be clear that neither your work, nor that of the Comptroller, nor that performed by Dr. Goodspeed, (though the positions entitle you to rank as associate professors, etc.) is primarily that of an "Instructor".
Dear Mr. Thompson,

I was pleased to learn of the recent decision of the University of Michigan to appoint a new Dean of the Graduate School. I am writing to express my strong support for your appointment to this position.

As a member of the University community for many years, I have been impressed by your dedication and your commitment to excellence in teaching and research. I believe that your leadership and vision will be instrumental in guiding the Graduate School as it continues to evolve and adapt to the needs of our changing world.

Please accept my congratulations and my best wishes for a successful tenure in your new role. I am confident that you will continue to make significant contributions to the University and to the broader academic community.

Sincerely,

[Your Name]
In the case of the assistant librarian, an extended vacation was granted by the Board of Trustees, after lengthy discussion and for special reasons applicable only to the individual and the conditions at the time the vacation was granted.

In the case of your predecessor, Mr. Chase, it was never intimated by any one, that he was entitled to or claimed a three months vacation by reason of his rank, or otherwise. Whatever was done for him by way of vacation and salary, was done by the Board of Trustees after an extended discussion of the matter, primarily on account of the distressing condition of his health, from which it was feared he would not recover. No suggestion was ever made that it was other than a gratuity extended by the Board of Trustees, in recognition of faithful services, and his physical condition at the time.

Under all the circumstances, I doubt whether you are entitled, as of right, to cumulate vacation periods of any term from year to year, or, indeed, to a vacation at all, except as it may be granted from year to year in the discretion of the authorities of the University. Indeed, I know of several large corporations who employ a general manager and a general superintendent, and in the six or eight years that I have known of the working of their business, neither of these officers has expected nor been granted a vacation as a matter of course; and when asked for, it has been granted at a time convenient to the corporations and for a period of two or three weeks. So far as I can learn, neither Dr. Goodspeed, nor Mr. Rust have ever been allowed a vacation exceeding one month, and if Dr. Harper is willing to recommend to the Trustees that you be allowed a six weeks vacation, and to the vacation of this year a vacation of a like period which was not asked for nor granted last year, it is my firm belief, knowing the sentiment of the Board of Trustees, that he has been more
In the case of the accident involving an exchange of fire, the action was taken by the Board of Trustees after careful consideration and thorough investigation. The action was not taken lightly, but rather with the intention of preventing such incidents in the future.

In the case of your accident, it is clear that we were never informed of the incident at the time. However, we were informed by the Board of Trustees after a thorough investigation. We believe that the incident was an unfortunate occurrence, and we are working to prevent similar incidents from happening in the future.

The combination of the factors leading to the accident was a complex one, and we believe that it was a result of a series of unfortunate events. We are committed to learning from this incident and taking steps to prevent similar events from occurring in the future.

I understand the concern you have about the situation. However, I believe that our actions were appropriate and necessary to ensure the safety of all those involved. We are working to make improvements to our procedures and protocols to prevent similar incidents from happening in the future.

Under the circumstances, I hope that you will accept my apology and understand my position. I believe that we must learn from this incident and take steps to prevent similar events from occurring in the future. I appreciate your understanding and support during this difficult time.
liberal toward you than they would be. Nor do I think there is anything in your letters, or in the situation, which reflects discreditably upon Dr. Harper. Conceding the statement which you say was made at the time he arranged for your employment, it must be clear that it certainly was not in his mind that one of the privileges of the Directorship was the vacation allowed to "Instructors". It must be apparent that Instructors, whose years work the country over covers a period of but nine months, are in a different position from those filling business positions.

In your letter to Dr. Harper of March 26th, you say: "It seems almost incredible that in all our interviews, this matter should not have been referred to by you, and yet, I recall only one instance when the subject was mentioned, and that you will remember. It was when you asked me as to what I thought of the future of the Press, and I replied that I had large hopes for a great future; that I had hope of spending one of my vacations making a study of the Oxford Press in England, and one or two establishments in Paris, and at my own expense. You did not correct me, nor give me any reason to suspect that I had erroneous ideas as to vacations". It does not seem to me, Doctor, that this incident, at all strengthens your contention. There is no intimation of any conception of a vacation extending beyond a month.

In considering this matter, the thought has occurred to me whether your term of service does or does not end with October 1st next, without any action upon your resignation, and whether it would not be best for you to obtain and use such a vacation as may be granted by the Board, so that wherever your next years employment may take you, you will not be compelled to say next year, as you say in your letter of February 5th, that: "In passing from one position to another, I have not had as much as a three days vacation in nearly four years".
Dear Mr. A. Glyn,

I appreciate your letter from today, and I wish to express my gratitude for your interest in the position which reflects your consideration of me.

However, I must inform you that it may be a little difficult for me to accept the position due to the circumstances of my current employment. It is important for me to maintain a position of introspection and ensure that I am making the best decision for myself.

In my letter to the Sister of St. Sulpice, you may have read about my previous experience in a different position from yours, and I believe that my experience is relevant to the position you are offering.

I am writing to you as a final interview note, and I realize that we have not met in person before. I recall our telephone conversation, and we will remember it.

I was not able to discuss my thoughts on the future of the position and my decision with you, but I am hopeful that you will consider my application for this position. I am confident in my ability to contribute to the advancement of your organization.

I would like to emphasize that I am not proposing to accept the position for any personal reason, but rather for the opportunity it offers. I am committed to maintaining a position of introspection and ensuring that I am making the best decision for myself.

I look forward to hearing from you.

Yours sincerely,

[Signature]
In conclusion: Frequent interruptions has made this letter a piece of patch work, having been written in parts in such portions of time during twenty-four hours as I could secure for it from other duties. It will disappoint you; nevertheless, I have taken the time to consider the matter and to write this letter. This I have done on account of my friendship for you, and the conclusions reached, are drawn solely from the situation as presented to me.

Fearing lest I might not be impartial, I submitted all the papers to my brother in the office, who read them, asked such questions as he desired to with reference to the points raised in your letters, and the conclusions he reached by an independent investigation of it, concurs with those stated in this letter.

I very much regret that your views have led you to so seriously question Dr. Harper's good faith, and I doubt if you realize how offensive your letters to him appear to an outsider.

I am expecting to leave the City to-morrow to be gone sometime. I must ask you to accept this letter, erroneous in its conclusions as you will believe it to be, to end the discussion as between us.

I return to you herewith the original letter of Mr. A. Stocks, addressed to you and dated October 11th, 1897, which is probably the only communication you will desire returned.

Very truly yours,

Enc:  

(Original) [Signature]
In conclusion, I should like to make this letter a
peace of paper work, having been written in part to
purchase twenty-five cent notes, as I cannot secure
them from other sources. I will accordingly now
nevertheless, I have taken the time to consider
the matter and to write this letter. There I have
gone on record as
my recommendation for you, and the recommendations
you have received from
the attention is directed to me.

I am sure that I might not be misunderstood, I submit to this paper
for my personal action, and keep them, making every deduction as the
word of the letter to which the points raised in your letters and
the conclusions do touch on an important investigation of it, concern
with the state of this letter.

I very much regret that your name has long gone, I am sure if we answer,

your letter to him in order to

as expected to receive the City to-morrow to go some time
I meet you as you to secure your letter, examine in the conclusion as you
will believe it to be, and the discussion as between us.

I return to your personal and in my letter to Mr. A. Smith,
who according to you may have it. If I, too, write the only
communication you will cease to receive

Very truly yours,

(Handwritten name)
Dear Mr. President,

Concerning Goethe's request for payment of his review in Hebrew vol. XIII 222-224. I beg to say that both books reviewed were furnished the reviewers by the journal. Can he in case of this claim pay me for these reviews?

I also beg to state that some time ago two books belonging to you, viz: Edward Meyer, Entstehung des Judentums, and Hölderle, die Grammatik des Chaldaeo Assyriseh Arabisch were sent to reviewers, the copy requested by the journal not yet having arrived; the reviewers retained the books, and the publishers did not furnish copies. What is your decision concerning them?

Yours truly,

Respectfully,

Wm. Arneg

CHICAGO, October 15, 1897.