

Duplicate

Oct. 18, 1904.

Dear Mr. Mc Clure:

I have your letter of October 6 from Paris, and of course was deeply interested in all you had to say.

First, and most important, about Mr. Phillips: I do not agree with you that Mr. Phillips is more tired than he has ever been before. In some ways I think Mr. Phillips is better than he has ever been before, but he is nervous and anxious, and both because of a deep fatigue, I do believe. He came back to the office yesterday having been held at Duxbury by a very hard cold, and he came in in his finest working condition, his head as clear as a bell and full of fire and force. The trouble is that he has not the endurance to do, day in and day out, the kind of work he did yesterday and is doing to-day. But that is your trouble and my trouble, my dear Mr. Mc Clure. Mr. Phillips ought not to go away from here this fall unless it comes to a point that he really must do it. He has all the different branches of the work in hand, which I have not, and, of course, I never could get hold of them as he and you do. I will do everything I can to relieve him and assist him, and if I honestly think that he ought to get away from it all I shall insist with all the strength I have, just as I do, you know, when I see you failing. At present things look very well and I do not think you need to worry about Mr. Phillips any more than perhaps we shall always have to be anxious about him, a man of a delicate physical organization and of a still more delicate nature.

The fact that Mr. Phillips is to be here will explain to you why it does not seem to me advisable to spend an hour or two a week in conference with the whole staff. If I were here alone I would do that, but when Mr. Phillips is here such a move naturally must come from him, just as it must come from you when you are here. As you requested me not to show this letter to him, I have, of course, said nothing to him about the staff meetings, leaving it for you to make the suggestion.

I quite agree with you about the failure to announce the Wagner more fully in October, and I am talking to the boys about Munsterberg and the Cook book. I will ~~illustrate~~ get hold of the books and put

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in an car now and then about the advertising, though, of course, I feel very much out of that department, and my own particular work is absorbing me so that I have not very much time for anything else, either. The Standard book is being set, so that there is nothing but routine work on that now, but I am at the character sketch and find it very difficult. I cannot finish it until I have had a number of important interviews. I am to go to Cleveland next week to see Frank Rockefeller again; I am running after the Potter matter here, etc., etc. Then, there is no end of things cropping up that belong very properly under the head of "ramifications."

You will have noticed before this letter reaches you the investigation under the Inter-State Commerce Commission of the Private Car service. I have been trying for a long time to straighten out the Private Car matter in regard to the Standard Oil Company. I have been convinced that it was one of the ways in which they had advantages but I never got it straight. Now, it seems that before this public investigation there was a long private one. I have just got permission from Judge Knapp to go to Washington whenever I wish and go over the testimony that was taken privately. I will have the help of an expert there to explain to me things which I do not understand. I think I can get an extra Standard story and a large amount of side material for our editorial department. It is to the new department that I am giving most of the time that I have outside of my other work. Of course, I have not done anything yet but feel around, but I am more and more interested in it and feel convinced that when once I take hold of it with a will that I am going to be able to do something worth while.

Mr. Boyden is sending you to-day proofs of the article on the Standard Oil which young Alger has written. Personally, I am very much pleased with the review; it puts the book just where it ought to in regard to the transportation question. It shows that it is really a contribution to a present day question and not a history of past events. It is done with

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spirit and very well written, I think. I am convinced that this man, Alger, is one whom we want to hold on to; he is full of fire and knows a lot about business conditions. He is a lawyer, and I suggested to Mr. Phillips the other day that it might be very well to employ him as the lawyer of our new department, for we are going to need an intelligent man there and one, too, who would sympathize with what we are trying to do.

I believe the page proofs of your article go to you to-day. You say that you cabled not to have anything cut out. I never saw the cable and Mr. Boyden says it never came to him. But the only thing that was cut out was the Mc Donald and the Low. You know Mc Donald has been thoroughly discredited; he tried to work Congress last year for some kind of a position, and the Sun spent a good deal of its editorial space exposing him. He always was a laughing stock, and if any one were inclined to attack your article they could very well do so by ridiculing the use of anything from Mc Donald. Low, of course, is not ridiculous but he has very little weight, and we had to cut out something on account of the make-up.

Sara arrived to-day looking very well indeed. My love to Mrs. Mc Clure.

Very sincerely yours,

S. S. Mc Clure, Esq.,
Divonne les Bains,
Ain, France.