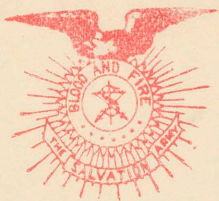


Rev. Wm. Booth,
GENERAL



Ballington Booth,
COMMANDER U. S. FORCES.

The Salvation Army



Edward Fielding Booth
Brigadier.

COMMANDING

North-western Division.

All communications should be addressed to
the Brigadier. Private letters to be so marked

Chicago, Ill. Nov 21 1894

President Harper
Chicago University,
Dear Sir & Friends

I have received a letter ^{from Mr. Parsons} of the 20th in which he states that the best day for the General to address the students would be Friday; but the General could not possibly do this on any other day but the Saturday, as his engagements for the other days have already been completed and cannot be changed, Hoping that this will be satisfactory, and that the General's meeting may be both interesting and profitable.

I remain
Yours sincerely

E. Fielding
Brigadier



NEW YORK, N.Y.



CHICAGO, ILL.

Chicago, Ill. Oct 21 1894

My dear Mr. Harper

Thank you very much for the
information you have given me
regarding the University of Chicago.

I have received a letter
from Mr. [Name] of the
University of Chicago, dated
the 18th inst., in which he
states that the student
would be [Name] for the
General Assembly, but the
General Assembly cannot
meet until the 25th inst., as
his or any other day but the
25th inst. his engagements for
the other days have already
been completed and cannot
be changed. Hoping
that this will be satisfactory,
and that the
General Assembly may be
both interesting and
profitable.

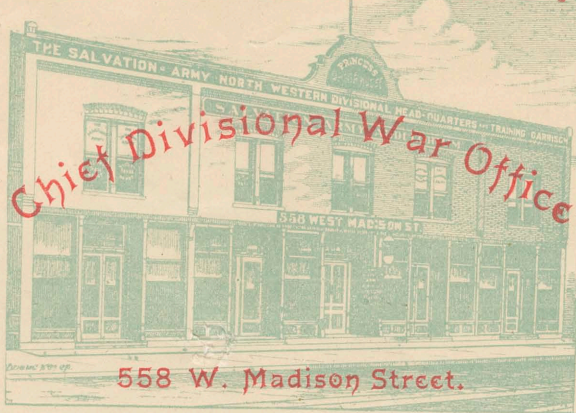
Yours sincerely
J. H. [Name]
[Signature]

Rev. Wm. Booth,
GENERAL



Ballington Booth,
COMMANDER U.S. FORCES.

The Salvation Army



Chief Divisional War Office

558 W. Madison Street.

Booth
Edward Fielding,
Brigadier.

COMMANDING

North-western Division.

All communications should be addressed to
the Brigadier. Private letters to be so marked

Chicago, Ill. Nov. 10th, 1894.

W.R. Harper, Esq.,

1212 Chamber of Commerce, Chicago, Ill.

My Dear Sir:-Thinking that you would be interested in the visit of General William Booth, the founder of the Salvation Army, who will have his first meeting in this City in the Auditorium, Nov. 22nd, I take the liberty of writing you a few particulars concerning it and of asking the privilege of having one or two mounted lithographs of the General placed in a conspicuous part of the University with some one appointed to sell tickets to those desirous of attending the meeting.

It is seven (7) years since General Booth visited Chicago and since that time the Army has made rapid strides in every part of the world but no branch of our movement has attracted so much attention as the great social scheme set forth in the General's book, "In Darkest England and the way out," and on Thursday night, Nov. 22nd, in the Auditorium, the General will lecture on this subject.

Rev. Henry Barrows, Pastor of the 1st Presby. Church, of this City will take the chair, deliver an address of welcome on behalf of the Clergymen of the City, and introduce the General to the audience.

On the platform there will be a great many representative people of the City and we expect that all together the gathering will be one of great interest and importance.

I thought you would be glad to have the students notified of this meeting and if you consent to one or two lithographs advertising it being placed in some part of the University I shall esteem it a great favor.

I hope it will be convenient for you to attend the meeting yourself.

Hoping for a favorable reply, I remain,

Yours very sincerely,

Dictated.

E. Fielding
Brigadier.

Less

Chicago, Ill., Nov. 10th, 1901.

W. R. Harper, Esq.,

1212 Chamber of Commerce, Chicago, Ill.

My Dear Sir:-Thinking that you would be in-
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founder of the Salvation Army, who will have his first
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notified of this meeting and if you consent to one or
two lithographs advertising it being placed in some part
of the University I shall esteem it a great favor.
I hope it will be convenient for you to attend the
meeting yourself.
Respectfully,
Yours very sincerely,

W. R. Harper
W. R. Harper

GENERAL WILLIAM BOOTH,
Commander-in-Chief.



LIEUT.-COLONEL WILLIAM BREWER
Commanding the Northwestern
Chief Division.

FORM 1A.

The Salvation Army, Northwestern Headquarters.

405 to 411 Western Union Building,
Corner Jackson and Clark Streets.

FREDERICK and EMMA BOOTH-TUCKER,
Commanders for America.

Booth-Tucker

Long Distance
Telephone
Express 715.

Chicago, Ill. Feb. 19, 1897.

President Harper,
Chicago University.

My Dear Dr. Harper:-

In accordance with my promise to you to send you a list of names of people whom we would like invited to meet Commander Booth-Tucker on Monday afternoon, March 1st., I herewith enclose you such list.

The purpose of the meeting would be the same as the one in which the Commander addressed the students in January only we would like for him to have an opportunity to have more time to elaborate on the plans for Chicago, and for the development of the Social work in Chicago.

I might say that in connection with his journey here he will be having a meeting with the Armenian Relief Committee, with a view to colonizing the Armenians in this country, at their request, Friday afternoon. We will also have a meeting in Dr. Gunsaulus' church Sunday evening, and a union meeting in Dr. Henson's church Sunday afternoon, and a Noon meeting in Willard Hall, Tuesday, March 2nd., and three or four select drawing room meetings for the same purpose.

We are very anxious that some immediate steps be taken in the interests of the Social work in Chicago, and we believe that this will enable us to have a fair and full discussion of it. The hour that you suggest will be convenient to us, Monday afternoon at four o'clock for the public meeting, and at five for the private conference of those who may be invited. I presume that you would invite all these persons to the public meeting as well. If there are other persons who you would like invited I would be very glad indeed to have them present. In fact we desire it to be a representative gathering of the substantial people of Chicago who would be interested in the discussion of such a movement, so that we may have the benefit of all the wise counsel that it is possible to gather together.

I enclose you a copy of the Commander's address on our future policy in America before the United Charities of New York.

FRANCIS and EMMA BOOTH-TUCKER
Commanders-in-Chief

The Salvation Army

Northwestern Headquarters

105 to 411 Western Union Building
Corner Jackson and Clark Streets
Chicago, Ill.

Post Office
Chicago, Ill.
Registered Mail

Chicago, Ill. Feb. 19, 1897.

GENERAL WILLIAM BOOTH
Commander-in-Chief



LIEUT.-COLONEL WILLIAM BREWER
Commanding the Northwestern
Civil Division

President Harper,
Chicago University.

My Dear Dr. Harper:-

In accordance with my promise to you to send you a list of names of people whom we would like invited to meet Commander Booth-Tucker on Monday afternoon, March 1st, I herewith enclose you such list.

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I enclose you a copy of the Commander's address on our future policy in America before the United Charities of New York.

(2)

I trust, dear Dr. Harper, that it will be possible for me to have a reply by Saturday evening, or Monday morning, Feb. 22nd., so that we may complete arrangements. I would further say that if there is to be any clerical work attached to it I would be very pleased to do that for you here, sending such invitations as you would like in your name, and doing the clerical work and mailing from this office.

Very Sincerely Yours,

William Brewer

Lieut.-Colonel.

(2)

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have a reply by Saturday evening, or Monday morning, Feb. 22nd, so
that we may complete arrangements. I would further say that it there
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Very Sincerely Yours,

William Brewster

Lieut.-Colonel.

OUR FUTURE
PAUPER POLICY
IN AMERICA.

Being a paper read at the monthly meeting
of the United Charities of New York,
and published by special request.

BY
COMMANDER BOOTH-TUCKER.



PRICE FIVE CENTS

NEW YORK :
SALVATION ARMY PUBLISHING HOUSE, 120, 122, 124 W. 14TH, STREET.

PAUPER POLICY.

CHAPTER 1.

INTRODUCTORY REMARKS.

It is with no desire to dogmatize or dictate regard-
No desire ing the difficult and important question that
to is before us for consideration that I stand
dogma- among you to-day. It is rather as a fellow-
tize. student in the school of practical sociology
that I would speak, as one who has had, perhaps,
exceptional opportunities for studying the problem
under widely different circumstances and from
widely varying points of view I am still a learner and
expect to be right on to the end, and welcome the
opportunity of finding myself among so many prac-
tical professors of sociology, in order to obtain from
them all the information and correction that may be
possible.

It would be too much to expect that the views of
everyone should absolutely coincide in
Room for regard to the best methods to be pursued.
Divergent Nor does it seem to me to be necessary
Views. Perhaps I may even go so far as to say that
if it were possible it would not be
desirable. May not the pursuit of different methods,

the introduction of new machinery, the elaboration of novel plans and the multiplication of efforts, which cultivate the spirit of energy, independence and enterprise, prove as valuable in the social as it has in the commercial field?

True, it may tend to some undesirable *overlap-Overlap- ping* and consequent waste of strength, *ping of* which it is wisely the object of the United *Competi-* Charities of New York to correct and *tion.* minimize. But it is, if I mistake not, rather *unity of purpose* than *uniformity of method* which we desire, and there seems little reason to doubt that aggressive rivalry, amounting even to competition, is as healthy a sign in the social and religious world as it is in the commercial.

A monopoly of methods seems neither possible *Better* nor desirable. The overlapping of shingles on *than* the roof of a house may be and is, in a sense, *Monopoly.* undesirable, but if the time, trouble and expense of securing an absolute fitting together edge to edge with such closeness as would exclude every rain-drop means double or treble the expense of the other method, the former will after all be the most desirable. I am sure, therefore that we need not make ourselves feel unhappy if either now or hereafter we fail to secure on each other's part an absolute coincidence of views and methods. Nature's

prodigality of gifts, the profuse overlapping of her charities to the human, animal and vegetable creation, remind us that we need not be over-careful in this respect.

On behalf of the Salvation Army, at any rate, I should like to say that our sociology is of a **No desire** constructive rather than of a *destructive* **to decry** character. We have no heart to decry or **others'** pull down the works of others, nor would **work.** we fail to afford them the fullest acknowledgment for all the good they may have done, however fundamentally we may differ from their methods or the line of policy they pursue. We crave for ourselves a similar indulgence. I think that the measure of success so far obtained is at least sufficient to justify the continuation on an enlarged scale of our experimental sociology.

For while we may not have been able to bring to bear upon the question the same amount **Practical** of theoretical and literary study as have **Sociology.** been within the reach of others, and have certainly not had at our disposal as large a supply of funds, it will be conceded, I think, that few students of this vast and intricate problem have had so exceptional an opportunity of studying it from a *world-wide*, a *national* and a *people's* point of view.

I have myself visited in turn the principal cities of Europe, including Berlin, Paris, Stockholm, **European** Christiania, Copenhagen, Amsterdam, **Experi-** Brussels, Zurich and Turin. It has been **ence.** my privilege to study the pauper problem on the spot, to face some of the largest audiences, to converse with some of the most thoughtful men, to exchange views with the editorial staff of some of the leading newspapers, to read their criticisms of our plans, and to submit the various theories of many opposite schools of sociologists to the practical common-sense tests of experience.

Here in America I am obliged to confess that limited time has meant limited opportunity. **American** ties for gaining knowledge. Nevertheless, **Views.** the views I hold have been submitted in one form or another to some of the ablest thinkers and sociologists of the day, and I am not aware of any serious objection having been raised to them. In Chicago a special meeting for the consideration of the question was arranged by the Civic Federation. In San Francisco we had on our platform some of the leading citizens and most prominent business gentlemen of the city. In Minneapolis, although on the eve of the election, the Mayor presided at our meeting and the newspapers reported on it most favorably. In Philadelphia Judge

Ashman took the chair, and our meeting was of a most enthusiastic character.

At the same time from the people's point of view I have made opportunities for studying the **Internal** question from an *inside* position; visiting **Evidence.** saloons and barrel-houses, sleeping in low lodging-houses and gathering detailed information from our slum officers, who spend their lives in perpetual contact with the poorest of our poor.

CHAPTER II.

THE CHARACTER AND EXTENT OF THE EVIL.

About the existence of the evil there can be no doubt, though opinions differ in regard to its actual extent. It can, however, be no longer doubted that the problem has now reached in America an aggravated state, which calls for prompt and united action. In regard to the general figures of the world it is commonly conceded that there is in most countries a "submerged tenth," who live, if not all of them, in the actual *region*, at least on the dismal *borderland* of starvation.

It is a melancholy fact, claiming the sympathetic and thoughtful study of every humanitarian and the increasing and prayerful effort of every Christian, that out of the estimated 1,500,000,000 of the world's population, no less than 150,000,000 pass their lives in this desolate condition of despair. And even if we

had no similar problem of our own to face, it would be incumbent on us, and we should be the first to desire to mitigate this almost inconceivable mass of human woe.

But we can no longer afford to view the question with indifference, even had we the desire. The "Gaul" of poverty is thundering at our gates. The echoes of his "Væ Victis" ring already in our ears. His sword is likely soon to be thrown into the scale. And it behooves us to strain every nerve to meet the emergency.

We may congratulate ourselves that as yet the problem has not assumed in our case the gigantic and almost hopeless proportions of older civilizations. We may fairly estimate that our submerged do not average at present more than a twentieth, rather than a tenth of the population, and that not more than five per cent. may be fairly classified as paupers, whereas elsewhere they reach twice that number. Nevertheless, this is serious enough.

It means that we have to devise means for finding work and food for some four millions of our fellow-citizens. Possibly the number may not exceed three or even two millions. It necessarily fluctuates with the ebb and

flow of national prosperity or depression. In New York it has been recently asserted that there are no less than 100,000 out-of-works. This estimate is probably excessive, but even if the number be halved and if to that sad catalogue of workless would be workers we add those dependent on them for support, we are face to face with an appalling amount of human woe, which is difficult to conceive.

That the above estimate of national poverty is **Our** not too large is, I think, confirmed by the **80,000** statistical returns of our criminal and **Criminals.** pauper population. In our prisons there are upward of 80,000 criminals confined at one time, while at least five times that number pass through in the course of the year, giving us a floating criminal population of at least half a million.

In our institutions for the poor it is estimated that there is an average population of about **Our** 85,000, with 250,000 more in the receipt of **330,000** out-door relief. It would be fair to estimate **Actual** I believe, that at least ten times this number are in and out of our pauper institutions or dependent for their support more or less on various forms of charity, either from their relatives and friends or from the public. Therefore, the problem to be faced deals in all probability with no less than three or four millions of our fellow-citizens.

And here I would appeal to our sense of patriotism to look at the question rather through **National** interests national than local interests. Indeed, I **Para-** believe the time has come when we must **mount.** be prepared at least in a measure, if needs be, to sacrifice the latter to the former, so far as may be possible. I do not ask that we should *exclude* local interests, or even that we should contemplate any *undue* sacrifices on their behalf. But I do think that it is of vital importance that as American citizens *federal* and *national* interests should be allowed their fullest weight, and it will be found, I believe, by no means impossible to reconcile the two, even at the point where they may seem the most likely to collide.

CHAPTER III.

THE FOUNDATION PRINCIPLES OF A SOUND PAUPER POLICY.

It is obvious that in attempting to erect what must need be so vast a structure, our success **Rock-** will depend largely on the care with which **bottom** we lay our foundations. Any amount of **Principles.** trouble will be abundantly repaid which enables us to reach those solid rock-bottom principles on which the superstructure may safely rest. Without this, the more magnificent the edifice the more certain will be its ultimate downfall.

In endeavoring to ascertain and formulate these, I trust that I may not appear in any sense to fail to appreciate the vast and superb efforts which have **Vast** already been put forth. The fact that in **and** this city alone some five million dollars are **increasing** annually expended in dealing with the needs **efforts.** of these classes proves how much has been and is being done, and this on a magnificent scale,

to grapple with the problem. But I think I am justified in asking whether this lavish and generous expenditure of money is diminishing **diminish** in any degree the evil, and if not, why **the Evil?** not? I think that face to face with the talent and experience which confront me in this room I am justified in asking, without appearing to be in any sense critical, whether there may not be some radical defects in our criminal and pauper machinery, the remedying of which would enable us *without an extra expenditure of money*

Is our to gradually drain the morass of poverty **machinery** and cut off the source of its supplies. **defective?** Why should we, gifted by God with brains and hearts and land and capital, sit down helplessly and hopelessly to contemplate with despair this continually rising tide of pauperdom? Ought we not to ask ourselves whether there may not be **Heavy** some better way out of our difficulties **drain on** than constantly increasing appeals to the **the Tax-** pocketbooks of the taxpayer, till the **payer.** cost of being governed makes one question whether it is worth while being governed at all?

I believe the solution of the problem lies in a **Define** careful definition of the principles that **your** underlie a sound pauper policy, and I **Principles.** venture to say that the discovery and

patient prosecution of these will not interfere one iota with our individual independence and opportunities for dealing with the problem, but will rather magnify them. For I must **Encourage** confess that to me the individual liberty of **organized** each organization to do the best it can and **effort.** the most it can in its own way is very nearly as valuable as the liberty of the individual citizen to do the same.

The following, then, appear to me to be the foundation principles which should underlie a sound pauper policy:

1. The main cause of pauperism and crime being **Must be** the strong *centripetal* forces of the city, **Centri-** which lead to an excessive inflow of popu-
fugal. lation beyond the needs of the labor market, the object of every effort to deal with the difficulty must be to establish or create as far as possible *centrifugal* forces of equal power.

The action of the heart in drawing to itself the **The** life-blood from the body would be fatal to **Social** its own existence, were it not that with **Heart and** each pulsation the circulation of those **Lungs.** blood drops is maintained, and that through each artery and vein the equilibrium of inflow and outflow is perpetually preserved. Similarly with the lungs, each act of inhalation is followed by a corres-

ponding act of exhalation. Indeed, so jealously is the body guarded against the dangerous accumulation of matter that countless pores dot its surface and insure the steady liberation of superfluous material.

2. The various trades and manufactures being as **Put** a rule overstocked with workmen, the land **them** is the only natural remedy for the surplus **on the** population of the cities, and every criminal **Land.** and pauper institution should therefore be as far as possible either itself a farm colony or directly connected with such. Every voluntary charitable association should likewise be assisted or at least encouraged to run along similar lines.

3. The Gospel of Hope should take the place of **The** the Gospel of Despair in the treatment of **Gospel** both criminals and paupers. Even the **of** worst classes of society should not be treated **Hope.** as hopeless, but should have inducements placed before them to return to a life of honesty, sobriety and hard work.

4. Their employment should be such as will in **Non-injury** the least possible degree conflict with out-
to outside side labor, while fitting them to earn their **labor.** own independent living.

5. The question should be dealt with from a national rather than from a local standpoint. The interest of the country at large

A National must be considered as well as those of each **Policy.** individual city—those of the farmer as well as of the townsman. Any policy, which, while beneficial to one, is distinctly injurious to other portions of the commonwealth, must be avoided, even at a sacrifice, otherwise a policy of reprisals is likely to ensue, which will be detrimental to all.

6. The policy must be consistent with the **Consist-** dictates of mercy, humanity, morality and **ent with** Christianity. While firm, it must not be **Humanity,** brutal. Poverty must not be nailed to a cross of shame or treated as a crime. The sense of self-respect must be cultivated rather than destroyed. What is needed is to put more backbone into the pauper rather than to take out of him what little may still be left.

7. The classification of willingness or unwillingness to work must be substituted as far as possible for that of the deserving and the **Willing-** undeserving. Inquiry into previous character as a condition of assistance should be **ness to** avoided, or at least restricted to the narrowest possible limits, especially in the case of the non-criminal poor.

8. The policy should be such as will tend to **Change** change the man himself as well as his **the** **Man.** circumstances.

9. The policy should further aim at cutting off the supply of criminals and paupers and at **Cut off** anticipating as far as possible the fluctuations of trade and commerce, by giving **the** the workingman a second string to his bow, **Supply.** such as a potato patch, as well as by inculcating habits of thrift.

10. Self-support should be steadily kept in view **Self-** and the poor man and criminal should be **Support.** helped to work out their own regeneration

11. To deal successfully with them they must be **Classify** classified, the hardened criminal, the first **the** offender, the vicious and the simply poor **Poor.** being separately handled.

12. To lessen the financial burden for the tax-**Voluntary** payer, as much as possible of the work **Agencies** should be done through voluntary agencies, **prefer-** on condition of their supplementing any **able.** State aid which they may receive by a fixed proportion of work produced and of voluntary subscriptions. For instance, the former might be fixed at one dollar for every dollar raised outside or produced by the non-competitive labor of the inmates. Thus a prison might be surrounded by a group of farm colonies, run by independent agencies and partially supported by outside gifts, partly by the work of its inmates and partly by subsidies.

CHAPTER IV.

MISTAKEN POLICIES TO BE AVOIDED.

Having pointed out what appear to me to be the essentials of a wise pauper policy, I would now proceed to deal with some mistaken policies, which ought, in my opinion, to be avoided.

1. One of the most foolish of these seems to me **The Ostrich Policy**, which ignores or makes little of the evil, burying its head in the sands of forgetfulness, while the lion of poverty fills the world with his maddened hunger-roars.

2. Again, the **Football Policy** of kicking the pauper from city to city, or from city to farm, appears to me to be a mean and brutal policy, which quickly reacts upon itself. Tramps, "like birds, come home to roost," and if they go out from us blackbirds, they come back crows. If they go out sparrows, they come back harpies—Socialists, Anarchists, Dynamitards of the most dangerous and desperate character, the manufacture of our own cold-blooded brutality.

3. The **Tin-Pot Policy** of a remedy utterly inadequate to the vastness of the needs is equally to be deprecated. The machinery must be equal to the need. To bridge

Niagara, we must calculate the distance from bank to bank.

4. Worst of all, perhaps, is the **Crucifixion Policy** which nails poverty to a cross of shame or treats it as a crime. This has resulted in Europe in the wholesale manufacture of criminals and Anarchists. It has required enormous military, naval and police armaments to render it at all possible, and even under these most favorable (?) circumstances is being rapidly abandoned as impracticable in favor of the more humane methods advocated by General Booth's "Darkest England" scheme.

5. The **Inquisitorial Policy** of making help conditional on a strict inquiry into character. (a) A man may starve while he is being inquired about.

(b) The plan is very expensive where the number of the poor is great, as in our large cities. Ordinarily it will cost 75 cents to get 25 down a man's throat, and even then the money will often go down the wrong throat. Any magistrate or lawyer will bear witness to the extreme difficulty of ascertaining a man's character, even under the search light of judicial investigation. But in the cases under contemplation it must either be super-

ficial, when it is worthless, or minute, when it becomes vexatious and inquisitorial.

(c) It is very painful and humiliating to the honest poor, who are the ones whom it is really desired to help.

(d) It is contrary of the spirit of our American institutions.

(e) It is unnecessary, since the automatic test of willingness to work will usually be found sufficient. Practically the only ones who are "*undeserving*" of the help of society are those who are *unwilling to work*.

6. The *Monopoly Policy* as opposed to the competitive. While overlapping is an evil, it is **Monopoly** a lesser one than is generally supposed, and in avoiding it we must beware of falling **v** into far greater dangers. Healthy **Competi-** competition in doing good should be encouraged, and the utmost latitude should be allowed for the introduction of novel methods and efforts, with a view to combat the inevitable tendency to crystallize and stagnate. New and increasing evils demand new remedies suited to the ever-varying needs of the hour.

7. For Government to monopolize the field or **Private** enter into needless competition with charitable agencies is also unwise and involves an **Enter-** unnecessary outlay of public money. The **prise.**

same principle that makes it undesirable for Government to compete with private enterprises in business, applies with even greater force to the charitable field, since here there is ready to hand a great legion of disinterested workers, whose services may be obtained for little or nothing, who are unaffected by party politics, who are willing to work on lines laid down for them and who are to a large extent skilled in such work.

8. The scattering of tramps over the country is like the spreading of a disease. Why should **Scattering** a great city and country like ours be **Tramps.** nous of the gathering together of a few hundred tramps, even supposing such a thing were to happen? It would be far better than the driving of them to desperation or the scattering of them broadcast over the country, maddened by the seeming injustice and cruelty with which they have been treated. Get them together and you can handle them much more easily and effectively.

CHAPTER V.

THE SALVATION ARMY PLAN.

for dealing with the problem is based on the above principles. Adapted to America it consists briefly of the following branches

I. The settlement of large tracts of 100,000 acres of land and upwards in the Far West. **Western** This, though mentioned first, must be **Canaan**, necessarily the last portion of the scheme to come into actual operation.

II. The establishment of Farm Colonies of 200 to 1,000 or more acres, as land may be available, in the neighborhood of the principal **Farm Colonies**, cities suffering from a congested population.

Already in different countries such colonies have been commenced. The principal one consists of 1,500 acres of land near the mouth of the Thames. The gross produce from the labor of the colonists amounted last year to upwards of \$100,000, and although there was a small loss on their work, owing largely to the labor being unskilled, the value of most of the land has increased from \$100 an acre to \$500 and even \$1,000.

III. *City Garden Allotments* or *Potato Patches* on the plan introduced so successfully by **City Allotments**. Governor Pingree in Detroit. This serves to form a stepping-stone between the city and the farm, creating a love of the land and a knowledge of how to handle it and providing the working classes with a second resource in the case of trade depression, besides enabling them to eke out their wages with the vegetables they are enabled to grow.

IV. *The City Colony*. This has been carefully **The City** departmentalized into the following sections:

(a) Food and Shelter Depots for providing cheap food and lodgings for the poor without actually **Cheap** pauperizing them. To supply cheap food **Food and** has prevented in many cases the breaking **Shelter** up of homes which would otherwise have been necessary. In London alone 3,500,000 meals from half a cent upwards were furnished in one year. The cheap lodgings from 2 cents upwards similarly prevented thousands from drifting into the prisons and workhouses "Now we shall not have to steal! Any of us can pick up sufficient to pay a few *sous* for our lodging!" an old man was heard to exclaim when we opened our first Shelter in Brussels.

It has been supposed that this would tend to
An Objection draw an increasing number of young men
Answered. from the country to the city. But to
this we reply:

- (1) We have established such Shelters in
scores of the principal cities of the world,
Not so. and in no case are we aware of this
having been the case.
- (2) If here it should be otherwise it would be
easy to take precautions to refuse to
Avoidable. accept such, or to get them sent back
to their homes.
- (3) As a rule there are Salvation Army bar-
racks and officers in the localities where
Likely to these young men live, and they would
inquire. naturally go there to inquire whether
any suitable openings existed and to get
a letter of introduction before coming to
the city.
- (4) The great majority of the people fre-
quentering our New York Shelters are
Our regular New Yorkers. This we have
Experience in ascertained from careful inquiry, and we
in can easily take further precautions
New York. in this direction. In the course of about
six months only three such applied at
our Women's Shelter.

(b) *Wood Yards and Factories* for the tem-
Temporary porary employment of those who are
Work. out of work.

(c) *Labor Bureaux.* In London alone 19,000
Labor persons found temporary or per-
Bureaux. manent employment last year.

(d) *Rescue Homes* for fallen women. We
have sixty-eight such (eight in America),
Homes with accommodation for about 1,700
for the girls, nearly 4,000 of whom pass through
Fallen. annually, eighty-five per cent being
restored to lives of virtue.

(e) *Prison Gate Homes* for ex-criminals. We
Homes for have twenty such, more than 1,000
Ex-Convicts. criminals passing through them yearly
and eighty per cent turning out well.

(f) *Slum Posts.* These to the number of
eighty-six have been established in the
Our Slum worst quarters of many large cities. It
Angels. is the duty of the officers to live among
the poor and minister to their wants
in every way.

The City Colonies of the Salvation Army, as above
500 described, now number about 500 institutions
City under the charge of about 2,000 officers. In
Institu- the United States we have thirty-two insti-
tutions. tutions and 100 officers.

There is one feature of the City Colony to which **Their** I would venture to call special attention **Self-** and that is its *self-supporting aspect*. **The support.** total number of persons sheltered in our various institutions throughout the world is more than 10,000. Of these about 5,000 are in London, which has been made by force of circumstances the natural center of the experiment. The total cost of the City Colony there amounted during the year to \$365,000, and of this amount no less than \$350,000 were contributed by the persons helped, leaving only a balance of \$15,000 to be raised **Saving** from the charitable public. Had they **the** been dealt with in the ordinary manner they **Taxpayer.** would have cost the taxpayer at least \$500,000, or if they had partially raised the cost of their support, it would only have been by displacing outside labor.

CHAPTER VI. REVIEWING THE QUESTION.

Finally, I would only repeat that vast and difficult as the problem is, we have no reason **The Rock** to view it with despair. You will remember **in the** the story of the German grand duke who, **Road.** wishing to test the industry and stimulate the energy of his dependents, caused a large rock to be placed in the middle of the main village thoroughfare. The people drove and rode and walked to the right of the rock and to its left, but no one attempted to remove the obstruction. Finally the grand duke summoned his followers to the spot and with one united effort the rock was removed, when behold, beneath it was found a bag **The** of gold. "This," said the grand duke, **Golden** "was to be the reward of the man who **Guerdon.** had the energy to remove the rock; but since none of you have attempted it, the bag of gold will return to its donor." May we not say that this rock of poverty, of pauperism, of crime, which

obstructs the pathway of civilization, of our national prosperity and of our national honor, awaits similarly the energetic and united effort of those who shall face the problem, and that those who succeed in removing it will discover that laid by the hand of Providence under the seeming obstacle is a mine of wealth for the hearts that will have the sympathy, the brains that will have the inventiveness and the hands that will have the energy to remove this stumbling-block?

A BOOK FOR EVERYBODY.

Some books are for preachers, some for merchants, some for tradesmen. Some are for temperance people, some are for Christians and some are for the unsaved. Of those that are for the Christians, some are for one denomination and some for another, but this book is for all classes, and a religious book at that. It is the result of years of patient research and careful selection, and has but recently been completed. Its title, truly expressive of its contents, is

Touching Incidents and Remarkable Answers to Prayer,

By B. S. SHAW.

The incidents are not only touching, but touch hearts for good. They are impressive, apt and condensed. The answers to prayer are among the most remarkable and authentic that can be found. Many of them were written expressly for this work. Others were gleaned from widely extended sources. It is written in clear, simple, forcible, language, yet it presents rich variety. It is equally adapted to the learned and unlettered. All classes of readers can understand it and all be helped by it.

Young and old, saved and unsaved, all read it with delight. Leaders of the various Christian denominations commend it highly.

PRICE, POST PAID, \$1.

Address Major Caygill, Trade Department,
120-124 W. 14th Street, New York.

Hundreds of People—

Are continually writing to us, asking for information about the work and constitution of the Salvation Army. Letters asking for such particulars have always been many, but never so numerous as during the past few months. We are glad of this, for it shows the increasing interest there is in our great organization. Our invariable reply to all enquirers is :

“Read the Life of Mrs. General Booth,”

By Commander Booth-Tucker.

It gives full and complete particulars of the work in its preliminary stages, and also an interesting account of the

Openings in America,

Australia, France,

Canada, India, etc.

Besides all this, it gives a full account of the life of one of the most sainted, self-sacrificing women that ever lived.

Those who desire to know what the Salvation Army really is

Should Read— —This Work!

It is published in three editions—

De Luxe, Popular and Instalment.

The price of the former is \$12.

The Popular Edition is \$3.50.

Both are in two volumes, 665 and 667 pages, with index and full tables of contents, brimful of illustrations and portraits.

The Instalment Edition is published in twelve parts, at 20 cents each. The first four have already been issued, and the venture is meeting with great success.

The latter has the original plates, etc., as contained in the Popular Edition.

Price for the twelve instalments, post paid, \$2.80.

THE
JOURNAL OF THE
ROYAL ANTHROPOLOGICAL INSTITUTE

Vol. 10, Part 1, 1880

Published by the Royal Society

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1880

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WILLIAM R. HARPER

President

ALBION W. SMALL

Head of Department of Sociology
and

Director of Affiliated Work

THE AMERICAN JOURNAL OF
SOCIOLOGY

THE UNIVERSITY OF CHICAGO

FOUNDED BY JOHN D. ROCKEFELLER

(4)

My Dear President Harper—

As you have asked my opinion on the question of endorsing a conference at the University on the subject of the Salvation Army "Pauper Policy": I must reply that I emphatically disapprove such action by the University.

My reasons are: 1. That interest already manifested in general principles in the proposals of the Army has been used—whether by authority or not I am unable to say—as much more of an endorsement than has been intended by at least some of the parties concerned.

2. That the University is sure to be placed in the position of sponsor for plans which are at best inaccurate, and in my judgment in some respects ill-advised.

3. That whatever may be the merits of the policy proposed by the Army, I am not willing to endorse the distinguishing features ^{it} ~~them~~ until they can have the consideration of the most representative body of experts on charity in this country. The National Conference of Charities and Corrections.

WILLIAM R. HARPER

President

ALBION W. SMALL

Head of Department of Sociology
and
Director of Affiliated Work

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4. That the most important local problem in *Charitas* is organization and coordination. The Army program distinctly professes and defends duplication and overlapping (p. 4 & 20 of pamphlet). I have made personal attempts to induce the Army in Chicago to cooperate with a general citizen's effort to deal with our local conditions, and I could not even get a representative to attend a conference. I got the impression that the Army is perfectly willing to absorb all manner of assistance from others, but does not propose to be one of a number of cooperating agencies.

5. That if, as the pamphlet claims, the program now needed is a national not a local one, the Salvation Army is not the best leader in such a movement, and I should regret action on the part of the University which could possibly be misconstrued with approval of its leadership in a matter of such importance.

Sincerely
Albion W. Small

THE UNIVERSITY OF CHICAGO

FOUNDED BY JOHN D. ROCKEFELLER

THE UNIVERSITY OF CHICAGO
LIBRARY
540 EAST 57TH STREET
CHICAGO, ILL. 60637
TEL. 835-5000

EVANGELINE C. BOOTH
COMMANDER OF U.S. FORCES



GEORGE A. KILBEY
COMMISSIONER

TELEPHONE HARRISON 2484

The Salvation Army.

(INCORPORATED)

TERRITORIAL HEADQUARTERS, DEPARTMENT OF THE WEST
FROM THE OFFICE OF THE COMMISSIONER

395, 397, 399 State Street,
Chicago, Ill.
August 7, 1907.

Mr. Robertson,
Secretary to the President,
University of Chicago.

Dear Mr. Robertson :--

I thank you for yours of yesterday's date. It was quite a disappointment to me not to have the opportunity of meeting you. At the same time I thoroughly appreciate the rush of your life and understand the reason for your absence.

I would take this opportunity of thanking you for your warm and kindly interest in the coming of our General, and may I not say, also the work of our Army, for I am in a good position to know that the authorities of the Chicago University have followed our labors with more than mere passing thoughts and have constantly wished us all blessing and prosperity.

I am sending forward my communications relative to my visit to the University. Of course you will know that at the General's time of life we

cannot overload him with meetings and that it is necessary for us to consult him as to what his strength will permit. As soon as I can know just what he would be willing to do at the University, I will communicate with you.

Thanking you most heartily for all your interest,

Believe me,

Very sincerely yours,

George Kirby
COMMISSIONER.

RCS.

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Believe me,

Very sincerely yours,

George A. Bickel
COMMISSIONER.

RCS.

keep the appointment and assuring you that I shall be proud to do all in my power for the entertainment of General Booth, I am,

Yours very truly, August 6, 1907

D. A. Robertson

Secretary to the President

Secretary to the President

Commissioner George A. Kilbey,

399 State St., Chicago.

My dear Mr. Kilbey:-

I regret that I was unable to keep my appointment this morning with you and the other members of the Salvation Army. I hope that you were properly shown the resources of the University so that you may know in general the ground over which your Commander will be taken in October. I shall be very glad to undertake whatever arrangements you think well in connection with the entertainment of General Booth. My present understanding is that at four o'clock in the afternoon he will speak at a meeting in Mandel Hall and at five o'clock at a general reception in the Reynolds Club or a reception for the members of the Faculties at the Quadrangle Club. Again regretting that I was unable to

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
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50

 THE WAR CRY <hr/> THE YOUNG SOLDIER <hr/> SOCIAL NEWS <hr/> STRIDSRÖPET SWEDISH-AMERICAN WAR CRY <hr/> 	<div style="display: flex; justify-content: space-between;"> OFFICE OF THE EDITOR-IN-CHIEF TELEPHONE 1501 CHELSEA </div> <div style="border: 1px solid red; border-radius: 50%; padding: 10px; margin: 10px auto; width: 80%;"> THE SALVATION ARMY 120-124 WEST 14TH STREET NEW YORK CITY </div>
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Esteemed Sir:

Undoubtedly the public prints have informed you of the death of General William Booth, founder of the Salvation Army.

In a few days we shall be issuing a special edition of the War Cry in commemoration of this sad event, and should esteem it a great privilege indeed if you could see your way clear to send us a brief message of sympathy at the loss of this great and remarkable man.

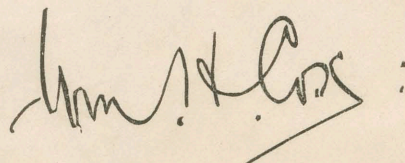
Please pardon me for suggesting that to be of the greatest use to us this expression should be in our hands at the earliest possible moment.

I trust you will be able to oblige us in this matter. We are expecting, and undoubtedly will receive, similar expressions from most of the leading men of the country.

With sincere appreciation of what you will be able to do for us,

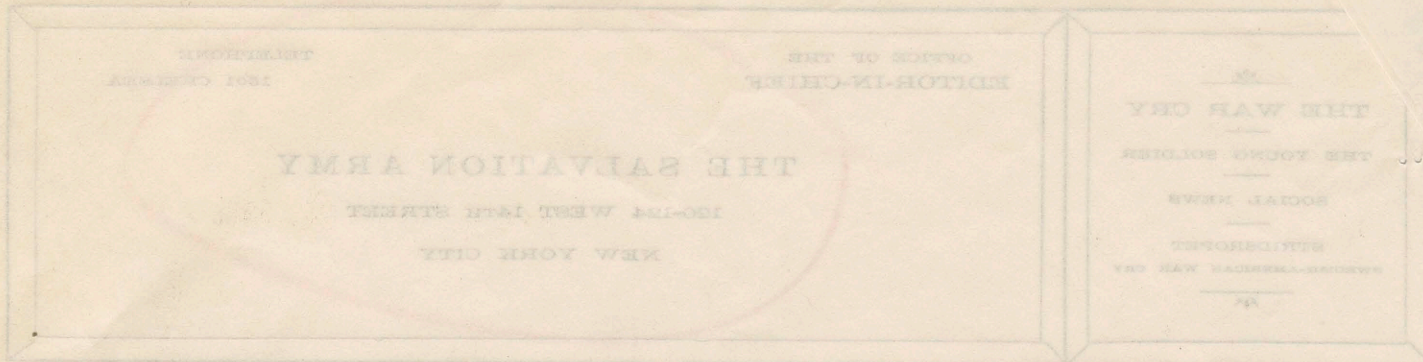
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Editor-in-Chief,

Salvation Army Publications.



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A handwritten signature in dark ink, appearing to read "W. N. P. Carter".

Editor-in-Chief,

Salvation Army Publications.

Chicago, August 28, 1912

General William Booth, founder
of the Salvation Army, has done a
great service to society. His life-
time of devotion to his large ideas

My dear Mr. Cox:
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great organizer and administrator.

Herewith I am enclosing a few words
on the subject to which you referred in your circular
usefulness which cannot easily be put

in words.

Very truly yours,

President.

H.P.J.-P.

Mr. Wm. H. Cox, Editor-in-Chief,
Salvation Army Publications,
120 West 14th St., New York.

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Very truly yours,
Mr. W. H. Carr, Editor-in-Chief,
Salvation Army Publications,
120 West 14th St., New York.

If greatness be measured by the beneficent changes one effects in the world, General William Booth, founder of the Salvation Army, was one of the very great men of his day. The organization created by his genius and by his large vision and inspired by his flaming zeal has done a work for beneficence and for righteousness such as has not been known since the creation of some of the great monastic orders of the middle age. His work was done, but in other hands will continue the effective activity of the great agency in which his ideas were incarnated. The Salvation Army true to his ideals will be his lasting monument, and his name will live through the ages to come.

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ages to come.

H.P.B.



148

Territorial Headquarters

108-114 N. Dearborn St.

Chicago

Nov. 8th, 1913.

H. P. Judson,

City.

Dear Sir:-

General Bramwell Booth, Successor to General William Booth, (Founder of the Salvation Army) is visiting the United States and in this connection is scheduled to conduct a series of meetings, public and otherwise in Chicago, from Nov. 13th., to 17th., inclusive.

On Sunday afternoon the 16th., at 3 p.m., a welcome will be tendered the General at the Medinah Temple, seating 4,200, at which time he will give an address entitled, "Some of the Lessons from my Father's Life and Work".

Clifford W. Barnes, President of the Sunday Evening Club has kindly consented to act as Chairman. Mr. Barnes will be supported by a number of prominent citizens from every walk of life in the capacity of vice presidents.



General Headquarters
1334 N. Dearborn St.
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128
-2-

This being the first visit of General Bramwell Booth to our City and Country, we are desirous of according him a welcome commensurate with the high office he has the honor to hold. May I ask you to serve in the capacity of vice president upon this occasion, when we trust it will

be possible for you to be present and occupy a seat on the platform. Failing this we would like the privilege of adding your name to our list of honorary vice presidents of the meeting.

Trusting for an early and favorable reply.

Believe me to be.

Yours Sincerely,

Thomas Bittel

commissioner.

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Trusting for an early and favorable reply.

Believe me to be.

Yours Sincerely,

Thomas Carter

Commissioner.

Chicago, November 10, 1913

Dear Sir:-

Your favor of the 8th inst. is received. I shall be glad to be of any service in connection with the meeting to which you refer, but could not attend it in person, as I shall be out of the city. If you wish to use my name as suggested you are quite welcome to do so.

With best wishes, I am,

Very truly yours,

H.P.J. - L.

Mr. Thomas Estiel,
108-114 N. Dearborn St., Chicago.

This being the first visit of General Franklin Roosevelt
to our City and Country, we are desirous of extending him a
warmest welcome commensurate Chicago, November 10, 1913. The honor
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Mr. Thomas Battef,
108-114 N. Dearborn St., Chicago.

EVANGELINE C. BOOTH
COMMANDER OF U. S. FORCES



THOMAS ESTILL
COMMISSIONER

FOR THE WESTERN STATES

Telephones Randolph { 7564
7565

The Salvation Army

(INCORPORATED)

Territorial Headquarters, for the States West of the Mississippi and Lake Michigan

108-114 N. Dearborn Street

Chicago, Illinois Nov. 2nd, 1916.

Dean Mathews 216
Salvation Army

Dr. Henry Pratt Judson,
President of The University of Chicago,
Chicago, Ill.

Dear Sir:

I wish to thank you for your courtesy in receiving our Adjutant Ryan who called upon you this morning regarding our Training School.

The Adjutant informs me that while it would be impossible for you to personally visit this institution, you suggested basing your endorsement on the report of some capable person, mentioning Dr. Mathews in this connection.

We have approached Dr. Mathews and he has kindly consented to investigate our schools in the near future. Upon his reporting his findings to you, we shall appreciate very much whatever endorsement you may desire to give us.

Assuring you of our gratitude for your kind interest and with every good wish, I am

Sincerely yours,

Thomas Estill

COMMISSIONER.

The Salvation Army

(INCORPORATED)

Territorial Headquarters, for the United States of America, Washington, D. C.

108-114 N. Dearborn Street

Chicago, Illinois, Nov. 2nd, 1918.

EVANGELINE C. BOOTH
COMMANDER OF U. S. FORCES



THOMAS ESTILL
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Thomas Estill

COMMISSIONER

+123

The University of Chicago

The Divinity School

OFFICE OF THE DEAN

November 10, 1916.

My dear Mr. President:

I spent some time yesterday at the Training School of the Salvation Army. In accordance with the understanding which I am told you have with them I am herewith making a report. I understand from them that on the basis of this report you will make some sort of general statement as to the need of a building.

I find the School as at present conducted has two buildings - one at 130 West Adams Street and the other at 116 South Ashland Boulevard. The former is used for the men students and the latter for women. Each of these buildings is a dwelling house which in its day must have been something of a mansion. The property at 116 South Ashland Boulevard is at least 75 feet wide, and possibly 100 feet. On both properties were stables of considerable size which have been utilized for school rooms and dormitories. Both buildings are as neat as possible and are comfortably furnished. They are, however, ill adapted for dormitory purposes as it is necessary for a number of students to occupy the same room. In one of the old stables nine men are on the second floor of the building, and women students in one case have six beds in one room. In fact, the buildings are now crowded to their limit.

The city authorities will not permit any more students to lodge in these dormitories. The result is that the training schools are sadly incommoded and are obliged to reduce the number of hours in their courses in order to accommodate the large number of students. I went over their curriculum with some care. It is unique in character and they did not see how there could be any combination between them and, say, the Chicago Christian Institute, which is just starting up in that

vicinity in the building of the Chicago Theological Seminary. Their students are, as a rule, without more education than they would get in the grades and I should judge that a great number of them have really never completed the grades. Their training, therefore, must be adapted to their needs. The students are all expecting to be officers.

If the Salvation Army is to have a leadership in any sense, training in this Institute is imperative. The consequence of my visit is that I am convinced that the school ought to have very much better quarters and that their plans for the new building are not only legitimate but sadly needed. I should hope that they would be successful in obtaining the new building.

SM AA

Yoursvery sincerely,

Shailer Mathews

President Harry Pratt Judson,
University of Chicago.

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my visit is that I am convinced that the school ought to have very much
better quarters and that their plans for the new building are not only
legitimate but badly needed. I should hope that they would be successful
in obtaining the new building.

BM AA

Yours very sincerely,

William Brewster

President Harry Pratt Johnson,
University of Chicago.

Chicago, November 15, 1916

Dear Mr. Mathews;

Thanks for yours of the 10th inst.
with regard to the Training School of the Salvation
Army. I will write them accordingly.

Very truly yours,

H.P.J. - L.

Dean Shailer Mathews
The University of Chicago

Chicago, November 18, 1916

Dear Mr. Matthews:

Thanks for yours of the 10th inst.

with regard to the Training School of the Salvation

Army. I will write them accordingly.

Very truly yours,

H.P.J. - L.

Dean Shailer Matthews
The University of Chicago

Chicago, November 23, 1916

Dear Sir:

In reference to your favor of the 2d inst.

I beg to say:

Dr. Shailer Mathews, Dean of our Divinity School, has personally visited your institution, and reports to me his opinions on the subject. In his judgment the educational purposes which you have in mind and are trying to carry on in your Training School are necessary for the efficiency of your organization. It is his opinion, further, that in order to carry out these educational plans it is essential that you should have adequate buildings to meet your needs. I cordially concur in the opinion of Dr. Mathews, and recommend the new building plans as altogether desirable and proper.

Very truly yours,

H.P.J. - L.

Mr. Thomas Estill
Commissioner, The Salvation Army
108-114 W. Dearborn St., Chicago

Chicago, November 25, 1918

Dear Sir:

In reference to your favor of the 24 inst.

I beg to say:

Dr. Shailer Mathews, Dean of our Divinity School, has personally visited your institution, and reports to me his opinions on the subject. In his judgment the educational purposes which you have in mind are trying to carry on in your Training School are necessary for the efficiency of your organization. It is his opinion, further, that in order to carry out these educational plans it is essential that you should have adequate buildings to meet your needs. I cordially concur in the opinion of Dr. Mathews, and recommend the new building plans as altogether desirable and proper.

Very truly yours,

H.P.L. - L.

Mr. Thomas Natili
Commissioner, The Salvation Army
106-114 W. Dearborn St., Chicago

EVANGELINE C. BOOTH
COMMANDER OF U. S. FORCES



THOMAS ESTILL
COMMISSIONER

FOR THE WESTERN STATES

Telephones Randolph { 7564
7565

The Salvation Army

(INCORPORATED)

Territorial Headquarters, for the States West of the Mississippi and Lake Michigan

108-114 N. Dearborn Street

Chicago, Illinois. Oct. 26th, 1916.

Mr. ^{Harry} Henry Pratt Judson, President,
University of Chicago, Chicago.

Dear Sir:

We have under consideration a very important matter connected with our work and as it is of an educational character, we feel it would be much to our advantage if we could confer with you about the same.

I am writing, therefore, to ask if you could find it convenient to grant our Adjutant Ryan a short interview in reference to this matter. Knowing that you have many important matters claiming your attention, we wish to assure you that Adjutant Ryan will bear this in mind and make the interview as brief as possible.

Assuring you of our appreciation for any assistance you may be able to render us and with every good wish, I am

Yours sincerely,

Thomas Estill

COMMISSIONER.

The Salvation Army

(INCORPORATED)

Department of Literature, for the United States of America
and the Dominion of Wales

108-114 N. Dearborn Street

Chicago, Illinois, Oct. 28th, 1916.

C. BOOTH
U. S. FORGER



HOMAS ESTILL
COMMISSIONER
FOR THE WESTERN STATES
Telephone Nashville 1261
1262

Mr. Harry Pratt Judson, President,
University of Chicago, Chicago.

Dear Sir:

We have under consideration a very
important matter connected with our work and as
it is of an educational character, we feel it
would be much to our advantage if we could confer
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Knowing that you have many important matters
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make the interview as brief as possible.
Assuring you of our appreciation for any
assistance you may be able to render us and with
every good wish, I am

Yours sincerely,

Thomas Estill

COMMISSIONER

The Salvation Army

(INCORPORATED)

Territorial Headquarters for the States West of the Mississippi and Lake Michigan

108-114 N. Dearborn Street

Chicago, November 4, 1916

Chicago, Illinois. Oct. 26th, 1916.

Dear Mr. Judd:

The Salvation Army people are considering putting up a building in which they propose to carry on a school of instruction for the training of their own staff.

In doing that they want expert advice, certainly with reference to the building, and perhaps with reference to their plan of instruction. I know that you are not yourself an official of the Salvation Army, but I thought that perhaps this might be a bit of missionary work in which our technical knowledge might be used for the benefit of what after all is a good cause. I told the Adjutant, Mr. Ryan,

who asked me to give the inspection, that I couldn't do it personally, but that I would try to get a member of our staff who would do it, and who would report to me suggestions which I might officially lay before them. Could you or one of your staff give a little time to this matter?

Very truly yours,
H.P.J. - L.

Director C. H. Judd
The University of Chicago

every good wish, I am

Yours sincerely,

Thurman Porter

COMMISSIONER.

Chicago, November 4, 1916

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Very truly yours,

H.P.J. - L.

Director C. H. Judd
The University of Chicago

James J. Judd

COMMISSIONER



FOUNDED IN 1865 BY GENERAL WILLIAM BOOTH
W. BRAMWELL BOOTH, GENERAL

THE SALVATION ARMY

(INCORPORATED)

TERRITORIAL HEADQUARTERS

108 NORTH DEARBORN STREET
CHICAGO

EVANGELINE C. BOOTH
COMMANDER OF THE UNITED
STATES FORCES

THOMAS ESTILL
COMMISSIONER FOR THE
WESTERN STATES

TELEPHONE, MAJESTIC 7564

ADVISORY BOARD

FRANCIS A. FOWLER
SWIFT & COMPANY
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FRANKLIN-TANDY COAL COMPANY
WALDO PONDRAY WARREN
CONSULTING BUSINESS ANALYST
FREDERICK W. MOORE
MOORE, CASE, LYMAN & HUBBARD

Endorsed by the Subscriptions Investigation Committee of Chicago Association of Commerce
June Thirtieth, 1917.

Mr Harry Pratt Judson
Chicago, Ill.

Dear Friend:

Our records show that we have not as yet had a response from you concerning our appeal which was mailed to you about two weeks ago.

The urgent need for funds to carry on our work prompts us to bring the matter again to your attention.

We require at least \$30,000 to continue our Relief and General Work for the Summer through our forty-six centers of activity in this city.

Right here in Chicago at this time there are thousands of destitute people turning to the Salvation Army for help---after all else has failed to reach them. We must either stand by helpless and see them suffer, or must take hold and help them. But to help them we must have money, and we must raise it by asking contributions from those able to give.

If you could only see for yourself how pitiful and distressing are the needs of these fellow creatures---disabled men and women, widowed mothers, fatherless children, deserted families, helpless and worn out old folks, hard workers who have dropped at their tasks, sick, blind, crippled, hopeless and unfriended---if you could only see them as our officers and workers must see them, it would cause you to give gladly and generously. It is unnecessary to remind you that the war-time cost of living adds greatly to the distress both in acuteness and extent---right here in our own Chicago.

Will you mail us your check today? Will you mail us a pledge for more payable later this summer when the hot weather makes the call all the more imperative?

Yours in human service,

Thomas Estill

COMMISSIONER

ADVISORY BOARD
 FRANCIS A. FOWLER
 SWIFT & COMPANY
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 MORSE, ROSENTHAL & KENNEDY
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 CONSULTING BUSINESS ANALYST
 FREDERICK W. MOORE
 MOORE, CASE, LYMAN & HUBBARD

FOUNDED IN 1882 BY GENERAL WILLIAM BOOTH
 W. BRANWELL BOOTH, GENERAL

THE SALVATION ARMY

(INCORPORATED)

TERRITORIAL HEADQUARTERS
 108 NORTH DEARBORN STREET
 CHICAGO



CELIA C. BOOTH
 COMMANDER OF THE UNITED
 STATES FORCES
 JAMES ESTILL
 COMMISSIONER FOR THE
 WESTERN STATES
 TELEPHONE, MAJESTIC 7864

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 both in acuteness and extent--right here in our own Chicago.

Will you mail us your check today? Will you mail us
 a pledge for more payable later this summer when the hot
 weather makes the call all the more imperative?

Yours in human service,

James Estill

COMMISSIONER

Chicago, August 4, 1917

Dear Mr. Estill:-

Your favor of June 30 was not answered as it was received while I was out of the city. The number of contributions which I have made has been so great that I cannot add any more no matter how pressing the conditions may be.

Very truly yours,

H.P.J.-V.

Mr. Thomas Estill
108 North Dearborn Street
Chicago

COMMISSIONER

[Signature]

DO NOT IN ANY MANNER

RECEIVED BY THE SECRETARY OF THE DEPARTMENT OF THE INTERIOR
WASHINGTON, D. C. 20500

TO THE SECRETARY OF THE DEPARTMENT OF THE INTERIOR
FROM THE COMMISSIONER OF THE BUREAU OF LAND MANAGEMENT
SUBJECT: [Illegible]

RE: [Illegible]
[Illegible]
[Illegible]

[Illegible]
[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]



THE SECRETARY OF THE DEPARTMENT OF THE INTERIOR



Territorial Headquarters
108-114 N. Dearborn St.
Chicago

Oct. 24th, 1917.

Harry Pratt Judson, Pres.,
University of Chicago,
Chicago, Illinois.

Dear Sir:-

Commander Miss Booth (Commander-in-Chief of The Salvation Army forces in America) is about to visit Chicago and in this connection is scheduled to conduct a series of meetings, public and otherwise, in this City from Nov. 11th to 15th inclusive. The Commander is a pleasing and interesting speaker.

On Wednesday, Nov. 14th, at 8:00 P.M., she will give a patriotic address at the Orchestra Hall, Michigan Ave., her subject being "The Stars and Stripes." Bishop S. Fallows will act as Chairman, being supported by a number of prominent citizens from various walks of life, in the capacity of Vice Presidents.

May I ask you to serve in this capacity, of honorary Vice President upon this occasion, at which we trust, it will be possible for you to be present and occupy a seat on the platform. Should this not be possible, we would appreciate the privilege of adding your name to our list of Vice Presidents.

Trusting that we may receive an early and favorable reply, believe me to be

Sincerely yours,

Thomas E. Roter

COMMISSIONER.

P.S. We shall be pleased to furnish reserved seat tickets for members of your family and friends, upon application.

T.E.



Territorial Headquarters
108-114 N. Dearborn St.
Chicago

Oct. 24th, 1917.

Harry Pratt Johnson, Pres.
University of Chicago,
Chicago, Illinois.

Dear Sir:-

Commander Miss Booth (Commander-in-Chief of The Salvation Army forces in America) is about to visit Chicago and in this connection is scheduled to conduct a series of meetings, public and otherwise, in this City from Nov. 15th to 18th inclusive. The Commander is a pleasing and interesting speaker.

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Trusting that we may receive an early and favorable reply, believe me to be

Sincerely yours,

Theron C. Potter

COMMISSIONER.

P.S. We shall be pleased to furnish reserved seat tickets for members of your family and friends, upon application.

T.E.

Chicago, October 26, 1917

Dear Sir:

Your favor of the 24th inst. is received.
You may use my name in the way suggested if it will
be of any service to the good cause. I regret that
I cannot be present on that occasion, as I am extremely
likely to be out of the city.

Very truly yours,

H.P.J. - L.

Mr. Thomas Estill, Commissioner
Territorial Headquarters
108-114 E. Dearborn St., Chicago

Chicago, October 26, 1917

Dear Sir:

Your favor of the 24th inst. is received.

You may use my name in the way suggested if it will
be of any service to the good cause. I regret that
I cannot be present on that occasion, as I am extremely
likely to be out of the city.

Very truly yours,

H.P.J. - L.

Mr. Thomas Estlin, Commissioner
Territorial Headquarters
108-114 N. Dearborn St., Chicago

May 6, 1905.

*Salvation
Army*

H -
Mr. C. Miles, Territorial Sec'y
The Salvation Army,
393 - 399 State Street,
Chicago.

Dear Sir:

Your favor of the 4th inst. is received. I shall
be in my office in Haskell Hall, the University of Chicago,
any day except Sunday, from 9 to 11:30 A.M., and it will
give me pleasure to see Staff-Captain Brown on any day.

Very truly yours,

May 6, 1905.

Col. Miller
Army

H

Mr. C. Miller, Territorial Sec'y
The Salvation Army,
323 - 325 State Street,
Chicago.

Dear Sir:

Your favor of the 4th inst. is received. I shall
be in my office in Haskell Hall, the University of Chicago,
any day except Sunday, from 9 to 11:30 A.M., and it will
give me pleasure to see Staff-Captain Brown on any day.

Very truly yours,