

4--I do not think the BASIS will need such assistance. I am free to  
then continued, by the reception of the first number. I am free to  
that must be a matter of doubt and I will not say anything more.

2-11 it shall be brought to the attention of the editor and manager of the  
BASIS--reminding full accounts as often as may be necessary for current  
expenses, which have to be collected in advance and paid for on de-

but rather of relieving him from blame.  
that may be approved by him and I will accept it. I will accept it.

It this should be regarded by the editor as a display of simple obstinacy, while I really regretted it, I will  
to secure his approval of my compromise.

in a sense, in fact, I had no  
idea he would betray my confidence  
by publishing a purely personal letter. I  
do not know whether it was marked  
"confidential" or not, just as I do not  
know whether one of sent to you is so  
marked.

7-- I really thought that the cause of the decision =  
turning of the bystander, was my position on  
labor matter and domestic economics.  
There were several reasons things that in-  
duced this conclusion: (1) Though Mr. Nixon  
put it on the score of economy, he stated  
that there were "circumstances on which he felt more  
sure to enlarge." I offered to continue the  
year at half price or three months for nothing.  
As he did not accept either proposition, I must =  
usually concluded, that he did not want the  
"Notes" at all. From this, I did not blame

him in the earliest, but sincerely regretted that I could not be of service to him.

(2) I naturally concluded that the reason he did not want them at half price or gratified mostly, was because of my difference with the position of the I. O. on the labor question, because that was the ground on which you had been compelled to use the knife on my works.

In regard to this, let me say that my opinion was confirmed by the fact, that when I saw the circulation going down, I had attributed it to the antagonism of the labor people, and had proposed to Mr. Nixon, merely as an anecdote for this and without any idea of personal gain, that he try the experiment of turning me loose in the Register, letting me say what I chose in those columns and demolishing me at his leisure in the editorial columns. I thought this would convince all the labor people to try the I. O. to see what I had to say, and others to see how thoroughly I would be confounded. Besides, as I wrote him, I think there is a sort of frenzy for having both sides on the same check book.

I see now one has safely ~~misheard~~

was compelled to start on day trip to headquarters in town.

*When the other electrical engineer was*

of my name to such a periodical.

branch of *Confederate* to the present day.

At the same time that I learned of these objections I was informed by Col. Shepard that certain of the parties desired to wish that I was not responsible for the same. I was not responsible for the same.

*[Handwritten notes:]*

*I will not discuss the question whether I am a Communist or not.*

*I am yielding my judgment to the wishes of the people.*

*The people should decide it as they wish.*

*I shall remain loyal to such a decision.*

1-9-44

no other man has anything else at stake. Business man or not, I am not going to give any man a chance to swing me again by another ex-



and I thought by taking all the responsibility for the views I might express, the popularity of the I. O. would be strengthened rather than reduced. It was no doubt a foolish notion, but I was entirely and unselfishly sincere in it. I merely wanted the I. O. to be on top, however the event might fall out.

I was also quite sincere in regarding the "let-alone policy" touching industrial evils as ~~a~~ unwise and foolish one. I do not wish to discuss it here, but I thought the Labor Union was on the wrong side for ultimate success, and was anxious to write to a growing antagonism against it. To my mind, it is absolutely necessary to regulate by law the relations between employer and employee, and provide ready and efficient tribunals for their instant decision, before they ripen into strife. I say this merely to indicate the meaning of my letter.

and especially none against  
Mr. Nixon. In accordance  
with this, I ~~state~~<sup>speak</sup> in the first  
system in the Basis, of my  
high regard for the management  
of the I.O. and the pleasure  
derived from my many  
years of labor on it.

The truth of ~~this~~<sup>my explanation</sup>  
~~all this~~<sup>is</sup> is singularly con-  
firmed by a fact, which I  
trust, you will regard as  
conclusive, as to my interest,

After the discontinuance,  
I asked of Mr. Nixon a favor.  
I think no one will imagine  
that I would ask a favor of  
any person towards whom  
I had any ill-will or whom  
I conceived <sup>to have</sup> done me  
any wrong. It is hard enough

the baldness natural to a  
confidential communication,  
leaving out explanations and  
not guarding against mis-  
interpretation as I would  
have done in ~~in~~ a com-  
munication intended for  
publication.

I do not mean in this to  
blame Myers: the fault is  
no doubt my own and I  
wish to take all the cursing  
which it merits.

It seemed to me better to  
let it alone than to stir it  
up by public denial or expla-  
nation, merely showing by  
<sup>future</sup> my ~~former~~ that I had no  
animosity against the S.O.C.

I had no feeling in the world over the discontinuance. It was all fair and straight, whatever the cause. The other time, as you know, I did not so regard it. That is why I used this expression in the letter to Myers. ~~What his~~

# What his motive was in publishing it I do not know unless it was to form a syndicate as his article proposes. He had said nothing of the kind to me and I have neither heard from him nor written to him since.

My offence then is <sup>(1)</sup> ~~in~~ <sup>the</sup> saying what I honestly believed to be a man who blabbed: (2) Saying it in

for me to make a favor of  
a friend, let alone an  
enemy.

I sincerely regret any  
pain ~~this matter~~ <sup>this matter</sup> may have caused  
Mr Nixon and will do  
all in my power to miti-  
gate the annoyance. I think  
however, that I can do this  
much more effectively by re-  
peated allusions, than by  
any formal pronouncements  
in regard to it. However,  
what you may desire me  
to do, within the limits of  
this explanation, I stand ready  
to do, to mend the wrong.

Sincerely  
Wm W. Bourke



Mayville, N.Y.  
March 23d 1895.

My dear Sir:

There has been so much discussion based on undefined hypotheses, connected with the organization of the Citizens Publishing Company, that I desire to briefly state my position in regard to it:

1--When it was announced in an interview which was very widely copied all over the United States, that I would start THE BASIS, I was compelled to start or deny the fact to hundreds of inquirers. So I went to Messers McGerald and arranged with them to publish a first number on my own responsibility.

2--Then an organization was attempted, the cash payment provided in which amounted to \$4,000, \$1,000 in work and material by Messers McGerald and Mr Slicer, and \$2,500 in advertising at rates which are only given to the most extensive advertisers, which costs me the full sum in work, and is of double the value of any other advertising to a journal under my control, because it goes to an old established constituency of my readers.

3--In addition to this, I made a specific contribution of means of promoting circulation and specific circulating devices which are very cheaply worked and without risk, which have cost me more than the entire cash subscription. This takes no account of the value of my name to such a periodical.

4--There were two legal objections made to the proposed organization: (1) That it was not safe to issue \$1,000 worth of stock for \$500., of cash and call it paid up. (2) That the "Convertible Stock" in the incorporation papers would not be accepted by the Secretary of State as a compliance of the Statute.

5--At the same time that I learned of these objections I was informed by Col. Shepard that certain of the parties desired to withdraw, and urged as a reason, their fear (1) That I was not "amenable to control," and (2) Their assertion that I am "not a business man."

The first is true: I cannot, with any sense of justice to myself or others who may be interested, consent to be, not an editor, but a mere editorial writer, without power to select or secure matter other than what comes from my own pen. If I should assent to such a plan and failure should result, as it surely would, all would justly blame me for yielding my judgment to their wishes.

I will not discuss the question whether I am a "business man:" definition of the term is difficult. I am a thoroughly trained publisher, a paper-maker by trade having served my time at the business, and familiar with every branch of the manufacture of books and periodicals. I am also what is known as an "advertising expert," one whose judgment as to the "pulling power" of advertisements, is regarded as of value because of the numerous confirmations it has received.

I know the economics of the business and am determined that this knowledge shall be applied to the BASIS. I have paid for my education and do not intend to pay for any other man's education. I have five times as great a cash interest as any other subscriber of the agreement for incorporation, and no other man has anything else at stake. "Business man" or not, I am not going to give any man a chance to swamp me again by unwise ex-

penditure.

A buent child dreads the fire. A "business man", one who prided himself on the fact and had already made his million and more, started "The Continent." I had a one-twelfth interest only, and so had no control. I wrote editorials and could pass on the fitness of matter. He brought all matter, controlled all advertising, ran the "business." He paid \$1,200 for initial advertising; sent out 200,000 copies of first number to News Companies; afterwards 100,000 each week; paid \$1,000 for a poem by Oscar Wilde not worth \$25.; fitted up palatial apartments; put on an elaborate corps of accountants; piled up a salary list of amazing dimensions, &c. When he had gone through the money he put in, he threw up the sponge. I tried to resuscitate the corps. That was my mistake. I did not know until too late that nearly a million copies would come back from the News Companies to be paid for as "returns." I thought by cutting down I might save collapse. That was before I had my education--before I graduated, that is. If I had had nerve enough to abandon all his "business" notions and come down to plain common-sense, I would have succeeded though "not a business man."

One of the most dangerous things in such an enterprise is elaborate and costly methods of accounting. What is needed is a set of books and checks adapted to this specific business, which will show facts at a glance, not fancy book-keeping. The fear of trusting my convictions in this matter, until it was too late, was one of the prime elements of my inability to pull out. I shall never make that mistake again.

Following this report of dissatisfaction came the conference at Mr. Moot's. The gentlemen present except Col. Shepard, had not been at previous conferences after organization began.

It is unnecessary to speak of what occurred. To me, it was evident that Col. Shepard, as Secretary and Treasurer of the proposed Company would insist,

1--On organizing and absolutely controlling its contracting, accounting and paying out, not merely of the capital of the Company but of the earnings and expenditures of the BASIS, also.

2--That he proposed to conduct all the correspondence and negotiations affecting the BASIS.

3--That I was not to be allowed to control either the purchase of manuscript; the expenditure for promotive advertising; or receive or revise the publisher's bills. Or, as Col. Shepard very vigorously put it, I was "not to be allowed to control a damn cent," because it was none of my "damn business," which he and the committee, chose to do with the money of the company.

The next morning I was assured by Col. Shepard that "all the gentlemen present were utterly disgusted" with my obstinacy and "would have nothing more to do with the matter", that nothing more could or would be done unless I would agree that I would "confine myself to writing editorials" keep my hands off all expenditures and "let the rest of us run the business."

I very greatly regret this decision, not only because it means seems to me unjust, but because it is evidently unwise. It is unjust because the investment of \$2,500 of the best newspaper advertising

at rates fully 50 percent below what the company could get, leaving aside all other considerations, ought to give me at least a veto power over all expenditure. It is unwise, because one-half the correspondence will be with members of the National Citizens League, who have already been in correspondence with me, and will naturally expect to hear from me when they write, or from some one directly connected with and interested in that organization. One-fourth of the correspondence will be in connection with promotive advertising, which it is not safe for any man to handle, unless he has been through the mill of adversity with it.

I do not wish to make any demand or remonstrance on the subject but merely to give my reasons why I can never consent to any such arrangement.

1--I have paid \$100,000 for my own education in the economics of such a publication, and I cannot afford to contribute to the education of another man or committee.

2--I believe, with all respect for the gentlemen of the Board of Directors and Col. Shepard, that I can run the BASIS on what they would waste through lack of knowledge of the business they are so anxious to control.

In proof of this let me remark, that the first number has been advertised for two weeks in the Saturday's and Weekly Inter Ocean, going to over 500,000 readers, in the aggregate, to the amount of \$153. This would have cost the Committee \$240. Its ministerial Prize Competition has been advertised in seven leading religious periodicals at a cost of \$43 50, and has already received responses from nearly 200 clergymen who only wait the issue of the Basis, to become competitors. In addition to this, the only other cost of this has been the printing of circulars and blank forms of application. These expenditures, except one or two bills not yet in, I have met. Including these, the cost of the first 10,000 copies, put in the hands of known friends of the BASIS, scattered through a half dozen states, one copy to each, will be under \$500. I have written the matter, supervised every expenditure and my family have directed 3,000 of the 10,000 wrappers and conducted the correspondence. The plans, themselves, represent months of inventive adaptation. I do not hesitate a moment to say that under such a Committee's management this result could not have been obtained for less than \$2,000 and would probably have exceeded \$2,500.

I have no desire to avoid any express or implied contract between myself and any of the gentlemen concerned; but I will not do them and myself wrong by assenting to what I know would be swiftly and utterly ruinous.

To prevent any misunderstanding, therefore, I wish to say,

1--That the BASIS will continue under my control.

2--That any one of these gentlemen who desire to put in \$500. shall receive one-thirtieth interest whenever it is in condition to admit of a re-organization in an intelligent and prudent way.

3--That the Messrs McGerald and myself will continue the publication as long as we are able to pay for the weekly issues; as soon as we reach, if we ever should, the point where it becomes necessary to stop or contract a dollar of debt, it will stop.



4--I do not think the BASIS will need such assistance. My opinion as regards its timeliness and acceptability has been much more than confirmed, by the reception of the first number. I am free to admit, however, that a small surplus would do much to render certain what must be a matter of doubt until a full-paying circulation is reached.

5--If it shall be brought to success, I shall expect to manage it under any organization,--that is, to be editor and manager of the BASIS--rendering full accounts as often as may be required to the Directors and in no event contracting any debt, except for current supplies, which have to be contracted in advance and paid for on delivery.

Mr Moot has full authority to place such agreement in any form that may be approved by him and I will accept it.

If this should be regarded by any one as either "opinionated" or a display of "simple obstinacy," while greatly regretting it, I will could only say that I am not willing to do any man a wrong in order to secure his approval of my complaisance.

Respectfully,

William W. Bourque