Ability to Conduct a College Now-adays Supposed to Include More Than Book Learning in the Old-Fashioned Sense—Modern Methods Employed at Harvard—How an Out-sider Was Able to Point Out and Remedy Defects in the Academic

Correspondence of The Observer. not only for men who can read Greek and Latin, solve problems in higher mathematics, discuss literature and talk in foreign languages, but for men whose general intelligence has been sharpened and who have been taught to be closed up altogether for lower and talk in foreign languages, but for men bad shape, or its control was to be sold.

stitution, which has in its various departments and schools more than 5,000 young men, there came a time when an up-to-date business system for keeping A Rupture Caused by the Appearance track of them was imperatively re-

President Ellot appreciated that for such a re-organization of once the chinery as he had in mind the trained of the chinery as he had in mind the trained of the lads of his age were going to school. however, and risen by degrees to have w targe industrial interests of his own, he had a special sort of training that would enable him to see defects in an academa system which the professional collegian would not be likely to detect.

Mr. Chamberlain was probably the first business man to have a share in the executive administration of a great university. The wisdom of the policy that selected such a person for the him-primarily the reorganization of the plans of those who were so anx-the method of keeping the records of lous to implant in the society of our dem-students—soon appeared. Mr. Chamstudents-soon appeared. Mr. Chamberlain stipulated at the ourset that he should be allowed three months for in-

vestigation of the feasibility of devising anic to conduct in peace and harmony the such a system as was desired before taking up the work more permanently; in the end he stayed eleven years.

When he undertook his work the newly created recorder, as he was called, found that in order to get at a Harvard man's record it was necessary to search at least ten large volumes and to pick out the information about the individual in question from the feeded with the successful claimant for ree. If a student went beyond that to the graduate school, or to one of the professional schools, several more thick tomes were added to those through its which his name was scattered.

These archives, containing the summary not only of a man's scholarship it but of his behavior, so far as it concerned the college authorities, had to we be referred to constantly, of course, and the labor involved in their use was catalogue in which every individual Ail had his own card and but one card. The cards themselves were of unusual size, necessarily, but every item of a student's account with either disciplinary or feaching officers could be entered on the same sheet, both sides of which were employed in order to separate the different kinds of entries. What had formerly been the most cum- W bersome and troublesome work of the college office at once became the simplest and easiest, and the plan devised fifteen years ago is still in use with very slight modifications, while the general method has been adopted in all the large educational institutions of the

country. So successful did the introduction of the business man into student manage. From Henry Fairfield Osborn's "Fossiil ment prove in this particular that it

COLLEGES NOT LAGGING, change in every branch of businessbuying, selling, a manufacturing and BUSINESS METHODS NOW USED, all the rest-except accounting. There, more than in any other department old-fashioned methods cling, yet there is where the large scale of modern en-terprise, the speed with which transactions are carried through nowadays, the close profits and the intricate pay-roll have most effect. Over and over again

it is found that a falling off in profits can be traced to losses in manufacture, or insufficient cost allowances Cambridge, Mass., Nov. 18.—The dis- wrich are so buried and confused in the cussion as to the advisability of ally- intrieste extensions of old-time account ing Harvard University and the Mas- methods that they escape notice for sachusetts Institute of Technology in years, it may be, until a complete over-certain branches of their work has hadling of books brings them to light. brought out very strikingly the fact On the other hand, the strenuous comthat educational institutions are be- petition of the new century has been coming more and more business con- known to lead perfectly well-intentioned Nowadays ability to conduct a officials into seemingly innocent miscollege is supposed to include some-representations of affairs through the thing more than book learning in the charging of items on one account when less under the charging of items on one account when less under the charging of items on one account when less under the charging of items on one account when less under the following inscription was present-directly great university must be more is a temptation to "make look well," if from his former students:

"In memory of Larcadio Hearn, whose goldered the only qualified the sword of the than a scholar, which was once considered the only qualification necessidered the only qualification necessary. The so-called academic course taken against a concern's misunders among and whose highest honor it shall standing its own business in these ways

talk in foreign languages, but for men whose general intelligence has been sharpened and who have been taught to use their faculties beyond the mere application of class-room and laboratory knowledge.

One of the chief supporters of this open and the Lord Buddan. We were sad. His widow dropped her head, this eldest son and his other two little boys knell before their father's coffin and to use their faculties beyond the mere application of class-room and laboratory knowledge.

One of the chief supporters of this professionally known, still arise every line when the saddest leds and throwing it down, to their minds is what it all looks like.

The first thing to be done by each dock division is to look to the fire of again we harmed increase and repeated the late that the professionally known, still arise every like when the addest leds and throwing it down, to their minds is what it all looks like.

The first thing to be done by each dock division is to look to the fire of again we harmed increase and repeated the late that the control was to be closed up altogether for bowed as do the Japanese boys. Then the saddest delighter that the control was to be closed up altogether for bowed as do the Japanese boys. Then the saddest delighter that the control was to be done by each thing to be done by each thing to be done by each thing to be done by each the saddest ledge.

The first thing to be done to look to the fire of again we harmed increase and repeated the late that the control was to be closed up altogether for bowed as do the Japanese boys. Then the local find the control was to be closed up altogether for bowed as do the Japanese boys. Then the local find the control was to be closed up altogether for bowed as do the Japanese boys. Then the control was to be closed up altogether for bowed as do the Japanese boys. Then the control was the closed to the control was the One of the chief supporters of this modern idea of education has been President Charles W. Eliot, of Harvard, and the further Harvard progressed toand the further Harvard progressed toward turning out men well trained for any branch of the world's business, as a bank is periodically periodicall it was introducing courses in finance and banking, for example, it was keeping its archives in practically the same old way that has been in vogue for 250 by the broadening of the accountant's iness discretion has been fostered more and with the growth of the in-

THE HEN CABINET.

of a Young Congres Wilmington Messenger. The Messenger made mention not long

age of the formation in Washington City of what The Charlotte Observer called the "hen cabinet"—an association of the Montague Chamberlain, an expert accountant and commercial organizer, was selected for the task. Mr. Chamberlain not only was not "college bred," but at that time he was not even an American c'tizen; in fact, he made his start in life as a management love in the task of the same time that the husbands and fathers of its members were, in another task in life as a management love in the task of its members were, in another task in the regulation maker, settling the Start in life as a messenger boy in a part of the republican palace, settling the Canadian telegraph office. Having brille affilirs of the nation. We wondered taken up expert accounting when most taken up expert accounting when most in the time of the announcement of its lads of his age were going to school. ther any better or as well as the one th which the head of the other entered in his presidential career. We thought to was probability of its surpassing the ar even in its lightning changes. We or even in its lightning changes. and think it would be long before there aid he wars and rumors of wars among about of the "ben cabinet." In fact, we sure it was an impossibility for it to t together long chough to settle on the omes of the ladies for the official sofunctions of the winter season. not think though that the discord, h was bound in the nature of things, after in the nature of women, to come. somewhat peculiar task that was set would so soon put in an appearance and

should be allowed three months for inthe ben eabliet more credit for being vestigation of the feasibility of devising anic to conduct in peace and harmony the

the individual in question from the whole mass of statistics. There were the books covering the entrance examinations and those for each of the four years in the regular course for a de-It seems that this golden apple which caused the breach in this twentieth cen-

y conclive of human goddesses made appearance in the shape of a young agressman. The rupture in the hen cab-Congressman. The rupture in the hen cab-lant was between Miss Alice Roosevelt and the niece of the Russian ambassador, and it ensured about the same time that Madam Rumor, whose form in this case. suppose, was assumed by the goddess liscord Eris, who handled that first den upple appropriately enormous. The unacademic but very was of Miss Robert Why this should have caused the breach practical solution of the difficulty was little more or less than a huge card coat cabinet Madam Rumor does not say. Individual Ail the public knows is that the break area individual. den apple announced the engagement diss Roosevelt to this Congressman, ne fast upon the heels of the report, the whys and the wherefores the pub-is not allowed to know, is to be hoped that this rupture in

is to be hoped that this rupture in the calinet will not extend to the otherwing of the White House and that it if not cause strained relations between two countries. Schemings in petitional times, though, have in times past been cause of bloody international wars, the bept this breach will be speedily closured without hurt to the honor of either tion and with no serious inconvenience the young member of Congress. to the young member of Congress.

THE HORSE AND MAN

Animal Conquest Marked One of the Great Turning Points in the History of Civilization.

Wonders of the West," in the November Century.
The conquest of the horse by man,

Harvard experience of great value in working out new systems of book-keeping which he has originated, the verincation of accounts and methods of keeping them.

In present-day industrial conditions an auditor is quite a different sort of a person from what he used to be. His work brings before him constantly comedies and tragedies, romances and sortid stories of wrong-doing as much stranger than the tales told in books as the truth of the proverb is than fiction. That he must first of all be skilled in the understanding of figures goes without must have an intuitive understanding of men, an almost instinctive jumping for conclusions, dogged persistence, incorruptibility, and, withal, the tact and gentleness that often bring confession of things so well concealed that even on that he ass was known in Europe. It is doubt that he ass was known in Europe. It is doubt that he ass was known in Europe. It is doubt that he is doubt disconting the man almost instinctive jumping to conclusions, dogged persistence, incorruptibility, and, withal, the tact and gentleness that often bring confession of things so well concealed that even on the case was known in Europe. It is doubt that he seem and a men.

Better Had Japan Lost Many Warships Before Port Arthur Than This
Japanese-American—University Will
Publish: His Life—A Monument to
as a cherry blossom. Alas, that wonder
all y a was proken! He is no more with
Surely we could better lost two as

time Noticent Writing from Toute to New Orleans Times-Definerat. Laftadio fromto the poet of lapac, was buried on the afternoon of the 3th with Buddhist also. The faneral service was been in his most beloved temple, Jissin-la of ferigaya, or the Kabutera, as the people can it, in woose garnen a walked very afternoon, some forty Japanese businesses and one himbera Japanese state. ory afternoon, some forty Jamanese corps afternoon, some forty Jamanese corps are and one handred Japanese statists from the imperial University, and it was taken and if of respect for the mere sty of the

end teacher, attended the service. The wers, chrysentlemans and nectiset-icesoms rightly perfumed which he loved

Seven Buddhist priests read the Sutra. There were the clouds of incense—sweet like the breath of the Lord Buddha. We ing when the services were finished. His fureful was the most sincere one held in a

ong time.
Undy three foreigners, Americans, were

It was on the 24th that he died suddenly from heart valure. There is no other for-agoer who has been buried with the Budd-lest rite. But Lafeadio Hearn was a Jan-mese invangh and through. How saits led will his spirit be to have his funeral specified in the Kobudera, and the priests his own personal friends, to read the saflow he loved the Suddy blocks! He was studying them under Prof. Unrakana, we had looked forward to Jarakana. We had looked forward to avone his own English version. He may not be a Buddhist, or he may not be a bristin in the worldly meaning. In the out he was a Buddhist as well as a bristian. What difference is there be ween the real Euddhist and Christianity It was from als beloved temple there but he gathered the material for the won she when a ship anchors, with har metery-partly because in the twitich of its green trees, and in the sincere of contaries which have gathered about them, one can larger the city and the tarmoil, and dream out of space and the strength of these are first well the poetry of great faith. Indeed, of the poetry of great faith. uch portry it possesses riches quite excepcarpet softness of the mossed path, the naster brush upon the smooth wood of the water until the action is over.

SORROW FOR THE DEAD.

that he is dead! To use a Chinese sion of sadness, "The heavens and veression of sadness.

He had the clear vision of a poet and extraordinary power of penetrating a heart of beautiful and truthful things a people's life with such a marvelous dewment of the powers of penetration power to which the mystical bent of his ind save added force. And he possessed the unusual gift also

elothing life thoughts with language ropes, are expherance never detracted from its staline clearness. In one word he was great artist in the truest meaning. He died at the right time, if he music. How he loved autumn—the Japanese utumna-Japan expresses fully "sadness in nauty" in autumn. He was the poet of on-liness and beauty. The Japanese auumn is the season of longing and meditathe season of shadow and memoron will be lounging in Japan's autumn at-er the shrilling and whire of happy wingd things, the chorus of cleads and bird to lisping and laughing of water, the un-crtone of leafage astir. You will be long-ing after the smell of flowers and fruitgo, after all sharp sweet odors of sap.
fou will feel the quickening of the living
di:—"the thrilling of the great Blue
thost." He said somewhere:

exile, of child-bliss to desolute age, of renembered vision to the blind." How he will be pleased to lay under such

urled at Zoshigaya. To appreciate Japan's natuma you must alk to Zoshigaya one afternoon. It will we a perfect picture of sweek longing and bay of the ship. The third station is situated in the bay of the ship. The third station bay of the ship. The third station learn, and as he left in his will be wealth be located below the protected.

HIS RESTING PLACE And so be is now the ping at Zoshig cia he most forcely there-at the outskirts of

gentleness that often bring confession of things so well concealed that even on suspicion they cannot be discovered.

An auditor of wide experience will the caves of France that there was tell you that the world increases in a larger horse toward the South perhonesty, but that many a business loss is caused not by criminal intent, but by is caused not by criminal intent. There has been a universal regions.

After taking a few doses I feit reduced that there was intent of the United states in a larger horse toward the South perhaps and America and Amer

LAFCADIO HEARN'S DEATH. any foreign visitor, He did not wish to in-STORY TOLD BY A JAPANESE. Je panese which completely. He was afraid to be touched by any occidental hund, as life the were a Japanese harp set on the

us. Surely we could better for two chree battleships at Port Arthur than to cadio Pearn.

CLEARING SHIP FOR ACTION. The Process as Seen on the Massa-

chusetts During the War With Spain.

Dr. J. A. Guthrie in New York Medica Journa'

Hardly had I renched the gangway. then there range forth the stentorian relet: "All hands clear ship for ac tion!" The hugle sounded the refrain, "Yankee Doodle," when a seemingly peaceful community was metamorphosd into a chaotle mass. To land lub bers such is verily the case, for I have heard them describe this drift thus: At the order, every one on board will rush about like mad, grabbing everything in sight, and then immediately shan it down again. Grabbing up any thing and throwing it down, to their

The first thing to be done by each Then dick division is to look to the fire of gams is cleared away, especially such objects which, if accidentally nit, would cause splinters to fly about deck. owning stanchions are the firs: tract the eye, and these are promptly

shoilarly dealt with. Such sometime and boot duckerns are not how I have to be lashed to the ship's side. the ridge ropes and life times which are stretched all the way around the par deck, are unrove and sent below, The polished brass batch canoples: the skylights covering smaller had hes

are mushipped, and sent bloom in ... dol battle these would be thrown over ord. In their place steel places, knows as battle hatches, cover all such openings on deck. Every accommodation ladder is unshipped and so a be

low, or thrown overboard. A number of chests continuous rook filled with aleshol, turpentine and nine inflammable liquids, are required to be kept on the spar deck, as a precention against fires, as it is evident that these hat he gathered the many content to the state of the point in his "Exotes and Retrospectives." Yes every afternoon did he spend had been smillarly disposed of if necessary. The single of the Kolmstern garden, especially in its hooms we notice sticking out from the sold when a ship unchors, with his side when a ship unchors, with his point to the beauty moored to same, are known as the beauty moored to same, are known as must be thrown overboard before going

departs of passes of the passe the Nobalura's cometery "with the im- boat, to prevent the wood from flying and be but betted about it again, than trees, the evergreen max's of about. If the ship is not at sea, that to have the old way of squirting oil trimmed into quaintest shapes is, if she is in a roadstend, then the on it every two or three hours and

water until the action is over.

The next procedure is to see that all signal men are ready to send and ready into a soloba. And his soloba ourse: "Shoshin in Koko, Hachiun Koji. Who knows that a second Lafendio Hearn will not come along some day in the further and translate his "dead name" and with slabs of lead, so that they may be thrown over and lost at the botton page. covers of signal books are weighted whatever else we are making. and be thrown over and lost at the botton Pattern Makers. Moulders and Main another "Literature of the Dead?"; of the sea, should the ship be obliged to surrender. The American ensign is now hoisted at every masthead, and the flag at the stern, with its staff, is the clied over his death, trees and birds the flag at the stern, with its staff, is re-still from grief." In his death the taken down. This is done to bring the re-mas lost ber husband, the children chances of the flag being shot away to where has lost her insorne, the children in the lost their beloved father, and Japan is continuous. Two graphels are procurate both her greatest spokesman to the ciffer each quarter, to be used in clear, lost one of the most wonderful writing as lost one of the most wonderful writing as the faul the clear vision of a poet and finish with the upper deck and superstructures. The spar deck now has went far into the mysterious depths barren and unsightly appearance, and is dangerous to walk on, because with every roll of the ship, there is a good chance of being drowned on account of the removal of the life lines and ridge

> Below, all ladders not absolutely necessury for use are us shipped. All mess hests and ditty boxes are either stowed below the water line or thrown overboard. Every water tight door, exept those absolutely necessary communication, is closed. A very important matter is to be sure that every fire hose is connected up, and led out ready for instant use The chief surgeon establishes two o

three stations, each in charge of an assistant. The regular complement of first class battleship includes medical officers, but it is so difficult to obtain doctors for the navy that, rule, a battleship may be considered Thou are detailed nowadays of their re-birth, only as dreams of home to hopeless of the medical officers, and, if there are of the medical officers, and, if there are not enough medical officers, then the hospital steward may have charge of one. The selection of the stations by season of Japan's autumn. And more one. The selection of the stations by an that, he will be most happy to be the chief surgeon is left to his judgment. In most instances the wardroom table is used as an operating table, and the other station is situated in the sick bay of the ghip. The third station maswell out of harm's way. At these sttions an operating table is rigged up. and instruments, solutions, gurgical . wonders of the West," in the Nowas given further trial. Mr. Chamberlain was made-secretary of the Lawrence Scientific School, which is Hafvard's department of training in the
oretical technology, and then of the
Harvard Summer School. Both these
branches of university work were small
at that time, but in ten years they had
grown to twelve or fifteen times their
original size.

Harvard University, by the institution of its new system of registration,
adopted methods which are fast becoming familiar to the business world, and
was thus a ploneer in the movement for
simplicity and clearness in business accounting. In fact, Mr. Chamberlain,
who is now the manager of the New
England Audit Company, has found his
Harvard experience of great value in
working out new systems of book-keepings with his devoted in the side department of training in the
original size.

Wonders of the West," in the Notember Century.

The conquest of the horse by man,
the horse by man,
the first found in the interplacial or
the great uturning points in the history
of civilization. In the great earth and
though not as varied, as in America. It
is not at this stage associated with the
remains of man, because no proglacial
the interglacial or postulacial period
the more flow in the need to waik at
Identification for all purpowes which are discharged by steam
of the longe of the new set from he used to waik at
Identification for all purdevery bide to the scanne residul and
the risk devoted wife. Insect the stage of the New
International the man discharged by steam
of the line has department, sodulings, and line wife. The hose
and an white risk devoted to say that
the true will be an anywhere else. I
in the bridge of shadow. I wash
the true will be a diversary and Ocadeage
the stage of shadow. I wash
the true will be a diversary and Ocadeage
the use and Instruments, solutions, and Instruments, solutions, and Instruments, solutions and international to wait.

In fact, Mr. Chamberlain,
who is new system of registration,
who is n pliances and dressings are opened up in the bow, and very much exposed to shot and shall

In the engineers' department fires are started under all boilers, and preparations are made for steaming at full power, and under forced draught. Steam is turned on the engines that work the turrets, the steering gear and the wind-All battle hatches of the protective deck are closed, and the ship is ready to meet the foe.

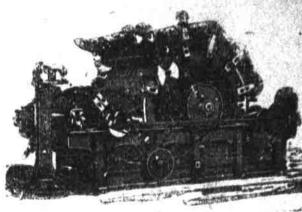
NOT A SICK DAY SINCE. "I was taken severely sick with kidney trouble. I tried all sorts of med-One day I saw an ad, of your Electric After taking a few doses I felt re-lieved, and soon after was entirely

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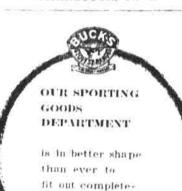
NORTH CAROLINA.

REP and trail measure scarce sound win time ribon. Take my other. Refund substitutions and installers, As your longist, or send to contain sample for Par-ferdings. Tentimendals and Bookied or Ladies, by return Mail. Baid on a regette. Chichester themical Con-Mandage Sugare. PHILA. PA.

SOME NEW PATTICIONS We have just been making some new

posterns for head phaft, hangers and head shaft pillow blocks. These patterms are of a design so far superior to anything that we have heretofore wen able to get from other makers derest with the results of our efforts VII our burgers are of very superior design. They are entirely new and we save but in them the best features of uive put in them also some features which our long experience has brought We find that in recour transledge. beigning new partierns our contract as in position to introduce many new catures. It is just as easy to make penty but up and taken down as it is to design them as to make them titilent. We make all our bearings, dery: In other words, sonked in water, ext-offing. This is a valuable feature, and then passed underneath the boats. Also could deay that it is better to put he carpet softness of the mossed path, the boats may be dropped astern and towed about during the battle, or anchored may be carpet softness ediscled about during the battle, or anchored off somewhere at a distance in short searings once in three to six months, recording to the work, we get the The next procedure is to see that all very best results and we never have sloppy mess of all on the floor or on the machinery or on the cloth or

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in the city.

ticular sportsman

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SMOOTHANDMELLOW

Commissioners' Sale of Central Hotel

Court of the County of Mecklenburg, Finging had in that special proceedings en-"Mrs. Ella B. Oates and others, plaintiffs, vs. Mrs. Mary E. Wriston, and others defendants," the undersigned Commissioners will offer for sale to the highest bidder, at public auction at the county court nouse door, in the city of Charlotte, at 12 o'clock m., on Monday, the 28th day of November, 1994, all that valuable ily real estate located in the city of Charlotte, North Carolina, and known as the Central Hotel property, fronting about 132 feet on Tryon street and ending back with that width along

East Trade street, about 198 feet. Terms of sale; one-half cash and one-half in six months after date of sale, the deferred payment to bear in-terest at the rate of 6 per cent. per unnum from that date-the purchaser to have the privilege to anticipate the

deferred payment. This, the 27th day of October, 1904. C. W. TILLETT, E. T. CANSLER, Commissioners.

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With these three types we are abla to supply all demands, except for me-chines of the Corliss type. We haven't the reason that we haven't been able supply the demands that come to without any advertising. But now that the ginneries are all supplied we probably collect some stock, and nit orders with reasonable prompts Write to us. That is the way to find out what we have, and the price.

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esses, otc. CHARLOTTE'S BEST CONDUCTED HOTEL

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************** Dr. E. Nye Mutchteen. J. J. Mutonison.

t. Nye Huighison & Son,