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

Dear Dr. Harper:-

In accordance with your request made in our interview last Friday I beg to submit my proposition with reference to transferring the laboratory supply store from its present quarters to the room in the new building formerly assigned to the Office of Information. My recommendation in this matter is based upon a desire to make our work in this line more effective in meeting the demands which are being made by all of the Departments for prompt and careful attention to their orders. We are finding that the problem of conducting this business is going to be much larger than anyone in this office at least had any idea that it would be in the beginning.

Which I imagine that the first objection will be made to the plan will be the matter of inconvenience to the Departments concerned. In reply to this I would say that I have talked with several of those most interested and they agree that with the exception of the Department of Botany it would be no more of a hardship to go to the Press building for the business which they have to transact than it would be to go to the Botany building and Mr. Coulter is of the opinion that the advantages to the Botany Department in transferring the store to the Press building
President W. H. Keppel
The University of Chicago

Dear Dr. Keppel:

In accordance with your request made in an interview last Friday, I beg to submit my proposal with reference to the transfer of the Information Office from the new building formerly occupied by the Office of Information. My recommendation in this matter is based upon the necessity of making our work in the line more effective in meeting the demands which are being made by the faculty as well as the library and other offices that have brought the problem of coordinating the business of the library to the attention of the office of least feed who see that it should be done in the proper way.

With the knowledge that the first objective will be that of the personnel of the Information Office I have been able to make a study of the personnel of the Department of Business and have found that there is no person who can be recommended to you for the position of the person who has been held in charge of the Department of Business. It would be my pleasure to make a personal recommendation of the person who has been in charge of the Department of Business and to have the opportunity to do so. I am sure that you will agree that the person who has been in charge of the Department of Business is the most qualified person to hold the position of the person who has been in charge of the Department of Business.
would far outweigh any inconvenience.

The second objection probably will be that the plan will cost too much because of the necessity of supplying each laboratory with a store room and an attendant. I would say in reply to this that at the present time practically all of the laboratories are maintaining a supply store in addition to the store which we have been running during the past year in the Botany building. Those Departments maintaining fully equipped stores are the Departments of Physics, Chemistry, Physiology, Physiological-Chemistry, Anatomy, Zoology, and Bacteriology. The Departments of Neurology, Pathology and Embryology are maintaining a small store room in the Botany building. Aside from the regular biology store which we are conducting at the present time the Botany Department maintains a stock room which could easily be transformed into a store room for the Department. It is the custom I believe in most instances at the present time to place these stores in charge of a student who receives free tuition and under the new plan the cost of maintaining these rooms for each laboratory would not be materially greater than it is under the present arrangement.

As I study the question more I am convinced that the economy in our scheme will come principally through careful and systematic purchasing of supplies rather than through the manner in which supplies are handled in the various laboratories. Aside from the economy which will naturally come in connection with systematizing our purchases and contracting in large quantities for all of the staple supplies, there will be a vast saving in the
The second question, property will be that the plan
will cover too much because of the necessity of supplying each
intersection with a store room and an apartment. I may say in
respect to this that the present time probably will be the
period of this time we have been running which the best vein in the
working buildings. Those departments ministering fully enthrone
at once see the importance of Physics, Chemistry, Physiology.
The important departments ministering fully enthrone and ministering
in the department of New York, New York, and New York the
departments ministering fully enthrone into a store room for the department. It is the
revenue Phygeent into the department ministering fully enthrone and ministering
into another Phygeent store which we are converting of the pleasure time
the department ministering fully enthrone and ministering.

As I suggest to you in my previous note I believe to your
importance of the pleasure time to place these stores in offices of a subject who receives free tuition and
make the new plan the cost of ministering fully enthrone greatly in the
importance, and not so materially greater than it in order the
myself entertainment.
item of office administration. If the laboratory supply store is to be in connection with our new building the same force which is employed to handle our accounting for other departments can care for this additional business. For instance our regular cashier, bill clerks, stenographers and bookkeepers can do this additional work without extra cost, while if the store is to remain in the Botany building we shall be obliged to maintain a separate office force to care for the business and in many instances work will be duplicated.

As I have said many times my interest in this matter is simply to make any work which comes within the domain of the Press satisfactory to the people who come in contact with our organization. While the activities of a laboratory supply store do not in my judgment come within the scope of the University Press as originally conceived, still I am as much interested in making it amount to something as I am in seeing our other departments successfully operated. I do not believe that my ambition in this matter can be realized until our organization is perfected and until we are in position to carry out a systematic policy under the same regulations that maintain with reference to our other work.

If you are in doubt as to whether the laboratory purchases should be continued under the direction of the Press then I should say that probably it would be better to allow the store to remain as it is at the present time. If, however, your judgment leads you to the contrary conclusion I hope that you may
As I have many times my interest in this matter, I
simply to make some work which some within the control of the Press
is sufficient to the people who came in contact with our organiz-
ization. While the activities of a Northern supply area to not
in my judgment come within the scope of the national Press as an
organically connected, and I see no way to meet our other demands
and successfully operate. I do not believe that my expression in this
matter can be received with our organization to be received and
will we be at position to carry out a national policy under
the same system that must have reference to our other
work.

If you are in group as to act upon the labor.
Dr. Harper-

see your way clear to place the Department in a position so that it may become a factor in our business as much as the retail or the publication departments. There are many details which need to be worked out, but in most cases they pertain to matters which can be taken care of after we have determined upon certain lines of general policy.

There is, however, one matter which I should like to mention in this connection, namely, the services which we are to have from the Head of the supply store. If the business is to be organized along the lines which we have been talking, in my judgment the day is not far distant when we shall be obliged to demand all of the time of the man who is to be in charge of the work. As I indicated in my interview with you the other day the store offers a very large field of economy for the University and if properly conducted it may develop into a general purchasing department for practically all supplies.

Awaiting your further consideration in the matter,

I remain

Sincerely yours,

[Signature]
the letter-

see your name appear to place the department in a position to get

it may become a factor in our puzzle as much as the rest.

there are many facts which

now to be realized and put in proper order to matters which can be taken care of after we have gathered upon certain

lines of economy.  Pity

I fear it is necessary to make some alterations, namely, the position which we are

wont to this connection.  Nearer the security which we are
to have from the head of the supply office.  The purpose is to

be encouraged along the lines which we have been following in my

order that the gap is not to be filled when we shall be allowed to

increase still at a time of the year which is to be in advance of the

work.  As I understand it are links with the University and

department for precisely the same purpose.

Assuring your further consideration in the matter,

I remain,

Sincerely yours,
My Dear Dr. Harper,

I am informed that you contemplate making a change in the position I occupy at the Press, and that you are already looking for a man to take my place.

Will you kindly advise me, at your earliest convenience, the date on which you propose making the change, in order that I may protect myself as far as possible.

Sincerely yours,

Theodore Z. Root
March 11th, 1902.

My dear Mr. Root:-

Pardon my delay in answering your letter of March first; as you know, I have been out of the city most of the time.

I write to say that you have received information which is not quite correct. We have not contemplated making a change in the position you occupy. I shall be glad to have you come over and talk with me, and I will then explain to you all that has been thought of.

Yours very truly,

W. R. Harper
My dear Mr. Root:

Parsons my get er in meraite your letter of

March 11th, '7903.

I have been out of the city part of the time.

I want to say that you have received information which is not quite

correct. We have not contemplated making a change in the position you

occupy. I shall do every thing you come over and talk with me, and I

will then explain to you all that has been going on.

Yours very truly,

W. H. Haber
October 3rd, 1902.

My dear Mr. Root:

We have decided that upon the whole your further connection with the Press is not beneficial. I am writing, therefore, to ask you to give up your work to-day. It is the desire of the University and of myself, personally and officially, to deal with you in the most liberal manner. I shall be very glad to see you to-morrow morning at 8:30, and to arrange with you the financial details involved in the discontinuance of your service to the University.

With very great regret, I remain

Yours very truly,

-------------------

Mr. T. Z. Root.

The University Press.
We have reason to believe that upon the welfare of...

I am writing further connection with the chance of not pencilled. It is the...to ask you to give me your marks to-day. If I am to meet you in the University to-day I shall be very glad to see you to-morrow morning at 9:30 and to arrange with you the...to the University...

With very great respect I remain

Yours very truly,

[Signature]

The University Press

Mr. T. E. Root

October 8th, 1908.
Now I shall take up the answer of the charges brought against us in the order in which you have given them:

1. That things ordered do not come together.

I presume that the complainant means to say that when a requisition, listing a certain number of articles, is placed that these goods arrive at the laboratory in various shipments, and are not delivered in one lot. You know that the articles listed on one requisition may be had to advantage only by placing the order with several different firms, and perhaps one or more of these firms may be out of the city. Even one and the same firm may not fill its order at one shipment on account of having to make, or secure elsewhere certain articles. We hold it a rule to make deliveries to the department as soon as possible after the arrival of the goods. This, I believe, you will readily admit is in the interest of the department, since these articles usually have no connection with each other, and since there may be great need for one or all of them.

2. That frequently the thing that comes is not the thing ordered.

In looking over the account back to July, I am unable to find a single case where this is true. I do confess that by error in copying we delivered them ten of a particular kind of small clamp, where there requisition called for but five. Our attention being called to this small error, we cheerfully made correction, and entered the proper credits. I do recall on delivery of certain chemical apparatus some weeks ago, the report that the articles were not the ones desired. But the original list made by the department, now on file in this office will show that the articles at first delivered were the exact articles called for by catalogue numbers. On questioning, before ordering, whether the department really wanted the exact articles specified, I was instructed that the lists gave the catalogue numbers which should be sufficient for my use, the
And then you put the orange juice on your plate and you eat it. You have an apple for dessert.

After dinner, you go outside to play with your friends. It's a beautiful day, and everyone is having fun. You run around, play catch, and ride your bike.

As the sun starts to set, your mom calls you inside to make some popcorn. You help her pour the kernels into the pan and put it on the stove. After a few minutes, the popcorn starts to pop. You watch eagerly as the popcorn fills the room with its sweet aroma.

Finally, dinner is ready. You sit down at the table with your family and enjoy the delicious meal you've been looking forward to.
Dr. W. R. Harper

department apparently feeling that it was an intrusion for me to ask even for information. I proceeded to get the exact articles ordered by the department. When the department found it received what it did not want, I offered to make exchanges. Concerning any other similar cases I have heard nothing.

3. That the material is sent to the laboratory by some one who leaves it with irresponsible persons.

I submit a list of all signatures back to July for deliveries of goods which we were expected to lay down in the Physiology Building for this department. This leaves out of consideration only those signatures obtained when the department's own messenger called directly at the storeroom for immediate wants. If these are the irresponsible persons to whom reference was made, I beg information as to my method of procedure. I would be glad to make deliveries only to persons who may be designated.

List of signatures above mentioned.

Dr. Lyons ............ 9 times
Dr. Neilson ........... 27 "
Dr. Guthrie ........... 7 "
Dr. Lingle .............. 1 "
Boy .................. 18 " (As instructed by Dr. Lyon)
Ayers ................ 1 " (Student storeroom keeper)
O. H. Brown ........... 13 " (Assistant)
Fairchild .............. 1 " (Student Storeroom Keeper)
F. Rieske ............. 10 "
Churchill ............ 1 " (Student storeroom keeper)

4. That there is sometimes what seems to be an unnecessary delay.

This is a broad statement and a very serious one, to my mind, as to the efficiency of this office. As a rule requisitions are certified by me and mailed to the Committee on Expenditures on the same day on which the requisitions are turned they arrive at my office. Orders are usually placed


Dear Mr. Hester,

Department specially telling that it was an instruction for me to seek new for information. I proceeded to get the exact spirit.

When the department found other opinions on the department it received west of Aidi not went I attended to make exchanges.

Concerning my other similar cases I have heard nothing.

That the material to wait for the report on some one

Who leases it with responsible person

I submit a fact of all signatures pack to July for
government at every whom we were expected to lay down in the
Phylactery building for the department. The lease out of
consideration only those signatures obtained when the department
my messenger called brigade at the storage for immediate
wants. If these are the irresponsible persons to whom letter-

Then see the information as to my method of procedure.

I would be glad to make government only to persons who may be
government.

List of signatures above mentioned

<table>
<thead>
<tr>
<th>Name</th>
<th>Signature</th>
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<tr>
<td>Dr. Jones</td>
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<td>Dr. Middleton</td>
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<td>Dr. Gaffney</td>
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<td>Dr. John</td>
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<td>Dr. Howard</td>
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</tbody>
</table>

(An Interview of Dr. Jones)

For

(An Interview of Dr. Gaffney)

(An Interview of Dr. John)

(An Interview of Dr. Howard)

(An Interview of Dr. John)

This is a proud statement and a very serious one to my
mind as the attention of this office. As a rule record-

Please see the certified by me and mailed to the committee on my-

beneficiaries on the same day on which the certified letters are

Thank you for your office. Others are usually placed


on the day on which the requisitions are returned approved, unless there be some special reason for delay. My office records will show dates of requisitions and dates of orders. These can be consulted by any person whom you may select, and I can show that my contentions are true.

I would ask you to make inquiries from other departments on their general experience on such points. I cannot rest easy under such unfounded criticisms, and I hope that you will investigate the matter as fully as possible.

Yours very respectfully,

Thomas B. Freas.
Dear Mr. Herbert,

I am writing to express my concern about the recent developments at the office. It appears that there may be some issues related to the registration of certain goods or services.

I believe that it is important that these issues are addressed promptly. I will enlist the help of my colleagues and any other departmental resources necessary to ensure that these concerns are dealt with efficiently.

I hope that you will consider the matter as seriously as possible.

Yours very respectfully,

Thomas P. Prince
November 30, 1903.

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

Dear Dr. Harper:

Enclosed herewith I have addressed to the Board of Trustees a formal letter of resignation of my position as Superintendent of the Laboratory Supply Department of the University of Chicago Press. I trust that you will present this to the Board at your earliest opportunity and it is my earnest desire that it be accepted at once.

The immediate cause of my taking this step is the offer of the position of manager of the Western Branch of Ernst Leitz, Manufacturer and Dealer in Laboratory Supplies.

You will note that I have indicated that my duties in my present position should cease in two months. This gives ample opportunity to select my successor.

By recalling our conferences during the past summer, you will remember that my status in the University has been unsettled for the time subsequent to October 1st.

I wish to thank you for the favors which I have received during my connection with the University and I hope that I may continue in the future to merit and to obtain your good will. Yours very respectfully,
Mr. Wallace Heckman, Business Manager,
The University of Chicago,
135 Adams Street,
Chicago, Ill.

Dear Mr. Heckman:

In talking with the President yesterday I learned that a misunderstanding exists as to my position with reference to the amount needed as a working capital. As I recall the matter, in our last interview I suggested that this point would be dependent upon the action of the Board of Trustees with reference to the amount due for work executed on the Decennial Publications. If the total amount due to date on this account is paid I do not think we will need anything more. To December 1st, the amount unprovided for on the Decennials was something like $20,000. Since that time the President's volume has appeared, which will add something to this item. $15,000 was mentioned as the amount of working capital which would be needed when we took up the discussion some six or eight months ago. I thought I had made it clear that in my judgement if the Decennials were not cared for we should need a considerably larger sum than we counted upon in the beginning. I take this occasion to make myself understood so that there may be no confusion in the considerations of the Committee tomorrow.
December 29, 1903

[Address]

Mr. Wallace Hecox, Business Manager

The University of Chicago

115 South Michigan Avenue

Chicago, Ill.

Dear Mr. Hecox:

I am writing with the President regarding the matter of the purchase of a new building for the University of Chicago. As you are aware, the Board of Trustees has approved the purchase of the building, and I am asking your assistance in negotiating the terms of the sale.

I have been in contact with the owner, Mr. Smith, and have arranged for a viewing of the property. I believe that the building is suitable for our needs and will be a valuable addition to our campus.

I am hoping that you can arrange for a formal agreement to be signed by both parties. I will make sure that all necessary paperwork is completed and that the transaction is conducted in a timely manner.

I appreciate your help in this matter and look forward to hearing from you shortly.

Sincerely,

[Your Name]
Mr. Heckman.

Another point is brought to my attention in connection with the revised draft of the constitution, which Mr. Arnett has submitted to me, namely, the commission which the Press is to receive for purchasing laboratory apparatus and supplies. This has always stood at 5%. In my annual report I called attention to the fact that the department has always been operated at a loss. Last year the loss amounted to $1620.71, and in my judgment 5% will never cover the expense of the department. I recommended that 10% should be the commission on this business, but I note that it has been reduced to 5%. If it is left at 5% it simply means that the other departments of the Press will be obliged to carry a large deficit which has no direct bearing upon the operations of the Press. I should strongly recommend at this time that we increase the commission to 10%.

Sincerely yours,

(signed) Newman Miller,
Director.
Another point I propose to make concerning the connection with the university is the proposition of establishing a commission with the power to adopt and promote educational and research programs that I believe would be mutually beneficial to both institutions. This commission could oversee the allocation of funds and resources to support these initiatives.

In my capacity as a member of the board of trustees, I have observed that the present system of education is not optimal. In my judgment, I have seen the need for a more comprehensive approach to education.

I want to address the issue of the government's role in the education system. I believe we need a government that is more responsive to the needs of the students. It is important that the government take a more active role in ensuring that the education system is effective.

I am writing to urge the commission to consider the establishment of an independent educational body to oversee the implementation of these proposals.

Yours sincerely,

[Signature]

Secretary, (Newman Miller)
President William R. Harper,

The University of Chicago.

Dear Mr. Harper:

In accordance with your suggestion I have written to Mr. Heckman with reference to the misunderstanding regarding my judgement as to the amount of working capital necessary for the operation of the Press at the present time.

Briefly stated, the matter depends upon the disposition of the amount due for work already executed in connection with the Decennials. If this is paid and turned over to the Press we will not need an additional fund. If the Decennials are not provided for we shall need at least $20,000, and perhaps more. The original estimate for the working capital was placed at $15,000. This, however, was on the basis of the business as it stood about eight months ago. The estimate was based upon the business of more than a year ago.

I note in connection with the revised constitution that the percentage on the purchase of laboratory apparatus and supplies remains at 5%. You will recall that I made a point of this in my last annual report. In my judgement 5% will never cover the cost of administrating this business. It should be at
December 23, 1923

President WILLIAM R. HARPER

The University of Chicago

Dear Mr. Harper:

In accordance with your suggestion I have written to Mr. Healy with reference to the President's letter of December 23, 1923. My judgment is to the amount of working capital necessary to the operation of the Press for the present time. I am glad to see the matter of capital now the apprehension of the Pennsylvania Coal Company referred to the matter of the working capital now being of the amount due the company and the Press.

The December financial statement for the Pennsylvania Coal Company shows a profit of $10,000. The statement was prepared on the statement was prepared on the assumption of more than a year ago.

I note in connection with the above consideration that the December financial statement shows a profit of $10,000. The statement was prepared on the assumption of more than a year ago.
Dr. Harper-2

least 10%, and even then I think the laboratories of the
University would be served at a minimum cost. If it is left
at 5% the other departments of the Press will be obliged to
carry the deficit. This, it seems to me, is as objectionable
as our plan of rebating the cost of the journals, a matter which
we are endeavoring to get rid of as fast as we can. I should recommend,
by all means, that the commission on this business be at least 10%.

Sincerely yours,

(signed) Newman Miller.
least 10c. and even then I think the incorporation of the University would be savings at a minimum cost. It is felt that the other departments of the press will be applied to certain the gradual. That it seems to me an expedient to an early plan of repaying the cost of the journal's matter with we are as enthusiastic as ever it is from as we can I score recommend

Sincerely yours,

[Signature]

[Name]

[Note: The text is not clearly legible and may be incomplete or garbled.]
December 29, 1903.

President William R. Harper,

The University of Chicago.

Dear Dr. Harper:—

In view of your comment on my letter of December 15th to the Recorder, in re the Record, I beg to hand you herewith a letter from Mr. Fiske, together with a copy of my reply to the same.

I do not think that I have succeeded in impressing my point sufficiently in this matter to bring about reform, and, from the experience which we are having again this month, I am of the opinion that unless something is done we are going to be in trouble continually, which will result in a serious financial loss before the year is over.

If we could establish the policy of getting out the week Record the last of the month prior to the date of issue we would be relieved of all difficulty. For instance, this month the convocation proceedings could have been published in the January issue, to appear the last week in December had provision been made for issuing the December number during the last week of November. In this way we would lose nothing. In fact from my point of view interest would be added to the various issues of the periodical by enabling the readers to receive a number in advance of the date of issue or early in the month rather than
Dec. 26, 1908.

President of the Board of Regents of the University of Chicago,

Dear Sir:—

In view of your request as to letter of recommendation for the student to be hereafter included in the number of students to be admitted to the faculty of the School of Medicine at the University of Chicago, I have the honor to state that I have been requested by the President of the Board of Regents of the University of Chicago to express the opinions of those who know the student well and who give him high recommendations.

I have the honor to be, very truly yours,

[Signature]

[Address]
Dr. Harper—

receiving it a month behind as is often the case under the present system. This month, for example, the readers will receive the December number the first of January.

I shall be glad to be of assistance in eliminating these difficulties, which I believe will be to the advantage of everyone concerned.

Sincerely yours,


P. S.—After you have perused the correspondence will you kindly have it forwarded to this office for filing.
Dear Madam,

I regret to inform you that I cannot accept the position you have offered me. The circumstances have changed and I must decline it. I have found another opportunity that I believe will be more suitable for me.

I wish you every success in your endeavors.

Sincerely yours,

[Signature]

[Handwritten note to the right]
March 1st, 1904.

My dear Mr. Miller:-

I am sending you herewith a letter received from Votaw. This will show you that a mistake has been made in the way in which you have given the information to the departments concerning the appropriation for journals. Mr. Votaw thinks he has $500 and more to spare, when as a matter of fact, if the advertising account was subtracted he has overdrawn the account. This is the situation with all of them. Please be kind enough to prepare at once a letter to each journal, in which you will indicate the estimated amount which will be subtracted from the appropriation for the advertising. This amount has been estimated in the case of each journal, as Mr. Arnett will indicate, in the last budget. Please do not allow forty-eight hours to pass without this statement being sent out, for, as a matter of fact, under the circumstances, the whole thing is badly mixed up. I shall ask you to report through Miss Cobb to me not later than Thursday morning in reference to this matter.

Further- as you will have heard- the questions in relation to the decennial publications have been settled. Please go forward at once with the binding of the President's Report, and the further work on
Mr. Meyer, Millers:

I am sending you a copy of a letter I received from Mr. Voelz. This will show you that a mistake has been made in the recent report which Mr. Voelz gave me concerning the appropriation for Jononta.

The $200 has been subtracted as the amount of rent. It is still due, but there is no information as to the amount or source of the money due. Please be kind enough to bring the attention of Mr. Voelz to this letter and mention that I shall correspond with him.

This amount was mentioned in the report which I received from Mr. Voelz, and Mr. Voelz will be informed of the same.

I must inform Mr. Voelz that the rent of $200 has not been subtracted as it was not due in the rent report. Please do not allow further repairs to be made without my knowledge.

Please take note of the President's Report and the important work on

Prepared - as you will have seen in the discussion in relation to

the government appropriations have been settled. Please be familiar with

once with the findings of the President's Report and the important work on
the second volume, namely, the list of titles of various professors.

As to the larger questions, namely, Loeb, Bolza, etc., I will talk with you by the end of the week.

I am extremely sorry to have had this misunderstanding in reference to the subtraction of the advertising account, for it will give us no end of trouble before the year is over.

Yours very truly,
the second avenue, emery, the first of fifteen or variations possible.

As to the larger direction, emery, rod, fife, etc., I will

talk with you or live next week.

I am extremely sorry to have put the misapplication in reference
to the suppression of the alternative account, but if will give no

any of trouble before the next is over.

Yours ever faithfully,
Mr. Newman Miller,

The University of Chicago Press.

My dear Mr. Miller:

Please accept my thanks for giving me your reply to Mr. Stewart's letter of December 16th.

Yours very truly,
December 28, 1904

Mr. Newman Miller
The University of Chicago Press

Mr. Dear Mr. Miller,

Please accept my thanks for giving me your reply to Mr. Stewart's letter of December 16th.

Yours very truly,