

April 24, 1908

Dr. Fred E. Johnston,
San Antonio, Tex.

Dear Doctor,-

I have not answered your recent letters. Your changes in my office in my absence and your letters are rather extraordinary. Inasmuch as I am an elective officer and charged by the Convention itself with the management of the work I can only believe it must be your lack of understanding and nervousness that has led you to do and say things so contrary to the orderly conduct of the work. If you as president desire to take over the management that is a question you must settle with the Board of Directors, or at the Convention of the membership. The constitution wisely provides for continuing policies and places a guard against upsetting a work that costs years to build up.

You found the Managing Director always glad to consult with you, and up to the time you took advantage of my absence to make the office a personal appendage you had my most friendly collaboration.

Just what you intended when you made the new office stenographer "secretary to the President" and committed other changes of a personal nature I do not know. Fortunately when the support of that office to me here in the East broke down I was able to save this work from disaster by creating and paying for office service here.

And whatever your motives I hope you did not intend to belittle national officers and directors when you placed the "Secretary to the President" on letterheads and bulletins ahead of those officials.

I cannot recognize such things and most emphatically will not have an office where the staff is subject to such methods, or where, when I am away, cooperative and coordinating plans are broken down. Unfortunately for a year now there have been little interferences toward employees which have destroyed efficiency. This latest interference could have waited until my return if affairs there were carrying along properly. Or I could have returned for a period, on occasions, if your letters had not said things were all right. But I am learning the