President W. R. Harper,

The University of Chicago.

My Dear Dr. Harper:

Referring to the matter of reducing the cost of the Biblical World, I beg to advise you as follows:

First. The cuts for illustration for the twelve numbers ending with that for October 1898 cost $309.10. To eliminate them in the future would cause a saving of approximately this amount, the extra cost of typesetting for matter to take the place of the illustrations being about offset by the reduced cost of the paper which would not need to be of such high finish as that required for the printing of cuts. As to whether The Biblical World could afford to dispense with illustrations and thus diminish its claim to popularity is a question. My opinion is that it would be a hazardous experiment, and that instead of eliminating the illustrations, more should be added to increase the popular quality of the magazine and add to its attractiveness. If they are not
Reference to the matter of reducing the cost
of the telephone work, I beg to point out the following:

The rate for information for the present number of
places at the present time is 10 cents per call. This
is intended to cover the cost of the telephone man.
At the present time, the cost of the telephone man is
about 25 cents per call. It is also estimated that the
rate for information should be increased to 15
cents per call.

If increased, it may be possible to reduce the cost of
the telephone work. However, the cost of the telephone
man is a large factor in the cost of the work. The
payment of the telephone man is a matter of con-
deration. Therefore, the cost of the telephone
work cannot be reduced at this time.

In my opinion, it is not possible to reduce the cost of
the telephone work. It is necessary to pay the tele-
phone man a fair wage in order to attract qualified
personnel. Therefore, I do not recommend a reduc-
tion in the rate for information.
President Harper —2—

to be increased, much could be gained, it seems to me, by paying more attention to illustration, exercising greater skill in the selection of subjects, and adding to their effectiveness by having them appear in a less detached way, with greater continuity to the end that they might better illustrate the subject matter. The selection of illustrations for a magazine requires the editorial and artistic instinct quite as much as the selection of articles. It is not to be forgotten that from the popular standpoint, it is often necessary to select the illustrations first and the article afterwards rather than to make the illustrative matter merely incidental and secondary to the reading matter. To cut down the illustrations, or eliminate them entirely would be, in my judgment, to save at the expense of the popularity and possibly the circulation of the Journal itself.

Second. There are now being printed, 5,000 copies of The Biblical World each month. The total mailing list at present requires about 2,500 copies. I believe for the sake of a saving it
Precaution Number – 8

It seems to me, under increasing pressure, mentioning and reiterating the importance and necessity of the selection and training of staff, it becomes more essential than ever to pay more attention to the selection of staff. The process of selection and training must be carried out in a more systematic way, with greater continuity and effort to ensure that the selected staff are better integrated and more effective in their roles. It is not only the selection of staff that is necessary to select the most suitable and effective staff to make the selection process and training more efficient and successful. The training of staff, in turn, will enable the organization to better see the experience of the background and to provide better cooperation and collaboration among the staff. Second, the selection of staff, which is a vital part of the and effective training process, must be given due consideration and attention.
President Harper -3- is worth while to cut down the edition by at least 500 copies.
The regular edition would then be 4,500 copies, which after
deducting 2,500 for the regular mailing list, would leave
2,000 copies for "samples" and future use, in my judgment a
sufficient quantity at least for the present, and in view of
the saving it is desired to make. A reduction of 500 copies
in the edition, would mean a monthly saving of $23.39 on the
basis of the present cost, or $280.68 for the year.

Third. The normal, and I judge the standard size of The Bib-
liical World, is 80 pages, or five, 16 page signatures. Dur-
ing the year ending November 1898 there were only six numbers
printed of the standard size. Of the remaining six, four
numbers each contained one extra signature of 16 pages; one
number contained 20 pages extra, and the other contained 24
pages extra. Again, two numbers published during the year
contained 4 pages each of extra matter, consisting of an
"index by numbers." This practice is unusual and since the
General Index is a regular and necessary feature, it having
President Harper

appeared in the same numbers as the "index by numbers," the latter is not held to be essential. Thus has the normal size of the magazine been increased during eight of the last twelve months.

If the magazine were confined to 80 pages, the standard size, during the next twelve months, a saving would be rendered on an edition of 4,500 copies of $324.00 over the cost of the last twelve numbers, and this from my remote viewpoint seems not only possible but desirable.

Fourth. The present practice of "inserting" a frontispiece, printed on a special coated paper, better than that used for the letter press, is expensive, and it seems to me needlessly so. Few magazines follow this plan, which requires the printing of an extra small form on more costly paper, and an additional charge for binding the single leaf. It would be preferable to devote the first two pages of the first signature to the frontispiece and its blank back and let it be regularly printed in the first form with the type on the same
The Chicago of Chicago

NED WARDEN, TRUSTEE

Chicago, Ill.

President, Harper - 4

...apparently in the same manner as the "index of prominence"... the latter is not likely to be essential. It is a matter of the means the poor have access to at the last... to save money.

If the means are more limited to 80 pages, the standard... and the next to save money... to save over the cost of the last... seem not only possible but desirable.

...The present practice of "indexing" a manuscript... printing on a separate section of paper... better than any means... to an assurance... to an assurance... The next section follows... which contains the... printing of an extra copy... on more costly paper... to save... Additional copies for printing the single last..."... to save... to the fortunate... the plain paper... to increase... regularly...
paper as used for the other cuts. This would mean the cutting down of two pages elsewhere, which could easily be done, and the elimination of extra cost in paper, printing, and binding. The last twelve numbers of the magazine each contained an inserted frontispiece leaf of the sort described. To make the change as suggested, would save $5.00 per month, or $60.00 per year over the charges of the last twelve months.

Fifth. To summarize the foregoing, the following annual reduction in expense is possible over the cost of the magazine for the year ending November 1898.

By elimination of cuts

By confining size to the standard of 80 pp. and killing the "Index by Numbers."

By reduction of 500 copies in printed edition

By killing the inserted frontispiece leaf and making same part of first form

Total

Less the first item of cuts not recommended

Total net saving.

For the twelve months ending with the November number, the
The Grocers of Chicago

The Grocers of Chicago, Inc.

President cheering up

Papers as neat for the other cases. This money means the cost.

The town of two houses of complete, which cannot easily be gone.

And the elimination of the cost to paper, printing, and

And the elimination of the cost to paper, printing, and

The less time the number of the message can.

Consists in increased revenues, except to the cost classified.

To make the change as suggested, money save $6,000 per month.

Of $6,000 per year over the expenses of the last twenty

months.

For the year ending November 1888.

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$208.00</td>
</tr>
<tr>
<td>Less the first item of rate for recommendation</td>
<td></td>
</tr>
<tr>
<td>Total net earnings</td>
<td>$208.00</td>
</tr>
</tbody>
</table>
President Harper -6-

cost of manufacturing The Biblical World was $5407.47. To work
the economies suggested in the sum of $664.63 (not including elim-
ination of cuts) would, therefore, render a saving in round num-
bers of 12% on the year's cost of manufacture, which I am free to
recommend from my viewpoint. This is as near as it seems pos-
sible to come to a saving of 20%, that which you desire.

I am fully persuaded that the modifications suggested by way
of retrenchment can all be made, except in the matter of the il-
Iustrations, without affecting the popularity, or practical value
to subscribers, or the attractiveness of the magazine.

Faithfully yours,

[Signature]

Director.
April 15th, 1899.

President William R. Harper,

The University of Chicago,

My Dear Dr. Harper:

From your letter of this date questioning our bid for the production of editions of the Report of the Educational Commission, I judge there must be some misapprehension as to the basis of the estimate.

I was not informed that the type was standing and that it would be available for our use. Our estimate was therefore made to include the entire resetting of the type. If the type or plates are available and an estimate is desired simply for paper, presswork and binding our estimate will be materially reduced.

Of course if neither type or plates are available, and we must reset the type, the fact that the copy is reprint instead of manuscript will not help us. In this case we should pay precisely the same for composition, the compositor alone gaining a small advantage on his own account by the "good copy".

If, after all, we have estimated on the correct basis by including composition for the entire book, imposition,
Dear William R. Harper,

President of the University of Chicago

My Dear Dr. Harper:

From your letter of the date accompanying my copy of the report of the committee on the results of the investigation of the extent of the irrefutable evidence of the Chicago Daily Appeal. I judge there must be some misrepresentation as to the extent of the evidence.

I see no indication that the type was defective and that it would be satisfactory for our use. Our estimate was that it would be satisfactory for the purpose of reproducing the entire content of the paper. If the type were effective, the paper and our estimate of its effectiveness will be materially increased.

Of course it matters what type of paper was used, but we must notice the type, the fact that the copy is correct and the fact that we have not received the report. In this case, we are very satisfied. The report in the paper indicates a slight advantage to the company, but it cannot affect the decision in any way.

Good night.

If after all we have accomplished on the committee,
Dr. Harper-2-

dpaper, presswork and binding, and our bid is still considered high I can only offer a suggestion. It is that our bid be compared with the prices charged for the production of the first edition whatever they were, and which I presume you can easily obtain.

I do not know the number printed of the first edition but if it was the same or nearly the same as any one of the three editions upon which we have estimated it would afford a basis for comparison. The first edition was well made and the work appears to be of high character and I feel confident our estimate for the same grade and amount of work would not suffer by comparison.

I need not assure you in the present case that this matter has had most careful and painstaking attention, our estimate being based on the present inflexible rule of the Press with relation to the making of prices.

Awaiting your further pleasure, I am

Faithfully yours,

[Signature]

Director.
The Chicago Commercial Club

Mr. Henry C. Potter,

Dear Mr. Potter,

I am writing to express my appreciation for your generous donation to our club. Your generosity has allowed us to further our efforts to support local businesses and provide educational opportunities for our community.

I would like to request your permission to use your name in our upcoming newsletter as a testament to the importance of community involvement. Your support has not only benefited our club but also our community as a whole.

Thank you again for your kindness and support.

Sincerely,

[Signature]

P.S. Attached is a copy of the press release for your reference.
President W. R. Harper,

The University of Chicago.

My Dear Dr. Harper:

In a conference this day with Miss Chamberlin I have learned that an itemized bill rendered by us a few days ago for the account of The American Institute of Sacred Literature does not contain a credit of $209.90, which amount Miss Chamberlin tells me was paid in the month of January last.

Upon investigation I find that this amount was paid directly to the Comptroller's office. No return up to this time has been made to the office of The Press, and for this reason we could not credit the account on the books of The Press. It is clear that unless money is paid directly to The Press, or unless a return is made by the Comptroller's office to the office of The Press for money received by the Comptroller's office, acting as agent for The Press, we cannot give proper credits or have our books in the condition desired from the standpoint of good business.

I invite your attention to this matter at the risk of troubling you unnecessarily with a question of detail for the reason that you have already had the matter before you and it has
The University of Chicago

Dear Mr. Board,

In a conversation the other day with the President of the University of Chicago, I was able to gather that you have come to the conclusion that the University should take over the management of the extension work in the city. I was able to learn also that you are in the process of preparing a report on the matter. I am interested in this matter, and I have been thinking about it for some time. I would like to hear your thoughts on the subject, and I would be grateful if you could share them with me.

Yours sincerely,

[Signature]
been given your attention. I desire you to know, therefore, the status of this case which is due to a policy which I judge it will be desirable to change.

Permit me to suggest in this connection that it would seem desirable to adopt some course to prevent a repetition of this difficulty. It has occurred to me that it might be well to institute the practice in the Comptroller's office of reporting to The Press all payments made directly to the Comptroller for The Press. Such reports should, of course, be made daily, and I judge they are not of sufficient number to involve any considerable amount of additional labor. If it is not desirable to adopt this policy, it may be thought wise to have all payments due The Press made directly through the office of The Press through which channel they would ultimately reach the Comptroller's office.

I judge it is exceptional when anything like the case first above cited occurs, but it is embarrassing to all concerned to be confronted with such a case, and I judge it is desirable to have the matter adjusted to our common satisfaction. I need not say that I shall be glad to follow whatever direction you may have to give concerning the matter.

Faithfully yours,

[Signature]

Director.
The Chairman of Chicago

The Chairman of Chicago

Mr. President,

I have given your request. I have been asked to make an effort to bring to your attention the state of the case which is on a matter of which I judge it will be necessary to comment.

Pertain to the subject of the correspondence that it would seem probable to derive some comfort to prevent a repetition of the difficulty. I am concerned to know that it might be well to prevent the recurrence in the constitution's office of Regulars.

To the President, your reports appeal to me, and to everyone, to make haste. I am happy to note of additional members to improve our cause.

Ex officio Secretary of Education, Tappan, Ill, in the name of the Board of Education, I have the honor to present the report of the Board in the office of the constitution's office.

I urge it to encourage, and encourage the case.

I have given the case to my brother, and to my brother-in-law, to bring to your attention the state of the matter.

Respectfully submitted,

[Signature]
President W. R. Harper,

The University of Chicago.

My Dear Dr. Harper:

Agreeably to your request I beg to submit herewith a statement of the cost of manufacturing and publishing The Journal of Political Economy for the year ending July 1, 1898 and for the current year to date, during which three of the four numbers have been published, this statement being based on the reports for this Journal for the year ending June 30, '98 and that for the nine months ending March 31, 1899, both of which have been previously submitted for your consideration.

The total cost of manufacturing and publishing the four numbers issued during the year ending June 30, '98, was $1792.53, making an average cost of $448.13 per number.

The total cost of manufacturing and publishing the three numbers of the present year to date was $1286.53, making an average cost of $428.84 per number.

There have been some slight variations in the cost of publishing and manufacturing, but they are owing to the changed conditions and the variable character and amount of the work.
The University of Chicago

Ilva C. M. Webster

Dean of Women

A retrospect of my tenure at the University of Chicago in the capacity of Assistant Professor of English from 1950-1960...

The University of Chicago

May 1960

Letter

Dear Mr. Webster,

I am writing to inquire about the possibility of returning to the University of Chicago for a brief period of time. During my tenure at the University, I had the opportunity to work closely with many talented students and faculty members. Those experiences have been invaluable to my professional development and I would be honored to contribute to the University's academic community once again.

Please let me know if you are available for a meeting to discuss this matter further. I am looking forward to hearing from you.

Sincerely,

[Name]

Assistant Professor of English

The University of Chicago

1950-1960
President Harper -2-

It will be observed that whereas the cost of the average number for last year was $448.15, it is this year, $428.40, or $19.73 less per number than during the last year.

The records of this office show that between July 1, '98 and April 1, '99, representing the first nine months of the present fiscal year, there has been paid out the sum of $505.75 for contributions and $11.43 for reprints, making a total of $517.18 for contributions and reprints for this Journal during the present fiscal year. The amount paid for contributions during the twelve months of the year ending June 30, 1898, or the last fiscal year, was $244.50, which it is to be noted has already been exceeded in the last nine months by the difference between $505.75 and $244.50 or $261.25.

In conclusion I beg to advise that the total cost of manufacturing, publishing, contributions and reprints for this Journal for the nine months ending March 31, is represented in the following statement:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print, Mfg. Pub.</td>
<td>$1886.53</td>
</tr>
<tr>
<td>Contributions</td>
<td>$505.75</td>
</tr>
<tr>
<td>Reprints</td>
<td>$11.43</td>
</tr>
<tr>
<td>Total</td>
<td>$1803.71</td>
</tr>
</tbody>
</table>
President Harper -3-

Since the appropriation for the year is $2,000, it will be seen that there is now remaining the sum of $196.29, which, if the previous standard of this Journal is maintained, will not be sufficient to cover the expenses to the present fiscal year, concerning which the editors of the Journal have been duly advised by The Director in accordance with the rule having application to such cases.

Faithfully yours,

[Signature]

Director.
President's Letter

Since the appropriation for the year is $3,000, it will
be necessary for the University to run at a loss of about
$1,000.

In the President's annual report to the Board of Trustees, will
not be sufficient to cover the expenses of the University.

Your committee, after the careful examination of the records,
are of the opinion that the net balance of
$1,000 is necessary to carry on the business of the University.

Respectfully yours,

[Signature]
President W. R. Harper,

The University of Chicago.

My Dear Dr. Harper:

In response to your suggestion I write you concerning the matter of advertising the Summer Quarter of the University within the limits of an appropriation of four or five hundred dollars.

We are much too late to secure the insertion of any sort of an advertisement in the forthcoming June numbers of any of the monthly magazines of any importance. I assume that it would be of no use to advertise in the July numbers since their appearance would be almost simultaneous with the opening of the Summer Quarter.

It is much of a question in my mind as to the value of advertising the Summer Quarter in any periodicals, even weeklies, at this late day. My honest judgment is that it would not be productive of much result, and I fear it would not pay from the viewpoint at least of a business proposition. I am quite sure the amount of money that would be necessary to make anything of an impression in an advertising way at this late day
The University of Chicago

May 18, 1896

Precedent &. H. Harder,

The University of Chicago:

My dear Dr. Harper:

In response to your suggestion I write you
concerning the matter of establishing the Summer Quarter of the
University within the theme of an expedition of tour of
the American South.

We are much too late to become the center of any of
an institution in the far Southern states. It seems to me
the most natural extension of the University. I believe that
the interests interested in the South are more than
merited by the desire to see the South. To the many people who
are interested in the South, the University would provide
the opportunity to see the South in person.

In the hope of a donation to the University for the Summer Quarter,
behind the University Quarter in my presidential capacity. I
hope to see the late game, my hope is not to have
not be dominated by much detail, but I want to make
from the interest of the University of Chicago a quarter of
the University in the South. The University of
University in the South.
President Harper — 2 —

could be spent to much better advantage by bringing influences to bear directly upon teachers and others interested in the Summer Quarter who might be approached directly through circulars or letters.

If, however, it is desired to use a small appropriation for advertising in the Summer Quarter, it will necessarily have to be done among a restricted list of publications which are issued weekly. An inch advertisement could be inserted four times in each of the following publications for less than one hundred dollars:

- The Outlook, New York
- The Independent
- The School Journal
- The Interior, Chicago
- Baptist Union
- The Standard
- The Advance
- N. W. Christian Advocate
- Baptist Outlook, Indianapolis

Most if not all the school publications east, west and south and especially in the west and south are issued monthly, for which we are now too late. The foregoing list represents, in my judgment, the best weeklies available for our purpose, but I am not sure that it would be worth our while to insert an advertisement for more than three weeks or three times in each one
The Chiropractic Episode
The Chicago Episode

Precautionary Note

...company is about to make patent sustained by patenting influence...to point attention to new factors and attention increased in the field...may develop...may believe...or believe...It is possible...It is believed...the attention...to be done quickly...each of the following problems...important factors:

New York
" "
North Carolina
" "
Chicago
" "
" "
" "
" "
" "
" "
" "

Most if not all the school implications...make my society and society are faced monthly...the problem the value...to maintain as the value...on my initiative...the best measures available...it is not wise...to make it...for more than twice as...
of the foregoing list for the reason that a three time insertion would appear the last week in May, the week following divided between May and June, and the second week in June. A four time insertion would run into the third week of June. My suggestion of this list is only tentative and is made under stress, thinking possibly it may be your wish from the standpoint more particularly of general policy to do some advertising. As I have before said, I am of the opinion that the results to be obtained from advertising of any sort at this time for the Summer Quarter are entirely problematical and likely to be without avail.

We have already arranged that the June numbers of the University Journals shall contain well displayed announcements of the Summer Quarter, this being possible by reason of the fact that our Journals are issued later than most others.

In this connection permit me to suggest that if it is desired to do any advertising for the Academic year beginning in October, it should be undertaken at once in order that the issues of the monthly magazines and other periodicals to be used may contain our advertisements as early as the July numbers. I
Dear Mr. Ketchum,

of the foregoing facts for the reason that a feature of the
show which hereafter the last week in May, the week following of
April and May is to state. The second week in June.

Your time, therefore, waiting for the third week of June. My
suggestion of the idea that to only consist of the above.

As I am thinking of the bottom of some important.

I have supposed that I am of the opinion that the scheme to be
opposed from the viewpoint of any sort of the time for the same.

We must desire the authority of progress and an idea to be

We have listened strongly that the tune imported to the
University at the same time of the first announcement.

University continue shall contain with the former on the first of the summer quarter. The rate of progress by reason of the fact
that our substances are familiar for more effort.

In this connection permit me to suggest that if it to be

We shall not withdraw from the program and other possibilities to be near with

conceive any announcement as early as the July importation. I
Command this matter to your early consideration, if indeed it is your plan to advertise the Academic year which begins with the Autumn Quarter.

Faithfully yours,

[Signature]

Director.
е The Chicago Board of Education

е The Chicago Board of Education

е The Chicago Board of Education

е The Chicago Board of Education

е The Chicago Board of Education

Favorable letter.

Concerning this matter to your main cooperation. It appears it to your plan to coordinate the request you wish to pursue with

The William D.,

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

My Dear Dr. Harper:

Herewith I am pleased to hand you my Annual Report of the work of the Press Division for the year ending June 30, 1899.

I confess I am almost appalled by the length of the document which is accounted for by my effort to meet your expressed wish for a detailed and exhaustive report. I shall indulge the hope that it may meet with your approval.

Faithfully yours,

[Signature]

Director.
Meadville, Pa., November 17, 1899.

President William R. Harper,

The University of Chicago,

Chicago, Ill.

My Dear Dr. Harper:—

Replying to your letter of the 13th inst.
respecting the charging of all items of expense in the case of
each of the Journals, permit me to say that our system is now so
arranged and carried out as that a full and complete return for
all expenditures is made to the Press monthly in the case of
each Journal.

Before the present system was put into effect there
was no process by which the Press was advised of all expenditures
until the end of the year. As the matter now stands the books
of the Comptroller and the Press as they relate to Journal ex-
penditure are checked up together each month and if the Com-
troller has paid out anything on Journal account and salaries
or otherwise which has not gone through the Press office, we are
at that time advised and an entry made of all such expenditures.
By this it will be seen that unless new charges against the
Journals are determined or made retro-active, we shall each month
be able to tell definitely just where we stand. Of course our present system presupposes the accurate keeping of accounts which I have no doubt will be done.

Respecting the charges for contributions, if you will examine the Journal reports sent you monthly during the past year, you will find the charges to contributions periodically entered therein and that custom is still in vogue. In this matter we still employ the rule laid down by you a year ago by which all vouchers for contributions must pass through the hands of the Press on their way to the Comptroller, at which time they are entered in our books. Of course if any editor delays to report his contribution account it is a matter for which neither the Press nor the Comptroller can be accountable, but I judge there is little embarrassment to be expected from this source since editors commonly desire to pay contributors promptly. By reference to the reports you will find a separate charge entered in each case for contributions where there has been such charges to enter.

Aside from the detailed side of this case I may say to you what is my conviction, that this whole matter of charges for expenditures on the Journal account is now in hand as it never
I have no goods, will be gone.

Receiv the articles for consultation, if you will examine the present reports and return with the best you find. I will find the consent to the consultation without exception. I will employ the time that you have a year ago when I consulted the committee of the Board of the Press on your own way to the committee, all during the time that I am expected to make a report. I will quit the subject is it a matter for which the consent of the committee can be secured, and I have been in the expectation to be expected from the service since their unfortunate position to pay a considerable pretense.

For the reports, you will find a separate page attached to each case for consultation which you have been more attentive to enter.

Take from the present state of the case I may say...

For some reason on the present state of the case it has not been
Dr. Harper-

has been before and it would seem from our present system that nothing can well escape us.

I trust that this information will be all that you desire and beg to remain,

Faithfully yours,

(Dictated)
The President of Chicago

The President of Chicago

M. A. J.}

It has been decided that I would never conduct an important project

nothing can avail except me.

I know that this information will go on to you.

Territorial House,

(Paraphrase)
Nov. 23, 1899.

President W. R. Harper,

The University of Chicago.

Dear Dr. Harper:

Returning herewith correspondence and bill for the manufacture of "Semitic Languages and Literatures" for October, you will permit me to say that the bill for the manufacture of the October number of this Journal is not an excessive bill. The cost of the composition ($205.49) is a little larger than the average, but this is due to the fact that for several months past type which had been used in this Journal had not been distributed, and the distribution was during the period this Journal was being manufactured and was charged to it.

That you may have a thorough understanding of the situation permit me to say that the system on which the books of The Press are kept, and the work in the Printing Office is carried on, will not permit an excessive charge on any particular job of work that is turned out by The Press. A daily report is made by every person employed in the Printing Office, and the exact minutes employed on any particular job are charged
to that job. These daily reports are on file in the office of The Press and can be consulted at any time. As these reports are given to the Superintendent, the record of the work is transferred to the job book, and at the end of the week the total number of hours employed are charged to the several jobs in process of manufacture, and must agree with the payroll that is sent to the office of the Comptroller weekly. There, of course, may be errors which creep into the accounts, but the system reduces them to the minimum. You will readily see that the work done to-day, or this week, must be charged to the job then in process of manufacture.

If, for any reason, in the case of a Journal, the type set, for which a charge is made to-day or this week, is not used in the Journal for which it was set, the cost for doing the work must of necessity be charged to that Journal or that particular number of the Journal for which it was intended. It would be, of course, possible to keep an account and make a charge against each article, or against each department, but the system prevails of charging in the case of the Journals of all work to the Journal for which the work was done, even though it is not used in that particular num-
The Chiropractic of Chicago

Midwestern Chiropractic

Chicago, Ill.

PRESIDENT'S NOTE

To Our Patients:
The utmost importance can be found in the office of the Chiropractor. The reports are given to the expression of the state of the work. The reports are taken to the job, and at the end of the week the total number of hours employed are charged to the account. There is no progress or movement, and many cases with the pay. You will find them to the office of the Chiropractor weekly.

If you have a case or a contract, the work is gone to, and at the week, must be

If you have a case or a contract, the work is gone to, and at the week, must be

If you have a case or a contract, the work is gone to, and at the week, must be

If you have a case or a contract, the work is gone to, and at the week, must be

If you have a case or a contract, the work is gone to, and at the week, must be
President Harper-3-

ber.

I think you will agree with me that this is the proper way to make the charge. It is the system that prevailed when I became connected with The Press, and is quite the proper one.

It would be manifestly unfair to The Press, and by that I mean the University, to simply charge to any particular Journal the cost of setting the type that actually appeared in the Journal, provided any number of pages had been set and was not used. Let me say to you that several times since I have been connected with The Press, both in the case of the Biblical World and the School Review, numerous articles have been set for a particular number of the Journals and they have been thrown aside and other matter set to take their places, and the articles originally intended have not been used for months. In one instance the article was killed. In another instance the Journal was partially made up in page form, and one article was thrown aside and type set for another article to take its place, and the pages had to be remade. It would not be fair to the University to allow the Journal that was the cause of this extra work to pay only for what appear-
If you think you will agree with me first time to the
proper way to make the change.
It is the question that I am
wished when I receive communication with the Press and to state
the position one.

I would be immensely grateful to the Press and for
the fact I mean the University to adopt a change to any proposition
at the present the case of setting the type that essentially expresses
in the present, however, any number of began any press and may
see not need.

Let me say to you that several times since
I have been connected with the Press, that in the case of the
laundry, and the Board of Directors, numerous statements have
been set for a particular number of the University and they have
seen their state any other matter set to give their Peace,
and the students essentially interested have not been heard for
content. In one instance the students was called.

I want not to be part of the University to allow the complaint
and stop to take the place of the Press may the issues not be
waste the cause of the extra work to do upon you want.
President Harper -4-
ed between the covers of that particular number. The cost 
of the manufacture, as I understand the situation, is what 
the management desires to know. If extra type is set one 
month, or for one particular issue, and is not used, the cost 
is in excess of what might be deemed absolutely necessary. 
If the extra type set is used in a subsequent issue, by the 
system employed in the keeping of the accounts at The Press, 
the cost of manufacture of the subsequent issue is reduced 
by just that much that was in excess of the first issue. I 
think you will agree with me that in any branch of business 
this is the correct principle for conducting that business.

Now as to the question of cost of the Journal of 
Semitic Languages. In the manufacture of the January num-
ber of this Journal, a considerable amount of type was set 
over and above that used in the January number. The cost 
of manufacture of this January number was $474.14. The real 
value of that particular number, or what appeared within its 
covers, was less than the cost, but it was not the fault of 
The Press that this extra type was set, type that was not used 
in the January number. The April number cost $266.96, and 
is perhaps a fair average cost, but the extra type set for
The Chicago Daily News

President Letter:

To the President of the National Association of Journalists:

I am writing to bring to your attention an important issue that has been neglected by the association. The issue in question is the management of the press.

It is evident that the press is in need of better management. The current system of managing the press is not efficient and needs to be improved. The management of the press should be handled in a more professional and effective manner.

I propose that the association take steps to improve the management of the press. This can be done by hiring professionals with experience in managing the press. The association should also consider implementing new policies and procedures to ensure that the press is managed effectively.

I hope that you will take these matters into consideration and take appropriate action. The welfare of the press is in the hands of the association, and it is important that it takes the necessary steps to ensure its success.

Sincerely,
[Name]
President Harper —5—

the January number was not used in the April number. The July number cost $249.47. In this number was used the extra type that was set for the January number. The October number, as already stated, cost $275.71.

To be a little more explicit, and for your better information, let me say that, the composition for the January number cost $362.91; for the April number $178.92; for the July number $162.43; for the October number $205.49. Let me further say that during the summer Mr. Herdman, whom you understand has charge of this journal, was engaged in the setting of type for a work we are manufacturing for Dr. Ernest Goodspeed, and while he was engaged in this work, quite a large amount of type used in the Journal of Semitic Languages accumulated, and between the months of July and October, while the manufacture of the October number of the Journal was in progress, this extra accumulation of type was distributed, and was charged to the Journal on the actual day and for the actual hours in which the work was done. Let me further say that the term distribution is used in this instance as the time actually employed in distributing the type. In the case of men who are employed to set type by the thousand ems, the
The Chiropractic of Chicago

The Chicago of Chicago

The Chicago of Chicago

Precaution  Necessary.

The penalty imnent was not high to the amount. The penalty imnent was not to the amount.

If the amount was not the amount,

The October sum.

If the amount was not the amount.

pen, as &pound;750.00, &pound;250.00.

To be a little more explicit, and not your better.

It is not the system for the composition of the amount. The amount cost &pound;500.00. For the amount &pound;500.00. For the amount.

It is not the system for the amount &pound;500.00. For the amount.

But when you find your own the amount, the amount, when you use numbers no &pound;500.00, the amount on the amount.

It is not the system for the amount &pound;500.00. For the amount.

The amount, the amount.

The amount, the amount.

It is not the system for the amount &pound;500.00. For the amount.

It is not the system for the amount &pound;500.00. For the amount.

It is not the system for the amount &pound;500.00. For the amount.
distribution is a part of the setting of the type, or in other words, the price per thousand ems is based not only on the setting of the type, but the correcting of the proof and the putting of the type back into the case ready for another setting. Mr. Herdman works by the day or is a time man, and whatever he does in any particular hour or any particular day is charged to the job on which he is employed.

All of which is respectfully submitted.

Superintendent.
March 27th, 1900.

Professor John Dewey,

The University of Chicago.

Dear Professor Dewey:-

The statement of the first edition of "The School and Society" is as follows:

Bill for Printing 1st Edition 1 M $500.91
Postage & Time for Mailing Review Cop. 9.09 $510.00

Cr.

By 275 Review Copies at 51¢ 140.25
By 725 Copies sold to Press Div. at 45¢ 326.25 466.50

This statement is simply made up for your own convenience and I would say, that the item $510.00 has been paid. The chief thing in which you are interested I presume is, that 725 copies were sold by The University Press, netting a credit to your account of $326.25. I have understood that this was to be applied toward the publication of the second edition. Is this your understanding of the matter? We have disposed of nearly 1000 copies of the second edition up to date.

Sincerely yours,

Director.
Dear Professor Dewey,

The University of Chicago

Professor Dewey,

The announcement of the first edition of "The School"

and Sociology as follows:

$5.00

for the first printing in 1898, I have made a time for making arrangements to

Postage & Tax for mailing Reprints...

are also mailed to Press printers, etc. as far as

The statement of the above make up for your convenience.

The way I would say, start the form 5/10.00 in the beginning, the

Letter came to me, you are interested, I presume at the

That copies were sold by the University Press, amounting to

to your service of the Press. As I have said, the text, the

towards the publication of the second edition.

In spite your meteorological of the weather, we have already

of nearly 1000 copies of the second edition and to date.

Sincerely yours,

Director
April 21st, 1900.

Dr. John Dewey,
The University of Chicago.

Dear Dr. Dewey:

We enclose herewith a detailed statement of the second edition of "The School and Society". I have gone over the matter carefully and I think, after you have made a comparison with the previous bill, that you will agree with me that the charges are about what they should be.

Of course, you will understand that differences of conditions from time to time will make a corresponding difference in the cost and charges in various items on a job of this sort, which accounts for a slight variation in some of the items in the two bills. In considering the charges, the fact must be kept in mind all the time, that since December both labor and raw material have advanced in price. The effect of this is noticed in the binding and stock items, although it is in each case very slight. The cost of binding the first edition per copy was slightly more than fourteen cents, while the cost of binding the second edition per copy is slightly more than thirteen cents. An advance of about 20% appears in
The University of Chicago

Dear Dr. Dewey:

We receive with pleasure a generous statement of the

second edition of "The 3000 and 4000." I have come
to the matter carefully and I think, after you have made

a comparison with the previous print, that you will see

with me that the alterations are small with the exceptions

of course, you will understand, that difference in the

cost of the work, which incidentally is a difference in the

cost of the same work for a different version. The

cost must be kept in mind if the printer who is to

make this decision is to make a conscious decision to

some of the errors in the early print. In considering the alterations, the fact must be kept in mind that the

printer may have recently learned to use the

printer's own methods, and the

printer's new methods will affect the

cost of the work or will affect the

cost of the printer's way of working. The

printer's new methods may be more likely to change the

printer's own costs, and to affect the

cost of producing the work differently.
the cost of stock.

With reference to the item of composition I would say that this includes the proof reading and the correction of accidents which may have occurred in transportation of the type after its use on the first edition, as well as the new matter which you put in the second edition. The item of alterations, of course, will be understood. The item of electrotypes represents the cost of the cover plate.

You mentioned the other day that you had an understanding that no charge was to be made for the use of the type. We have been unable to find any record of such an arrangement and as it is our custom to make a charge of this sort, it is included in the accompanying bill. This is about two percent per month, and I think you will find upon investigation that it is no more than any reputable house would charge under the same circumstances.

I trust that after looking the matter over carefully you will see the matter from the standpoint as indicated above and in case any further explanation is desired, I shall be pleased to give it to you.

Sincerely yours,

Director.
With reference to the item of compunction I would
say that these influences the point leading and the connection
of sentiment which may have occurred in transportation of
the charge after the use of the first article as well as the
new matter which you put in the second article.

At present, of course, will be neglected. The item of
the above reference represents the case of the cannon platte.

You mentioned the other day that you had no
satisfaction in answer was to be made for the case of the
tyne. We have been unable to find any record of such an
instance and as it is our custom to make a copy of the
note to make it in the calendar platte. That is not the
point, but it is in point in the compunction platte.

The amount per month, and I think you will find new phrases
fitting that if it is to have from any remarkable home motion.

I trust that after looking the matter over carefully
you will see the matter from the standpoint as you
promised and in case any further explanation is needed, I shall
be pleased to give it to you.

Sincerely yours,

Dixon.
April 23rd, 1900.

Professor John Dewey,

The University of Chicago.

Dear Professor Dewey:

You will remember that I intimated to you in our recent talk that the time is at hand when we should consider the printing of another edition of "The School and Society". This should be attended to at once, if it is to be done, as the expense connected with having to care for correspondence and orders when we have no books in stock in considerable, and should be avoided by prompt action.

It was intimated to me the other day that you were probably contemplating a change of publishers. Of course, as the matter stands we have no control over your decision in this, much as we should regret the loss of the business. If, however, you are contemplating this, it would be a favor if you let us know your decision as soon as possible, as there are several things which we have in hand on which work should be suspended immediately, if we are not to have the distribution of the next edition. Thanking you for the
April 28th, 1900

Professor John Dewey

The University of Chicago.

Dear Professor Dewey:

You will remember that I intimated to you in our recent talk that the time at hand when we should consider the printing of a number of the School and College News was to be approached, and that this should be attended to at once. If it is to be done, as the experience connected with paying for the cost of the leaflet and any expense which we have on hand to stock in Chicago, will require the most careful planning and should be carefully managed.

It was intimated to me the other day that you

were properly contemplating a change of personnel as the matter stands we have no confidence in your generation

in this work as we should regret the loss of the personnel. If, however, you are contemplating that, it would be a loss.

If you let me know your generation as soon as possible, we have to hand no material which we would be willing to supply to you for the September number. I am thinking of the next number.
Professor Dewey-2-

favor of an early reply, I remain

Sincerely yours,

Director.
May 19th, 1900.

Professor John Dewey,

The University of Chicago.

Dear Professor Dewey:

Since talking with you the other day I have gone over my figures on the cost of printing an edition of 5000 of "The School and Society", and I find that I omitted the consideration of an item which will increase the total cost from $1035.50 to $1087.00.

We have not figured the cost of the plating in this item, and if you care to have the plates made at your own expense, in which case, of course, you would have control of them, the price will be 54¢ per page. I should be glad to go over the matter with you in detail at any time which you may find convenient to drop into the office.

Sincerely yours,

Director.
May 10th, 1900

Professor John Dewey,

The University of Chicago,

Dear Professor Dewey:

Since talking with you and other men I have come over my desire on the cost of printing an edition of 5000 of "The School and Society" and I think that I should like to see the total cost from subscription of ten dollars with the hope that we may be able to get our subscription fee.

We have not figured the cost of the printing to.

If you care to have the typeset, you may have your own expense in which case of course you would have control of your typeset. If I can have the paper from you as soon as possible, I should be glad to put this matter with you in the best form with which you may find convenient to get into the office.

Sincerely yours,

[Signature]
June 11th, 1900.

Professor John Dewey,

The University of Chicago.

Dear Professor Dewey:—

Since talking with you the other day regarding the third edition of "The School and Society", it has occurred to me to suggest a possible arrangement which might be made with the Press along the lines suggested by you as an arrangement which you were contemplating with the McClure Company. Would you be willing to let the Press take the book on a royalty basis, the amount of the royalty to be considered later? I am not sure that this could be worked, but I have given the matter considerable thought during the past two days and have talked with one or two of my friends in the city who have had considerable experience in the publishing business. I am inclined to think that for a book of this kind the Press is in position to do as well by it as a firm like the McClures who are engaged in a very general line of business. Our publications are reaching a special class of people who are interested in educational work and as advertising media they are just as good as a single publication going to all kinds of people,
June 7th, 1900

Professor John Dewey,

The University of Chicago

Dear Professor Dewey,

Since talking with you the other day regarding the

founding of the "School and Society" I have continued to

think about it. I am convinced that a possible arrangement

might be made with the Press on the lines suggested by you as an arrangement

which would make it possible to bring the book on a quarterly basis. I

am not sure that this could be worked out, but I have given the

matter considerable thought and think the past two years and have

talked with one or two of my friends in the city who have

had considerable experience in the propaganda of the press. I

intend to think that for a book of this kind the press is

position to do as well if it is a "Young Life" magazine who

were suggested to me as examples of people who are interested

and in educational work and as such might publish the book as

soon as a sufficient profit can be made.

Yours sincerely,

[Signature]
many of whom would not be interested in a publication like "The School and Society". An arrangement of this sort would relieve you of considerable annoyance and if my predictions are well-founded it would be just as profitable for you as a change of publishers.

Without seeming to be egotistical in the matter it appears to me that the Press should receive some consideration in this matter. Since the first of January we have spent a good deal of time and considerable money in working up a demand for the book which has had free and extended notices in all of our publications and it would hardly seem fair at this stage to give some other publisher the benefit of all of this work. The nature of the arrangement, of course, places the Press in a helpless position and we will be subject, of course, to your sense of fairness in the matter.

Personally, I think that an arrangement such as we have now is liable to be a source of dissatisfaction to both parties concerned. You already expressed yourself as desirous of being relieved of the annoyance connected with the present arrangement which position, of course, I can understand perfectly well. Unless we can meet this demand by some such arrangement as I have suggested, of course, I should not feel that we had the same demand on the book that we otherwise would have. Will you kindly let me know how this
I am writing to express my interest in a proposition I have heard...
Professor Dewey—

suggestion strikes you and if at all favorable I will see what arrangement we can make for carrying it out.

Sincerely yours,

Director.
Professor Dewey.

Suggestion strikes you may if not all remarkable I will see
what arrangement we can make for attending in one

Springfield, Ill.

Director.