CROSS REFERENCE SHEET

Name or Subject: Commons

File No.

Regarding

Date

SEE

Name or Subject: Talbot, Marion

File No.

File cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identification purposes. The papers, themselves should be filed under name or subject after "SEE.”
<table>
<thead>
<tr>
<th>File No.</th>
<th>Name of Subject</th>
<th>Date</th>
<th>Regardng</th>
</tr>
</thead>
</table>

**SEE**

<table>
<thead>
<tr>
<th>File No.</th>
<th>Name of Subject</th>
<th>Page No.</th>
<th>Motion</th>
</tr>
</thead>
</table>

For use in all filing Systems:
WHEREAS, The unsatisfactory conditions of the men's Commons have been intensified by a recent rise in prices and
WHEREAS, The men's Commons are supposedly conducted for the benefit of the students and not for financial gain and
WHEREAS, This rise in prices is not justified by any corresponding rise in the price of foodstuffs and
WHEREAS, A comparison with restaurants operated for gain reflects upon the management of the men's Commons;

My dear Mr. Queen,

Be it resolved by this body of students assembled in
Snell Hall urge that the Student Council be requested to make
an investigation of the men's Commons with a view to obtaining
better conditions.

Be it further resolved that a copy of these resolutions
be sent to the Student Council and President Judson and to the
Daily Maroon.

Signed by the Committee

[Signatures]

Mr. Stuart A. Queen
36 Snell Hall,
The University of Chicago.
The necessity for the management of the sea's command...

WHEREAS the sea's command is supported by the government and not for financial gain any society of the nation can cut for the benefit of any society...

WHEREAS the time is ripe for the price to be reduced and bonding into the price of the seascape...

WHEREAS a corporation with resources adequate for going...

WHEREAS the management of the sea's command is to be examined by the board of supervisors necessary to make a report of the condition of the sea's command with a view to operating perfect condition at the expense of the government may have the power to make a report of the cost of the seascape and to the Department of Commerce...

Dated: [Signature]

Signeo, the Commissioner

[Signature]

The Secretary of Commerce
The unsatisfactory conditions of the men's Commons are intensified by a recent rise in prices and the men's Commons are supposedly conducted for the benefit of the students and not for financial gain and whereas this rise in prices is not justified by any corresponding rise in the price of foodstuffs and whereas, a comparison with restaurants operated for gain reflects upon the management of the men's Commons.

March 8, 1911.

My dear Mr. Queen:

The President has received your resolutions and understands that I have already directed your attention to the situation in the Commons and that we have talked concerning the situation.

Be it further resolved that a copy of these resolutions be sent to the Student Council, the President Judson and to the Daily Maroon.

Yours very truly,

[Signature]

Secretary to the President.

Mr. Stuart A. Queen,
36 Snell Hall,
The University of Chicago.
My dear Mr. Queen:

I am writing in the hope that you may be able to help me in a matter that has been on my mind for some time. I have been thinking about the possibility of returning to the United States and would appreciate any advice you could give me on this matter.

Yours very truly,

Secretary to the Governor

The University of Chicago
Statement and Recommendations
Covering the Work
of
Women's Commons
and
The Department of Institution Economics.
Statement and Recommendations

Concerning the Work of Women's Commune and the Department of Institution Economics
This department is anxious to serve the University as fully as possible. Complete success in the various Commons depends, however, on the adjustment of certain relations which it seems desirable to define clearly before undertaking any wider obligations.

First, with regard to purchasing, the most important consideration is absolute certainty that only materials of the highest quality are purchased. This calls for direct relations between the department and the dealers. The Purchasing Agent, prompted doubtless by the desire to save money, has recommended for purchase food materials that are inferior in quality. Our belief is that purchasing should be conducted by expert buyers. We are prepared to furnish this service to the University, and we do not believe that it is possible to carry on this work satisfactorily if it is in the hands of various people. We recommend that the relations of the department be direct with the Expenditures Committee and that the Purchasing Agent, who has in the past embarrassed the department by interposing himself between the department and dealers, be directed to leave the purchasing of food, kitchen supplies and table service to the department.

In like fashion we believe that purchase for the table service in the women's dormitories should be made through our
This government has striven to increase the University... be fairly as possible, capable success in the various Common... generous power on the establishment of certain relations which... it seems geographically to belong aesthetically to represent... important.

First, with regard to the university, according to... highest authority the university. This calls for great resistance... between the government and the teacher. The representative government... bring about through the university that are important in... called for substantial and concrete of communication by express purpose.

We are beginning to recognize the service of the university and we do not believe that it is possible to carry on this work... satisfactory if it is in the hands of various people. We acknowledge that the relations of the government so great with the educational community and not the administrative moment, and in the least our service the government and of the declared to leave the university at last, in our society and... service to the government.

In the opinion we believe that important for the teacher...
department. We shall make recommendations in a later paragraph providing for conferences which we believe will remove all objections on the part of the heads of the houses to this arrangement, but since the dishes, table linen and other material equipment must be handled by our department, we are clear that we ought to have charge of the stock.

This problem of purchases for the women's houses leads to comment on the general problem of the relation of the department to the management of these houses. In a recent letter from one of the Heads, the statement is made that it is intolerable to think of an outsider coming into the plans of the houses. This is exactly the difficulty which ought to be removed. This department does not wish to be looked on as made up of outsiders. The reorganization of the kitchen is only a part of the general work of providing for the women. In order to provide well for the houses, our department ought to be a part of the whole scheme of organization. At present we do not know when functions are being planned. We are not in contact with the women at all. We have been put into the most unfavorable relations to the women because we have been uninformed and they have been uninformed. We believe that there ought to be a clear and constant interchange between our department and the heads of the houses.
We will make recommendations in a later paragraph.

The problem of how to end the war in Europe is a difficult one. The German people feel that their government is responsible for the situation. The United States must be prepared to think of an acceptable outcome.

The plan of the conference is not exactly the same. The government should not be removed. The government should not be supported. The government should be given a chance to prove its worth to the people.

In order to prove its worth to the people, government propaganda is of great importance. We do not know what functions the people demand. We are not in contact with the people of the whole country. We have had little information relating to the affairs of the United States. We have been informed that great alarm has been spread of the:

premise.
It is not our wish to change the present style of table furnishings, alter the color scheme, or in any way destroy the artistic effect which any hall wishes to carry out, except as it is possible by careful planning and management to contribute a higher grade of equipment than that now in service. It would be our pleasure, when the need for replacing arises, to confer with the heads of the halls in regard to our selection, but we feel that this department should have authority to exercise its judgment as to quality and kind in the selection of these articles that the interests of the University may be protected. The purchase of table linen is of vital importance, since it is one of the most expensive materials with which we have to deal. It requires years of actual experience or technical training to select wisely linens that must be durable enough to stand the wear and tear to which they are subjected in an institution. The management of this department believes itself perfectly competent to make the selection of such furnishings.

Furthermore, the department believes that it has a right to share in framing notices to students and it believes that a little friendly conference will often remove some of the serious misunderstandings which have from time to time
It is not our aim to change the present state of affairs in order to impose a higher price of tobacco on the consumer, but to ensure that the present price does not remain at a high level indefinitely. The government, in consultation with the tobacco industry, has decided to introduce a scheme which will gradually reduce the price of tobacco over a period of years. This scheme is designed to encourage the production of tobacco and to ensure that the price does not become prohibitively high. The scheme will be implemented in stages, with the initial reduction in price taking effect immediately. Further reductions will be introduced at regular intervals, with the ultimate goal of achieving a stable price that will not create undue economic hardship for the consumer.
put it in the position of refusing requests. In several cases the refusal of requests has been a matter of University financial policy. When, through conference, a decision is reached, it is our belief that the heads of the houses should be prepared with us to represent the University and defend its action.

We recommend, therefore, that it be made the duty of the director of this department, or her assistant, as representative of the business manager of the University and this department, to be present at all regular meetings of the heads of the halls, and when possible at house meetings of the students.

Since the life of the dining room is so closely associated with all other phases of the life of the halls that it cannot be treated as entirely separate, it seems absolutely essential that this representative, as well as others equally responsible for the welfare and comfort of the students, should be present at these meetings in order that she may be in a position to confer with heads and students and to gain a clear understanding of all situations as they arise. Only thus is it possible to keep in touch with the needs and wishes of the students, co-operate for the best interests of all, and secure the most productive and efficient results.

Other relations are frequently complicated and
but if it is the position of retaining SEC, and in the matter of University
licensure.

Therefore, we recommend to the Governor to the General and any
the Governor to be present at the next meeting of the University and
the Administration.

Please note the above address.

as the solution, concept, that it is necessary to maintain the
substantial, essential, that this loquacitrea, as well as
appropriate, essential, for the welfare and comfort of
the students, meant to be of some comfort to other

as they are. Only time if belonging to read if known
with the means and access to the knowledge of the
the past interest of the U. S. and some of the most important

Affectionate regards.
should, in our judgment, be adjusted so as to recognize the responsibility of this department. The Buildings and Grounds Department has in the past been at liberty to draw requisitions against this department against this department without our being aware of the amount of the requisition. Bills are rendered without dates, making it impossible for us to check up the various items. The Auditor has always allowed the department to look up the records but, even so, details are not given and it is often very difficult long after a job has been done, to run it down. It is recommended therefore, that the approval of this department be necessary for the recording of any charge against it.

It is recommended also that this department make all requisitions directly to the Expenditures Committee.

Expansion of activities is urgently required in the interest of economy. At the present time, laundry work is largely sent out, and such work as is done here is done by hand. It is very desirable that machinery be installed and we recommend this.

It is very desirable that supplies such as potatoes, apples and other perishable commodities, be purchased in large quantities. This involves the erection of a storage plant.

To enable us to secure the lowest prices on meats, it would be necessary to establish some form of market that
The incident in any happening is obviously to effect and control the Department. The Department and its behalf is liberty to give advice and
organize the Department on an equal basis. It is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.

In the event of the Department's mission to advise and support the Department, it is the Department's mission to advise and support the Department.
would meet certain regulations controlling this section of
the country. We took this matter up with you some time ago
but no decision was reached. We recommend that we meet the
requirements of these regulations.

Catering for University functions has come to be
an important and profitable branch of our work. In order
to do this work advantageously, we should have a special
catering equipment. The details of such an equipment can be
recommended if this general plan meets with approval.

By way of introduction to a recommendation re-
garding organization, we beg leave to reiterate the statement
made on several occasions before that the interest of the
whole department in this organization is chiefly an interest
in the possibility of creating a laboratory for the training
of students and institutional managers. It seems desirable
at this time to call attention to the urgent desire of the
department to provide both for more adequate instruction
and for complete management of the various branches of the
work. The management of these various divisions of the
dining rooms has reached the point where the supervision
will have to be delegated in some measure. It is recommended,
therefore, that a fund be set aside as a working capital for
the new equipment and for the purchase of supplies in larger
quantities and that an annual budget of service and instruction
be made up. It is also recommended that a policy of gradual
He made certain recommendations that certain
administrators at the University may have to be
removed from their positions. He further
recommended that a new system of
administration be put into place. He
pointed out that the current system was
not effective and that changes were
needed to improve it.

In order to improve the system, the
recommendations included the creation of
a new department to oversee the various
aspects of administration. He also
recommended that a new set of
procedures be put into place to ensure
that all decisions were made in a fair and
transparent manner.

He suggested that a new set of criteria
be established for evaluating the
performance of administrators. He
also recommended that a new system of
accountability be put into place to
ensure that administrators were held
accountable for their actions.

Overall, he believed that changes needed
to be made in the current system in
order to improve it. He
recommended that a new set of
tools be put into place to
help administrators make
better decisions.
payments back to the capital be arranged with interest charges. This will make it possible to conduct the various dining rooms without undue effort to meet in a very short period the expenditures incurred for equipment, and it will allow us to use some of the funds in developing the laboratory side of the work.

This plan will give the department, we believe, the freedom which it needs. Up to this time, we have been handicapped by difficulty in getting prompt decisions and by the necessity of raising many minor questions which the department could, we believe, answer to the advantage of the University if it were intrusted with a degree of authority.

The responsibility of conducting the whole plant without deficit will be clearly recognized and assumed. The department asks, however, that it be given direct relations with the Expenditures Committee and the freedom of action which such a relation implies.
The government is to be consulted on the question of the formation of a National Service Committee and the establishment of a National Service Scheme. In the event of a war, these bodies would be responsible for recruiting young men of military age, who are unmarried and have no dependents or obligations. The scheme would be funded by contributions from industry and would be administered by a central authority, with local committees in each region.
Dear Sir,

Your letter of the 11th surprised me very much. I regret exceedingly that there should be any cause for complaint, none had reached me, on the contrary. Many have expressed satisfaction. I would be glad to know of definite occasions.

Since last spring I have changed my dealer and had thoughts the results more satisfactory. May I be allowed to remind you that during the time you & your family took meals here that you were never on time and the meal was often sent down to be reheated which would not improve its quality or flavor. It is impossible for us to buy the Chicle cult of beef. The can only exceed for our meals.
It may be a little tough sometime, but I take
long precaution that I shall get the best of the
fresh quality of its kind, & from healthy
animals, I could give tenda times 2d or 3d
grades, they would probably taste alright but
I should feel they were risky – Poultry Lamb
& Beef are the best quality, and we take the
whole carcass. Butters milk & eggs are the best
the market affords, Our milk is especially good
and there is no limit to the quantity, or time
of day when any one may call for milk and
Crackers, Special diet, what is thought
advisable, when sick. All authorities advise
larger portion of fresh fruits & vegetables
and less meal for general body of students.
Since I have been here I have done my
best for the welfare of the student as a class and for the individual. I am sorry I am not giving satisfaction and if it is the wish of the Trustees I will send in my resignation. I must apologize for not answering your letter before. The last few days my time has been very much occupied with the unusual number of sick people.

Believe me,

Your truly,

Elizabeth German.

Kelly Hall
Dec 13th
My dear Dr. Harper,

I think it would save your time if I placed before you in writing the result of consultation with the Head of their Hall as to the proposition of my taking charge of the Women's Common.

Miss Talbot suggested that one person (Miss Whittier) should be in authority over myself & have general oversight of the first floor of all the Halls including dining-rooms. She should also have the power when necessary of hiring or discharging all chambermaids, cooks & kitchen remain under my own control—housekeeper in Green Hall to be an upper servant & if possible have charge of the Hospital. I would suggest that the head of the Hall should engage the own housekeeper.

Miss Robertson suggests that in Kelly an upper maid should be held responsible for the chamberwork & that the house-ten (to be appointed by herself) should for the accommodation, communication of the board add to her other duties—greeting of incoming students, arranging for guests, & collecting guest accounts—all meals taken up stairs to be
reported to either Miss Roberts or the Secretary that every case of sickness can be investigated at once.

Miss Reynolds & Miss Wallam don't wish any change.

I also intend to give some attention to the place-money.

The advantage of these various suggestions lies in the fact that with out any undue embarrassment to anyone I can whenever for any cause advisable resign the

Miss Commons & return to the Woman. I think the

whole scheme had better be considered as experimental & temporary but if you wish it I will as I said

before give you the bill. That is in one

With a good man as Steward and Miss Shaw as General  book keeper for both places and I want

to say that the success of the present Miss

Commons is largely due to her clear judgment &
business ability. I think the Auditor's office

would corroborate this statement the buying

+ financial part I should endeavours to control myself

in any difficulty I have always found Mr. Armitt

Most Considerate & helpful in advice I enclose

a few samples of bills of fare of dinners that

can be served for 35c 25c & 15c also a plan
of a working kitchen. It's not drawn to scale, but the location of fixtures must be according to the plan of building. I would think it would be between $400 to $500. I don't know if there are any rooms for help that include salaries when rooms are not found for my self. I will only ask $500. In addition to my present yearly income, the living expenses I have now, with an increase if I continue the work & 2 months vacation in the year. This question I hope will be decided as soon as possible. It's more than time that orders for equipment were placed, even the milk ought to be spoken for. My farm will have to increase its herd of cows. I should like with the architect to get in touch with the architect. I would also like to suggest that the University engineers should oversee the putting in of all the plumbing & steam cookers. We have too much trouble on this account in these kitchens, not right in the first place. I hear there is a very finely planned kitchen at corn hill, I shall make an effort to get there this week.
WOMEN'S COMMONS,
UNIVERSITY OF CHICAGO,
ELIZABETH YEOMANS, SUPERINTENDENT.

I hope all these details have not bored you. I have written hoping to save your time. Your truly,

Elizabeth Yeomans.

Since I saw you, I have been inside the Building. The University Chaplain often to say grace for dinner every evening.
I suppose the house idea kept you from going to town. I know there was

Kern - where I think it was.

There's a home there too, isn't there? The papers are feeling mighty

I feel that the papers are feeling mighty

I feel that the papers are feeling mighty
Twenty one cents.

Mutton broth w. rice or Beef broth w. vegetables.
Rice pudding.

Potato soup.
Rice papa.

Thirty cents.

Tomato_puree.

Lamb, Pork, or Beef Chop.

Eggs, scrambled, omelette, baked or poached.

Twenty five cents.
My dear Dr. Harper:

My criticisms on the list you send me are as follows:

You will notice that for the first four days given of October, apples were served four times in succession. When two fruits are given, it means a choice only for those who get down early. Grapes have been as low as 10 cents a basket in the retail market, and most people like grapes. But you will see that they occur but four times during October. Apples, on the other hand, are served twelve times, (three times baked, and nine raw). Moreover apples could be used, I should think, as easily in the winter quarter, when grapes would be more expensive. The pears are always, so far as my memory serves me, of one variety, and frequently hard and bitter. With such fruits as can be easily kept, why could not individual choice be asked by the maid?

In regard to the lists of breakfasts and dinners, I can only say that it looks better than it tastes. And you will notice the entire absence from the list of meats of chops, cutlets, fish, ham; and that eggs are always either scrambled or poached. No omelets of the numerous variety.

In regard to the dinner, you will notice on the 11th and 12th we had beans on successive days, again on the 16th and 18th, and 22nd, making the only vegetable besides white potato served five times in twelve days. On Oct. 31 and Nov. 1, sweet potato was the only vegetable beside white potato. Would it not have been variety to have the sweet potato in place of the white, and a
My dear Mr. Harper:

I wish to express to the firm that you might as well do what you please. You will notice that for the first time in succession, we received the answer, "May we please."

It is given that you can only do what you please. And you will notice the answer given in the first time, "May we please."

I am afraid the answer will not be given in the first time, "May we please."

In return to the firm, you will notice on the first time, "May we please." And you will notice the answer given in the first time, "May we please."

If we had people to decide, we might be able to decide. If you will notice the answer given in the first time, "May we please."

The firm is made aware of the only necessary decision must be made. We must not have been anybody to have the power, but a
different vegetable added?

When such vegetables as canned peas, tomatoes etc. are used, they are usually served without any addition of cream or thickening of any sort. There are so many ways in which tomatoes, for instance, may be served, that to see them invariably put upon the table just as they have been canned is discouraging.

I do not wish to criticise the ratio of money paid for food material and service, but look at these figures. If nine cents a meal is all that is allowed for food material, then out of the .50 a day which each person pays, .23, or $1.61 a week is paid by each person for service. That makes for Foster Hall $64.40 a week. I do not know what the arrangement is, but I should not think it fair to have the money paid for board go in any degree toward paying for service in caring for the sleeping rooms. That, I should think, would come out of rent. We have five maids in Foster who wait upon tables, and a part of whose time is given to caring for sleeping rooms. We have 2/3 of a janitor, 1/3 of Miss Yoemans, a Foster cook, and a housekeeper, say in round numbers eight people. Of course a part of the wages of the general cooks in Kelly would also come out of this sum, and yet it seems extremely large to me. If nine cents at most that can be allowed for food, I can easily understand how difficult it is to have anything outside of safe limits.

Every girl recognizes the kindness of Miss Yoemans, and their great willingness to do the best they can; and very many half uttered complaints have been suppressed out of regard for them.
State Library School,
Albany, N.Y.,

January 8, 1893.

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

My dear Sir:-

I have seen in some of the papers within a few days a statement to the effect that you have publicly expressed dissatisfaction with the existing means of providing the students of the university with food.

From the student's standpoint, and as a former attendant for a short time at the university, I venture to call to your attention and to recommend, if you are not already informed about it, the method provided at Harvard university for students who wish to economize, known as the Foxcroft Club.

This is a co-operative institution which provides simple articles of food properly cooked, in some cases cooked to order, practically at cost. Membership is limited only by the capacity of the rooms used, to the earliest applications therefor from members of the university. The university owns the building occupied and collects the bills due the club from its members, for it. When there is a profit, an annual dividend is declared to the members, proportionate to the size of bills. The club is self-governing. The waiters are members of the club who wish by this work to help themselves still further. It is possible to live very cheaply, as only food actually ordered is paid for, item by item, e.g. bread, 1¢, butter 1¢, glass of milk 2¢, eggs 3 or 4 ¢ each, etc. etc.
State Library School

Albany, N.Y.

January 4, 1938

President W.H. Harter

The University of Chicago, Chicago, Ill.

My dear Sir:

I have seen in some of the papers with a
prairie a statement to the effect that you have preliminary expressed
assent to the suggestion of providing the students
of the University with books

from the university's standpoint may be a better subject
for a short trip to the university, I want to call your attention
and ask that a more detailed study of the books which
have been read by students and the books which
I have as a result read by students who wish to announce

the president's clinic

This is a co-operative investigation into various aspects
of the University's library. In some cases, college
libraries and the university library have been

co-operative, in others the college libraries have
been independent. The idea is that of

keeping the records of the college libraries, but if
there is a book, an amount of binding at least, to
be kept at the college library, the students may be

prohibited to the state of Illinois. The idea is that of

prohibiting the students of the school who wish to have books

and only have university original at their disposal for their

students. It's possible to draw very conclusively

from the fact that the action of the people

The further we travel, the more we come to see


I was a member for two academic years and regard it as on the whole the most satisfactory arrangement I know of.

The method of having students for the waiters has been found so satisfactory that it was at one time proposed to introduce that feature into the Memorial Hall dining association, but the plan was not agreeable to some of the students, who felt, unreasonably, it seems to me, that they preferred hired colored men as waiters, to their fellow students.

Further information may probably be obtained from the Secretary of the Foxcroft Club, or from the Corresponding Secretary of Harvard University.

Yours respectfully, very truly,

[Signature]

Harv. '95, Gr. Sch. '95-'96.
I was a member of the Student Senate and I have
so far, the most satisfactory arrangement. I have of
the Senate's proposal to hold the meeting and need your
response.

The letter of Mr. Smith to the Senate and the
response of the Secretary to the letter do not seem to
be satisfactory to me. The letter of Mr. Smith to the
Senate is not satisfactory to me, but I am prepared to
consider any suggestions that may be made by the
Senate.

Further information may be obtained from the
Secretary of the Student Senate or from the Corresponding Secretary of

Harvard University.

Yours sincerely,

[Signature]

Harv. 5/6 6/6. 1938.

Univ. of Chi., Div. Summer, 1938.
I must apologize for taking too much time in considering this subject. There are many reasons for wishing to continue my work here, but there are other reasons why it might be right for me to take up this work in some other college. Here I have fought a long fight for the higher principles of eating and drinking, and without the strong support and encouragement that I have always had from this college I should have been tempted many times to give it up. I don't know how far you consider our food experiment a success. The final problem was not ready up to this present year. I gave a great deal of time, thought, and energy to the buying, I now feel I can in judging competi with most buyers I have enjoyed the business part of it and have derived profit. I know along that line, my general duties have increased.
The University of Chicago.

Mr. Richards has felt disappointed that the work I have done here from the scientific standpoint has not been acknowledged the thinks it ought at least to rank as high as gymnasium work. I am perhaps better explain he view of the situation by sending the letter for your perusal, with her the food question is of the same vital importance as the Crop question was 5 France Millard my are allied subjects. She is anxious to place me in some college where as a member of the faculty I may might have a larger influence. Here this question is appreciated by Miss Leebot. I could not be a member of your faculty I have had no college education at all in degree. While I know of this question I have worked out for my self many from agricultural experiments and gaining much from agricultural experiments and observation. I have a strong faith in the human race could be very much improved with a better knowledge of its physical needs. We have had knowledge of its physical needs. I think almost shall have many people who oppose our principle, which is one
The University of Chicago.

Mand ment is another grand portion in a work as always coming against. I think it is a question now for you to decide if it were better to put this work with its many unique problems into the hands of a certain or if some woman a college graduate shall train under myself and Bill Salbert to carry on this work as a social, public, scientific problem. I would like to express my appreciation of the many advantages that are here, I have gained much by my various experiences and I have honestly worked for the higher principles and the general well-being of the students under my charge.

Believe me,

Yours very sincerely,

Elizabeth Gorman.

Kelby Hall
July 26, 1899
My dear Dr. Harper —

Reckoning our income to the end of June or by deducting the expenditure from the 18th, the Bronx can be considered solvent. But this coming year is causing me considerable anxiety at the present price of food materials with the prospect of a continuance of the same. I find I am not possible to keep up the table to its usual standard on the fifty cents a day and would like to consult with you on the subject — I don't want to raise the price of board so think by making some alteration in our system we might reduce...
The University of Chicago

the expenditure, & make a little

1. That a profit should be made on

all entertainment.

2. That breakfast be served without

meat, but students be allowed
to order eggs, steak et al at an
additional cost to themselves,
the standard for lunch and
dinner to remain the same.
The same for supply of milk at
any time of the day.

3. That the University allow

2.50 per week each for board
of theatres boys.

4. The price paid in great to

5. $6 a meal.
5. That the Commons be relieved from such entertainments as the monthly receptions, that might be covered by a tax on the houses of 10 a head for each reception, but I suppose a poll on the houses would have to be taken on this.

I think the B. of C. may tread me to do the best. I know how but I can not estimate from previous years on this but I shall not quit over expenses this summer term. I would like to have a statement monthly on money received that I may know exactly how much to depend on. E. Salbut is
I think in favour of raising the income on some such plan. This might be done by raising the board to 84° a week. This of course could not be done before Xmas. At xten quiet be given. Hoping to leave you sympathy & help.

Yours truly,

Elizabeth Gramond

Amherst
To the President:--

We desire to make the following statements in relation to the Women's Commons:--

1. The deficit for the summer quarter, 1901, during which time the Halls were only partially filled, was about one thousand dollars ($998.77).

2. The income met the expenses for the first month of the autumn quarter and will presumably do so during the remaining two months.

3. It is possible that the income may exceed the expenses during the winter quarter, as this has heretofore been the case.

4. Many students are now living in the Halls and have made their plans to remain through the winter who will be unable to pay a higher price for board.

5. The rentals for the rooms were fixed with a view to providing elevator service; but the Commons has had to bear the expense of furnishing table board to the elevator boys.

6. If the price is raised, there will be a not unreasonable demand for some privileges which have been recently withdrawn, such as special orders for eggs. If this is met the amount of profit will be reduced.

We would make the following suggestions:--

1. That an allowance of $2.50 a week for the board of each elevator boy be made from the rental fund.

2. That part, at least, of the deficit incurred last
CHICAGO

summer be paid from the balance accrued to the credit of the Commons amounting to $1622.87.

3. That notice be given at once that owing to the increasing price of provisions it may be necessary to raise the price of board to $4.00 a week, beginning with the Spring quarter, 1902, final notice to be given not later than March first.

Very respectfully,

Marian Talbot.

Dean of Women and Head of Green Hall.

Elizabeth Gorman.

Manager of the Woman's Commons.
Dr. W.R. Harper,
Haskell Museum.

My dear Dr. Harper:—

I have received today seven complaints from Green Hall in regard to the elevator. Nobody is responsible for the stopping of the elevator except Miss Yeomans, as I understand the matter. These complaints really should be addressed to her, and I feel that a gross injustice is done me and this office in encouraging these young women to direct their complaints to me. You did not refuse the allowance of $24.00 a month in your letter to Miss Yeomans but merely questioned it. I think we must make an allowance of that amount or whatever is right, but for Miss Yeomans on receipt of your tentative letter of inquiry to stop the elevator was an outrage for which she ought to be called to account.

Yours truly,

Secretary.
CHICAGO, Oct. 8, 1908

Mr. F. H. Water,

Re: Beloit Hyster.

We regret to hear:

I have received your telegram informing me that you have failed to receive the 25 copies of the Beloit Hyster in the manner to which you were entitled. I am a subscriber to the Beloit Hyster and I am sorry that I have not been able to do anything to assist you in securing your copy. You can purchase the copy from your local newspaper at a price of $0.25 a number. If you have any further questions or need assistance, please do not hesitate to write me. My name is placed on the certificate of your membership to assist you in obtaining the Beloit Hyster. I hope this information is helpful.

Yours faithfully,

[Signature]
January 12th, 1903.

My dear Dr. Harper:

My suggestion with regard to the Hitchcock breakfast room seems to me admirable. I propose that you have proper notices sent out and inaugurate the new movement at the earliest possible date. Will you have a careful account kept of the expenses, and after a sufficiently long experiment, if it does not prove successful, we will drop it. In the meantime, allow me to inform you that at a meeting of the Committee last Thursday your salary was increased $150 a year, to begin January 1st.

Yours very truly,
My dear Dr. Harper,

My suggestion with regard to Hitchcock breakfast room is that we should begin by serving a simple breakfast of coffee, rolls, eggs, bread & hot water. That the room shall close at 9 A.M. & in lieu of the extra service of napkin table linen, a charge of 5c shall be made on each order.

That 10c at the lunch counter would be 15c at the breakfast room.

Several young men in Hitchcock have applied to act as waiters & Eric Parker also kindly offered the services of his maid for which I should of course give him some remuneration. It will run with so much less friction if the people in the house take a personal interest in its success.
Any other service necessary we shall supply from the lunch counter and we shall also keep separate accounts so that the profit or loss shall show on the books.

Yours truly,

Elizabeth Yeromans

Jan 6th, 1908
The University of Chicago
FOUNDED BY JOHN D. ROCKEFELLER

CHICAGO
January 9th, 1903.

President Harper,

My dear Dr. Harper:

I should like to talk with you about the furniture matter. Mr. Triggs, who has made a study of furniture in its historical relations, ought to have good judgement aesthetically. I had not supposed that any business details would and Schwill and agree that the principle which you suggest is to be put in his hands. Another man whose taste ought to be good is correct. Let us try Schwill and someone else.

Mr. Schwill. Mr. Hale, if he had the time, would have excellent ideas. It is most important that the Commons should be furnished in a style historically appropriate, so that the building as a whole may be a model.

As to the name of the women's hall, "New Hall" — would be excellent, or "Lexington Hall" might not be bad. It is historical and at the same time has local significance. The main point, I think, is to have some name which will forestall a nick-name.

Yours very truly,

George E. Vincent,
Dean.

V.
President Harper,

My Dear Dr. Harper:-

I should like to talk with you about the furniture matter. I think that Mr. Triggs, who has made a study of furniture in its historical relations, ought to have good judgement aesthetically. I had not supposed that any business details would be put in his hands. Another man whose taste ought to be good is Mr. Schwill. Mr. Hale, if he had the time, would have excellent ideas. It is most important that the Commons should be furnished in a style historically appropriate, so that the building as a whole may be a model.

As to the name of the women's hall, "New Hall"—would be excellent, or "Lexington Hall" might not be bad. It is historical and at the same time has local significance. The main point, I think, is to have some name which will forestall a nick-name.

Yours sincerely,

George E. Vincent.
Dean.
January 25th, 1903

Chicago

President Harper:

My Dear Mr. Harper:—

I should like to talk with you about the

women's matter. I think that the women who have made a study of

women's work in the practical sense, ought to have some

advice on this matter. I have had a number of women's cases come to be

looked after in the past, and another man whose cases come to be seen at

the same time. I have the time, and the women have excellent

opportunities. The sense of importance that the women should be

sustained is the keynote in all these matters. It is the keynote in all

these matters. It is important that the women should be

sustained.

As to the name of the women's hall, 'New Hall' would be

preferable. It is not fair to say that the hall was not put up for the

same time as the women's hall. This would be

impossible. I think of having some name which will represent a

woman's influence.

Yours sincerely,

[Signature]
September 24th, 1903.

Miss Lavinia A. Small,

1645 Pearl St., Denver, Colo.

My dear Miss Small:-

I am very much obliged to you for your letter of September 5th which I find on my desk upon my return from abroad. I shall take up the matter suggested and investigate it very closely. A question so important as that which you suggest deserves immediate consideration.

I wish also to thank you for the very kind and considerate way in which you have presented it. I am sure that you know that we are all trying to do the best possible, and it is only by taking into account suggestions such as this you have made that we shall accomplish that we have in mind.

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

My dear President Harper:—

As usual as I recognize that among the
multitudinous cares which fall to
your share as president it is
impossible that you should
know in detail all sides of our
institution as large as is the
University of Chicago, I feel im-
pelled, both by my regard for
my alma mater and for the
girls who are now doing their
undergraduate work there, to
bring to your notice a matter
which is of vital importance as regards the health of those
living in the women's halls.

It is the food of the "com-
mans" that I have reference
While living in Santa Hall during the past two years, I found the food both insufficient in quantity and in many instances improperly cooked. That is to say, vegetables, such as potatoes, beets, rice, etc., were frequently under-done, and at times, as well recognized fact, that starches which had been properly de-starched are highly indigestible. This leads to proper preparation of the food and the attribute not so much to carelessness as to ignorance of food chemistry on the part of those who prepare it. But in either case the result is disastrous.

Another noticeable deficiency in the food is the lack of good nourishing meats. Students living in dormitories as severe a regime as those do who are part of a large university and with an adequate supply of the proteins of
which meat is the natural source. The meat in the Hill is deficient not only in quality but in quantity as well. A
proof of this may be cited that of the nine or eight girls in Foster Hall whose health failed during the past college year nearly all were advised by their physicians—including the resident physician—to
prevent a more nourishing diet.

That a girl should leave college—the period of her life which should be most fruitful, both from a mental and from a physical standpoint—in broken health seems to me a thing greatly to be deplored and one to be avoided by every prudent cable means, and I claim that I am no longer a student and my presentation cannot be regarded in the nature of a personal complaint. I desire most honestly to bring the

...
The more so, in that girls as I know them are peace-loving and unbiased to offer complaints on their own account — even legitimate ones.

I sincerely hope that it may seem possible to you to make the full life, which is yours both a charming and a helpful one, a beautiful one as well.

Very sincerely yours,

Eunice Alithia Small
1545 Pearl Street
Denver, Colorado

Sept. 5, 1903.
Dr Harper.
My dear Dr Harper:-

I received Miss Yoeman's letter which you referred to me just as you were leaving for New York. I have had a long conference with Miss Yoeman and her assistant. I find the situation somewhat complicated.

1st: The main dining room ought not to be used until the workmen finish the woodwork. I trust you will approve of closing the dining room for breakfast and luncheon until the workmen withdraw.

2nd: By substitution of coupon books the $5 ticket plan can be continued and at the same time a perfect check be kept upon the cashier.

3rd: The cashier at the Commons--and I see no way of avoiding taking money--ought to be a direct appointee of the Registrar's office; then the Commons management would have to check up with the Registrar's books.

As I see them the chief problems of detail are these:
1st: To make sure that every person who enters the main Commons is entitled to a meal. To compel every boarder to show a ticket at the door would be irksome and cause crowding.

Every transient guest should, however, have some tangible evidence that he is entitled to a meal. The best plan to be seems to divide the tables into two groups, one for regulars and one for transients. Transients should purchase tickets at the door, and these should be collected by the waiter.

The regular boarders should be assigned to definite numbered seats at specified tables. A diagram of each table with names of
Chicago

Oct 15, 1923

Mr. Herbert:

My dear Mr. Herbert:

I received Miss Yosserna’s letter which you

referred to me that as you were leaving for New York I have

had a long conversation with Miss Yosserna and her husband. I told

the attention somewhat concerning the

fact: The main printing room ought not to be used until the

workmen finish the woodwork. I trust you will expedite the cleaning

of the printing room for星期天 and our request that we have it finished

and that use of our own presses and type may go on

be continued as at the same time a perfect copy be kept on the

ceiling.

The ceiling at the commence—may I see no way to saving.

As I see from the other programs of benefit are these:

face to make sure that every person who enters the main

room at the St. Louis hotel be informed of our benefit.

The benefit program should be known, however, have some sampling

enough that it is essential to a meeting. The best plan to do seems

to give the talks into two groups, one for regulars and one for

requirement short programs of the greatest and those

ought to be considered by the master.

The benefit program should be resigned to gain prior number

see at the evening papers. A gallery of each group with names of
boarders should be in the possession of each waiter who should be instructed to serve meals to those persons only whose names appear on the diagram.

2nd: The question of advance payment or subsequent collection of bills is a peculiarly difficult one under our system. At Yale and Harvard the board and extras are charged on the term bill, but as we have no bonding system for our students we should hesitate before we inaugurate a system of signing checks for meals, extras and guests. To be sure we could suspend students from classes if the payment was not made, but we do not want to turn our Dean's offices into collecting agencies. Moreover, during the last week of each quarter the payment of cash would seem to be the only wise plan. You remember those uncollected bills of the earlier years.

The $14 ticket can hardly be regarded as a failure. Between 70 and 80 have been sold up to this time, and when our circumstances are considered, this is not a bad showing.

It is a question whether a $3.75 ticket might not be sold for a week. This would then make it an advantage to buy a four weeks ticket. This would be working a hardship to students who have only a small amount of money, and give advantage to those with a surplus. Perhaps this is inevitable.

I think it might be well to sell books with seven breakfast coupons, seven luncheon coupons, and seven dinner coupons for $3.75. In this way a student would not be able to use all twenty one coupons for dinner which is the most expensive of the three meals. At the same time such tickets would enable a student to take advantage of absences from a meal or two for which he could not
Chicago

[Text starts here]

...the depression of bacteria growth on vegetable collection...

...to theays my...
get a rebate under the other system.

I think that I have indicated that I am by no means clear in mind as to some of these points. I think we shall have to experiment during this quarter, and gradually feel our way to a workable system.

Yours sincerely,

[Signature]

Dean.
Get a report under the other system.

I think that I have investigated that in my use of these other schemes. I think we shall have to

in mind as to some of these points. I think we shall have to

experiential cutting into dollar and expenditure. I feel our way to a

workable system.

Yours affectionately,

Dear.
CHICAGO November 7th, 1903.

November 14th, 1903.

My dear President Harper:-

I have these memoranda to send to you with regard to the Commons:

(1) My dear Mr. Wiagont: I have your note of November 7th. I think the suggestions are good and have authorized Miss Yeomans to go forward in the matter of the storekeeper and head waiter.

(2) I do not quite understand the plan for four weeks' tickets and one week complimentary, but I understand that you are going forward with it.

Thanking you for the full statement you have made, I remain

Yours very truly,

(3) There is as you know a deficit of $1000 for the month of October. Some of this is undoubtedly due to the difficulties inherent in opening a new enterprise, but it seems probable that the sources of loss other than this are

a) Larger expenditure for food and service than the income warrants.

b) Uneconomical system of kitchen organization and store room control.

c) Duplication of waiters in serving breakfasts and luncheons simultaneously in the luncheon room and dining room.

d) An inevitable loss when the number of boarders is not as large as the fixed charges and the minimum kitchen and serving organization can take care of.
I have your note of November 24th. I think

the suggestion of the power and use of the atom is one which will be of great importance to us. I agree with your...

I do not dispute whether this may be done for a lower purpose and under less...

You are very correct, but I understand that you are going to...

With it.

Thanking you for the information you have given, I remain,

Yours very truly,

[Signature]
My Dear President Harper:–

I have these memoranda to send to you with regard to the Commons:

(1) I understand that Mr. Arnett has spoken to you of our conviction that the Commons and luncheon room should be put on a strictly cash basis, say in the case of four weeks tickets and one week coupon books, and that you have consented to this arrangement.

(2) It is proposed to divide the tables in the main dining room into tables for the regular boarders and tables for transients, and to require of all transients a prepayment at the cashier's table, the ticket or coupon to be collected by the waiter before serving the meal.

(3) There is as you know a deficit of $1000 for the month of October. Some of this is undoubtedly due to the difficulties inherent in opening a new enterprise, but it seems probable that the sources of loss other than this are

a) Larger expenditure for food and service than the income warrants.

b) Uneconomical system of kitchen organization and store room control.

c) Duplication of waiters in serving breakfasts and luncheons simultaneously in the luncheon room and dining room.

d) An inevitable loss when the number of boarders is not as large as the fixed charges and the minimum kitchen and serving organization can take care of.
My Dear President Rockefeller,

I have three reasons to send this letter to you.

1. I understand that the Atlantic Poppy is flowering on the continent. Can we examine the common and infrequent use of flowers, and one typical case of the case of your work. One of my week-ends, you and I, have been so concerned to take a moment to look at the flowers and

2. I am happy to give the flowers in the main garden.

3. There is a new breed of 1,000 yet to be named. October 2000 seems to be most fashionable, and the nitrous oxide

In recent years, the new strain has grown from the atoll. The new breed of a new strain also grows from the atoll.

4. I look forward to your visit and meeting the new breeds of flowers.

Warmest regards,

[Signature]

[Address]
Some of these losses cannot be immediately corrected but there are two points which should be considered immediately.

(1) The store-keeper is now an appointee and subordinate of the steward and should be replaced by a professional store-keeper solely responsible to Miss Yeomans and the Registrar, and wholly independant of the steward. He should be held strictly accountable for everything which is received and should at any moment be able to check up accurately the goods on hand equal to the invoices received less written orders from the steward for supplies. The Commons handled over $3000 worth of food materials last month and it is bad business to have the store-keeper under the control of the steward.

(2) A head waiter should be secured immediately. The present head waiter is, I fear, hopelessly incompetent. No one who is working for board only can be held responsible as a head waiter should be held responsible for the conduct of the dining room. I am sure that both the head waiter and the store-keeper would earn their own salaries out of the economies which this system would effect.

I have had some complaints left with me already but on the whole they are not vital. I think the management is giving general satisfaction, although I fear that part of the satisfaction is to be attributed to the fact that perhaps the students are getting more than their money's worth.

Yours sincerely,

George Elvinent.
Dean.
Some of these lessons cannot be communicated orally:

(1) The store-keeper is now so prominent a proprietor and representative of the business and should be replaced by a proprietor more representative of the interests of the community and the population. It is essential that the store-keeper be both expert and a friend to the business. The store-keeper should be in daily contact with the business and the public, and be ready to assist at any time.

(2) A food market should be opened immediately. The press

- need market space. I have been informed that no one has any market for food in the United States except for bakeries, and even then the bread-keeper and the store-keeper would have their own markets. The store-keeper should be in daily contact with the business and the public, and be ready to assist at any time.

I have not come to a conclusion that the management is living beyond its means. I think the management is living beyond its means. I think the management is living beyond its means. I think the management is living beyond its means.

Yours sincerely,
January 4th, 1904.

My dear Mr. Vincent:

Your letter in reference to the Commons was duly received and all the points in it approve themselves to me most strongly. I have given orders to have them executed.

I note what you say concerning the dishonest practices. I agree with you that we should do both of the things proposed. The first case of dishonesty we find, let us test it and exclude the man from the Commons. We need only do this once or twice and the matter will be settled.

It seems to me that the time has come for us to have an organization of the students in the Commons with President, Secretary, and three other members, the five to form an executive committee for the consideration of matters. With such a committee we could take up these cases of dishonesty.

Yours truly,
My dear Mr. Vincent:

Your letter in reference to the Common

are only received and all the points in it appear to me

most interesting. I have given orders to have them executed.

I note what you say concerning the administrative processes. I

wonder if you think we should go both at the same time. The last case

of Pennsylvania we think lost to us. We think it and exchange the man from the

Commonwealth. We need only to make one or two and the matter will be

settle.

It seems to me that the time has come for us to plan an

organization of the students in the Commonwealth with President, Secretary,

and three other members, the three to form an executive committee for

the consideration of matters. With such a committee we could take up

these cases of administered.

Yours truly,
My dear President Harper:

The Steward of The Commons called upon me this morning and we had a long conference with reference to the management of the dining room and cafe. Mr. Boylan reported you as saying that you would concur in whatever decision we might reach. To avoid any misunderstanding on this point I report at once what it seems to me might well be undertaken by way of further experiment during the winter quarter.

First, I think it would be well to sell fortnightly tickets at $7.00 instead of four week tickets at $14.00. As the proposed system will compel boarders to renew their tickets promptly I see no disadvantage in this proposed change except the additional work in the Registrar's office. Mr. Boylan who seems to have made himself familiar with the conditions feels sure that this plan will increase the number of regular patrons.

Second, I believe it would be well also to issue a twenty-one meal ticket for $4.00, and for the time being to do away with the rebate system for the regular boarders. Students who are regularly absent over Sunday would be in practically the same position with the twenty-one meal ticket that they would with the week rate and the rebate. Furthermore, the rebate system is subject to irritating supervision and a good deal of bookkeeping.
Third, the tables should certainly be divided into two groups.

a. Those for regular boarders who should not be compelled to show their tickets after the first assignment to a definite seat. When the meal ticket expires at these regular tables the waiter will refuse to serve meals until a new ticket has been shown.

b. The transient tables at which the holders of twenty-one meal tickets and single coupons will be seated. The meal tickets will be presented at the door and punched each time and a waiter's coupon issued. No meals will be served at the transient tables until a coupon has been given the waiter. This will be a check as for each meal the number of punches collected in the chamber of the punch should exactly correspond with the number of tickets turned in by the waiters.

The bookkeeping should be so arranged that each month will show on the side of receipts only the pro rata of tickets covering any period within that month. All outside catering should also be credited in the same month in which it is done. I understand from Mr. Boylan that all the receipts for the four weeks' tickets in November were credited to November although a large proportion of these tickets covered December board. This is very misleading and unbusinesslike. In this particular case Mr. Boylan feels it a distinct grievance as the first month of his management will show meagre receipts when in reality a considerable part of the November receipts should have been credited to December.

A very serious situation has developed with regard to
The capsule remains certain of giving into the

enough

enough for longer periods who require not to complain of

upon great losses after the last outbreak of a devastating effect

When the meat starts moving at these longer capsules the water will

remain to some extent until a short and then disappear.

a.

The extraordinary cases of which the solution of quantity one

many get done and alike canons will be searched. The meat takes

will be blessed at the goal, and brought about the other a-canon.

concern touching the means will be coming to the governmental part.

This will be a gain as far as the

enough went to the number of months collected. In the aspect of the

which points according concerning with the number of tickets further

in or the water.

The occasional money be extraordinary that some

will show on the rate of receipts only the late of Thursday

concerning may be in which the same month in which it is done. I

have been to M. Bonnier that All the receipts for the four weeks.

I return to November were extended to November at a little

in古怪 of these tickets concern December point. This is very

materialize and unnecessary. In this particular case the

leave of a Liberal Insurance as the first month of the management

will show a more decisive when in reality a considerable part of

November receipts should have passed earlier to December.

A very severe situation has developed with regard to
dishonest practices by students frequenting The Commons. It is so serious that I think it should be taken hold of at the earliest possible moment. There are two plans which suggest themselves to me.

a. The posting of the names of men who are discovered in dishonesty and the excluding of them from The Commons. This would be very severe but the situation might justify it.

b. The appointing of a committee of the men who frequent The Commons to whom all cases of dishonesty should be reported, the committee to recommend the method of punishment in each case. This second method might stimulate a public opinion which would have a bracing effect upon the whole student community.

I have not thought these plans out carefully but I feel that it is a situation which demands most vigorous measures. There may be two opinions about student ethics when it comes to chapel assemblies and even examinations but in matters of common honesty of this sort there can be no excuse of any kind.

I have a distinctly favorable impression of the new Steward both from interviews with him and reports I have had from independent sources. He seems earnest, capable and enthusiastic. I was struck by his astonishment that college students should be as dishonest as people in down town restaurants. This is significant.

Yours sincerely,

George E. Vincent

President William R. Harper

University of Chicago
To the President of the University of Chicago:

I am to introduce the following resolution to the Senate: I think it would be a step forward in the establishment of the University's name worldwide if the Senate would be willing to adopt the following resolution:

Resolved, That the Senate recommend to the Board of Trustees that the name of the University of Chicago be changed to the University of the World.

The latter would enable it to enter into an agreement with other universities, and especially with the universities of the world, to form an international association of the higher education.

The Senate is already aware of the fact that the University of Chicago has made arrangements with universities of other countries, and especially with the universities of Europe, to form a network of educational institutions.

This is the only way in which we can hope to enlarge the scope of our educational work.

Respectfully yours,

[Signature]

Precedent William A. Harper

University of Chicago
January 9th, 1904.

My dear Mr. Vincent:

I should like to propose that some evening at six o'clock in the near future, you go to the Commons while the men are at dinner and communicate to them for the President in substance the following: The University can be greatly helped in the conduct of the Commons if the students who avail themselves of its privileges will co-operate. We therefore kindly request them to organize with president, secretary, and such other officers as they may desire, and appoint a committee, through the members of which, official communications may be addressed to the University on matters relating to the Commons, and through which also official communications from the University to the students boarding at the Commons may be addressed. An organization of the simplest character with provision made for its continuation from quarter to quarter, would be sufficient.

The first step would be the appointment of a committee to prepare a plan for such an organization. Will you co-operate with this committee and secure the proper arrangement?

Yours very truly,

N.B. I understand that in this matter you are acting as chairman of the committee of the Council on the Commons.
The Hon. Mr. Vincent:

I am quite sure the problem that came to

at six o'clock in the near future, you go to the Council to

may be a little and communique to them for the President in

suspense the following: the University can be financed partly in

the conduct of the College. If the academic year were a generous or

of the privileges with co-operation. We particularly kindly lend our

organization with presidents, secretaries, and such other officials as they

may conceive and appoint a committee, through the member of which

allocation of commissione may be addressed to the University on

matters relating to the College; any that which were allocated

communication from the University to the students, depending on the

College may be addressed. An arrangement of the simplest aspect

with provision made for the continuation from member to member.

would be sufficient.

The first step would be the appointment of a committee to prepare

a plan for such an arrangement. Will you co-operate with this

committee and secure the proper arrangements?

Yours very truly,

M.P. Chairman, Council on the College.
Miss Elizabeth Yeomans,
University of Chicago.

My dear Miss Yeomans:

Believing you to be interested in any opinion concerning the conduct of the "Men's Commons" of the University of Chicago and in an obedience to a desire to commend favorably when I know there must have been some criticism, I take the liberty of thanking you for the uniform courtesy and kindly attentions extended me and my family since we have been in the University.

I have attended Harvard this summer and took some of my meals in Randall Hall and thus had an opportunity to compare the two dining Halls and I do not hesitate to say that I consider both the plan and its execution of the U. of C. far superior to the former. As a matter of fact, the attractiveness of your dining Hall is such that we have taken all our meals there, while at Harvard I always went out for evening dinner and often for breakfast in order to get a change. While of course the Commons here is not perfect and I might offer some minor criticisms, yet I know you have enough of them and I would add nothing you have not heard. I want to commend you especially for the quality and the quantity of the food you serve, the manner in which it is cooked and the cleanliness and order with which it is served.

Again thanking you for the courtesy to my wife, baby and myself, I am

Very truly yours,

Howard T. Cree

My dear Dr. Harper -

I think this letter may interest you, it is not often seen when people are pleased that they take the trouble to write. If this man received extra attention it was due to his

baby charming baby. I will also interest Dr. Stong as his

point of view of man tally from Randall Hall.

Yours sincerely.

Elizabeth Yeomans.
My dear Mother Yeaman,

University of Chicago

April 15, 1904

I am very interested in your opinion on the question of the "Wheatstone Common" at the University of Chicago and I am writing to ask your consent to a letter to command your sympathy when I know I must have been some criticism. I take the liberty of extending you my sincerest good wishes and I hope you will not find fault with any of my men in the University.

I have attended Harvard this summer and took some of my meals in Handball Hall and many had an opportunity to compare the two dining halls and I do not hesitate to say that I consider yours the finer. I write this letter to the president of the college and ask that you approve the use of Hall A for a temporary residence of the students. I ask that you approve the use of Hall A for temporary residence of the students.

While of course the Common here is not perfect and I might add some minor criticisms, yet I know you have enough to blame. I want to commend you especially for the way in which the spirit and the courtesy of the food you serve, the manner in which it is cooked and the cleanliness and order with which it is served. I am very much indebted to my wife, "Mama, and myself.

Very truly yours,

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

June 28th, 1905.

My dear Dr. Harper:

I have found among my papers the enclosed letter which you sent to me some time ago.

Very truly yours,

Martin A. Ryerson
June 28th, 1905

My dear Dr. Harper:

I have found among my papers the enclosed letter which you sent to me some time ago.

Very truly yours,

[Signature]
My dear Dr. Harper:-

I have gone a little into the situation at the Men's Commons. There is, of course, a certain under-current of criticism, a kind of gentle ground, audible all the while. If this were absent it would be a cause for alarm. There is, however, an embarrassment. The rumor has gone abroad that the Commons made $700 last year. This has produced an unfavorable impression, and we find ourselves in somewhat of a dilemma. The facts seem to be:

1st, that the entire boarding system of the University including Morgan Park and the School of Education showed a surplus of $700.

2nd, the Hutchinson Commons, however, taken alone shows a deficit of $2300; to which should be added the $600 credit from the old Cafe with which the year began.

3rd, at present the men at the Commons feel that the University is economizing at their expense. If we tell them the Commons lost $2300 the young women and the Morgan Park students may feel that they were being exploited for the sake of maintaining the men in luxury.

The Commons' Commission have wanted me to make a speech some night at dinner, but I must confess I am a little puzzled as to what I might profitably say in all circumstances.

I should raise the question whether it is not better on the whole not to announce the financial status of the boarding system.

The Steward complains that it is hard to secure waiters, that the dining room is under managed, and that there is considerable
justifiable complaint as to the promptness of service.

On the whole I do not see how it is possible to do better at the present prices. I think Mrs. Yor mans, Miss Shaw, and Mr. Boylan are thoroughly competent people who are doing remarkably well in rather difficult circumstances.

Sincerely yours,

[Signature]

Dean.
CHICAGO

I am writing to complain of the brushes of business.

On the whole, I do not see how it is possible to conduct

any business properly.

I think you are overlooking some

considerations.

I believe that we should have a meeting to

consider this matter.

Sincerely yours,

[Signature]
My dear Mr. Vincent:

Please communicate with Mr. Chandler and secure an hour which will be convenient for you to see me next Wednesday morning. I am already engaged from 8:30 to 9.

I have noted your letter concerning the Commons and the financial side. It is only necessary to correct the rumor that is wrong. The Commons did not make $700 last year, nor, on the other hand, did it lose $2300. As a matter of fact it was only $600 to the bad. The accounts of each Commons are kept by themselves and anything saved is credited to the same Commons.

My own opinion is that the more frank we are about these questions the better it will be. I am wondering whether we cannot increase the service in the dining room. I still think we ought to go back to the cafe and let people have their choice.

I am very glad to have you speak so strongly of Miss Yeomans, Miss Shaw and Mr. Boylan. Please notice that it is Miss Yeomans and not Mrs. Yeomans.

I would let Gaston have the fourth course if he wishes it.

Yours very truly,

[Signature]
Colin, October 19th, 1904

Dear Mr. A[...]

I have communicated with the Chairmen
and receive no reply. It will be convenient for you to see me next
Wednesday morning, I am strongly urging from 8:30 to 9
I have never been forensically the Committee and the Chairman
I hope it is only necessary to correct the name and in your
Commence at my office 8:40, I am here, you on the other hand, at 9.

Dear Mr. A[...]

The report of each Committee on the secret proceedings and minutes
is being prepared. I am informed of the same Committee
My own opinion is that the more I saw the more I saw these phenomena
to the letter to Mr. B. I am convinced that he cannot imagine the
errors in the printed text. I think I will try to go farther to
the case may be better learn these facts,
I never think I have been more to any extent as in the Committee
My name and my objections to your next part of the Committee
Your very truly,

[Signature]
President Harper,

My dear Dr. Harper:—

Enclosed please find certain memoranda on my recent visit to the Harvard Memorial Hall and the Yale Dining Hall.

The new Hall plan is undoubtedly a success, but the conditions here are so different that I do not see how we can get much in the way of direct suggestions. We shall have to work out our own problem.

Of one thing I am thoroughly convinced. We ought at the earliest possible moment establish our own bakery, and supply all bread and pastry used in the various University dining halls. This is to be urged for two reasons:

First, economy. We are paying each month a large margin to city bakers.

Second, quality and distinction of product. If the University were to provide bread and pastry of the best quality rather than depend upon the monotonous output of the commercial establishments from which we are now getting supplies we should make a distinct step in advance.

I hope the proper member of the trustees may take this matter up at any early date.

Sincerely yours,

George Elsincist
Dean.
Memoranda on the Harvard Memorial Hall Commons and the Yale Dining Hall.

I. Harvard Memorial Hall.

1) Twelve hundred men are taking their meals regularly at Memorial Hall.

2) The system now in vogue, introduced last year, is giving satisfaction. It includes:

   a) a charge of $2.50 per week for each boarder. This includes restricted allowance of soups, milk, tea, coffee, cocoa, cereals, vegetables, bread & butter.

   b) an extra charge for meats, fish, and certain fruits and delicacies. These extra charges are indicated on the menu each day. The following charges are taken from the menu of Oct. 27.

   1/2 doz. bluepoints-10 cents; roast beef-17 cents; broiled squab-30 cents; fried oysters-10 cents; brussels sprouts-5 cents; banana ice cream 5 cents; rice pudding-5 cents; orange marmalade-3 cents; grape juice per glass 5 cents.

   c) an extra order list. This is an a la carte service at reasonable rates for extras: small steak 30 cents; 1/2 broiled chicken 30 cents; roast beef 15 cents; roast turkey 20 cents; club sandwich 20 cents; pies 5 cents; ice cream 5 & 10 cents.

   d) for cooked orders the boarders sign a slip, while for ready orders in the pantry they give the waiter coupons from a book containing $5 worth of coupons. This simplifies the book keeping. Waiters are not allowed to receive cash.
3) Under this system the average expenditure per man is approximately $4 a week, i.e. $2.50 fixed tax and $1.50 special meat, fish and egg orders.

4) The Association last year had a surplus of $1,000. The Dining Hall, however, has a debt of several thousand dollars. This represents the expenditure for fixtures and accumulation of deficits.

5) The steward receives a salary of $250 a year which is to be raised to $3,000.

6) All prepared articles including bread, pastries, ice cream, etc. are made on the premises.

7) The following deserts are served at a cost of 2 cents:
- ice cream (8 orders to a quart, costs 1 3/4 cents per order).
- charlotte russe, cream puffs, jelly roll, chocolate layer cake.

8) Student management. The participation of students seems to be nominal rather than actual. A committee of officers consult with the steward, making suggestions etc. This student body, however, has no control over the finances, no authority to increase or lessen expenditures, no responsibility for deficits. All payments are made through the University bursar and for all practical purposes the University is managing the Dining Hall through the steward who is the institution's agent. It could not be learned that the student body ever exercised its right to discharge a steward. The appointment of stewards rests with the University.

9) Service is rendered by colored waiters who are paid $24.25-26 each month according to the length of time they have been in the employ of the Dining Hall. Tips are forbidden, but the practice of giving gratuities has not been wholly eliminated. Any
The University of Chicago

3. The University of Chicago

4. The University of Chicago

5. The University of Chicago

6. The University of Chicago

7. The University of Chicago

8. The University of Chicago

9. The University of Chicago

10. The University of Chicago

11. The University of Chicago

12. The University of Chicago

13. The University of Chicago

14. The University of Chicago

15. The University of Chicago

16. The University of Chicago

17. The University of Chicago

18. The University of Chicago

19. The University of Chicago

20. The University of Chicago

21. The University of Chicago

22. The University of Chicago

23. The University of Chicago

24. The University of Chicago

25. The University of Chicago

26. The University of Chicago

27. The University of Chicago

28. The University of Chicago

29. The University of Chicago

30. The University of Chicago

31. The University of Chicago

32. The University of Chicago

33. The University of Chicago

34. The University of Chicago

35. The University of Chicago

36. The University of Chicago

37. The University of Chicago

38. The University of Chicago

39. The University of Chicago

40. The University of Chicago

41. The University of Chicago

42. The University of Chicago

43. The University of Chicago

44. The University of Chicago

45. The University of Chicago

46. The University of Chicago

47. The University of Chicago

48. The University of Chicago

49. The University of Chicago

50. The University of Chicago

51. The University of Chicago

52. The University of Chicago

53. The University of Chicago

54. The University of Chicago

55. The University of Chicago

56. The University of Chicago

57. The University of Chicago

58. The University of Chicago

59. The University of Chicago

60. The University of Chicago

61. The University of Chicago

62. The University of Chicago

63. The University of Chicago

64. The University of Chicago

65. The University of Chicago

66. The University of Chicago

67. The University of Chicago

68. The University of Chicago

69. The University of Chicago

70. The University of Chicago

71. The University of Chicago

72. The University of Chicago

73. The University of Chicago

74. The University of Chicago

75. The University of Chicago

76. The University of Chicago

77. The University of Chicago

78. The University of Chicago

79. The University of Chicago

80. The University of Chicago

81. The University of Chicago

82. The University of Chicago

83. The University of Chicago

84. The University of Chicago

85. The University of Chicago

86. The University of Chicago

87. The University of Chicago

88. The University of Chicago

89. The University of Chicago

90. The University of Chicago

91. The University of Chicago

92. The University of Chicago

93. The University of Chicago

94. The University of Chicago

95. The University of Chicago

96. The University of Chicago

97. The University of Chicago

98. The University of Chicago

99. The University of Chicago

100. The University of Chicago
waiter detected in receiving tips is promptly discharged. Notice of this appears on all menus.

Yale Dining Hall.

I. The Yale Dining Hall.

1) The Harvard system, as described above, prevails with the difference that the weekly tax is $3.00 instead of $2.50. The average expenditure per student is $4.50 per week.

2) 1000 students are being served daily and it is believed that the deficits of the last two years will be avoided.

3) The management of the Commons is in the hands of Cpt. Smoke, late of the United States Army, who receives a salary of $3,000 and is known as Superintendent of the Dining Hall. The steward who has charge of the kitchen receives $1,200.

4) Student management seems a little more active than at Harvard. Each table elects a committee. There are sub-committees on order, inspection, and menu. The menu committee meets with the steward each week, and makes out the menu for the following week. The students have no authority to increase expenditures, and assume no responsibility for losses. The University is managing the affair.

Both at Cambridge and at New Haven the Dining system seems to be giving satisfaction. The plan seems admirably adjusted to the student life in both places. The advantages of the plan are:

1) The staple articles are provided in abundance and of exceptional quality.

2) The student exercises economy in just those forms of food in which on the table d'hote plan he is likely to over indulge.
3) The scheme is flexible enough to suit a considerable range of incomes. One Harvard man last year at Memorial Hall averaged $10 a week while many kept within a $3.50 limit.

The conditions at Chicago both as regards constituency, fraternity club house system, incomes of students, and number of patrons are so different that no direct adoption of the Harvard plan seems at present possible.

Respectfully submitted

George E. Vincent.
The University of Chicago

CHICAGO

[Handwritten text not legible]
My dear Miss Yeomans:

Your very interesting and full statement of the Commons account for the Autumn Quarter has been received and examined. I wish to congratulate you again upon the good outcome. We must not be discouraged in reference to the Men's Commons. I wish, however, that we could bring that forward. I think you have done the right thing to furnish them the best board possible. I took luncheon at the Commons a day or two ago and was greatly pleased. A good many complaints, however, have come to me from the Women's Halls. Do I understand that Miss Wheeler is taking charge of the Women's Halls? The chief difficulty is not the character of the food, but the way in which it is prepared. The old story of monotony and English cooking comes very frequently. What can we do to overcome this? I think we ought to feel that things are moving on very satisfactorily.

Yours very truly,
Your very interesting and full statement of the common account for the autumn quarter has been received and examined. I have to congratulate you again upon the good outcome.

We must not be discouraged in reference to the women's common. I think you have gone the right path to improve the past poor results. I think you have gone the right path to improve the past poor results. I think you have gone the right path to improve the past poor results. I think you have gone the right path to improve the past poor results.

The women's common have come to me from the women's halls. I understand that they have been very difficult in getting notice of the men's halls. The difficulty is not in getting notice of the men's halls. The difficulty is not in getting notice of the men's halls. The difficulty is not in getting notice of the men's halls. The difficulty is not in getting notice of the men's halls.

I think we ought to feel that since we made on very satisfactory.

Yours very truly,
February 1st, 1905.

My dear Miss Yeomans:-

I am quite sure that you have reached the opinion that we ought to make a change in the head cook and assistant cook of the Women's Commons. There is no doubt that the present occupants of these positions have been faithful, but it is also certain that they are not able to adapt themselves to the wishes of American girls. They have had a long opportunity and have failed. I think this feeling is universal and am of the opinion that you yourself really entertain the same. With this understanding of the case, I propose that we make the change at once. I understand that we should deal kindly with those who have been with us for so long a time. If you wish to talk this matter over with me I shall be glad to see you. Miss Cobb will arrange an appointment.

Yours very truly,
The causes which possess me

I am quite aware that you have reason

The opinion that we ought to make a change in the past course and

sentiment of the women's Commonwealth. There is no doubt that the

present occupants of those positions have been fruitful but it is

also certain that they are not able to make the progress to the same or

American girls. The idea had a fine opportunity may have failed.

I think that feeling is universal and ma of the opinion that you

have really restored the same. With the understanding of the

case, I believe that we make the change at once. I understand that

we would best kindly with those who have been with me for so long a
time. If you wish to talk this matter over with me I shall to glad

to see you. Miss Gopp will attend on appointment.

Yours very truly,
of things in mind. Miss Wheel is a very capable and efficient woman. She won't be able to leave now and then. I'm a limit on what can be done in the kitchen. I'm not a good person to help you. My duties will place an extra burden on my self. And I believe judgment will be last year that I ought not to remain in the halls if I give up the active management of Miss Wheel. But I did not want to go and I don't now want to do it. But I have been here too long and the staff of servants generally to make it possible. for Miss Wheel or any one else to be recognized as the authority as long as I am on the ground. The position is not an easy one. I do not wish to make it any harder. I thought at first that I could remain in title, take care of that home, and with Miss Shaw's assistance, manage the dessert, lunch room, do the buying, and keep an oversight.
of things in general. Mrs. Dohle is a very capable and a fine woman. She won't be able to please everybody and there is a limit on what can be done on fifty cents a day: even with the addition of our guest-money. And I think we shall have to face some requisitions for improvements and alteration, and I feel a little insecure about being responsible for the finances.

Yours very truly,

Elizabeth Hirman

Feb 6 1905
February 13, 1905.

My dear Miss Yeomans:

You must not think for a moment of giving up your work. I think it might be a good plan for you to go out of Kelly and be away from the details. I think you might probably be able to handle the whole matter with a little larger freedom; but we want you to keep your hand on everything, and that means that you will be insistent in seeing that Miss Wheeler and other heads shall keep inside of limits.

Will you let me have, as soon as you can, the requisitions you have in mind for improvements and alterations. I think we ought to take these matters up.

Yours very truly,
Alex be two of not to only body a ed again it knit? I know your I know your

My love, can I see you ever again. A property that was released by Mr. Galena in

Although the deed I made about his house has released Mr. Galena in

Alex be two of not to only body a ed again it knit? I know your

Alex be two of not to only body a ed again it knit? I know your