

METHODS OF MIGHTY MEN.

Interesting Incidents Showing Their Different Ways of Attaining the Same End—How Some Men Achieve Greatness.

DID YOU ever get a job, just the sort of job you had been wanting for a long time, only to find out that there are more kinds and twists about it than you had ever dreamed of, and that you'd be pretty lucky if you managed to hold it? That you had either to reform your methods or give way to some one else?

If your answer is yes, then you know just about how Dr. Arthur Hadley, then rather new in the presidency of Yale university, felt one day, when met somewhere on Fifth avenue, in New York, by his friend, Matthew C. D. Borden. Borden saw that the eminent educator was cast down the moment he set eyes on him.

"What's the matter, Arthur?" asked Mr. Borden. "You look as if you'd lost your last friend."

Dr. Hadley was glad to pour his tale of woe into the ear of a friend. Briefly, the story was that Yale university needed \$600,000 of "new money," and needed it at once. Hadley, as a duty bound, since he was president, had been trying to raise this money, but without success, and this had made him think that maybe he wasn't quite up to the job of being a university president after all. For, while in the old days it was the chief duty of the college head to supervise the teaching (and do some of it himself), in these days his greatest task is to find the money to keep the institution going, and, if possible, put it at the head of the educational race.

Perhaps Dr. Hadley hadn't fully appreciated the situation when he accepted the presidential job at Yale, but his trouble over the \$600,000, which he couldn't raise, had brought the facts forcibly before him, and the longer he talked to his friend Borden the bluer he got. He needed more than half a million, and the utmost he had been able to do was to raise a few thousand dollars.

"Bah!" cried Borden, after Hadley had finished. "Well fix that up in short order. You haven't gone at it in the right way. Your methods are all wrong. Let me take your paper. The trouble with you is that you haven't got quite nerve enough. When you've got a big lot of money to make up you want to make every name on the paper count. You don't want to have any five and ten thousand-dollar subscriptions on your paper at all. The men who have signed here would pay \$50,000 or \$100,000 apiece as readily as one-cent as much if you went at them right. Now, let's fix up a new paper; I'll head it and take it about a little for you."

GOING AT IT THE RIGHT WAY.
So they went to a convenient club,

of which both were members, and drew up a new paper to which, as he had proposed, Mr. Borden put his name first. Then he started out to call on the late William C. Whitney, but on the way he met Frederick W. Vanderbilt. Borden told the story of Hadley's discouragement to Mr. Vanderbilt; he said he'd be very glad to do as much as Borden had done to help the college president out.

Vanderbilt didn't wince a bit, either, when he saw that Borden's name stood for \$100,000, but put his own down prominently for a like amount. Then Borden went his way to Whitney's office, where, after some discussion, another \$100,000 was pledged, and then various other friends of Yale of Hadley and of Borden, were started. Not every one of them put up \$100,000, but it wasn't long till a half million had been subscribed.

Borden went next to James J. Hill, just then stopping at one of the famous uptown New York hotels. Hill had some in Yale at the time, and Borden thought that would make his task easy. It didn't help much at first, though, for Mr. Hill thought \$25,000 quite enough, but Borden stuck to him so tenaciously that finally after several hours of strenuous work, the Great Northern magnate's name was added to the list with the coveted \$100,000 written after it.

COMMODORE VANDERBILT'S LESSON.
Some 40 years earlier Frederick W. Vanderbilt's grandfather, the commodore, learned an equally valuable lesson in methods from Edward Crane, one of the early railroad builders who was associated with him in the reconstruction of the New York & Harlem railroad, the commodore's first venture.

Crane was calling on the commodore at his house on South Washington square, where he had a private trotting track, and was examining the commodore's light road wagons and sulkeys. He told Crane that he had spent considerable time and money getting the weight down as low as possible without sacrificing strength.

"Why do you have them built so light, commodore?" queried Crane. "The commodore was amazed that so intelligent a man as Crane should ask a question with so obvious an answer. 'Don't you see,' said Vanderbilt, 'that a horse can make faster time with a light rig than with a heavy one?'"

"Why don't you apply that principle to your railroad rolling stock?" asked Crane. "It's altogether too heavy for any use. Every wheel of every truck on your railroad weighs pounds too much. Why don't you get rid of all the useless weight on the trucks under your railroad cars the same as you have on your sulkeys and road wagons? Your engines ought to have as little dead weight as possible to haul; the less dead weight there is the more live freight they can handle in freight



M. E. INGALLS.
INGALLS MAY BE HEAD OF EQUITABLE.

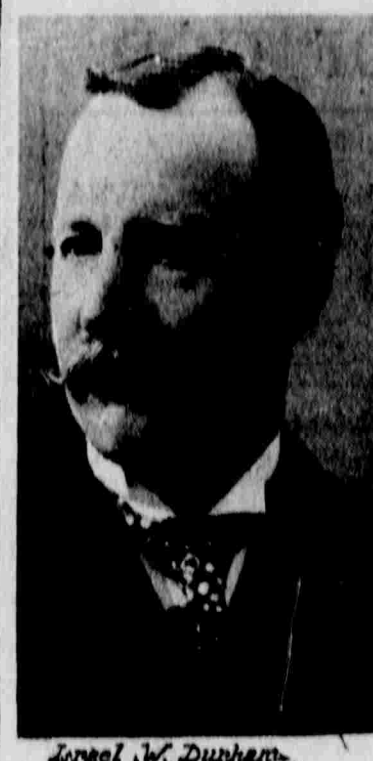
Mr. M. E. Ingalls, who is a member of Frick's investigating committee and is one of the supporters of Mr. Hyde, may be placed at the head of the Equitable Life. Mr. Ingalls was at one time president of the Big Four Railroad System. He is a strong Democrat and in 1903 ran for mayor of Cincinnati, but was defeated. Mr. Ingalls' home is in Cincinnati, but he spends most of his time in New York.

trains and the faster they can haul the passenger trains. It's a poor rule that won't work as well on a railroad as on a trotting track."

The commodore saw the point, and, forthwith, gave the order for equipment wherever it could be introduced without the sacrifice of strength.

A. T. STEWART'S METHOD.
But different men of great achievement attain the same ends by diverse first methods. This was discovered by a certain Englishman about the same time that the commodore began to have his trucks built lighter.

He was one of the first of the army from over the sea to visit America to find out how things were done in this country. He had heard much about two men, A. T. Stewart, the merchant prince, and Cornelius Vanderbilt, the railroad king. He went to see Stewart



Isaac W. Durham.
BOSS OF PHILADELPHIA.

Isaac W. Durham, who was in favor of the war lease, has been badly beaten by Mayor Weaver. Although Mr. Durham, the head of the machine, virtually acknowledged that the machine had lost its power when he "advised" his friends to stand by the mayor, after many desertions of its leaders, it is understood he will try to keep in the political game for the sake of his friends, United States Senator Potts and James P. McNichol, city contractor.

Stewart was immensely flattered by the call, since the caller was a man of no mean standing "at home," and showed him over the big dry goods store from cellar to garret. Then he exhibited his extensive and well-ordered system of records and his scheme of checks for the prevention of mistakes.

When the visitor left the Stewart place he was vastly impressed, but not so much as when he left Commodore Vanderbilt, after a visit which he paid the railroad king the next day.

For the commodore, instead of showing a complicated scheme of written records and duplicate checks, pulled out a drawer of his desk and took from it a little memorandum book, which he declared, contained all the records he needed to keep his railroad business straight. It is likely that the commodore was putting on a little "side" so to speak, when he said that, but he fairly dazzled the Englishman.

The change that has taken place in the methods by which the railroads of the country are run is so great that the change that has taken place in the conduct of the newspapers. Thus the founder of one of America's greatest

journals used to spend the afternoon and evening of every day writing, gathering up and writing the news for his publication. Late at night he supervised its setting. In the small hours of the morning he looked after its printing, and in the gray of dawn he took his place behind the sales counter and dealt out the freshly printed sheets to the few newshyrs of that day, remaining at his post till the forenoon was fairly well advanced.

His son, the present owner of the paper, keeps himself in Europe most of the time, visiting in newspaper offices once in two or three years only; he directs the conduct of the paper very carefully, though, but by means of the submarine cable, almost exclusively, which he uses with a freedom and contempt of expense shown by no one else on earth, save those who have to conduct affairs of state between the nations of the earth.

THE WAYS OF LITERARY LIGHTS.
The methods of various literary lights differ as radically as those of college presidents, railroad men, journalists and merchants. Thus, Dr. S. Weir Mitchell, the physician novelist, who devoted himself to the medical profession almost solely till past 50, since when he has made for himself a great literary name, has adopted methods as different from those of William Dean Howells as can well be imagined.

Dr. Mitchell writes all his stories by hand, and is very particular that his ink shall be of midnight blackness when first written. This seems so important to him that he has devoted a good deal of time and some money first and last to the discovery of ink exactly suited to his needs. He never dictates "literary matter," but he dictates all his personal letters, prescriptions, etc., though, unless he has a pen in hand when doing so, his dictation is very halting and prone to be full of errors.

Howells divides his work into two grand divisions—first, the study of the types he wishes to portray, and, second, the typewriting of the story. He works a good deal every day, and when in New York walks east and west, on the cross streets mostly, for in that way he can see practically all grades of human society, whereas, walking north and south on any of the avenues he meets with much less variety. He never writes anything with a pen now, always except his verses; they cannot easily be done "on the machine."

James Whitcomb Riley is working almost all the time, save when asleep, though his periods of actual composition are sometimes widely separated. Blue he is always on the lookout for quaint phrases such as are uttered by his beloved Hoosiers, and whenever his ear catches something he thinks worth preserving he hastens to jot it down—not in a note book, for he never carries one—but on any old scrap of paper, envelope, or note, or whatever it may be that he chances to have in his pocket.

Thomas A. Edison isn't so fond of the note book, at least, though he is very busy. His method, when looking out for something new in the electrical way, is to go to his laboratory and hammer away at experiments till he has struck

the lead he is after—or some other one equally valuable.



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J. A. Folger & Co.
It is across the top of every tin of Golden Gate Coffee.

Never sold in bulk.

J. A. Folger & Co.
Established in 1850
San Francisco

It Cures Liquor Habit

Orine is the only perfectly successful cure for the liquor habit the world has ever known. It is better than instituting homes and does not interfere with the daily work; better than will-power, because it never fails; it strengthens the digestion and gives good appetite, regulates the bowels.

Orine No. 1 will cure the hardest drinker and destroy his craving for drink without his knowledge, as it can be given secretly in tea, coffee or food. Orine No. 2 in pill form, is for those who wish to be cured. The cost of either is \$1 per box. Orine has the endorsement of many physicians. It is the one remedy for the liquor habit that can be relied upon to cure at little expense and restore the drunkard to perfect vigor of mind, body and spirit. Write to the Orine Company, Inc., Washington, D. C. for book on "Drunkennes cured." Free in plain envelope. Call on Smith's Drug Store, Salt Lake City, Utah.

DON'T BELIEVE
The man who tells you that we cannot issue a RELIABLE RATING BOOK, it will contain more names and be more accurate than any heretofore published in America.

AMERICAN MERCANTILE & REPORTING AGENCY,
Top floor Atlas Bldg.
W. BENJ. PUTNAM, Mgr.

Only a Peep At Saving Prices

And It's Only a Peep.

Would take the whole newspaper to tell of them all next week. Here's enough to teach lessons of economy and make you want to see the rest. A little money brings big results next week. Excessively low prices prevail in every department.

MONDAY SPECIALS!

WASH PETTICOATS!

Made of Chambray, colors light and dark blue, tan, old rose and fancy stripes, flounce is trimmed with a double four-inch ruffle, short and long lengths, a regular \$1.25 skirt, MONDAY ONLY—

84 cts.

85c TABLE LINEN AT 58c A YARD.

12 Pieces fine PURE GRASS BLEACHED IRISH DAMASKS, 62, 64 and 66 inches wide, in scroll, anast, fuchsia, strawberry leaf, raspberry leaves, shamrock and marguerite patterns. We have never sold a yard of them for less than 85c. Special for Monday, per yard—

58 cts.

LACE MITTS!

50c Values at 10 cents. 18 inch length lace mitts in black or white, a splendid wearing quality; we have only 25 dozen of them to close out for Monday at a pair—

10 cts.

WHITE EMBROIDERED SKIRTING FLANNELS.

\$1.25, \$1.35 and \$1.40 qualities at 94c a yard. All Wool white embroidered Flannels, hemstitched, scalloped, cut out edges, all one yard wide. With deep embroidery, fine grades, 11 styles, value \$1.25, \$1.35 and \$1.40. Special for Monday at (per yard)—

94 cts.

THE AUERBACH WASH GOODS AND WHITE GOODS DEPTS.

Are now the favored in this establishment. We have recently added materially to its stock, the most wanted patterns, which were bought way below regular prices! Note these wonderful values for this week:

Mercerized white English Madras waists, in neat weaves and pretty embroidery effect, usual 27 1/2c qualities, a most extraordinary bargain for this week, per yard **18c**

Fast black dotted Swiss Lawns, deep, rich dye, will not crack, warranted size dots, value 30c, this week, per yard **19c**

Panama Linen Suitings, a splendid quality, nothing more serviceable for ladies' or children's summer wear, in natural linen and gray grounds, with colored embroidered dash effects, value 35c, this week per yard **22c**

WE HAVE NEVER TOLD OF BIGGER CENTS' FURNISHING VALUES THAN THESE

GENT'S HALF HOSE, in plain black and tan, and a large assortment of fancy stripes, sizes 9 1/2 to 11, worth 50c. Our price this week, at, per pair **12 1/2c**

GENT'S SUMMER UNDERWEAR, in plain Balbriggan and fancy fast colors, all sizes, worth 45c per garment, our price this week at **50c**

GENT'S COOL SOFT FRONT SHIRTS, in plain white and fancy pleated bosoms, sizes 14 to 17, worth \$1.05, this week, **75c**

GENT'S SOFT FRONT DRESS SHIRTS, in fancy pin stripes and checks, sizes 14 to 17, a very neat and serviceable shirt for summer wear, worth \$1.25 to \$1.50. Our price this week at **1.05**

GENT'S UNDERWEAR.

Gent's fine light wool underwear in natural gray, all sizes, worth \$1.25 per garment. Special price **\$1.00**

Gent's fine silk finish underwear, in light blue and pink, all sizes, regular \$1.25 grades, our special price this week at **\$1.00**

ESTABLISHED 1864

F. Auerbach & Bro.

ONE PRICE TO ALL NEVER UNDERSOLD

Measures Style, Quality and Finish and you will find these

Ready-Made Garment Values Unmatchable

Forceful Examples of Severe Underselling.

We have on display an assortment of dainty white suits that cannot be bettered in the larger stores, that are situated in the fashion centers of the world. These suits are of taffeta and China silks, lawns, dotted muslins and butler linens, made with tucks and plaits, trimmed with lace insertions, medallions, hemstitching and embroidery, the designs are elegant and authoritative. Any effeminate heart would delight to delve into such a profusion of dainty garments, and the prices are strict no one. They range from—



\$35 down to \$3.75
\$1.50 SHIRT WAISTS, 50c—Ladies' waists made of mercerized Materials, in fancy stripes and colored designs, neat tab collars, the latest full sleeves, sizes 32 to 44, A \$1.50
Waist for **98c**

\$1.50 SKIRTS for \$1.50. Ladies' Silk Skirts made of chiffon taffeta, colors brown, red, blue and green, stitched and plaited effects, a light cool and very stylish skirt for summer wear. Regular \$15.00 values. **\$12.50**

SHIRT WAIST SUITS, made of brilliant, blue, black and brown backgrounds, with fine pin stripes, also plain colors, including white. Waist made with side plaits and trimmed with stitched tabs and buttons, full leg o' mutton sleeves, with coat cuff. Full flaring skirt with panel front and side plaits. Regular price \$15.00. **\$9.75**

SHIRT WAIST SUITS, made of madras, chambray and mercerized goods, colors blue, tan and red, large and small checks, fancy and dotted designs, newest style effects, all sizes. Some are worth \$6.50. All to be **\$2.45**

MONEY-SAVINGS ON SHOES

So Great and Numerous Should Never Be Passed.

A LARGE ASSORTMENT OF HIGH GRADE DRESS SHOES FOR CHILDREN, in patent velv, with colored tops, and a dandy kid in red or black, every pair of these shoes are a genuine bargain, and have been selling at prices from \$1.50 to \$2.00. YOUR CHOICE WHILE THEY LAST. **\$1.85**

LADIES' OXFORDS.
Ladies' Oxfords in patents and velv kid, with French or Cuban heels, LINES THAT SELL FROM \$2.50 to \$3.00. THIS WEEK THEY GO AT—per pair **\$1.00**

MISSES' SHOES.
MISSES' FINEST DRESS SHOES for summer, in black velv kid, newest style, and best fitting shoe money can buy. WORTH UP TO \$2.75. THIS WEEK ONLY **\$1.85**

THE REAL SILK AND DRESS GOODS BARAINS.

Are here and no place else never was the word economy so definitely defined as in this week's specials.

WHITE SILKS.

50c white China Silk, 24 inches wide, for this week **37 1/2c**
50c white China Silk, 27 inches wide, for this week **42 1/2c**
\$1.00 white China Silk, 26 inches wide, for this week **59c**
50c Louisiana Silk, 19 inches wide, for this week **59c**
50c Beau De Cygne, 20 inches wide, for this week **59c**
\$1.25 Beau De Cygne Silk, 20 inches wide, for this week **98c**
\$1.25 Beau De Cygne Silk, 21 inches wide, for this week **98c**

MOHAIR BRILLIANTINE, fine silk lustre finish, exceptional quality for separate skirt or shirt waist suit, 28 inches wide in navy blue, red, brown and black. The regular 40c grade SPECIAL AT **26c**

GRANITE SUITINGS, a strictly all wool fine quality, 28 inch. Granite Cloth in colors, greens, blues, tans, gray, cadet, red, black and black. Regular value 65c. **46c**
SPECIAL AT (per yard) **46c**

ABSOLUTELY MATCHLESS VALUES IN MUSLIN UNDERWEAR.

GO WHERE YOU WILL, YOU WILL NOT FIND SUCH VALUES ANYWHERE AS WE OFFER EVERY DAY IN THE YEAR. THIS WEEK'S SPECIALS ARE FULLY ONE-THIRD LESS THAN ORDINARY VALUES.

CORSET COVERS of extra fine cambric with lace trimmed neck and arm holes and ribbon drawn, this and three other styles, 40c values in all sizes, this week at **25c**

LADIES' SKIRTS of best muslin with 14 inch deep umbrella ruffle trimmed in 3 inch tereon lace edging and 2 1/2 inch wide waistband divided by fine tucks, best \$1.15 grade, this week's special at **1.15**

LADIES' NIGHT GOWNS of fine muslin, elegantly trimmed in embroidery and lace edging and ribbon, all sizes, this and 3 other styles, \$1.50 values, on **1.00**

CORSET COVERS, 5 styles round or V shaped, embroidery trimmed or plain neck, all sizes, well sewed of good muslin, our 50c values, this week's sale **12c**
LADIES' NIGHT GOWNS of good muslin, full length and width, all sizes, 2 excellent 60c grades, on sale this week at **35c**

MONDAY SPECIALS!

BLEACHED MUSLIN.

10c quality 7c a yard.

YARD WIDE, FINE QUALITY, sort finished bleached Muslin, A grade 35c, this is from reliable wear resisting, good weight and NOT filled with "dressing," and actual 10c quality. Special for Monday, at (per yard)—

7 cts.

LACE CURTAINS.

\$2.00, \$2.25 and \$2.50 values at \$1.46 a pair.

These are both 47 and 50 inch wide curtains, 3 1/2 yard lengths, button hole stitched edges, neat figured center designs, with novel borders. A grand lot of 300 pairs, that ordinarily sell at \$2.00, \$2.25 and \$2.50. Special for Monday at—

\$1.46

Doubtless the demand will be great, but extra salespeople will be on hand to serve you.

A MONDAY CORSET SPECIAL.

The Biggest Ever.

50 dozen ladies' fine Batiste Corsets, two of the best and most popular shapes of this season, long hip or medium shape in white, pink or blue, all sizes, the very best 75c grade ever sold in the city for Monday only at—

49 cts.

TAPESTRY TABLE COVERS!

\$1.25 and \$1.50 value at 74c a yard.

100 of them, mercerized and Satin finished new Tapestry table covers, perfectly reversible, finished with heavy knotted fringe, all around, the very latest patterns in rich colorings, 64 size, value \$1.25 to \$1.50. Special for Monday at (each)—

78 cts.