RESPONSIBILITIES OF CAMPAIGN CHAIRMAN The Different Bureaus by Which

Presidential Campaign is Bun-How the Task of Education the Voter is Handled. Copyright, 1904, by E. B. Warner. No doubt Mr. Corteiyou for the republi-

cans, and whoever may be chosen executive chairman for the democrats, this year, will begin the active campaign with due respect for the task which is before them. No doubt, two, each will acquire increased raspect for his job in the months that will intervene between now and election day.

There are many old and wise politiciatis who believe much less really depends upon the work of the executive committee and Ha chairman than is popularly supposed; that the election is really carried by a sort of psycho-political undertow, so to speak, and that unless the voting public is very delicately balanced at the beginning of the campaign, the committee's efforts are really not of much consequence.

But even these men admit that two of three technical blunders, half a dozen illadvised speeches or even one, for that matter-are sufficient to turn an almost certain victory into disastrous detent, as hinine was defeated in 1884 by Burchard's famous "three R" outbreak. Beyond peradventure the executive chairman whose campaign is not crowned with victory this your will find his subsequent political camer a thorny one. He will be almost as niuch of a permanent "has been" as expresidents are popularly supposed to be. It does not follow, however, that the winner will march on to great political prefer-William F. Harrity, of Pennsylvania, was the last democratic executive chairman to win a campaign, by electing

Cleveland in 1892, but he has never cut so th of a figure in political life since as he did that year. Mr. Cleveland rewarded lilm with nothing, the overwhelmingly republican sentiment of Pennsylvania precluded his getting anything direct from the people, and the world at large has heard Still of him in the last dozen years. Victors and Vanquished. mas H. Carter of Montana, his opponest, on the other hand, who was the last executive chairman to lead the republican

forces to defeat, while never holding eablast place, or other position of national importance, has served his state a good part of the time in the senate at Washington, and has stood much higher in the councils of his party than Mr. Harrity has in the councils of his. Mr. Hanna's career after the executive chairmanship of two successful campaigns was more satisfactory, perhaps, than that of any man he has ever filled the place. William P St. John, who led the Bryan campaign 1806, died of grief and disappointment, and John K. Jones of Arkansas, who conducted she Bryan campaign in 1900, has not had much power in public affairs in the last

There has been a good deal of change in political campaigning in presidential years since 1884. The executive committee's work is more extensive than formerly, its imployes are more numerous, and it has to spend several times as much money as used to. There is a widespread notion that a large proportion of the average camthe lines that may not be discussed in grint, but this is certain—the legitimate ex- ailke, but it would be folly to force finance penses of every executive committee, now- upon the voters in a state which cared large enough to tax severely any fund the loya! members of its

party are likely to advance. Mr. Hanna had a good deal to do with the relsing of the funds for the two campaigns which he conducted, but it is probable that Mr. Cortelyou will confine himse'f more strictly to the executive side of the work. Cornelius N. Bliss. who will be treasurer, as he has been for three campaigns, will have direct charge of the mogetting, but Mr. Cortelyou will have the absorbing task of deciding how to spend it. This is bound to be puzzling as

well as absorbing. Bureaus in Action.

An far back as 1:91 the committee funds were so big in mere bunk that the putting or them where they would do the most est order and the selection of a lot of lieutenants each of whom was an expert in some practical line. Ever since that year the evolution of the executive committee s work has been advancing in the same diresition. Entirely aside from the subtleties of political management, Mr. Cortelyou and his demogratio opponent will this year have to erganise and conduct the following

Bureau, of Printing, for the production of the millions of "pieces" of "documents" with which they will have to flood the Bureau of Distribution, for the circula-

tion of these documents. Bureau of Translation, to put into Pollsh Rungarian, Yiddish, Scandinavian, Finnish, ind a dozen other of the "unknown ougues" the political gospel with which the foreign-speaking voters of the country should be made familiar.

Bureau of Oratory, to train and "general" the army of "spellbinders" which each committee will doem it necessary to send out over the land.

Bureau of Information to gather inside political news from the pivotal states. Bureau of Publicity, to furnish the newspapers with all the favorable news that on be gathered, and to keep from the public all the news of the other sort that

can possibly be suppressed. Rureau of General Supplies -banners, por traits, campaign songs, badges, torchlights and all sorts of political imeracks, the which executive committees, whether wisely or otherwise, always give much attention.

Experts in Charge. The proper way to do this work is, o course, to place each bureau or department in the hands of an expert, and it will be an early duty of each executive chairman to find and fix upon the men to act as such experts. This alone will be a good deal of a task, since the applications for places on the committee staff are always much more numerous than the places, and all the applicants are pretty well backed by men who are influential in the party's councils. The mere selection of committee employee is simost always made a matter of politics. iometimes this adds materially to the chairman's perplexities.

It ien't likely as a matter of fact, that all separtments mentioned will be formally or sanised in the manner indicated, but all the sorts of work named and many more will have to be done, and the closer the organization, the more definite the dividing line between the departments, the more effectively will the campaign be run.

Besides, there will have to be an editoria council, or document committee, or some thing of the sort, to decide upon and put into form the general facts which the com mittee as a whole believes should be fed out to the public, and the arguments which should be used to drive them home. This, course, is one of the most important tasks before the executive committee. Naturally, each committee has its own way of hed the final word on all the great docu-

ments; Mr. McKiniey's voice was certainly OLD OMAHAN LEAVES TRUST EXACTING CAMPAIGN DUTIES ments; Mr. Mckiniey's voice was certainly a potent factor in deciding what should be put out in his two campaigns, and there is at least a possibility that Mr. Roosevelt will have something to say about the republican documents this year. But no matter who else has a finger in the "document" pie, the chairman must necessarily exercise the guiding hand if he is to be chairman in fact as well as in name. Mr. Hanna understood this very well, and exercised his prerogative accordingly.

> Importance of the Text-Book. The campaign text book is beyond all others the most important document of the campaign, and its preparation involves the most anxious care. It must present practically all the strong points of the party and the candidate. It must be packed with facts and figures, and the facts and figures must be so accurate and so well arranged that the opposition cannot easily pull them apart or refute them. The book must not only present the strong points of its own party and candidate, but it must select the weakest points of the opposing party. It must be well indexed, too, and it must cover all loopholes, since it is to be used as a book of reference both by the speakers who go forth to convince the voters, and the editors of the party papers in all parts of the republic.

Generally, the text book is the product of many trained minds. Senstors and representatives, famous political leader writers, financiers and tariff specialists all take a hand, such furnishing something for the chapters about the subject on which he is best informed. There was a text book one year, however, which was produced almost without help by a politico-journlistic genius. who shut himself utterly away from the world for the space of a fortnight while

he turned out the work. No one in authority except the chairman meant to have the text book got up in that way, and there was much grumbling about it while the book was being put The grumbling became a howl of dismay soon after the first copies were received at hendquarters, when it was discovered that the genlus had forgot all about the index. The howling was redoubled when it was seen that one of the chapters took ground on a certain im-portant question in diametrical opposition to the published and known views of the candidate on that subject. Naturally, there followed the most frantic efforts to prevent the opposition from getting hold of an early copy, an index was at once prepared, and the objectionable chapter was changed radically.

Pabulum for Spellbinders. The arrival of the first copies of the text book at executive headquarters is a red letter day in every campaign. Until then everybody in the Bureau of Publicity and the Bureau of Oratory is working somewhat in the dark, because the keynote has not yet been struck. As soon as the books come in there is a general

re-energising of forces, so to speak. Copies are hastly sent away to the intending speakers and to the newspapers, and everyone feels that the real work of the campaign is about to begin. Naturally each executive committee is almost as anxious to get hold of the opposition text book as it is of its own, and it has happened that advance copies have

found their way into the enemy's camp through the liberally tipped hands of employes in the printing offices where the books were turned out. Unlike most of the documents, the text book is not always circulated generally among the voters. Thus a party may have a definite financial policy which it is desirable to give chief prominence in one state and a definite tariff policy which

should be made the all important feature ign committee's expenditures are along of the campaign in another. The text book will emphasize both of these policies only for tariff, or to throats of voters in a state where money was the chief issue.

The wise executive chairman, then, may need to see that the text book, emphasizing all the party's 'policies, goes only to the party leaders who are well rooted and grounded in the true faith, reserving for the general run of voters in each state those documents that enforce the doctrines with which they are most in sympathy. It is a political tradition that an important state was all but lost to one of the big parties in one of the most recent important elections because "money documents" were sent to a state which was hungering for strong tariff meat, while two or three originally doubtful states were carried overwhelmingly by the same party because the right sort of "literature" was sent to

Where Genius Shines. It is in matters of this sort that Mr. Cortelyou and his democratic opponent will be able to show the possession of political genius or the reverse, and it may be that the battle will be lost and won this year along just such lines. The instruction of the speakers for each part of the country must be based on the same principles, of course; it would be absurd to assail the it would not make any financial interest to voters through the eye with one line of talk, and through the ear with another. It was in sending out the right matter

to the right places, that Mr. Hanna showe ! most excellent judgment, and he had a rule which both executive chairmen may well paste into their bats and consult often this year. This rule was to send nothing to any state that was not approved thoroughly by the state committee of that state. Mr. Hanna got the experience which prompted this course many years ago. when he was beginning to make no:e-worthy headway in husiness. He rarely went counter to the judgment of his department heads in the conduct of his enterprises, because, as he said, they were on the ground and knew more in a minute about their departments than he could learn in a year; and he never went counter to the judgment of a state committee chairman with reference to the political litera-

ture the state should have.

The work of the executive chairman has been both complicated and simplified within the last few years by certain changes with regard to "headquarters." In the old days the executive committee of each party used to establish itself in a private house on Fifth avenue in New York. Mr. Hanna established one headquarters for the east in a centrally located business skyscraper in New York. For the west, he established another headquarters in a Chicago business building, and throughout the campaign he divided his attention between the two. This made it necessary for him to spend much time on the ratiroad, and added mewhat to his personal fatigue, but it did away with the old jeniousy between the west and the east, and it kept the campaign going all the time both east and west. Both Bryan campaigns were also run on the dual headquarters plan, and it has probably come to stay in presi-

dential campaigns. Washington has often been urged as a good place for executive committee headquarters, but has never been accepted by either party, though both of them choose Washington invariably as headquarters for

OSBORNE SPENCER. One Good Argument.

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James H. McTague Turns Back Upon Caterer's Combination in St. Louis. PREFERS TO GO IT INDEPENDENTLY

Founder of Henshaw and Pioneer o Basement Restaurant in World's Fair City Attracts Wide Attention.

That methods of combination in "trusta" are not always to be desired by aggressive and successful business men, has been proven by the withdrawal from the St. Louis Catering company of James H. Mc-Tague, proprietor of one of the best known restaurants in St. Louis and formerly in the same business in Omaha.

In 1902 the five leading restaurants of St. Louis-McTague's, Faust's, Caeser's, Nagle's and the American-joined hands and formed the catering trust, whereby each of the great popularity that the restau-It was not long before McTague was sorry Louis." that he had made the move, although he nouses. Finally he managed to sever all onnection with the combine and in future will pursue his business independently and strictly as he pleases. Inasmuch as his success in St. Louis has been remarkable, his friends think he will not regret his de-

McTague's restaurant in St. Louis is lo cated in the basement of the Century building, and is famed for its excellent cuisine and the personality of its owner and manager, who his patrons say will do more for the pleasure and comfort of his guests than any other caterer in the business. He was a pioneer in establishing restaurants in basements in St. Louis and making them

Man Who Started the Henshaw. In Omaha McTague is known as the man who started the Henshaw, the hotel and cate on Farnam street which is and always has been one of the best patronized ing. places of its kind in the city. At the time of the Henshaw's beginning it was simply a cafe, but from the start was maintained | Tague's?" at a higher standard than any other place of solid refreshment in the city. McTague, however, was not alone in the venture, having as a partner C. E. Little. Previous to starting the Henshaw, in 1888, they had maintained a cafe at 220 South Fifteenth street. Mr. Little withdrew from the busi- able man to take your place as manager?" ness at the Henshaw stand about two years after the opening, but McTague continued there until along toward 1896, when he went to St. Louis.

Here as well as in St. Louis McTague was a very popular man, having hosts of acquaintances and many friends, despite a rather stiff bearing and mannerisms that to a stranger seemed cold and haughty. His willingness to "plunge" and take chances, or, in other words, his "nerve," was his distinguishing trait, although his ability to trust?" conduct a restaurant has never been ques tioned.

His Career in Omaha.

Mr. Little says about McTague: "McTague came here about 1881 and maning, in the alley back of Douglas, between Fifteenth and Sixteenth streets. After running this place about a year he sold out to Byron Clark and went to California and later to South America. He was gine about a year and a half and when he re turned we entered into a partnership in a restaurant at 220 South Fifteenth atreet. 1888 or 1889, I have forgotten just we opened up a restaurant in this place, the Henshaw, and then known as Little & McTague's restaurant. Our business was good from the start, but nothing like it is today. After two years I sold out my interest, but McTague stayed with it a few years more.

"McTague is a man of many admirable characteristics and makes friends by his energy, business ability and general square-When I was in St. Louis earlier in the year he gave me to understand that he was heartfly sick of the trust and was planning to get out of it. While some of the other proprietors had accepted part cash he had taken stock altogether for his place. He was given a position as general manager of the company at \$12,000 a year and figured on getting about \$80,000 to \$40,-000 a year in dividends. The year before the trust was formed he cleared \$27,000. I advised him to stay out, but he thought he saw big money shead and went in.

Some of the Bad Points. "There were numerous reasons why the trust did no good to McTague or his place. Persons who would go out of their way just to eat there because of the personality of the proprietor quit it because they knew

"Berappy" Joy, the veteran base ball player, and others told me this was the way they felt. Then McTague was inclined to better everything he laid his hands on He started innovations at Nagle's that Nagle didn't like and he got in a row with

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For Bale by

### old Tony Faust about tearing down a partition or something of that kind. His own

restaurant did not gain anything because it rather lost its identity." In his own words in the St. Louis Republic, Mr. McTague tells something of the unsuccessful trust. He is interviewed by a reporter.

When was the St. Louis restaurant trust formed?" Mr. McTague was first "It was in July, 1902, when the trust first incorporated and began business. was done under the name of the St. Louis

Catering company, and was composed of McTague's restaurant, Faust's' Caesar's cafe, the American and Nagle's restau-"What was your position in the trust, Mr.

McTaguef "I was selected as general manager and elected secretary and treasurer of the trust."

"How did it happen that these offices Cause of Jenlousy. By reason, I was told, of my success in the catering business, and on account

proprietor accepted cash and stock for his rant bearing my name had already place, but retained the local management, schleved among the business men of St. "How long was it after the formation of was general manager for all the eating the trust before dissensions occurred among the management?

"In about three months, I should say, after its organization." "To what were these dissensions due?"

"To personal jealousies and an apparent feeling , that the public was recognizing my endeavors and not those of the other embers of the trust, I believe." "Did these jealousies lead to a request

for your resignation?" "Yes. In January, 1903, I was asked to "Did you do so?"

"I did so later, but not until a compromise had been arranged whereby I was to retain the managment of McTague's res-"Did that prove a harmonious arrange-

ment?"

"Only on the surface. Beneath it all the coals of jealousy were still smoulderdid the trust demand that you "Later,

resign the personal management of Mo-

"No. I stood pat. I never run under "Is it true that the trust canvassed all

the large cities in order to secure a suit-"Yes, they made a very thorough search, I am told, to secure a successor to me." "Did any of the managers outside of St. Louis reply?

"Yes, I believe several came on to St ouls, two or three at least." "Was anyone selected for the place?" "No. I understand that they were all

weighed and found wanting." "What will be your policy in conducting your independent restaurant outside the

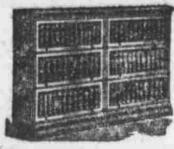
"As I shall now be able to devote my entire time to the patrons of McTague's restaurant I shall be able to place it on a higher standard even than it has been before. I have never been contented with aged a buffet for Riley Bros. under the old anything less than the best service and academy of Music on Douglas street, where the best goods that the markets can sup-Sonnenberg's pawnshop now is located. He ply, and the patrons of the restaurant afterward opened the Tuxedo, now Jerry may be assured that they will always find Tuthill's place, behind the old army build- here the highest standard of cuisine and of service, with no increase in prices."

Asking Too Much. "Evelyn, what is the highest mountain in the world?

"You don't! And yet you were one of the graduates at the high school commencement last week! How did you ever pass

"Why, of course, I knew all about it then, mamma, but how can you expect me to remember such things forever?"-Chicago Tribune.

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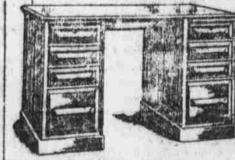
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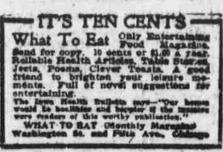


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