# The Canteen Question

[Out of a very large number of letters which we have received on the canteen question, and which are both too numerous and too long to print, we have selected the following for publication. Two of them are written by chaplains who have seen service in the United States army, and who therefore are well-qualified witnesses; they are not merely argumentative, but rather informative, and they represent both sides of the question. With these letters we think we must close the discussion in our columns, so far as correspondence goes. Moreover, no further theoretical discussion of the canteen is useful. The canteen is abolished, and the thing now for all those who are interested in promoting temperance to do is to take active measures to induce the Government to supply enlisted soldiers with the social, moral, and physical benefits which they formerly obtained through the canteen. With the authorization of Congress, we have no doubt that the War Department would be glad to arrange for some sort of a club-room at every post for the enlisted men, at which coffee, tea, chocolate, and other non-intoxicating beverages, tobacco, delicacies of food, and literature might be obtained. We frankly say that we shall watch the course of the Woman's Christian Temperance Union in this matter, and we shall be both sorry and surprised if the Union rests content with its success in abolishing the canteen. It has shown that it can exercise a decided power in legislation, and we hope that it will now bring that power to bear in favor of enlisted men's clubs like those which, as Mr. Stuart Dodge points out, are maintained by the Army Temperance Association of Great Britain.—The Editors.]

### Against the Canteen

To the Editors of The Outlook:

The army canteen question has been settled, at least for a time, but the causes that called it into existence continue, and therefore it is still one of the livest questions before the public.

### I. As to facts.

First, drinking, from an occasional to excessive indulgence, is almost universal in the army. Officers who graduate from West Point, or who are appointed directly from civil life, many of whom are total abstainers when they enter the army, become drinkers, with few exceptions, soon after they go upon the active list.

Second, soldiers who are total abstainers when they enlist (and I aver that there are many such) soon fall into the pernicious habit not only of moderate but of immoderate drinking, so that drunkenness is one of the blots on the army.

Third, serious as these two facts are, fruitful as this indulgence is of breaches of good order and military discipline—and it is almost wholly accountable for disorders in the army—there has never been any effort made to discourage the initial steps toward this vice. No line or word in Army Regulations or Army Orders, or by inspection inquiries or administrative regret, so far as I have any knowledge, has ever appeared to discourage the initial indulgence in drink. On the contrary, the attitude of the Government has encouraged the drink habit. It licensed traders to furnish alcoholic liquors, giving all necessary facilities and encouragement to them, and latterly has maintained co-operative saloons, going even so far as to force them upon commanders who were adverse to them as a post policy, so that the only conclusion to which officers and men can arrive is that the Government has been entirely favorable to the use of alcohol, even in the face of the degradation and disgrace to the service, as well as to officers and men, consequent upon its use.

The traditions of the service, as well as the codes of conduct, have been entirely favorable to drinking. They are so to-The officer or soldier who is persistently a total abstainer is the object of jest, and too often of mockery. He is regarded as peculiar, eccentric, affected, and too often is not fellowshipped by his associates. The drinker prates about his loathsome indulgence as a virtue, and typical of his profession of arms. He does this with no fear of disfavor, but, on the contrary, knowing that he is in harmony with the ruling customs and traditions of the service. An officer informed me not long since that when he graduated from West Point, he, with twenty other members of his class, was a total abstainer, and member of a total abstinence society at the Academy. But he stated that when he reached his regiment he was forced to give it up. The officers made it so hot for him that he had to choose between resignation, transfer to another regiment, or yielding to the customs of the service, and, he said, he yielded. It is a rare man who can resist the tremendous pressure, let him be officer or soldier. The statements of Christian soldiers, and of total abstainers among the enlisted

men, of the hardships endured by them on account of their adherence to convictions of conscience are pathetic. I take many total abstinence pledges, and if conditions were favorable a large percentage of them would be consistently kept, but few men can effectually resist the overwhelming current of company influence, the unchecked, the traditional code of soldier conduct. The army, while at the front in other particulars, is a generation behind the times in regard to the drink question. It is where public sentiment was when it was necessary to have a jug of whisky in the harvest-field, and at the wagon repair shop, and in the rear of the store.

Fourth, the people have been forced to look at the facts as to the degradation of character consequent upon service in the army since the late war, and they are trying to change the conditions. Their first object of fury was the canteen, as the saloon is the object in all communities. But the trouble lies beyond the canteen. We must get at the root.

II. The Remedy.

First, as to officers. It is desirable that officers should set the example of total abstinence before their men. To bring this about I am confident that little more than a suggestion is necessary that they practice total abstinence and do all in their power to encourage it as a rule of conduct among themselves and among the men, followed up by personal reports from time to time, as is the custom in other matters relating to personal history. I am confident that the sentiment, in time, would set in as strongly in favor of total abstinence as it is now favorable to drinking.

It is possible, and it is important, to create in the army an abhorrence of the drinking habit. In my opinion, there is no body of men in the country among whom this is so easily possible as among army officers. The military academy now lays the foundations for it, and these can be maintained by assiduous cultivation.

Second, as to enlisted men. Hitherto too much, perhaps, has been hoped for from penalties and too little from the higher motives of ambition. It seems to me that it is worth trying whether soldiers cannot be induced to a higher degree of self-regulation by holding out to them better things than fines and guardhouse

punishments. As drinking is the great demoralizer of the army, I suggest that rewards be offered to abstain by offering preferential eligibility, other things being equal, to total abstainers, to positions of responsibility and increased pay, and on discharge to positions in the Government service in various departments; by special mention in discharge papers; by making increased service pay to depend on faithful and honest service (soldiers now receive one dollar a month increase of pay at the end of the first year's service, and an additional one dollar per month after two years' service, and these advances come regardless of the character of the service rendered); and, what would be especially helpful, by encouragement of total abstinence societies and the recognition of a suitably devised temperance badge, which would give its wearer instant recognition wherever he might be, and the confidence of people in civil communities, relieving the soldier from the opprobrium and suspicion too often attaching to the uniform. The army has been greatly enlarged, and hundreds of thousands of youths will be required to do service, and consequently hundreds of thousands of homes will be deeply anxious that their sons shall be as little affected by service as possible. It is, therefore, of instant concern that every practicable inducement should be offered to enlisted men to resist the demoralizing influences of army service. I would recommend that State governments offer a small bounty, and preferential eligibility to their civil appointments in public institutions, to soldiers who serve an enlistment and carry discharges showing that they have never been convicted by a military or civil court during service, and, it might be added, which show that they have been total abstainers.

Before closing this letter I desire to appeal for a liberal attitude of the general public towards the soldier's ration in view of the abolition of the resources afforded by canteen dividends. These dividends have become a recognized resource. They have supplied under the varying conditions of service many comforts—ice in the tropics along with a varying diet from local markets, while in northern service they have brought fruits, milk, an occasional sight and taste of

butter, and other comforts which the prescribed ration cannot furnish. A reasonable estimate of this fund can be placed at one and a half cents per day to each soldier. To cut this off, and substitute nothing in its place, will work hardships that will create dissatisfaction, and the good intention of those who have sought to remove temptation will be construed as a hardship, and, with the consequent murmuring, there may come the short cut to drink by many whose appetites are not satisfied by the "Government straight."

ORVILLE J. NAVE, Chaplain U. S. Army.

Fort McPherson, Ga.

### In Favor of the Canteen To the Editors of The Outlook:

Allow me to add a word on the canteen question, which I hope you will keep before the people because it is so little understood. I was impressed with the earnestness and the ignorance of the speakers on this subject at a meeting in the Broadway Tabernacle in New York last Sunday evening. The argument was all directed against the canteen among volunteer regiments, while the law passed prohibiting the canteen affects the volunteers practically not at all, because all the volunteer regiments must be mustered out this June. Personally, I believe that the . canteen is not needed among our volunteer regiments, but is useful for our regulars. The volunteers are usually a different class of men from the regulars. They do not expect to make war their profession. Probably less than ten per cent. of them are hard drinkers. They are good, selfcontrolled, self-respecting citizens, who are serving chiefly from patriotism. Prohibition is effective among them. General F. V. Greene banished liquor from his transports and his brigade from San Francisco to the battle of Manila, and had but three per cent. in the hospital during that time.

But, on the other hand, the regular army is a different matter. War is, in a way, a relic of barbarism, and a standing army is a necessary evil. It is probable that fifty per cent. of the recruits for the regular army in time of peace are hard drinkers, that not ten per cent. are abstainers. This is the essential point. It is the true policy of our country to make use in the ranks of our regular army of

only that class of reckless men without self-control who do not make good citizens, but may make very excellent and useful soldiers. In a nation of seventy-five millions there can easily be found seventyfive thousand who are of a temperament and character which make them less useful as members of a self-governing sovereign people, but still very capable soldiers when kept under the strict discipline which the regular army demands. The reckless, daring, roving spirits who otherwise might become tramps or lawbreakers, or even the uncontrolled drunkard, who are of no use in our modern society, can be utilized under the harsh, iron discipline of a model standing army, and the loss to the industrial power of the country be very slight. In fact, it is quite possible that a small standing army like ours is an industrial gain rather than loss, as supplying an employment for the reckless characters who would otherwise be a burden to our civilization.

The morals, and in truth the virtues, of the barracks are not the morals or the virtues of civil life. In the old regular army some of the best soldiers, even noncommissioned officers, were men who simply would get drunk and go on a tear once in a couple of months. When there was no canteen, they would run the guard and go to the low groggeries where they got vile liquor and were robbed, and then had to be hunted up by the provost and brought back to the guardhouse, to court martial and disgrace. Under the canteen system these evils were lessened. Of course the regular army officer desires to draw as high a class of men as possible for recruits, and he rather objects to this view of the army as an advanced reform school. His own training renders it more difficult for him to see that the rigid reign of force in army discipline has been developed by the requirements of this class in the past, and neither is the school for good citizenship to-day, nor tends to attract good citizens. The brutal methods of the typical army sergeant, who "licks the new recruit into shape," and holds him in an iron vise until he realizes that he cannot escape the long arm of Uncle Sam, may be best for the material that is used, but does not invite the higher class of self-respecting, selfcontrolled men.

I estimate that fifty thousand white

soldiers are all that will be required for the new army after things are adjusted. These can easily be supplied from those who are industrially less useful. For these the canteen is the most effective check. The remaining twenty thousand men for our colonial garrisons will be chiefly Porto Ricans and Filipinos, who are not subject to the vice of intemperance, and the interdiction of the canteen to them is simply purposeless.

I may add that I am myself a total abstainer and an upholder of prohibition whenever it can be effectively employed. I advocate it for the navy because on board ship there is the power to enforce it. Navy discipline is a much more arbitrary and absolute power than can exist in the army, where an imaginary line and a sympathetic sentinel are the only barrier of the Post. The prohibition of the canteen in the regular army simply defeats its own purpose, as you have maintained.

I. W. FOBES,

Late Chaplain 1st Reg. U. S. Vol. Eng. Peace Dale, R. I.

# British Army Temperance Canteens To the Editors of The Outlook:

You kindly ask for corroboration of the statements made at the meeting held in the Broadway Tabernacle, February 17, respecting the Temperance Canteens in the British army.

In the regulations for the forces in India, Volume II., Section 91, 1865, an order is found to the following effect (I do not quote in full): "A separate room shall invariably be allotted in the barracks for the use of the Army Temperance Association." It must be made comfortable and attractive, and corps commanders shall establish in it a bar for light refreshments, to be under the management of a committee of the Association; the monthly accounts to be submitted to the commanding officer.

Tea, coffee, sugar, mineral waters, etc., shall be provided by the regimental or battery coffee-shops at a low price; fifteen per cent. of the profits of the temperance bar to be paid into the general refreshment account of the corps.

When the number of temperance men is small, grants shall be made from other funds for the benefit of the Association room.

On October 30, 1890, order "No. 2779" authorized the Military Department to supply furniture for the temperance rooms at Government expense. On March 5, 1894, similar orders were issued for the hill depots and standing camps in Bengal. On July 19, 1899, a tent was to be provided for the Association, when regiments were on the march, "as it is desirable to encourage temperance and provide the men with refreshments under cover." A previous order directs that transportation of furniture, supplies, etc., for the Temperance Association shall be charged to military funds. Furthermore, the British Government makes an annual grant of ten thousand rupees for the work of the temperance canteens.

The success of this movement in the army of India led the Government to undertake something similar in the barracks at home. A beer canteen was, indeed, allowed, but a temperance coffeeroom was also established for the sale of non-intoxicating drinks and various kinds of foods. A yearly grant of \$2,500 is made in aid of these canteens.

The orders cited indicate the importance attached to temperance influences in the English army; but this is still further emphasized by the fact that the President of this organization [The Army Temperance Association] is the Duke of Connaught, a brother of the King, while among the Vice-Presidents are Field-Marshal Lord Wolseley and seventy-three of the leading Generals. The Chairman of the Executive Committee is the present head of the British army, Lord Roberts. The results are seen in the nearly twenty-four thousand total abstainers out of seventy thousand troops in India. The beneficial effect upon the health, morals, and discipline of the troops has been tabulated and is full of instruction.

Some such system could well be adopted in our own army. It is a mistake to suppose that the friends of temperance wish to close the "post exchange." They only desire to eliminate its one objectionable feature. Their distinct claim is that the "soldiers' club" should be made the most attractive and useful center in the camp. Many more things than at present should be found there for the comfort and diversion of the men.

D. STUART DODGE.

### FIFTY-FIFTH ANNUAL REPORT

OF THE

### CONNECTICUT MUTUAL LIFE INSURANCE COMPANY

A RÉSUMÉ OF INTERESTING HISTORY AND A REVIEW OF RESULTING CONDITIONS

TO THE MEMBERS:

The experience of the year 1900, while favorable, was in no way especially remarkable in the business or progress of the Company. Its chief incidents may be very briefly summarized: There was a fair increase in the premium income and in the amount of insurance in force; as for many years past, the rates of interest on desirable securities showed a general tendency downward; the foreclosure of mortgages, which for several years following the panic of 1893 was for considerable amounts, showed a change for the better, with an increase in the sales of foreclosed property; the expense ratio has been kept at its usual low limit, save in the expenses incurred upon foreclosed real estate, which have been considerable in order to put and keep the properties in good condition pending sale, and which will disappear as sales take place; the mortality of the year, while somewhat heavier than that of 1899, was so far inside the losses provided for by our tables that the saving amounted to \$413,362; the market values of securities, which had ruled lower for several years following the panic of 1893, were in great measure recovered; for two or three years we have been able to earn less surplus than for many previous years, during which we had been slowly accumulating small items of surplus in excess of our usual dividend, which, in just such times as have been experienced since 1893-4, become available to maintain for the present the same high dividend scale as for many years past, and until the interest rate and other conditions which affect the surplus earning ability of all companies shall be more definitely settled and the necessities of the future can be better judged.

#### Steadiness in Dividends

It is our desire to go as far as perfect safety will permit in maintaining a steady scale of annually decreasing cash cost. The greatest and most uncertain factor operating against us is the continued tendency to a fall in interest, foreseeing which, we, nineteen years ago, changed our calculations from the basis of 4 per cent. annual interest to that of only 3 per cent. The only measurably controllable factors affecting our ability to earn or save surplus are the death rate and the expense account. In respect of these, the care in the selection of risks and the prudence and economy traditional with The Connecticut Mutual are steadily maintained.

### The Old Century and the New

With this very brief review of the general features of the year's experience, and calling attention to the statement elsewhere of the details of our financial operations and condition, we beg to ask your careful consideration of certain matters relating to our own past history, and to the existing conditions of the life insurance business, which seem especially pertinent and interesting as we stand at the beginning of a new century, with a history behind us of fifty-five most eventful years.

For in that time there have been wrought on a scale of unparalleled magnitude, and by many companies, certain great practical denials of the fundamental principles of correct practice and of business morality, upon their departure from which The Connecticut Mutual has stood and stands at issue,

### The True Ouestion

What, in that time, have we done; how efficiently have we accomplished the one service which life insurance alone can render; how do we to-day stand addressed to the best rendering of that service in the future; how far are our bases, plans, and methods responsive to that special need which life insurance sets itself to serve, and loyal to those facts and principles which, themselves unchanging, must always remain the basis and test of legitimate plan and legitimate method; how, in respect of these things, does our history and present position contrast with those of many others; and do we stand condemned by those things in which some have succeeded, or justified by those in which they have failed, but in which we have succeeded; have we been, are we to-day, doing right or wrong; have we done, are we doing, the best that can be done for widows and orphans, and for those who must pay its cost?

### Financial Summary of Fifty five Years

The monetary part of the story is soon told: In the fifty-five years we have received from our members for ordinary, extra, and annuity premiums, \$211,642,069.86; we have returned to them for death losses, endowments, annuities, surrendered policies, and dividends, \$207,798,111.81, or 98.22 per cent. For interest, rents, and profit and loss we have had \$96,820,545.59; a total income of \$308,462,615.45. Of this sum, \$207,798,111.81 has been returned to policy-holders as just stated; \$27,906,305.69—only 9 per cent.—has gone for expenses; \$10,418,175.66 has gone for taxes, and the balance, \$62,340,022.29, forms part of our gross assets—\$64,965,176.15—covering present liabilities and surplus. The payments to policy-holders and the gross assets aggregate \$272,763,287.96, or 128.88 per cent. of the receipts from policy-holders

These results of more than half a century have been equaled by no other American company. No other company has returned to its policy-holders as large a proportion of their payments; no other holds as large a proportion of its interest income in reserve; no other has done its business at so small a rate of expense. It has done more for its policy-holders, and at less cost to them, than any other company.

#### Life Insurance Past and Present

But that is not all that is of profoundest interest as we stand at the beginning of a new era. To see clearly where we stand to-day, and what the propriety of our attitude, past and present, it is necessary to review the main features of the development of the business of life insurance during the fifty-five years of our corporate existence, which cover practically the whole history of the business in the United States.

Fifty-five years ago there was no local business experience to be guided by. The companies organized about that time took as a guide the experience of the English companies as being that most likely to be repeated here. They assumed the mortality shown by the actual experience of 17 English companies, 4 per cent. annual interest, and a considerable margin or "loading" for expenses. Their plans were very few and simple. They realized that the right business of a life insurance company was to insure lives and to make that insurance cost the

premium payer as little as possible. Commissions and all expenses were pitched on a low scale. Rates of interest were fairly high. No provision was made for any return on lapsing policies. If a premium was not paid all former payments were forfeited to the company, no matter how large the reserve or surplus that had been accumulated from them. This was a very large source of profit, but a great cause of complaint on the part of those who had to give up their policies, especially after they began to learn that not only had their premiums paid the cost of their policies up to the time of lapse, but had also-provided a reserve fund which was for the future protection of their policies and was therefore not needed by the company when these policies lapsed and ceased to be a liability.

#### Dividend Periods

In view of the lack of experience and the small amount of business, and following again English precedent, dividends were made only at the end of five-year periods, or were not begun on any policy until it had run five years. The profits from forfeitures, the high rates of interest, and the savings from the low expense rate, all contributed, in the carefully managed companies, to make the dividends unexpectedly large. It was not many years before annual dividends became the general practice.

#### Non-Forfeiture

Presently, the inequity of keeping a man's contribution to the reserve on a policy which had lapsed and ceased to be a liability, and the current cost of which while it was in force he had fully paid, began to be more clearly seen and more generally understood. "Non-forfeiture" became one of the strongest competitive attractions. Companies vied with each other in doing "equity" to a lapsing policy-holder.

### Changes in Plans and Premiums

As an alternative to annual premium payments during life, rates were made for the payment of all premiums in a limited period of years, as ten, fifteen, etc., while the policy covered the whole term of life.

Life endowment policies were introduced, to cover a certain term of years as an insurance, and payable at their face at the end of the term if the insured survived it. Where the policy term was long enough to cover the period of life when one has others dependent on him, and the policy-holder was so young at the outset as to make the endowment part of his premium comparatively small, and so long as the companies kept their expenses down, this kind of policies served a fairly good purpose, although the endowment feature costs much more in a life insurance company than in a savings bank, because of the much higher rate of general expense.

Along these general lines, which, within judicious limits, were mostly lines of distinct improvement, the development went on without any striking divergence from certain indisputable, universally accepted principles governing sound and equitable practice, until about 1870.

### **New Departures**

The previous decade had seen the formation of a multitude of new companies which copied the plans of the older ones and promised to repeat their success. But, in order to attract agents and get business, they found or felt themselves compelled to pay such commissions to agents, and to incur such other expenses, as to absorb, not only all their surplus, but so much of their reserves as to send the most of them into bankruptcy. In the late '60's the cry had been that no properly organized life insurance company could fail. The early '70's

showed that conduct was quite as vital as organization, and that the expense account could bleed to death the most correctly organized concerns; and they died by the dozen.

### Motive for New Schemes

Conspicuous among the competitors of that time were certain companies which were trying to fight their way to the front by such high commissions and other considerations to agents as should draw them away from the more conservative companies, and so build up agency forces that should dominate the field. But their high expenses made such low dividends where those equaling the better companies had been promised, that no agency force could hold their policy-holders, and their business began to decline with alarming rapidity.

The high expenses could not be gotten rid of without losing the agents. There was for them no other attraction. Therefore, the only escape from the fate of so many others lay in some scheme to get the dividend question out of the way for at least a long time; such a scheme was soon found.

### Scheme Based on Forfeitures

The basis of the scheme devised was the very forfeitures which the companies had vied with each other in getting rid of in the name of "equity." "Inequity" was revived for the sake of its profits, put up as a prize for somebody to win. They tabulated and exhibited the lapses of their own dissatisfied policy-holders, showed how large an amount of money their contributions to reserve would amount to, what a great sum these would aggregate at the end of a long period of years, and how few would be left at the end of the period, and how great a dividend each one of those few would get if it were then divided among them.

### Illustration

For a typical example: Taking 1,000 persons, insuring at age 37, they calculated that in 20 years, 544 would at one time or another lapse, and 103 would die, leaving only 353 still insured at the end of the time.

So it was proposed that persons insuring should agree that for, say twenty years, they should have no dividends; that whoever lapsed his policy during this period should forfeit to the company all his contributions to reserve and all the surplus which had accrued from his premiums, and that in case of those who died only the face of the policy should be paid, and whatever surplus had accrued should be forfeited to the company; that these forfeited reserves and surpluses should be put in a fund apart until the end of the 20 years, and then divided among those then alive and still insured.

They calculated that with 1,000 persons, aged 37, insured for \$1,000 each, on an annual premium of \$28.17, the forfeited reserves and surpluses of the 544 lapsing policy-holders and the forfeited surpluses of the 103 who died would, at the end of 20 years, amount with interest to \$400,775.77, to be divided among the 353 supposed to be then alive and still insured, giving each one \$1,135.34; just about double what each had paid for premiums during the 20 years, not counting interest. And they got eminent actuaries to endorse the estimate.

### The Attraction

It was a bold scheme. The public had just been thoroughly educated to believe that such forfeitures were a gross injustice and hardship to the policy-holder, whose payments were thus confiscated, and to his family, which needed the protection of the paid-up insurance which his forfeitures would otherwise have purchased. The injustice was palpable, and perfectly unnecessary in any healthy company. The hardship was often

notorious and severe; and none had been noisier prophets of "equity" than these very companies which now invited men to take their two chances out of three of losing all, for the one chance in three of getting so great a slice of the fruits of the inequity which they had loudly condemned as immoral and cruel. The scheme was offered in the belief that, with very many, the immorality and cruelty would be lost sight of if a sufficiently brilliant speculation in their profits was presented.

### Its Popularity

The forecast was correct. People could not at once turn back upon all their convictions and sense of justice. But the glittering estimates won their way, and men put their own payments and the protection of their families at the hazard of the game for ten to twenty years, with the distinct agreement—still in use—that no accounting shall be made; each is to accept as his true share, and without question, whatever is then allotted him.

Agents no longer presented life insurance for the protection of families, but estimates of "investments" for the policyholder himself. The larger the estimate the more eagerly it was taken. Success made the companies promoting the scheme very aggressive. Instead of a struggle for existence it became a race for size. Hosts of agents were employed to do the easy work of selling a speculation based on seemingly scientific figures. The scheme took so widely that for a time it threatened to completely supplant and drive out true life insurance administered to its own proper ends. So easily was it worked that gradually, one after another, most of the companies followed more or less completely in the wake of the originators of the scheme, until "investment" insurance, depending for the "investment" on the forfeitures to be made during the period of "postponement" of dividends, is the dominant feature with most companies. Their contracts are no longer termed "policies," but are "bonds," "gold bonds," "contracts of sale," "debentures," etc., etc. At bottom they are all one thing. The dividend is postponed on the inducement that by the forfeitures of the unlucky many in the meantime, the returns to the lucky few may be correspondingly large.

### Estimates Fail and Why

But the wisdom of estimates has not been altogether justified of her children. The rivalry of the speculating companies in their struggle for pre-eminence has led them to an unheard-of expense. They have written an enormous amount of business; thousands of millions of insurance have been lapsed as expected; hundreds of millions of reserves and accrued surplus have been forfeited as was hoped. But so much has been absorbed by high commissions to agents, by rebates and the many expenses incident to an abnormal rivalry, that the expected results have not appeared; to this the decline in interest has contributed something, but comparatively little.

### Estimates and Results Compared

The details of their failure are extremely interesting.

As we have seen, the calculations in 1871, in the example taken, promised a dividend in 1891 of \$1,135.34. But the 1891 result was only \$433.70.

In 1873 they somewhat moderated their estimate, and put it at \$831.70; but they paid only \$379.70 at the end of the 20 years in 1893.

They continued to make this same estimate until 1878, when they again reduced it to \$623.70; they used the same estimate, \$623.70, in 1881, and are paying in 1901 only \$297.70. The dif-

ferences between estimates and actual dividends in the 10 and 15 year postponements are still more striking.

### New Stimulants Needed

Obviously, such wide discrepancies between estimate and result, between brilliant prospect and comparative failure, pointed toward the ultimate breakdown of the speculative attraction, and other novelties of plan and practice began to appear by which to incite agents and draw the public.

### Concealment of Forfeitures

Much criticism of the forfeiture investment schemes, as a gross injustice alike to policy-holder and beneficiary, has led the companies to adopt forms of contract as remote as possible from life insurance policies in form, and called by every sort of name suggesting "investment" instead of insurance.

### Commissions and Rebates

Agents have been attracted and stimulated by commissions and allowances from two to five times what they were thirty years ago, and have, in their turn, used these to stimulate the public by giving away in "rebates" to new blood whatever was necessary to secure it, until, in many of the companies, a new insurer can get—if he stands out for it—a rebate of from 50 to 100 per cent. of his premium, drop his policy at the end of the year, go to another rival and repeat the process each year, so long as he is willing to take the risk of being able to pass a new examination.

This makes business easy to get but hard to keep, as the lapses of such companies show.

### Competition by Liberality

Another means of stimulating business has been the rivalry in "liberality." It began in dropping more or less of the: defenses against fraud. Fraud may be committed in two ways: The applicant may deceive the company by false statements as: to his family or personal history, habits of life, present condition, &c., so that it issues its contract when it would not have: done so had it known the truth, or issues it at a different rate: from what it would have charged had the real risk been disclosed: or, he may willfully destroy his own life, causing loss when there should have been none. All these things, if successful, cost; and the cost is borne by the policy-holders who do not deceive and do not willfully destroy themselves. It is therefore the duty of a company's managers to protect honest policyholders against such frauds and losses. When one is asked to make a contract based on the statements of the other party to it, he has a right to know the truth of them, and to be absolved from his promise if they prove to be false. That is the simplest equity and morality. That is the rule in every other kind of contract.

#### Incontestability

The first "liberality" proposed was, that if a man could conceal his deception for a year or two, or three, his policy should be "incontestable," no matter how gross the fraud. Rivalry has caused such liberality that now some companies call their policies incontestable from the very outset; if the deception once passes muster, its later discovery will be disregarded.

### Will Courts Permit Fraud?

There is, however, such a thing as "public morals" and a "public policy" in regard thereto; and the courts are in the habit of regarding fraud and contracts permitting fraud as offenses against public morals, and forbidden by public policy, and of dealing with cases of fraud accordingly; and it is not

probable that, in the end, fraud in life insurance will be found to be less fraudulent, more laudable, or more conducive to commercial and public morality than fraud in any other matter. If the courts permit it in life insurance, they must permit it in all transactions. They can permit it in any case only if there is no difference between right and wrong, and if the truth and a lie are of equal moral and commercial value, and of equal safety for the public. Permission to any fraud is an invitation to all fraud.

### Liberality as to Self-Destruction

Another liberality is permission to destroy one's self in any manner and make the rest pay for it. No company would, in these days at least, contest a claim growing out of a suicide which was, under any fair presumption, the legitimate outcome of disease. But the cowardly suicide of a sane man—and there are many of them—is a distinct fraud against men who have the courage to live and the honor to fight the battle of life fairly, and stay by their families.

### Annual Cash Values

Another liberality is the "annual cash value," by which one may, any year, demand back from the company his contribution to the reserve, thus at will changing the transaction from insurance to a savings bank deposit.

The whole theory of life insurance and all its calculations are based on the duration of its insurance contracts to natural maturity. Only so can it fulfill its special purpose, secure that average experience which gives security to its undertakings, protect itself against those fluctuations of mortality and in general financial conditions which might otherwise be destructive of a company's existence; and only so can the business be handled in a manner to give the lowest cost. The annual cash value makes it possible to wreck or cripple a company in a year. Its policy-holders may all withdraw, or so many of its healthiest lives may withdraw, taking its quickest and best assets, leaving only impaired lives to cause an abnormal death loss to be met with reduced income and poorer assets, as to leave it unable to continue business with advantage or even safety. That is no true liberality to those whom life insurance undertakes to protect, for whom it was created, and for whom it should be administered. Life insurance companies cannot serve as savings banks without danger of destruction or of serious impairment in efficiency for their own special purpose. However willing they may be to take up their policies for cash when the conditions make it convenient and safe to do so, an agreement to do it at any time and under any conditions, adds a distinct element of danger to the future.

### Loans on Policies

Another and kindred liberality is "loans" on policies, by which the policy-holder has the privilege to borrow his contribution to the reserve, pledging his policy as collateral, paying or not paying his debt as he pleases; and he rarely pleases to pay. This was adopted to meet the stock argument of the assessment companies: that a man should pay each year only the mortality cost for that year, and keep the reserve in his own pocket.

This again is a seeming liberality to the policy-holder, but not to the family out of whose policy the loan must finally be paid. No one who has seen the hardships and the disappointments to families caused by such settlements can covet the task of having to make them; no man who stops to realize what it means to his family can willingly leave such a shadow on his memory. Life insurance is a sacrifice of one's self for

the imperative and unavoidable duty he owes his family. Loans and cash values are the sacrifice of his family for himself.

The liberality to the policy-holder himself is less than it is made to seem. Under the usual forms of policies the reserve increases so slowly that no considerable sum could be borrowed until after many years.

For instance: A man insured at 25 for \$10,000, with an annual premium of about \$215, would pay for 40 years before he could borrow \$5,000. His policy would then be virtually cut in two, but he would still pay his \$215, and 5 per cent. interest in advance, \$250 more, in order to get his reserve back into his own pocket; and when, as is often the case, tiring of this, he gives up altogether, there is little or nothing left to give his family paid up insurance which, but for the loan, would probably have amounted to \$7,000 to \$8,000.

### Present Status of Competition

Out of all this, the situation as respects the life insurance business-that which is offered the public in its name, and the methods by which business is promoted, by the great majority of companies-has developed into this: There is practically no attempt to sell life insurance as such, and at annual cost: it is not offered unless men insist on having it, and the agent gets but a very small commission for selling it; the companies push and pay the high commissions for some sort of "investment" bond or contract; the essential feature of the investment is the forfeitures which can be worked into it. This takes time; so dividends are deferred for five, ten, or twenty years-the longer deferred the higher the commission-in order to secure as many forfeitures as possible. All contract safeguards against even wholesale frauds are practically abolished, and the protection of honest policy-holders is left to what the various courts may regard as expedient for public morality. The companies are, by the annual cash value, putting their corporate integrity, and the validity of their insurance contracts, completely at the mercy of those who for personal convenience, or in a panic, may wish to withdraw, taking with them the good lives which give a safe average mortality, and the funds which alone make the insurance contracts secure. By "loans on policies," which are rarely paid by the borrower, they offer him every facility to sacrifice to his personal convenience as large a part of his family's protection as he can borrow; and, to crown all, the fight between the companies which do all these things is made mainly by "rebates" of premiums, carried to such a degree that devices are now being adopted which may enable a company to dispense with any legal reserve liability for the first year, leaving almost the entire first year's premium available for expenses; a device which can be extended to any number of subsequent premiums when the exigencies of competition which have caused its use to the extent of one premium, shall have so grown by what they have fed upon as to require the absorption of more.

### Where the Connecticut Mutual Stands

During all the long struggle out of which this situation has developed, and amid the many schemes devised to attract public attention and favor to something else than life insurance, the attitude and position of the Connecticut Mutual has never been doubtful.

It has held to the cardinal facts: Life insurance is for the protection of those dependent on a man's life; their dependence makes it his unavoidable duty. Those dependents we assume to protect by our contract, at his personal cost; our duty to them is to make that protection as large, as secure, and

as certainly available to them as possible; our duty to him is to make its cost to him as small as possible.

These things are axiomatic; and certain definite and indisputable propositions grow out of them. Our policies should be framed in every detail to give the protection intended to those for whom it is intended. They should not set up a scheme of speculation in the forfeiture of that protection by those dependent on it, nor of his payments by the man who has paid for it. The inducement to a policy should be the protection it offers; the motive in taking it should be the faithful performance of his unavoidable duty by him who has made others dependent on his life. Business should be gotten by educating men to this standard of duty and of its performance, and not by changing the business into something else, and something which appeals to selfish interest first and leaves duty to take its slender chance in a 5 to 20 year lottery.

### Annual Dividends, and Why

The cost of the protection to the man paying for it is the difference between the premium charged on the face of his policy and the surplus returned to him. In this adjustment he pays his actual share of the mortality and expenses, and is credited with his share of any surplus interest earnings. The savings from mortality, expenses, and interest are determined each year. Each year the company knows just what his risk has cost them to carry; therefore, each year the cost of each policy is annually determined, the surplus, if there is any safely divisible, should be annually returned, so that only the actual annual cost is annually paid.

The only proper reason for deferring dividends is either that there is nothing to divide, or that there is something in the condition of the company or its business which renders a division highly inexpedient.

#### What Deferred Dividends Conceal

Annual dividends put the management of a company to a constant test. Deferred dividends put off that test to the end of a long period of years. By annual dividends a man knows all the time just what his insurance is costing him. With deferred dividends he cannot know what its cost is until the end of the period, if he lives and holds on; but if he dies before that time, it will have cost him too much by the amount of surplus forfeited, and if he lapses, it will have cost him too much by the amount of surplus forfeited, and also by the amount of reserve forfeited to still further increase the surplus.

The annual dividend is a steady and powerful incentive to prudence and economy. The deferred dividend gives a wide and long opportunity for the extravagance and consequent high cost which it was originally invented to conceal, and which have been further enhanced by the rivalry made possible by taking some of the deferred dividend material to use in more vigorous pushing for business.

### Reason of Our Own Course

Holding such views, our course has not been optional. Our duty has been not to offer something else than true life insurance on its own right lines because it could easily be made popular, but to try to make the true thing popular by telling the whole truth about it, by administering it in its true spirit, working out its own proper results in our own company, and letting these stand in judgment against the results of the expensive "investment" speculations. We have appealed only to those who desire life insurance only for the protection it gives, and not for the speculation that can be made of it,

Therefore have we refused to follow any of the methods of the speculators. Such changes in policy plans and conditions as experience has shown to be desirable have been freely made. Every condition found to be not necessary to the proper protection of honest men and the soundness of the company has been eliminated. But we have not built with one hand and, with the other, prepared the way to tear down. The Connecticut Mutual remains a life insurance company.

### Expenses Cut in All Business but Life Insurance

One of the most striking incidents of the last thirty years has been that general and extensive reduction of expenses in all commercial, manufacturing, transportation, and other enterprises, by which only have these enterprises been able to prosper in face of an unprecedented competition. Present profits are largely, and often entirely, savings by reductions from former expenses. Lower cost is the strongest factor in general business competition. So it should be in life insurance, of all things. But so it is not. The expense account of the companies pushing the deferred dividend investment schemes is from twice to three times the former standard of the most prudently managed companies. But, the dividend thereby affected being so long put off, the fact passes long unnoticed. When at last settling day comes, the striking failure of the dividend to realize the estimate is explained on other grounds than high commissions and expenses.

We have refused to compete in this way. In order to maintain the low standard of cost to the great body of policy-holders we already have we have kept expenses down to the old standard, and added only such business as could be had on the same terms.

### The Difficulties of Our Course

It must not be supposed that the maintenance of our position in all these matters has been free from difficulty. The high commissions of those companies have tempted away many of our former agents, and made it the more difficult to get others. Our agents with fair commissions, with no margin in them for rebating, have worked up business only to see it taken from them by men whose commissions and allowances are such that they can rebate from 50 to 100 per cent. of the premium, and yet have enough left to compensate their work. But, happily, we have been able to get and to hold as agents the men who take their work so seriously that they will not tempt their client to speculate in his family's protection, or, for higher pay, place him where his policy will cost him more than it ought.

### Adverse Criticism

The position so steadfastly held by us and the efforts we have made from year to year to set forth the simple truth and expose the true character and evil effect of the demoralization whose growth we have here sketched, have, as a matter of course, brought upon us criticism and misrepresentation without stint. Success in getting business by estimates, which have not been half fulfilled, has been cited as the complete justification of that method. In the heat of speculative competition, we have been labeled with every epithet signifying want of enterprise, ultra-conservatism, and lack of the modern spirit.

Even the extraordinary persistency with which our policyholders have continued on has been, ignorantly perhaps, alleged as a danger because older men die faster than younger; as if the calculations of all companies must not and did not amply provide for the whole mortality of its membership and not merely for the younger or middle-aged part of it.

It is in the great multitude of lapses and surrenders that the companies offering "investments" hope for a profit; it is by the staying solidity of our membership that we can get those best results which we seek.

However agents of other companies might strive against each

ether, they have joined to attack the Connecticut Mutual. Insinuation, depreciation, slander, can do in a moment and by a word that which much time and many words may fail to undo. The abundant defamatory literature of other companies has been supplemented by the highly paid services of certain insurance journals.

#### Effect on Our Business

And all this was not without effect. It hindered our business, From 1874 to 1885, our amount at risk declined from \$185,366,633 to \$151,301,588 before the tide turned. "Dry rot" was alleged to have set in, and the extinction of the company to be in sight. Meantime we went on educating a clientage to the idea of insurance for its own sake and at its lowest cost, recast our premiums and reserves for new business on a 3 per cent, interest basis in 1882, and were laughed at for it—though all are now following that lead—bided our time, and waited for the results of long deferred dividends to appear; and they have appeared as already narrated, in a steadily diminishing stream.

### Failure of the "Investment"

As a device for investment the scheme has failed; as a device for cheapening the insurance of even those who live to test the hope deferred, it has failed. For the simple annual dividends of the Connecticut Mutual, with no speculation in them, are exceeding the outcome of the estimates; and no man's surplus and no family's paid-up insurance has been taken to do it with. Let an example serve: Fifteen years ago one of the deferred dividend companies issued a \$10,000 15-year endowment policy, at age 35, at a premium of \$678.50, on an estimate that the dividend would be \$4,980. In its settlement just made, the dividend was only \$2,010. Was it worth while, for this forty per cent. of an estimate, to run the risk for fifteen years of losing all? The same year the Connecticut Mutual issued a policy of the same kind, amount, at same age, at a premium of \$689.00, annual dividends, which the insured preferred to leave with the company to accumulate until his policy should mature. His dividend, just paid, is \$3,163.80; and neither it nor his policy has been at the risk of forfeiture.

### The Tide Turned

Our amount in force has slowly risen from \$151,301,588 in 1885, to \$161,566,603; our assets, from \$54,383,649,95 to \$64,965,-176.15; meanwhile, we have returned \$17,202,820.45 in dividends, and have increased our surplus from \$4,557,977.91 to \$7,191,348.44, and notwithstanding the fact, that by reason of our few lapses and the persistence of our policy-holders, our business has attained an average age far greater than that of the deferred dividend companies, with their enormous lapses. Our mortality has been far inside that predicted by our tables and which we were prepared to meet.

That is not the kind of "dry rot" that destroys its victim or impairs its vitality. It seems more a process of sound growth and fruitfulness than that of decay. It is not the size of the company, but what it does for its policy-holders, that most concerns them. We have not been racers for size; we have striven for the highest quality of performance. Those of our members who are insured in other companies know how far we have succeeded. We are many times more than large enough for absolute stability, and for the accomplishment of the highest results to our policy-holders. We shall be glad to extend our service to such wider clientage as we can secure without increas, ing the cost of our policies either to the new or to the 68,000 present members, who are our first care.

It is with such a history of performance and of fidelity to true standards, rewarded by unparalleled results to our members, that we offer our service and our simple best endeavor to those whose families need protection, and who themselves wish that protection to be secure, and to pay only its lowest cost.

Respectfully submitted,

JACOB L. GREENE, President, Hartford, February 9, 1901.

## 55th Annual Statement

of the

### CONNECTICUT MUTUAL

LIFE INSURANCE COMPANY
Of Hartford, Conn

Of Hartlord	, Conn.	
NET ASSETS, January 1, 1900, RECEIVED For Premiums,		<b>\$</b> 62 <b>,377,878.</b> 93
For Interest and Rents,	2,960,678.97	8,046, <b>743.3</b> 3
	<u></u>	70,424,622.26
DISBURSED	IN 1900.	
For claims by death, matured endowments, and annuities, \$4,818,998.83 Surplus returned to policy-holders, 1,305,439.28 Lapsed and Sur- rendered Policies, 548,652.96		
TOTAL TO POLICY-HOLDERS, Commissions to Agents, Sala- ries, Medical Examiners' Fees, Printing, Advertising, Legal,	<b>\$</b> 6,67 <b>3</b> ,091,0 <b>7</b>	
Real Estate, all other Expenses, TAXES,	1,010,709. <b>49</b> 400,799.41	8,084,599.97
BALANCE NET Assets, Dec. 31,	1900,	\$62,340,022,29
SCHEDULE Of Loans upon Real Estate, first lier		\$26,469,472,96

oans upon Real Estate, first lien,	<b>\$</b> 26,469,47 <b>2,</b> 96
oans upon Stocks and Bonds.	2,300.00
remium Notes on Policies in force.	763,861,90
ost of Real Estate owned by the Company	12.054.396.47
ost of Bonds,	21,730,558,33
ost of Bank and Railroad Stocks.	473,454.00
ash in Banks,	826,974.00
ills receivable.	4,346.54
gents' Debit Balances,	14,658,09
	,

ADD	<b>\$</b> 62,340,0 <b>22.29</b>
Interest due and accrued, \$980,591.12 Rents due and accrued, 21,248.05 Market value of stocks and bonds	
over cost 1.319.797.97	
Net uncollected and deferred premiums, 322,521.35	
\$2,644,158.49	
Less Bills Receivable and	

Agents' Debit Balances,	• •	·—	19,004.0	-	\$2,625,153.8
ADMITTED ASSETS, Decem	aber 3	1, 190	ν		\$64,965,176,1

LIABILITIES: Amount required to re-insure all outstanding Policies, net,								
Compar All other	av's s	tanda	rd	٠	\$5	6,321, 1,452,	159,00 668,71	\$
	-					-		

SURPLUS (including contingent real estate depreciation mem, account, \$700,730.99) . \$7,191,348.44

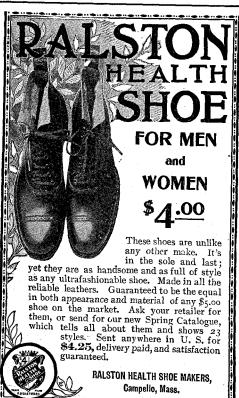
57,773,827.71

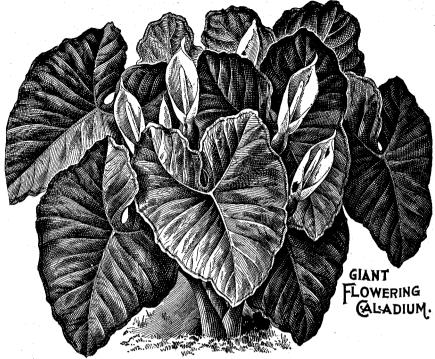
> JACOB L. GREENE, President. JOHN M. TAYLOR, Vice-Prest. HERBERT H. WHITE, Secretary. DANIEL H. WELLS, Actuary.

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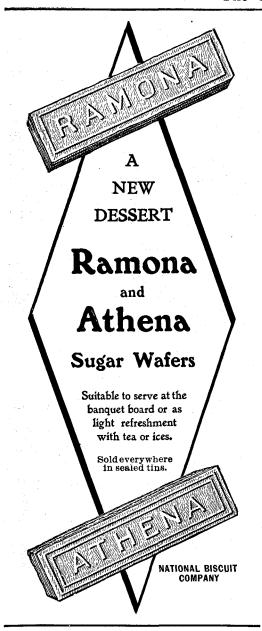
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"Bohemian 9,500 " 15
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