

White Hall III. Apr. 24, 1905

Prof. Chas F. Binns

Alfred

Dear Sir,

In thinking over my essay as I set it to you, I find that perhaps it was too sharply critical of the local firm, to really serve the purpose it should have done.

My idea however was to lay bare the faults common to the business as it is rapidly coming to a common standard of management. That is, the plan is one of large capital, the promoter with the largest stock interest directing the affairs as best suits his present interests. My intent therefore was to show where the technical trained man could best assert himself, saving great losses and so making capital recognize his use. And as the man who saves should be worth more than the wasteful man, so he must set his price to a proper one. Capital never voluntarily raises a salary of a man not a large stockholder.

So my essay took in some parts, more of the personal communication to you. If this is not satisfactory to you, I will of course rewrite the essay. I took it for granted that you realize that. I know how stoneware is made and hence my essay was included, not as a recitation but as a paper that would assist you to assist the school to best do the work the state demands of it.

Hence you understand that I have no wish to injure these people by criticism. They have more ignorance than malice and I think would do many things in a better way if they were sufficiently students to know that these were better ways.

Yours very truly,

Paul E. Cox