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**WHAT
HENRY
FORD
IS DOING**

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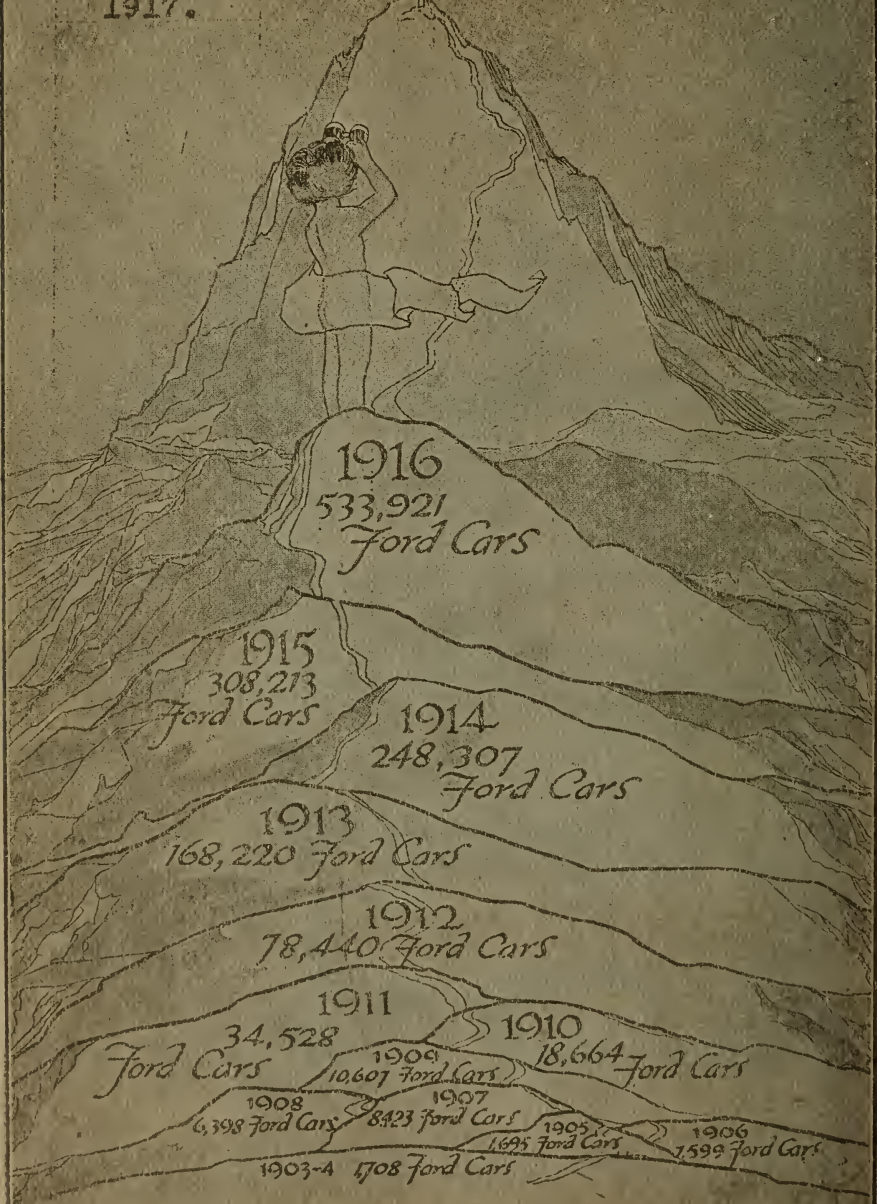


BY
FRANK BONVILLE

Price 25 Cents

TAKEN FROM FORD
TIMES, FEBRUARY
1917.

1917



Every Year the hills are higher, the opportunities greater

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INDEX

Introduction	2
Saying of Grace DeGraff.....	3
The Ford Idea in Education (By Samuel S. Marquis).....	3
Pearson's Magazine, 1914 (By Allan L. Benson).....	5
The Case of Henry Ford.....	6
The Metropolitan (By John Reed).....	8
Henry Ford's Own Story (By Rose Wilder Lane).....	11
Dodge Brothers Suit Against Henry Ford.....	13
Grit (By Earle William Gage).....	22
A Glance at the Food Crisis (By W. H. Benson).....	22
Charter of Bonville Industrial Corporations.....	25
Questions and Answers (What is the Bonville System?)....	27
What the Bonville 99-Year System Does (By J. O. Stearns, Jr.)	30
Code of By-Laws.....	32

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INTRODUCTION

Fight Corporations With Corporations—That Is What the 99-Year Contract System Is Doing.

I want my readers to understand that my quarrel is not with the individual. It is with the system which is purely a misunderstanding among the human family.

The reason I am taking up so much space in this book with Mr. Ford's work is because I am satisfied that the quickest way to defeat any wrong is to use the tools which are used by the system.

I spent much time in and around the Ford plant, both day and night, so as to leave nothing uncovered in regard to the way in which the men are used. I can say this, after covering about 25,000 miles during the years 1915-1916-1917 in the United States, Canada and Old Mexico, which I call my three years' investigation, and after visiting cotton mills in the south, factories in different states, including the New England states, hop yards of California, lumber woods of Oregon, Washington and Idaho, the mines of Michigan and Minnesota and the harvest fields of North Dakota, besides many other places too numerous to mention, Ford's employees in general have not only the cleanest places to work, but the easiest places I have seen. They receive the best pay and are the greatest number of satisfied men and women whom I have met.

Ford's employees to whom I have spoken, and I have talked to hundreds of them, have the highest kind of praise for Ford's principles. Ford is not worrying about any trouble which might arise amongst his army of people now working for him.

That accounts for why I am so interested in Mr. Ford's way of fighting this unjust system of distribution. I say, use Corporations to fight Corporations. That is what the Ninety-nine (99) Year Contract System is doing. In a very short time it will change the methods of doing business and close avenues which are used at present to fool the people and work on the prejudices of the masses.

Senator LaFollette said he believed we would need one clean dollar to fight every dirty dollar used against the interests of the

public. In my opinion that is what Henry Ford is doing with his millions, fighting this unjust system of distribution.

The money lenders of the country are fearing his enormous fortune, along with his revolutionary plans and his fairness connected with it, also the millions of followers he is making with his fight.

A few remarks on the wage situation as I found it:

The wages of the common laborer in most places that I have visited, outside of the Ford plant, (I am speaking of adults' wages,) ranges from \$1.10 to \$3.00 per day, which means from 9 to 10 hours work a day.

I have often told Mrs. Bonville, who was with me all the time during the three years' investigation, that I could not understand how most of those people could make a living. The majority of them had families and about 80 per cent. were not sure of work more than 9 months a year.

... "Henry Ford did what he started out to do; he established a permanent bureau of Peace at The Hague."

—Grace DeGraff.

FROM BOOKLET, "PEACE VS. WAR."

Henry Ford says: "A two-cent stamp, rightly used, will hold in the hands of the people the ruling power."

THE FORD IDEA IN EDUCATION.

A Talk to the National Educational Association in the Arcadia Auditorium, Detroit.

(By Samuel S. Marquis.)

The impression has somehow gotten abroad that Henry Ford is in the automobile business. It isn't true.

Mr. Ford's business is the making of men, and he manufactures automobiles on the side to defray the expenses of the main business.

Some people call the fifty-acre group of buildings out in Highland Park the Ford factory. Well, it is that, but it is a great deal more—it is a school. Mr. Ford is more interested in men than in machines.

Any man can enter the Ford school, provided there is a vacancy. Married men are preferred to single, and boys with

mothers to support are given a chance before those who have no one dependent upon them. . . . Because the money will do more good in meeting the needs of more people. . . .

A young engineer, a graduate of one of our universities, said to me. "If Henry Ford had had a technical training, he would have known better than to have attempted to do some of the things he has done successfully." And the young man did not see the humor in his statement. It is a good thing that once in a while some man with originality and courage, and unhampered by the traditions of the schools, confronts the mechanical, economic and social problems of the world. Because there is a man of this kind out at the Ford is the reason why the impossible and the unexpected happen there so frequently.

When the Ford plan was announced, the Jeremiahs got busy. All sorts of dire things were about to happen. The labor market would be upset. Chaos would reign in the industrial world. Ford employees, made suddenly rich, would squander their wealth to the detriment of the community and the lasting injury of themselves. But nothing of the sort has happened When Mr. Ford made known his intention to give the man who made a mistake a chance to come back, another howl went up. The city would be overrun with undesirables. Crime would increase. Men, it was asserted, would break into jail in order to get into the Ford Ford idea in education was declared impossible. The men would not stand for it. It invaded their personal rights. It took away their liberty. It was paternalism of the worst sort. But it has worked. . . . The fact is we are giving a great many high school and college men at the Ford their first real cultural training so far as will, thoroughness, accuracy, honesty and a sense of the dignity of labor are concerned.

It is not enough that a man think right; he must be able to will what is right. . . . Ford idea of education. The environment of a man must be right if you expect him to come clean and strong out of it.

Therefore, we keep a close watch on the home. . . . Mr. Ford's idea is that the home in which there are roomers or boarders can never be a real home. Therefore, we insist that the wife be free to give her entire time to the home.

The spirit of the Ford school is not that of paternalism but of

fraternalism. "Help the other fellow." We try to be fair with our men, and their appreciation is shown in the hearty good will with which they do their work.

The secret of Ford efficiency is the good will of his employees. The men are happy, made happy by the wage that put anxiety out of life. In return for what they receive the men work not only with a will, but with a "good will," and no efficiency methods ever devised can take the place of the "good will."

This consciousness of having made his workmen happy was the pay he expected for doing it. The increased efficiency of his men as a result of their good will came as a by-product and exceeded all expectations.

Our special course for the man who is struggling to regain his place in the world would require an article of great length, were I to go into detail. Suffice it to say that of those given the chance, the great majority do make good. Mr. Ford's idea is that the cure for crime is work, not in stripes and behind stone walls, but in the open where men are made strong by confidence and encouragement of their fellow men. Experience is proving the truth of his theory.

PEARSON'S MAGAZINE, 1914.

"Henry Ford pays floor sweepers not less than \$5 a day." What do you think of a minimum of \$5 a day? You, Mr. Average Workingman? . . .

"The rule among big business men is to issue as much stock as the profits will pay dividends upon."

"If Henry Ford had been the ordinary big business man he would have done these things."

PEARSON'S MAGAZINE, APRIL, 1914.

Henry Ford has cracked the shell of hell. The whole world is talking about Ford. Daily hours cut from nine to eight. . . . All that we have read about Ford is true. The great automobile manufacturer is giving away money by the million—not as Rockefeller gives it, to universities and churches; not as Carnegie gives it, to found libraries in his honor—Ford is giving the millions back to the men who hammered them out with their bones. I should like now to have you look through the crack that Ford has put into the shell of hell as I look through it.

—ALLAN L. BENSON.

THE CHICAGO DAILY TRIBUNE, MAY 24, 1916.

Ford said: "The trouble with the world is we're living in books and history. We want to get away from that and take care of today. We've done too much looking back." . . . "The working people of the United States are not getting a square deal," he said. . . . "It took me forty years preparing for the work I had to do. . . ."

"I've got a lot of ex-convicts working for me—600 of them."

"Ford's idea of refinement is to be honest with the world and have no secrets."

FROM "INVESTING FOR PROFIT," AUG., 1916.

The Case of Henry Ford.

To make \$200,000,000 in thirteen years and then be offered \$200,000,000 for a small part of it—to make the better part of half a billion dollars in that time—is a record that staggers. . . .

And all from an idea.

Henry Ford was born about 52 years ago on a farm a few miles from Detroit, Michigan. He received only a common school education, and worked on the farm until he was eighteen years old, when . . . he got a job to assist one of the Edison Illuminating Company's engineers in running dynamos and gasoline engine. . . .

The gasoline engine was new to him, and it interested him greatly. Finally he made up his mind that he could improve the plan on which the principle was applied. For two years he spent all his spare time developing his idea of an improved engine. . . .

Having perfected his engine, the thought came to . . . put his engine on wheels. . . . This he did, and . . . he and Mrs. Ford rode through the streets of Detroit for years in the first Ford to which his neighbors jocularly and satirically referred as "Ford's folly." . . . The Ford of today is a replica of "Ford's folly" of the early nineties. . . .

Mr. Ford made the following statement:

"My first car actually went. But it was four or five years afterwards before I made any attempt to commercialize the machine. . . . Our first factory was a small frame building. . . . Within two years the business had outgrown it, and we moved into new buildings covering about three acres. In four

years more these quarters had become too small, and in 1910 we moved to a 60-acre park, now covered with four-and six-story buildings."

"My idea?"

"The automobile of those days was built . . . for only a few people. Anything for only a few people is no good. . . . It's got to be good for everybody or it won't survive.

"The Ford cars were cheap. They had everything else beat by at least \$1,000. . . .

"You see from the first I had the idea making in quantity." . . .

When Mr. Ford was beginning to be successful the owners of the Selden patent on the gasoline engine claimed that the Ford motor was an infringement on the Selden patent and sued the Ford concern. The case was fought through the courts for several years. Mr. Ford won. . . . Ford has built the world's largest automobile business. . . .

With such a self-evident proposition you would think that he should have had no difficulty to raise capital to begin operations.

Not so. People laughed at him, his car and his company. Finally a few persons saw the light and invested. . . .

Banks and business men generally turned down Mr. Ford and his company when he was seeking capital. They run after him now. . . .

THE DETROIT NEWS, SEPT. 24, 1916.

No. 1535, formerly of Marquette prison, has been added to the list of more than 500 ex-convicts who will punch a clock at the Ford plant. . . .

A little more than a week ago, No. 1535 drifted into Chicago. He was without funds and retained only a hazy recollection of his last meal. He appealed to a Chicago newspaper for help. . . .

Henry Ford, en route from Chicago to Detroit, read the story. Arriving here, he set his agents to work and they wired to Chicago for information concerning the whereabouts of the ex-convict. The latter was located by the Chicago police and sent on to Detroit.

Real tears glistened in the eyes of No. 1535 as he told of his good fortune.

"I wish you would write something about it," he said. "I think everybody should know what this man is doing for men."

METROPOLITAN, OCT., 1916.

Henry Ford . . . says he will manufacture this tractor in millions and sell it for "the price of scrap iron."—JOHN REED.

DETROIT FREE PRESS, OCT. 25, 1916.

" Henry Ford . . . established women workers in his plant upon the same pay basis as the men. . . ."

DETROIT NEWS, OCT. 31, 1916.

"The statement made that prohibition will throw thousands of men out of employment is an absolute mis-statement," says Henry Ford.

DETROIT NEWS, DEC. 21, 1916.

"F. L. Klingensmith, estimate of wage, \$200,000 per day for Ford Company."

DETROIT NEWS, DEC. 22, 1916.

. . . . Ford has filled his pockets without dirtying his hands. He leaves no ruined men behind him. He has built without wrecking—won without a foul blow, a broken pledge or a violated conscience.

The story of his struggle is epic with courage and tenacity. . .

THE METROPOLITAN, OCT., 1916.

BY JOHN REED.

Twenty men in Detroit will tell you: "The trouble with Henry Ford is that he has never had any experience in business." "He's crazy!" says another. "He isn't educated," says a third one.

"He is that most dangerous of revolutionists—a man who translates platitudes into action."

"He detests charity for he knows it degrades men and saps their self-respect. . . . He holds that a man has a right to the value of what he produces. . . . "The Ford plant is self-supporting; it borrows no money from banks. . . . "They sneer at Henry Ford because he doesn't know history." I spoke to him about it: "No, I don't know anything about history, and I wouldn't give a nickel for all the history in the world. The only history worth while is the history we make day by day. I don't want to live in the past. I want to live in the now." . . .

"What I want to do is to make the farmer as independent as I am."

"I think the normal life of a man is to get back on the land."

DETROIT TIMES, DEC. 27, 1916.

Germany a Year Behind With Suggestion by Ford That Wilson Turned Down.

. What is being done by President Wilson in collaboration with the neutral nations today, is exactly what Henry Ford urged the president to do a year ago.

In November, 1915, Ford went to Washington to ask President Wilson to head a conference of neutral nations to act as a sort of clearing house for peace terms.

President Wilson refused and Ford said: "If the president will not call an official conference, I will try to form an unofficial conference of neutrals and see what can be done."

This was the origin of the Ford Peace Party, which received, at Ford's expense, the ridicule and vituperation of the New York Press.

Henry Ford was not a visionary dreamer but a man a full year ahead of the times.

FORD TIMES, 1917.

There are over ONE MILLION, FIVE HUNDRED THOUSAND Fords in service today.

Practically ONE-HALF of all the cars on American highways are Ford cars.

With more than one hundred different makers of automobiles in America, the Ford factory produces more than one-half of the entire product.

. Ford service is ever close at hand. Eighty-six branch establishments and more than nine thousand Ford agents mean a Service as universal as the car.

. Henry Ford With His Millions Insists That He Must Have Work to Do.

Henry Ford. feels that every man who honestly toils is respected for his labor by every other man.

AUTO SCHOOL NEWS, DETROIT, JAN., 1917.

. The Ford Motor Co. employs only people who are out of work.

. . . . The youth who gets to the front in any line must be wide-awake, alert, with a mind that is clear and capable of tackling the problems that come up. The boy or young man whose brain is fogged by the use of cigarettes finds himself hopelessly handicapped.—HENRY FORD.

SYSTEM, JAN. 1917.

Some of Henry Ford's Rules for Success.

. . . . If a man knows where he is going, nothing will stop him. . . .

. . . . One of the first things every man must realize is that every one has some good in him and can do something well . . . but no man can do a lot of things well at the same time. . . .

. . . . Most people eat too much and in consequence sleep too much and don't think enough. . . .

. . . . My advice to every man is to work . . . and think. . .

. . . . Don't ever be afraid of criticism. . . .

TAKEN FROM FACTS FROM FORD MEN AND OTHERS.

. . . . You are aware of the fact that the Ford Motor Company is now engaged in building great additions to its present mammoth plant that will practically double its capacity during 1917.

It means that within a few months the Ford Motor Company will undoubtedly add upwards of thirty-five thousand (35,000) more employees to its present force. . . .

THE DETROIT FREE PRESS, JAN. 22, 1917.

. . . . Henry Ford's . . . idea was . . . laughed at in the United States. . . Mr. Ford did not go . . . into detail of the one-man submarine. . . German raider carries three submarines, each about 20 feet long and operated by one man which it has used successfully in the destruction of British ships. . . .

"If the Germans have begun to use such craft it probably means that the big warship is doomed to the junk pile." . . .

Kansas City, Mo., Sept. 21.—Henry Ford here for an hour, en route to Detroit from California, last night, said, "I'm going to re-design my tractor; to put the finishing touches on it. We will begin to manufacture it commercially next year."

"I am going to make the Ford car, the Ford truck and the Ford tractor so that every farmer can have all three of them for \$600." . . .

DETROIT NEWS, JAN. 25, 1917.**BY JAY G. HADEN.**

“. . . Ford wages played a big part in inducing the United States senate to overturn the recommendation of its own committee on appropriations and increase by ten per cent the wages of all government employees. . . .

The wage paid in the Ford plant is \$5 a day. . . .”

FORD TIMES, MARCH, 1917.

. . . . The demand for Ford cars was never so great . . . 3,000 Fords a day are not enough. . . . The other thing money can't buy—more motor car service than the Ford gives. That is why persons of wealth are buying Ford cars in large numbers every day.

“The Ford isn't a racing car—but it has won every race from the Caucasian to the Malay. . . .

THE CHICAGO HERALD.

“. . . . Mr. Ford,” began the interviewer, “have you, during your stay on the Pacific coast, devised any new plans in regard to your charities?”

“Shucks,” he said, “I haven't any charities. Charity takes more than it gives. It gives a moment's relief and takes away a life time of respect. I practice no charity. I give nothing for which I do not receive compensation. The man who offers charity offers insult.”

DETROIT FREE PRESS, MAY 23, 1917.

“British rush work of Ford tractors . . . Mr. Ford's cooperation with the British government began some weeks ago when he cabled at his own expense detailed descriptions of the various parts making up one of his tractors. Later, Mr. Ford visited Halifax, presumably to superintend the shipment of models turned out at Dearborn plant, to England. . . .”

TAKEN FROM “HENRY FORD'S OWN STORY.”**BY ROSE WILDER LANE.**

Publisher—Ellis O. Jones, Forest Hills, New York City.

Price—\$1.00 net.

. . . . Henry Ford . . . is not a Big Business Man; he is a big man in business.

“. . . . Money doesn't do me any good,” he says. “I can't spend it on myself. . . . I try to keep it moving as fast as I can, for the best interests of everybody concerned. . . .

“. . . . I see no use in spending a great deal of time learning about heaven and hell. In my opinion, a man makes his own heaven and hell and carries it around with him. . . .”

“. . . . I always knew I would get what I went after,” he

says. "I don't recall having any very great doubts or fears. . . ."

" "A wife helps a man more than anyone else," he says today.

" I declare to goodness, I don't know what's got into you, Henry. You act like a man in a dream half the time," the wife said, worried. "You aren't coming down with a fever, are you?" "I should say not!" Henry replied.

" From that time his distaste for farm work grew. Nature would not delay her orderly cycle because Henry Ford wanted to spend his days in the little farm shop. . . . While he worked through the night, in a stillness broken only by the crowing of a rooster in some distant farm yard and the spluttering of the lamp, the possibilities of his idea gradually grew in his mind.

. . . . By the end of that summer he had made up his mind that he could not spare his time for the farm. "My goodness, Henry, what for?" "I want to get back to work in the machine shops. I can't do any work on my gasoline engine here."

. . . . "You can't begin to make as much in the city as you do here, and suppose the engine doesn't work after all?" "It'll work all right. I'm going to keep at it till it does," Ford said. . . .

. . . . Mrs. Ford's opinion was now shared by the whole Greenfield neighborhood as soon as it learned Ford's intention. . . . "You had this notion once before, you know, when you were a youngster," his father reminded him. . . . "I guess you can build it if anybody can, but you can't ever tell about these inventions. . . ."

. . . . Mrs. Ford had no great interest in the gasoline engine. . . . Henry was going to Detroit, of course she was going too; and she might as well be cheerful about it. . . . As soon as they reached Detroit and found a boarding house where he could leave his wife he started out to get a job. . . . In one day Ford had got the very opportunity he wanted—a job where he could study electricity at first hand. . . . Henry Ford was happy. The new job gave him a chance to work with machinery. . . . If a man is working at something he likes, he's bound to work hard at it. When Ford had been with the Edison company six months, drawing his forty-five dollars regularly . . . he knew the Edison plants from the basements up. . . . When he drew his pay at the end of the month he found he was getting \$150. . . . "Now," he said to himself, "I've got to have a place of my own, where I can work on my gasoline engine. . . . I knew my real work with the car had just begun. I had to get capital somehow, start a factory, get people interested—everything. Besides, I saw a chance for a lot of improvements in that car." Henry Ford rented an old shack on Mack avenue, moved his tools from the old shed, and, with a couple of machinists to help him, began building his cheap cars. . . . "Well, if we can pull through the men will have to do it," said Ford. "Now men, we can pull through alright if you'll help out now," he concluded.

"You know the kind of car we are selling, and the price. . . ."
 "Sure, Mr. Ford, you bet we will!" "We're with you; don't you forget it," they said. Before they left the plant most of them came to assure him. . . . they would stand by the Ford company. . . . "War between capital and labor is just like any other kind of war," Henry Ford says today. . . . "Everybody helps me," he said. . . . "If I'm going to do my part I must help everybody!" "The whole system is wrong," he says. "People have the wrong idea of money."

DETROIT JOURNAL, NOV. 4, 1916.

" The suit started by the Dodge Brothers against Henry Ford was one mild surprise as a joke.

The Ford Company now has a surplus of \$52,000,000. . . .
 Mr Ford's statement follows:

"To understand what this is all about, you must understand the general principles on which I have tried to have the business of the Ford company built up and extended, the principles on which we have attained the measure of success that is ours," said Mr. Ford.

"In the first place I hold that it is better to sell a larger number of cars at a reasonably small margin than to sell fewer cars at a larger margin of profit."

"Bear that in mind; every time you reduce the price of the car without reducing the quality, you increase the possible number of purchasers. There are many men who will pay \$360 for a car who would not pay \$440. . . .

"And let me say right here, that I do not believe that we should make such an awful profit on our cars. A reasonable profit is right, but not too much. So it has been my policy to force the price of the car down as fast as production would permit and give the benefits to users and laborers with resulting surprisingly enormous benefits to ourselves."

"Dodge Brothers say I ought to continue to ask \$440 for a car. I don't believe in such awful profits. I don't believe it is right. . . ."

"I venture to say that when the force of that paragraph of their contention strikes the average citizen or the men who drew it up, it will be looked upon as one of the huge jokes of the industrial world. Think of it! Trying to make us a public menace because we sell our goods at too low a price to suit them!"

"But as a matter of fact there is the most intense competition in the automobile business, and every cut we make is in the interest of the public, because it forces our competitors to their best effort and highest efficiency which really produces healthy competition resulting beneficially to the public in general.'

"But we don't propose taking any chances, even on that.

We intend making our own iron. We have already contracted for blast furnaces to be built at the River Rouge. They will be followed by mixers, which will insure us an even grade of iron by a simple process.'

'Why, we used to buy many millions of dollars' worth of our parts from Dodge brothers themselves. It was on the profit of their sales to us that they built their enormous plant. We are now making the parts ourselves at an enormous saving and are giving our customers the benefit of that saving in the reduced price of the car. And will it be a bad business move if we save still more money for our customers and our laborers and ourselves by making our own steel? To deny that it is a good business isn't using ordinary common sense.'

"How much money did Dodge brothers ever put into the business?" Mr. Ford was asked.

"Ten thousand dollars, but I don't think any of it was in cash.'

"And what dividends have they had on that?" was asked.

"They have had dividends since 1903, amounting to a total of \$5,571,500 in cash paid to them. They still have a 10 per cent interest in the business, which they claim is worth \$50,000,000 for their share.'

"Besides that, during this time we have paid them over \$27,000,000 in cash for materials and parts made for us, on which I believe they made a profit of at least \$10,000,000.'

"They say my course is likely to injure them. They own 10 per cent of the stock and I own 58 per cent. I can't injure them \$10 without at the same time injuring myself \$58, and I don't think anyone can reasonably accuse me of pursuing such a course."

"In further expression regarding the suit, he said:

"The present plan of expansion is strictly in line with all its past methods. In view of such a record and such results, for a court to interfere would be contrary to all precedents and the simplest elemental law."

THE DETROIT NEWS, NOV. 15, 1916.

Ford Smiles at Taunts of Firey Lawyer.

Can't Keep Profits Down, He Tells

Only Once Does Motor King Show Signs of Losing Temper.

Counsel for Dodge cross-examining Mr. Ford from 10 to 4. At that hour . . . Mr. Ford on leaving the stand, smiled and said:

"I haven't had such a rest for a long while."

"I'm working for fun and for the greatest good of the greatest number."

"Do you consider it your duty to provide work for a vast

army of men at high wages, to make more cars at less prices, to enable everybody to have an automobile?”

Mr. Ford—“Any time I have to squeeze every possible cent out of the public, I won’t. I’ll go to the highest court in the land first. Proceeding on the principles I have stated you can’t help but make money. It will just roll in on you.”

“When you reduced the prices of your cars from \$440 to \$360, a reduction of \$80 on each car, did you take into account that that would mean a reduction in the selling prices of \$40,000-000 on a half million cars?”

“I did not. We don’t figure that way. We take everything into consideration.”

“You say you didn’t figure that that would reduce the selling price of the production by \$40,000,000?”

“Yes.”

“How much money did the plant make during August and September, the two months after the price went into effect?”

“\$3,600,000.”

“Is it true, as the News quoted you, that you think the profits of last year were too high; that you wanted to reduce the price? And that that was the reason for the price reduction? Won’t your conscience let you make such awful profits?”

“Conscience has nothing to do with it. It isn’t good business to maintain a price higher than is necessary.”

“Then you don’t want such large profits?”

“We haven’t been able to *keep the profits down.*”

THE DETROIT JOURNAL, NOV. 15, 1916.

. . . John F. and Horace E. Dodge sought to compel Henry Ford to buy their stock holdings in the Ford Motor Company for \$35,000,000, under the lash of threat to harass him in whatever he undertook to do for the concern if he refused, was the flat statement . . . on the stand in the suit to prevent him from expending the company’s immense surplus in extensions instead of dividing it among the stockholders. . . .

Mr. Ford. “If you sat there until you were petrified, I wouldn’t buy the Dodge stock.”

“Who asked you to buy the Dodge stock?” asked the lawyer.

“They did themselves. They called me in January and asked me to come and have a talk with them. I went over to their place, and then they asked me to buy them out. They put a price of \$35,000,000 on their stock, and they told me unless I bought they would harass me in anything I tried to do.”

“Well, we’ll see what Mr. Dodge has to say about that,” commented the lawyer.

“No, I was just giving you a pointer,” said Mr. Ford.

For almost the first time in his long and hard examination, the motor maker began to show signs of temper at intervals. . . .

Ford in answer to question. . . . "Any good mechanics could have done the work from my drawings, and I had already constructed the model car myself. I had worked on the car for 10 or 15 years, and was an engineer of the concern that is now the Cadillac Motor Car Company before organizing the Ford Motor Company in the winter of 1902-1903.

"The Dodges took \$10,000 stock. I think it was paid for in work, making machines and parts, but I'm not certain.

"It has been said," queried the lawyer, "that the Messrs. Dodge risked all they had when they went in with you. Is that true?"

"My recollection is that Mr. Malcolmson guaranteed them against loss, at the outset," was the reply. . . .

"Then, I'll put my plans through with my own money," rejoined the motor maker, with a tinge of resentment in his tone. He said that he had been offered \$200,000,000 for his interest in the Ford company, and had refused it, because he "wanted something to be working at."

And when the attorney flung a harpoon into the Ford idea of wage-raising and almost paternal care of the workers, questioning the legal right of Mr. Ford to "play with company funds," under cover of his relation to the corporation, the witness replied with a straightening of the line of his thin lips, "If my contract with the Ford company compels me to squeeze the last dollar out of everybody I come in contact with, I'll go to the highest court in the land to fight it!"

THE DETROIT TIMES, NOV. 16, 1916.

Henry Ford in his testimony before the Circuit Court . . . made it clear that he did not depend upon America alone to dispose of his contemplated output of 1,000,000 automobiles a year, but that he regarded the whole world as his market.

He denied all of the Dodge accusations of recklessness and of visionary business schemes. . . .

If Henry Ford is prevented from putting profits of the Ford Motor Company amounting to about \$50,000,000 back into the business it will be after he has taken his case to the highest court in the land, he declared during the hearing, Tuesday afternoon.

Mr. Ford said it was his ambition to extend his business so that he can manufacture 1,000,000 cars a year.

DETROIT JOURNAL, NOV. 29, 1916.

HENRY FORD HELD CREATOR OF THE 8TH WONDER OF THE WORLD.

ATTORNEY UPHOLDS RIGHT TO EXPAND ACTIVITIES: WELFARE PROJECTS PRAISED.

"The Ford Motor Company . . . is one of the wonders of the world, beside which the other seven wonders pale into absolute

insignificance," declared Attorney Alfred Lucking in closing his argument in the Dodge Brothers-Ford injunction suit in the circuit court today. . . .

"The court may take the control of this great business out of the hands of Henry Ford to prevent him from carrying out the plans and ideas his board has adopted, but they cannot force Henry Ford to take the affirmative steps to grab the last dollar from the pockets of the citizen, or to grind the face of labor down into the dust at the demand of a few stockholders—these gentlemen to whom I shall not apply any adjectives whatever.

They cannot force him to employ labor at the lowest starvation prices for which labor can be obtained, merely to swell the stockholders' dividends, when by paying his toilers a living wage the business is turning in such enormous profits that the average brain is staggered at the very recital of the figures. They cannot force him to refuse to pay a woman the same wages as a man when she is doing a man's work as well as a man would do it.

"This injunction is holding up improvements which have been actually under way for a year or more, within the actual knowledge of the general public," said Mr. Lucking. . . .

"You would think that the men who have by virtue of this policy drawn many millions of dollars in profits from a few thousands invested, and who are still drawing 1200 per cent a year in cash dividends, would say to the man whose vision brought it about, 'Go on, and God bless you!'"

DETROIT NEWS, JAN. 13, 1917.

DODGE SUIT BURLESQUED.

"Ford sowed the seed
He made it grow
This you all know.

At first, it failed to grow,
The Dodges helped to hoe,
But that was long ago. . . ."

DETROIT NEWS, MAY 21, 1917.

. . . Suit to stop Motor King the final hearing which will determine the fate of Henry Ford's policy of expansion, increased output, big wages, and lower prices on his product. . . . The fight has not only taken the principals into court, but before the state legislature, where Dodge Brothers failed. . . .

Mr. Ford is represented by Alfred Lucking.

DETROIT NEWS, MAY 23, 1917.

. . . . Efforts were made . . . in the Ford-Dodge suit in circuit court this morning to show that Henry Ford is endeavoring to serve the public in the war crisis. . . Edwin G. Pipp,

editor of the Detroit News, was called to the stand by the attorney for the Dodge brothers. . . . Mr. Ford said it was his belief that persons of large incomes should be taxed heavily. . . . "I am heartily in favor of taxing big incomes. . . . We who have them should give freely." . . . Mr. Ford said he did not believe that the public would or should stand for excessive profits, said Mr. Pipp.

DETROIT TIMES, MAY 24, 1917.

. . . . John F. Dodge . . . in . . . court . . . on cross-examination . . . admitted that he had opposed the proposal to give the workmen in the Ford plant a \$5-a-day wage. . . .

THE DETROIT NEWS, MAY 26, 1917.

. . . . Ford plant too small says . . . Harold Wills, Ford factory manager, in the Ford-Dodge suit. . . .

On his direct examination, Mr. Wills testified that there never has been enough room at the Ford plant to supply the demand; that the company could have sold 100,000 trucks and 100,000 closed cars last year if it had had them. . . .

"There are a good many parts now bought outside that could be produced cheaper by us," he said. "On one bolt, on which we began manufacture last year, we saved \$500,000. . . . I have no reason to doubt the practicability of the operation of the blast furnaces. . . . At no time have we been able to keep up with our orders."

It was stated that Mr. Ford's policy of expansion had been given the full support of Mr. Wills and others. . . . Mr. Lucking said that no court could interfere with a board of directors even though they were running their business into the ground, unless bad faith or fraud were shown. . . . Horace H. Rackham, one of the directors, testified on direct examination that the directors of the company were not dummies in Mr. Ford's hands, that in making the last price reduction they had followed a policy that had always governed the company. . . . "Don't you think there is ever going to be any limit to this expansion?" asked Stevenson. . . . "There probably is a limit, but it is so far away it can't be seen now," said Mr. Rackham. . . .

Mr. F. L. Klingensmith testified that was the practice of the board of directors . . . even when John F. Dodge was a member, to decide matters of importance such as the purchase of land, construction of buildings and the buying of materials in Mr. Couzen's office, and to refer those matters to the board of directors later for ratification. . . . Mr. Lucking questioned the witness about a number of property purchases which Mr. Ford made and later sold to the company. On some of the purchases, the witness said, Mr. Ford held the land more than three years, paying the taxes himself and then selling to the company at the original cost. In

some cases, the company at first refused to buy the land, the witness said. . . . Mr. Ford's foresight prompted him to buy the land himself and hold it until the company saw that it was the right thing to do," said Mr. Klingensmith.

DETROIT FREE PRESS, MAY 27, 1917.

. . . . For running expenses of the Ford Motor Company between \$800,000 and \$900,000 in cash is needed daily, according to the testimony of Frank L. Klingensmith, vice-president and treasurer of the Ford Motor Company, during the hearing of the Dodge-Ford suit. . . . The Dodge Brothers urge that the smelter should be abandoned and that \$58,000,000, surplus earnings of the company which were retained to be invested in larger building operations, should be distributed in dividends among the stockholders. . . .

THE DETROIT JOURNAL, JUNE 5, 1917.

. . . John F. Dodge, one of the plaintiffs, was suddenly called to the stand by Mr. Lucking and asked whether he objected to the \$80,000 straight salary besides a bonus paid to Factory Manager Wills.

"No. I didn't object to it," was the reply. . . .

THE DETROIT NEWS, JUNE 7, 1917.

. . . Mr. Lucking argued that the Ford Motor company had prospered by giving the most for the least money." . . . "There is no doubt," said the court, "that Henry Ford has it upon a policy which warms the heart of the world to him." . . .

THE DETROIT NEWS, JUNE 7, 1917.

. . . Says Ford plant will close if Dodges win. . . .

THE DETROIT JOURNAL, JULY 24, 1917.

FORD HALTED IN 150 MILLION PEACE GIFT, ASSERTS ITALIAN.

ROME, July 24.—America's war declaration intervened to stop a contribution of \$150,000,000 by Henry Ford to Socialists to secure peace, according to the Socialist Deputy Morgari, back from Stockholm today.

DETROIT FREE PRESS, JUNE 8, 1917.

. . . . "The Dodge brothers are in court here," Mr. Lucking charged, "because they are competitors of Mr. Ford." . . . Mr. Lucking declared that questions of business expediency involving fixing prices, distributing profits and limiting production were not within the jurisdiction of a judicial tribunal, unless bad faith were proved. . . .

DETROIT TIMES, JUNE 26, 1917.**HOUSE PASSES ROUGE PROJECT.**

VOTES \$490,000 FOR DEEPENING RIVER TO
NEW FORD PLANT.

. The house . . . passed the \$490,000 appropriation required . . . to permit the docking of deep draft ships at the proposed Ford smelter and tractor plant.

There was no serious opposition.

TAKEN FROM THE SAGINAW DAILY NEWS, APRIL 21, 1910.

“. William J. Bryan says, if the newspapers of this country did their duty to the public, there is not a wrong that could last one year in the United States. It is only because we have so many newspapers that, instead of exposing wrong, cover it up, and have an interest in the plunder of the grafters, that evil exists.”

DON'T FORGET THAT.

Popular approval of a custom or a law or an institution—or an idea—does not at all prove that the custom or law or institution or idea is just. Don't forget that. Forget a lot of other things—if you wish—but do not forget that.

—PROF. GEORGE R. KIRKPATRICK.

“There is nothing so powerful as truth and often nothing so strange.”—DANIEL WEBSTER.

TAKEN FROM THE OREGONIAN, JULY 9, 1912.

. Seventy-five per cent of the producers earn less than \$600.00 a year, while it takes \$900.00 to maintain a family decently. A man who is earning only \$600.00 a year when his family needs at least \$900.00 ought to be dissatisfied, and it is his duty to try by all lawful and honorable methods to get more. We do not admit that \$600.00 is enough money.

SAYINGS OF GREAT MEN

“People must produce as much as they consume to be happy.”
—LEO TOLSTOI.

“The truly generous are the truly wise.”—JOHN HOME.

“The working people are producing the best and are beginning to wonder why they can't get the best.”—TOM LEWIS.

“The truest lovers of our flag are not those who spring to their feet when the band plays the National air.

—LOUIS F. POST.

"Robbing by savings bank failure has flourished for many years."—OREGON JOURNAL, Dec. 23, 1915.

"I hope to live to see the day when we can get along without lawyers."—COL. C. E. S. WOODS.

"Let us, if possible, banish all fear from the mind."
—ROBERT G. INGERSOLL.

"As to what others will do I do not know; but as for me, give me liberty or death."—PATRICK HENRY.

". . . . It is just as difficult to secure an audience with Henry Ford, or reach him through the mails, as it is to reach President Wilson. . . ."—THE MENACE, Feb. 17, 1917.

"There is only one thing to ask concerning a man and his act; Was he on my side?"—CLARENCE DARROW.

"Let us all be our own doctor."—W. EARL FLYNN.

"Use organized power to get back the land, the forests, the minerals and water power franchises which were stolen from the people by fraud, force or cunning."—FRANK P. WALSH.

". . . . It's not half so funny to be a trust magnate as it was a few years ago."—EVENING TELEGRAM, May 3, 1910.

"The moment our capital is increased by having lent it, be it but the estimation of a hair, that hair breadth of interest is usury."—JOHN RUSKIN.

—*Notes from History on Usury and Interest.*

"Morgan and his directors control \$25,325,000,000 of the nation's wealth."—PORTLAND NEWS, Dec. 18, 1912.

". . . . I feel indebted for the liberty we are enjoying this day to Thomas Paine."—ROBERT G. INGERSOLL.

— *Taken from "Ingersoll's Lectures."*

"It's easier to build than to tear down."
—ALEXANDER BURKMAN.

"Twenty dollars at five per cent compound interest for seven centuries would buy the earth at twenty dollars an acre. There is no difference between Usury and Interest. Luther declared the usurer worthy of the gallows. Cato being asked what he thought of it replied, 'What do you think of murder?'"

—FROM ELLIOTT'S "USURY."

"I would not trust my economic interest to any politician or to any political party. Emancipation of the working class must be by the act of themselves."—FRANK P. WALSH.

Clyde H. Tavenner . . . remarks . . . that out of every 100 men 46 were earning less than \$2.00 a day . . . in . . . the . . . United States.

“Consider all the facts and then think for yourself.”

—PAINLESS PARKER.

“What a man can't use is no good to him.”

—EUGENE DEBS.

FROM GRIT, OCT. 8, 1916.

By Earle William Gage.

. . . The American consumer pays \$27,000,000,000 for that for which the farmer receives only \$9,000,000,000. In other words, our modern American farmers are doing business on a 30-cent-a-dollar basis. The consumer pays one dollar for that for which the farmer receives 30 cents. . . .

But conditions are now at such a point that both producers and consumers feel there is something radically wrong with the business of marketing products. . . .

Isn't it about time the American consumer stopped paying tribute to the American middleman which is one of the causes of the high cost of living?

A GLANCE AT THE FOOD CRISIS

By W. H. Benson.

June 23, 1917.

Let us analyze before we criticise the food situation.

We cannot do justice to any topic unless we analyze both sides.

Ever since our Republic has been established, we have known but one way of handling the necessities of life.

The farmers have produced the good things to eat, and plenty of them, that has been their duty as farmers.

Here comes the difficulty, the distribution, in other words, the excuse for the high cost of living.

Let us take for an illustration the Little Big Fellows, who do nothing in this world but buy and sell Necessities, such as Wheat, Potatoes, Beef, Pork and hundreds of other things which they never see.

All this work is controlled from behind desks in our principal cities of the United States. These men who do such enormous buying of necessities, own large warehouses in which to store away the things which are so terribly high today. These Necessities are kept in storage until there is a demand for them, in other words, waiting for a chance to unload while the demand is brisk.

Kind reader, you have often read in your daily papers about

the market being stiff; well, here is where Mr. Speculator gets in his lick, which means excess profit for him, and hard knocks for us. We, of course, must pay his special price or go without the Bread.

When the Wholesaler buys, he must pay the Food Speculator an excess profit; when the Wholesaler sells his stock to the retailer, he also looks for a fancy profit; the Retailer must get a reasonable profit before the Consumer can get his commodities, which are, in every sense of the word essential to his possible existence.

Why so many profits?

Why let this system exist any longer?

Remember I am not kicking the Farmer, or the Retailer. We need both of these under any system we may choose to have. But why support the non-productive Food Speculator? Why let them suck out our life's blood?

In my mind, a man, or a set of men who figure on "Millions" from the necessities of life are worse than common Traitors.

What think you, Mr. Reader?

Express your opinions now and help out the President, and Mr. Hoover to put the Food Control Bill through.

You have been looking on the one side which has prevailed for years. Now, let us analyze the other side, the side which will give us a better living with a smaller cost.

The Farmer, of course, is used here, he will produce the needed necessities at a fair and just price. When the crops are harvested our Government can take them over to their warehouses, or cold storages, whichever the case might require. The perishable goods would have to go to the cold storages.

Now, here comes the distribution, but not as before. There will not be any excuses handed out to the public for unfair profit.

Our Government can establish themselves as the Wholesalers. I am using the word "Wholesalers" to make it clear to you. These Wholesale Houses I have in mind will be stations for the distribution, run under Government Supervision, by the Government, for the people.

The Retailer's position or relation to us will not be changed in the least, we will go to him as before to secure for ourselves the needed necessities, at an honest price, one within the poor man's reach, a just price to all.

No more speculation; our Government will see to that, have no fear. There will be no excess profit by the Government for distribution, *please remember that.*

The Government will have to employ clean-cut, conscientious men to handle this proposition, and they will be paid decent salaries.

Has our Government charged you excessive mail rates? What about the reduction in express charges since the Government has

been a competitor with the Parcel Post? What about the Postal Savings, and the Federal Reserve Banks for security?

If you can trust the Government to handle your mails, what about the necessities of life that mean even more to you than that mail?

Get that superstition from your bodies and lock it up. Help the President, and Mr. Hoover and you will help yourself. Write the Senators and Congressmen who represent you, in your special districts to put such a Bill through. Be a useful citizen in your territory. Do something for better living. Do something for Humanity. Help the other fellow, and in so doing you can help yourself.

Please remember this, no one man or set of men should control the necessities of life. Too much depends upon this. The temptation for wealth is too great. We do not want "get rich quick" men handling our Bread and Butter, when we have aged fathers, mothers, wives and children to support.

What say you to this?

Question.—Why do some of us have to support aged fathers and mothers?

Answer.—Because they had to pay the price. The price I have in mind, dear Reader, is the one which makes the Food Speculator speculate.

Insist upon Government ownership of Cold Storages; eliminate the waste and excess profits.

I sincerely believe that if God had made one set of men do all eating and no work, he would have made them with mouths and without hands. And I believe that if God had made another set of men to do all the work and none of the eating, he would have made them with hands and without mouths. But, it has been proven to me that God did not see fit to make this discrimination, so, why let a crowd of money-mad Food Speculators force this discrimination on us? This isn't a Hallucination or a Delusion.

MORAL: Get busy and do something.

CHARTER OF THE BONVILLE INDUSTRIAL CORPORATIONS LEAGUE.

Incorporated February 27, 1914.

Under the Benevolent Corporation Law of Oregon.

For the purpose of disseminating a knowledge of the merits of the Bonville 99-Year System and causing the incorporation of industrial enterprises in accordance with its By-laws.

STATE OF OREGON.

Corporation Department.

Certificate of Filing Articles of Incorporation.

To All Whom These Presents May Come, Greeting:

KNOW YE, That Whereas, J. O. Stearns, Jr., Frank Bonville, and F. W. Jobelman having presented Articles of Incorporation, of a Corporation organized and formed under, and pursuant to the laws of the State of Oregon, and paid the organization fee provided by "An Act to provide for the licensing of Domestic Corporations and Foreign Corporations, Joint Stock Companies and Associations," etc., approved February 16, 1903:

NOW, THEREFORE, I, R. A. WATSON, CORPORATION COMMISSIONER OF THE STATE OF OREGON, do hereby certify, that said Articles of Incorporation have been filed in the office of the Corporation Commissioner; that the name assumed by said Corporation is BONVILLE INDUSTRIAL CORPORATIONS LEAGUE, and its principal office and lodgemen is in Oregon, at the City of Portland, and its duration shall be unlimited. Branch Leagues may be established, business transacted and meetings of boards of control and members held at such places within or outside of the State of Oregon as the By-laws of the League shall provide.

ARTICLE II. The objects and purposes of the corporation are and shall be: To solicit members, issue membership cards, and fix by its By-laws or by resolution the initiation fee and membership dues chargeable to persons desiring to become members of the League. To print and publish newspapers, magazines, tracts, pamphlets, books, periodicals and leaflets germane to its ends and aims; and to that end to establish, equip and maintain a suitable printing, engraving and lithographing plant. To distribute literature bearing upon the main purposes of the corporation as hereinafter set forth. To solicit and print in its own publications advertising matter, and to charge and receive therefor, monies; SAVE AND EXCEPT that the corporation shall not print or publish or cause to be printed or published alcoholic, liquor, tobacco, patent medicine, or habit-forming drug advertise-

ments, or matter advocating the use of any such. To establish and maintain a lecture department, and to engage and pay, lecturers, teachers and persons in other capacities necessary to the purposes of the corporation. To become the beneficiary of testamentary bequests, and to solicit and receive contributions and donations, and to expend the same for the benevolent and educational undertakings which it may conduct or advocate, and for any other purposes incidental to its nature. To establish branch subordinate Leagues in the various States of the United States, its territories, dependencies and possessions, and in foreign countries not unfriendly to the United States of America; to grant charters to such subordinate Leagues, and to cancel and annul such charters and restrain such subordinate Leagues from using the name of this corporation in the event of a violation of its By-laws, constitution, or these Articles, or for any other good and sufficient cause. But especially, and this is the main purpose of the Corporation, to which all other purposes herein named are incidental and subordinate, TO DISSEMINATE AMONGST THE GREAT BODY OF THE PEOPLE A KNOWLEDGE OF THE AIMS, PURPOSES, USES AND INDUSTRIAL POSSIBILITIES OF "THE BONVILLE 99-YEAR SYSTEM" OF INCORPORATING AND CONDUCTING INDUSTRIAL ENTERPRISES AND PUBLIC SERVICE AND OTHER CORPORATIONS, AND TO CAUSE, ENCOURAGE AND AID, BY EVERY PROPER MEANS, THE ORGANIZATION OF SUCH ENTERPRISES IN ACCORDANCE WITH THE SAID "BONVILLE 99-YEAR SYSTEM."

To own, purchase and otherwise acquire real and personal property and generally to do and cause to be done whatsoever else may be or become necessary to support the purposes of the Corporation.

ARTICLE III. The affairs of this Corporation shall be conducted by a Board of Control consisting of five members of the Corporation. Members of the Board of Control now holding office shall serve periods of 1, 2, 3, 4, and 5 years, the term of each member being determined by lot. Elections shall be held on the 15th day of February of each year, at which time one person shall be elected to the Board of Control to succeed the retiring member, a majority vote of the members of the corporation present at such meetings being sufficient to elect. The Board of Control so elected and established shall be the chief Board of Control of such subordinate Leagues as may, from time to time be established and chartered, with power to prescribe rules and regulations for the governance of such subordinate Leagues. PROVIDED, That so soon as ten (10) or more branch subordinate Leagues shall have been established with an aggregate membership of not less than three thousand (3,000), it shall become the privilege of each subordinate League to select delegates

to meet in annual convention for the purpose of electing the succeeding member to the Board of Control of the parent League. Each subordinate League shall be entitled to one delegate for the first one hundred members or any fraction thereof, and one additional delegate for each succeeding one hundred members, or any fraction thereof exceeding forty-nine. Each delegate shall be entitled to one (1) vote.

At the time of the annual election of the members of the Board of Control and immediately thereafter the Members of the Board of Control shall elect from their own number a President, Vice-President, Secretary and Treasurer to serve for a period of one year or until their successors shall have been elected and duly qualified to hold office. Rules governing the seating of delegates may be provided for in the By-laws, or by resolution.

The titles of the officers making and subscribing to these Articles, are, President J. O. Stearns, Jr.; Vice-President, Frank Bonville; Secretary, Fred W. Jobelman.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed hereto the seal of the CORPORATION DEPARTMENT of the STATE OF OREGON.

Done at the Capitol at Salem, Oregon, this 27th day of February, 1914.

Corporation Commissioner,
R. A. WATSON.

QUESTIONS AND ANSWERS.

WHAT IS THE BONVILLE SYSTEM?

It is a *Direct Action* in the fullest sense of the term; but without any of the objectionable features usually associated with it in the mind of the public.

It is a method of placing (socializing) all industries in the hands of the producers and eliminating the exploiter of labor, without legislation, and without closing any avenue whereby a man with a genius for organization or business management may be of great service to humanity.

WHAT WILL IT DO?

It will take the control from the few and give it to the many; give real (or natural) competition among individuals; stop wholesale robbing of the people; prevent panic, strikes and lockouts; do away entirely with bread lines, soup-houses and all other forms of so-called charity; and scatter universal justice without limiting ambition or discouraging genius.

HOW WILL IT DO THIS?

By closing the avenues through which the . . . "SPECIAL PRIVILEGE" class have secured the Control of Interests, which they wield to the detriment of the whole people.

WHAT ARE THESE AVENUES?

Stock transferring, proxy voting, promotion methods, stock watering, bond issues, "Freeze out" tactics, stock jobbing, credit system interlocking directorates . . . and concerning industrial and agricultural products.

WILL THE BONVILLE SYSTEM ACTUALLY PUT AN END TO THESE ABUSES?

Yes! Absolutely!

WHEREIN WOULD THIS HELP HUMANITY?

Stop stock transferring and you stop stock speculating which is gambling, pure and simple. Stop stock gambling and you wipe out the cause of more than one half the misery and wretchedness in our country. Put an end to voting by proxy, at the same time limiting the number of shares any one stockholder may purchase, and you make it IMPOSSIBLE for a small coterie of men to CONTROL our great industrial enterprises, which, in turn, would have a decidedly beneficial effect on the present "HIGH COST OF LIVING."

Again, wipe out our present . . . credit system, substituting therefor the Bonville Contract System, and you solve the paramount problem—INDUSTRIAL EMANCIPATION.

IS THERE NO WAY IN WHICH THE PRICE OF SHARES COULD BE RAISED. ?

No! All shares are issued at ONE DOLLAR, PAR VALUE. This is made binding by a CONTRACT between all shareholders with each other and the company. A stockholder who breaks this contract forfeits the earnings on such stock for a stated period of time.

ARE FAILURES POSSIBLE UNDER THE BONVILLE SYSTEM?

Yes! The most perfect system devised by human ingenuity could not guarantee against poor management or errors of judgment. Besides, a proposition might have no merit, and no system could make it a success.

WHAT AUTHORITY HAS THE PROMOTING INTEREST IN A COMPANY ORGANIZED UNDER THE SYSTEM AFTER SIXTY PER CENT OF THE COMPANY'S STOCK HAS BEEN SUBSCRIBED AND PAID FOR?

None whatever.

HOW WOULD THE BONVILLE SYSTEM BENEFIT THE MECHANIC OR ANY OTHER WAGE WORKER?

If every man who toils had an opportunity of investing the surplus of his labor where his vote would count would not that be a good thing for him?

If, in addition to this, that industry was incorporated under a system that would insure its permanency, that its stock could

not be watered or speculated in, and that it would be impossible for a small group of men—no matter how shrewd they might be—to get control—would not that be a highly desirable thing?

ARE THE OFFICIALS OF A COMPANY, ORGANIZED UNDER THE SYSTEM PLACED IN FULL POWER DURING THEIR TERM OF OFFICE, OR ARE THEY SUBJECT TO DISMISSAL: AND IF SO, HOW?

They are subject (if an officer of the company) to dismissal through an action of the board of directors, or, by two-thirds vote of the interests of the company at any general or special meeting, and if the dismissal of a director is desired, it requires a three-fourths vote of all the interests in the company.

WHAT ASSURANCE HAS A MAN UNDER THIS SYSTEM?

Enough to satisfy the most cautious.

Every company organized under this system is composed of at least six hundred and one people.

The company elect their directors from their own number to serve at their, the company's pleasure.

The officers are elected by the directors, and are chosen from stockholders of the company and the directorate.

Each and all of the directors and stockholders in the company handle their own and others interests out of which no one can sell once he has invested therein; the stock will pay a like dividend to all pro rata to the amount invested by each, providing that the stock earns a dividend.

Each stockholder is herein necessitated to act for his own good, and one and all must observe the By-laws of the system by contract entered into by themselves, between themselves as individuals and themselves as a company.

WOULD IT BENEFIT OTHERS?

Yes, it would benefit every man, woman and child in the country, by making living conditions better; removing the sinister influence of "Big Business" over legislation, which will then be free to attend to the people's business; making strikes and lock-outs impossible in the future; putting an end to Wall Street's control of the nation's finances and products which has caused the country nothing but trouble and misery—when this is done, panics will be a thing of the past and legitimate business will have a healthy growth.

WOULD A MAN'S JOB BE PERMANENT?

Yes! Because he would own the job as long as he gave the same equivalent for what he received, as his fellow workers.

HAS THE PAR VALUE OF STOCK A FIXED VALUATION?

Yes, One dollar per share.

CAN A COMPANY ORGANIZED UNDER THIS SYSTEM ISSUE BONDS OR MORTGAGE THEIR HOLDINGS IN ANY WAY?

No, they cannot. This is strictly forbidden by the By-laws.

HAVE NOT VERY MANY PROMISING CO-OPERATIVE ENTERPRISES FAILED?

Yes, many hundreds of them.

WHY ARE THEY NOT A SUCCESS?

Because, while a great many of them were really very praiseworthy undertakings, they were all organized under the old discredited system which allowed all sorts of abuses to creep in, encouraged careless methods, bad bills and many other ills which no business could long survive.

CAN STOCK BE SOLD BELOW OR ABOVE PAR VALUE?

No.

WHAT THE BONVILLE 99-YEAR SYSTEM DOES.

BY J. O. STEARNS, JR.

This is an age of isms—each directing its aim to the betterment of humanity, each in its manner bent upon the adjusting of differences, and thus ending the bitter strife between Capital and Labor.

And this opens the way to a series of vital, intensely vital questions. Let us here briefly consider one or two of these.

Why is not Labor satisfied with its present lot? What is the reason behind its deep and abiding distrust of Big Business, so-called?

If we can locate the prime reason we then have the key to the industrial situation, and are in a position to suggest a sane, and, let us hope, a satisfactory solution.

After years of study and intimate association with all classes and conditions of people, Frank Bonville, originator of the Bonville 99-Year System, has reached a scientific solution of this great economic problem, a solution based upon indisputable facts, aduced from a far-reaching analysis of human nature and human institutions.

That stock gambling and stock watering, together with illicit combinations of capital, commonly denominated "trusts," and kindred evils growing out of the present loose methods of manipulating large combinations of capital, are at the root of social ills and the cause of present day industrial unrest, is Mr. Bonville's unshaken conviction.

And behind this conviction lies a mass of facts and figures gathered from every conceivable source, in their aggregate so huge that volumes would be required for their recording.

Hence, the creation of the 99-Year Contract System, which among other things, puts an end to stock transferring, thereby ending all stock gambling; for if a man cannot sell his stock, it necessarily follows that he cannot speculate, or, in other words, gamble with it. This, in turn, makes it impossible for the "Interests" to manipulate the stock market, depressing and raising prices at will, and thus effecting the cost of the necessaries of life.

Give every man a chance to acquire stock in paying enterprises and thereby put an end to this steady accumulation of capital by the favored few; this gradual centralization of the medium of exchange in the hands of a half dozen unscrupulous money kings. Make the par value of stock one dollar per share, and strictly forbid its being sold for either more or less.

Thus, put it within the power of every person to invest small sums from time to time, as opportunity offers.

Set aside ten per cent of the capital stock of proposed corporations for the promoter's share. Let this suffice for his organization fee. Since he cannot sell his stock, but must depend for his financial returns upon dividends arising therefrom, it follows as a matter of course that his efforts will be directed toward legitimate ends—for he cannot play the "freeze out" game so common in business life today, nor can he grab and sell fifty per cent of the capital stock as promoter's share, and then slide out from under and leave the small stockholder with only a worthless bit of gilt decorated paper for his money.

Careful study and thoughtful consideration of the by-laws contained in this book will convince the unprejudiced reader that a universal, or even a nation-wide adoption of the Bonville System for organizing corporations is sure to result in nothing but an industrial and social uplifting, since a more sane and equitable distribution of wealth would inevitably follow a suppression of stock gambling and its horde of attendant evils, which these By-laws check at every turn.

The reader will also observe that the liquor problem is handled in a most unique, though entirely simple manner. So much for a genius for clear insight into the troubled ocean of human weaknesses and misunderstandings.

A LAWYER'S VIEW OF THE BONVILLE SYSTEM.

..... Stop Stock Transferring, and you stop stock speculating.

Therefore, as a lawyer, I say that every other lawyer in the land should make it his business to familiarize himself with the splendid possibilities opened up by the Bonville System, and then "boost" it by every means at his command, to the greater glory and credit of our honorable profession.—JOHN A. JEFFERY.

**CODE OF BY-LAWS
of the**

..... **COMPANY**
**Organized under and by virtue of the
Bonville 99-Year System.**

SUMMARY.

After the sale of the first forty per cent of the capital stock of this Company, the balance, or last sixty per cent thereof, shall have a specified limitation on the largest investment that can be made therein by any person. All of the stock of this Company shall be sold strictly at par value, save as hereinafter specified, and ten per cent thereof shall be allowed the promoters of this Company for their services in organizing the same. All stock issued shall be on a common basis, non-assessable, non-assignable and non-transferable for a period of ninety-nine years from date of issue, save as it may pass by the laws of descent and distribution, or by devise.

The par value of the stock of this Company shall be one dollar per share.

No certificate of stock shall be issued until the same shall have been fully paid.

No installment payment shall be allowed.

All stock certificates shall have plainly printed thereon the following conditions: That such stock is non-assessable, and non-assignable, and is non-transferable for ninety-nine years; that dividends shall be allowed and paid only to the person to whom said stock is issued, or to his heirs or devisees, and that said stock is fully paid for.

DEFINITIONS.

In these By-Laws, unless the context indicate differently, the following expressions have this meaning: The "System" means the "Bonville Ninety-nine Year Non-Transferable System;" and the "Company" means the "..... Company." Words implying the masculine gender shall also apply to the feminine. Words implying one person or thing shall apply to the majority of that class, and conversely. "Dividend" means all accumulation of money over and above the general expenses and the amount received for stock and the sum or sums set aside by these By-Laws to the several funds. "Promoter" means that direct in-

fluence which forwards the organization of a company, whether it consists of one or more men or a combination of men bound together by mutual interests is immaterial, providing that the interest so working shall observe the rules and restrictions of these By-Laws in the minutest detail; with the understanding that any interests once engaged in the promotion of this organization shall have no recourse whereby to add to their numbers; and that this interest shall receive in payment for its services ten per cent of the capital stock as herein provided.

ARTICLE I.

Officers and Stockholders.

Section 1. The corporate powers of this Company are and shall be vested in a Board of Directors (who shall be stockholders of the Company), except such powers as are reserved by these By-Laws to be exercised by the Company as a whole. The incorporators present at the first meeting shall be inspectors of the election, and shall certify who were elected Directors, and must appoint the time and the place of the first Directors' meeting. Said Board of Directors and the election of the same shall be governed by the reading of these By-Laws.

Sec. 2. This Company does and shall consist of stockholders who shall have purchased one or more shares of this Company's capital stock by direct purchase from the Company.

Sec. 3. In all cases of sales of stock by this Company the purchaser shall sign these By-Laws, which signing shall constitute a contract between the purchaser and this Company, and between the several members of the Company.

ARTICLE II.

Administration.

Section 1. The officers of this Company shall consist of a Board of seven Directors, no more, no less, a President, a Vice-President, a Secretary, a Treasurer, and one Auditor; the President and the Vice-President to be chosen from the Board of Directors. The Treasurer shall be selected by a majority of the Board of Directors. The President shall appoint a Finance Committee consisting of three members of the Board of Directors. The President, Vice-President, Auditor and Treasurer or any member of the Board of Directors may be removed from office at any time by a vote representing two-thirds of the stockholders of the Company at any meeting of the Company or by special

meeting of the Company, if called for that purpose.

Sec. 2. The Directors shall be elected for a term of one year, or until their successors have been elected and have qualified. A General Manager shall be elected by the Directors to serve at their pleasure. The General Manager shall not be discharged except upon a concurrence of four of the Directors or an action of vote representing two-thirds of the stockholders of the Company at any general meeting thereof, or by special meeting of the Company if called for that purpose.

Sec. 3. The Directors shall choose the President and Vice-President for a term of one year.

Sec. 4. The Auditor shall be elected by the Company for a term of one year.

Sec. 5. The Directors shall employ a Secretary to serve at the pleasure of the Board.

ARTICLE III.

Duties of Officers.

Section 1. The President shall preside at all meetings of the Company, and also of the Board of Directors; he shall sign all certificates of stock, contracts and conveyances, also documents or agreements that the Board of Directors may by resolution require him to sign; and also the minutes of the proceedings of all meetings of the Company and Directors. He shall have the custody of the bonds of all the officers and employes under bond, except his own, which shall be filed with the Secretary. He shall have the deciding vote in case of tie. In the absence of the President, the Vice-President shall perform his duties.

Sec. 2. The Secretary shall keep in proper books full and precise minutes of all the proceedings of the Company and Board of Directors. He shall countersign all certificates of stock, contracts, conveyances, documents and agreements; and shall perform all duties pertaining to his office and such other duties as the Board of Directors may require.

Sec. 3. The Treasurer shall be appointed by and subject to the Board of Directors. His duties shall be prescribed by that body.

Sec. 4. A majority of the Board of Directors shall constitute a quorum. A concurrence of four Directors shall be necessary for the transaction of all business involving the expenditure of money, or the election of the officers.

Sec. 5. The absence of a Director (unless from an unavoidable cause, to be passed upon by a majority of the Directors) for three successive meetings shall be deemed to be and shall act as a resignation; whereupon the Directors shall proceed to fill such vacancy until the next regular meeting of the Company.

Sec. 6. The Auditor shall audit the accounts of the Company and see that they are correctly kept, and shall lay before each quarterly meeting of the Board a signed statement of the receipts and disbursements and of the affairs of the Company since the last meeting and its condition at the close of the quarter. Every three months he shall audit a balance sheet showing the assets and liabilities of the Company. He shall have authority to call for and examine all records, vouchers, papers and documents belonging to the Company.

ARTICLE IV.

The Power, Restrictions and Duties of the Directors are and shall be:

Section 1. To convene all regular meetings of the Company and to call special meetings thereof when deemed necessary. Notice of all meetings of the Company shall be sent to each member by the Secretary.

Sec. 2. To appoint and have full control of such subordinate agents, employes or officers as the business of this Company may require (including also the major officers in all matters not provided for in these By-Laws) prescribe their duties, fix their compensation and require from every person appointed to any office or employment having the receipt, management or expenditure of money, goods, or things of value on the accounts of this Company, such security as the Board of Directors may deem necessary.

Sec. 3. To make rules for the management of the Company and branches of the business in which this Company may engage.

Sec. 4. To enter into any and all lawful contracts or obligations essential to the transaction of the Company's affairs for the forwarding of the purposes for which it was formed.

Sec. 5. To trade, buy, sell and exchange.

Sec. 6. To perform and do all other acts necessary to be done for the purpose of carrying into effect the object or objects for which this Company is formed.

Sec. 7. To act on all grievances and complaints. To con-

sider and determine the merits and justice of such complaints.

Sec. 8. To attend all meetings of the Company.

Sec. 9. To cause to be kept a complete record of all transactions and proceedings of the Company.

Sec. 10. To transact all business for and in the Company's name, and the legal acts and orders under the power delegated to them, shall have the same power and effect as if they were the acts of a majority of the stockholders of the Company at a general meeting thereof.

Sec. 11. To cause all accounts of the business carried on for the Company to be regularly entered in the proper books.

Sec. 12. To render the stockholders of this Company a full report every months, showing the receipts, disbursements, etc., during that period, the same to be accompanied by the General Manager's monthly and quarterly reports to the Board.

Sec. 13. To annually take inventory of the stock of the Company and submit a statement of the same, with all the necessary vouchers up to the day of the month of in each year, to be made out and laid before the Auditor not less than three days before the regular annual meeting of the Company.

Sec. 14. To supervise all officers and employes of the Company, and to see that their duties are properly performed.

Sec. 15. To set aside such funds as may be deemed necessary.

Sec. 16. To fix and declare dividends out of the profits, in the mode and manner herein provided.

Sec. 17. To fill vacancies occurring in their own number until the first regular annual meeting following such vacancy.

ARTICLE V.

Meetings.

Section 1. The regular meetings of the Board of Directors shall be held on the day of each month at the principal place of business of this Company. Special meetings of the Board may be held on the written call of the President, or upon a request of the majority of the Board upon notice in all cases of at least twenty-four hours.

Sec. 2. The regular meetings of this Company shall be held on the day in the month of of

each year at the principal place of business, which meeting shall be the regular annual election meeting of the Company.

Sec. 3. A special meeting of the Company may be called by the Board of Directors, or on the written petition of one or more persons who severally or jointly represent not less than ten per cent of the stock of the Company, thirty days' notice being required in either case; and such call shall clearly set forth the object of the special meeting.

Sec. 4. The Finance Committee shall meet at least monthly and examine all bills contracted by or through the authority of the General Manager, and make a thorough investigation of the affairs of the Company and report to the Board of Directors.

ELECTIONS.

ARTICLE VI.

Protective Clause.

It is expressly declared that until each and every share of the capital stock of this company is sold and paid for in full, each member of this company shall be entitled to one vote only, regardless of the number of shares of stock which he may hold; but so soon as each and every share of said capital stock has been sold and paid for in full, then each stockholder shall be entitled to vote the full amount of his holdings. That is to say, he shall be entitled to one vote for each share of stock of which he is the owner.

Section 1. Elections of officers shall be held on the regular election day in said month being the last month of the last quarter of the fiscal year of this Company.

An election to fill a vacancy shall be held at the regular meeting of the Company following such vacancy.

Sec. 2. All elections of the officers of the Company, not otherwise provided for herein, shall be by ballot, and a majority of votes cast shall be required to elect.

Sec. 3. On the day of of each year the Secretary shall send a list of the names and addresses of all stockholders in the Company, and a notification to all stockholders therein of the officers to be elected at the regular annual meeting, together with notice of the date and the place of such meeting; he shall also enclose a nomination blank upon which a stockholder may nominate one member for each officer to be elected, which to be a valid nomination and entitled to be on

the election ballot, must be received by the Secretary of the Company at least sixty days prior to the convening of the said annual meeting.

If a sufficient number of persons be nominated as above provided to fill the vacancies of the retiring officers, then it shall be the duty of the Board to declare the nominations closed and no further nominations shall be received; but in the event that none, or less than enough persons be so nominated to fill said offices, then it shall be proper to make such necessary nominations at the time of the general election of such officers.

Sec. 4. On the day of of each year the Board shall receive the nominations made by the stockholders, and cause the Secretary to print a voting ticket with the names of all regular nominees for each office designated; and send the same to each stockholder in the Company, not a resident of the County wherein the said election is to be held, at least thirty days prior to said election, and with said ballot shall be enclosed an envelope addressed to the Secretary of the Company.

Sec. 5. In case the election of officers shall not take place upon the day fixed by these By-Laws, it shall be the duty of the Board to give notice of an election to take place as soon thereafter as practicable, and in such case the officers of the Company shall remain in office until such election is held and their successors qualified.

Sec. 6. At the meeting of the Board previous to the annual election an Election Committee consisting of three shall be appointed by the Board from the stockholders outside of their own body, to qualify and install the officers elected. It shall be the duty of said committee to see that all the provisions of the By-Laws relative to the election of officers are carried out, and to formally administer the following obligation to each officer-elect at the annual meeting, or within two weeks thereafter: "I, having been duly elected to the office of of the Company organized under and by virtue of the BONVILLE 99-YEAR SYSTEM, do promise faithfully and honestly to perform the duties of said office, and to support and advance the best interests of this Company. Signed this day of

In the Presence of:

.....

No stock in this Company shall be exchanged for patents, collaterals or other commodities until such patents, collaterals or commodities have been first appraised by the Finance Committee of this Company ; and the appraised valuation placed upon such patents, collaterals or commodities by the said Finance Committee shall be the basis of valuation upon which such exchange is made.

Sec. 2. The Board of Directors and General Manager shall frame rules for the conduct of the daily business of this Company, and it shall be the duty of the Board of Directors to fix the compensation of the employes of this Company.

Sec. 3. The General Manager shall select and engage all employes, and shall lay such appointments before the Directors for approval. He shall assign to the employes their respective duties. In cases of urgent necessity, the General Manager shall have authority to employ aid and bind the Company to pay a reasonable compensation therefor, providing the same is done under the provisions of these By-Laws.

ARTICLE IX.

Division and Limit of Profits.

Section 1. This Company shall declare dividends on the day of the week of the month (or months) of (and), after first paying the current expenses of the Company, unless otherwise provided herein; and the net profits accruing to this Company for said period, after such current expenses have been paid, shall be divided as follows: First: The Directors of this Company are empowered to set aside into a general fund so much of the net earnings of any period as they may deem necessary for furthering the interests of or enlarging the operations of this Company.

Sec. 2. The balance of the net earnings of this Company for each period, if any there be, shall be divided by the Directors among the stockholders pro rata to the number of shares belonging to each shareholder, respectively. No dividend shall be declared on any stock purchased within the period of one month prior to the day set aside herein for computing the accounts of this Company and declaring dividends on its earnings.

Sec. 3. If the earnings accruing to any stockholder by reason of his holdings in this Company shall exceed the sum of

\$10,000 for any fiscal year, then and in that event, all moneys in excess of the above stated sum shall be retained by this Company, and it shall become the duty of the Board to direct the Treasurer of the Company to remit such overplus to the Treasurer of the State wherein this Company has its home office, and the Treasurer shall within thirty days after the annual declaration of dividends, remit such overplus to the Treasurer of the State of and shall, thereupon, report to the stockholder whose holdings have earned said overplus, the steps which he has taken in the disposition thereof and the exact sum of such overplus.

Sec. 4. In the event that the State Treasurer shall refuse to accept such overplus it shall then become the duty of the Board, at their discretion, to place the same in its reserve fund or to divide such overplus, pro rata among the several shareholders of this Company.

Sec. 5. Each stockholder signing these By-Laws, by that act agrees to all the provisions in the foregoing clause and expressly authorizes this Company to appropriate and dispose of all earnings in excess of \$10,000 which may accrue to him by reason of his holdings herein, in the manner and form as hereinbefore set forth:

ARTICLE X.

Limits to Indebtedness.

Section 1. This Company shall keep in its Treasury cash funds sufficient to cover any and all debts which it may incur in the transaction of business or otherwise. Any obligation or obligations which this Company may contract shall be fully discharged within a period of ninety days from the contracting thereof.

Sec. 2. Borrowing by this Company is strictly prohibited, and neither shall this Company endorse any promissory note, bill of exchange, warehouse receipt or any negotiable instrument of any nature whatsoever, save and except that nothing in this section shall be held to abrogate its power to make and endorse checks, drafts, etc., necessary to its business welfare.

Sec. 3. Receipts shall be required for all money expended by this Company, and said receipts shall be given into the custody of the Auditor; each receipt so taken shall specify the purpose for which the money was expended. Expressions such

as "general office expenses" shall not be tolerated.

ARTICLE XI.

Miscellaneous.

Section 1. Vacancies occurring in the elective offices of the Company shall be filled by the Board of Directors, subject to the approval of the Company at its next regular or special meeting.

Sec. 2. At the first Directors' meeting of this Company, the blanks left herein shall be supplied with the necessary names, date, figures, etc.

Sec. 3. THIS COMPANY MAY AT ANY TIME BE DIS-SOLVED BY A THREE-FOURTHS VOTE OF ITS STOCK-HOLDERS.

Sec. 4. In the event of this Company formulating By-Laws auxiliary hereto, such auxiliary By-Laws shall not contravene the spirit or intent of these By-Laws, and shall be appended hereto, and shall then form a part and continuation of and to these By-Laws, and shall be subscribed in the manner and style hereinbefore set forth, and these By-Laws shall be pasted into a book, together with the auxiliary By-Laws hereto, if any there be, and such book shall be furnished by this Company for the special purpose set forth herein.

Sec. 5. On the lower left-hand corner of each and every page of By-Laws of this Company, shall be printed these words: "Copyrighted by Frank Bonville, 1910, 1911, 1912, 1914."

VOTING BY PROXY SHALL NOT BE ALLOWED.

Purchasing or taking over its own stock by this Company is expressly prohibited, save as herein specified.

Sec. 6. The phrase "Organized under and by virtue of the BONVILLE 99-YEAR SYSTEM," shall be placed, in conjunction with the name of this Company, on all of its literature, advertising matter, etc., and on all printed matter which this Company may cause to be circulated or published.

Ninety-nine Year Contract.

Sec. 7. No shareholder in this Company shall sell, assign, set over, mortgage, pledge, or dispose of, or attempt to sell, assign, set over, mortgage, pledge, or dispose of, any of his right, title or interest to and in his holdings in this Company, or any part of such holdings for a period of 99 years from the date of purchase thereof.

Sec. 8. Upon each stock certificate issued by this Company

shall be printed words plainly setting forth that the same is non-assessable, non-assignable and non-transferable for a period of ninety-nine years from the issuance thereof, and that the purchaser thereof agrees to all of the conditions and restrictions, express and implied, involved in the sale of stock by this Company to him ; and it shall be further stipulated in writing upon all certificates of stock issued by this Company that the owner thereof shall not sell, mortgage, pledge, assign, dispose of, or attempt to sell, mortgage, pledge, assign or dispose of, any of his right, title or interest to and in the said stock, or any of it, and that the same, or any interest therein, shall not pass to another, or others, save by devise or in the regular order of descent and distribution upon the decease of said share owner, nor shall the same pass by operation of law.

Sec. 9. If any stockholder in this Company shall come into possession of any of the capital stock of the Company in manner other than by direct purchase from the Company, such stock shall at once lose its voting and earning power, and the Company is authorized to and shall cancel such stock on its books and proceed to resell the same in a manner by the Board deemed most proper, the proceeds of the sale of such stock to be paid over to the person entitled thereto.

Sec. 10. Provided, That if any share or shares of the capital stock of this Company devolve upon any shareholder herein by virtue of the laws of descent and distribution or by devise, then and in that event such stock shall on the instant lose its voting power; the Company shall cause the same to be cancelled upon its books, and shall at once, or so soon thereafter as lawfully may be, advertise the same for sale to the highest bidder for cash or its equivalent, the time and place of sale being plainly designated. And the medium of such advertisement shall be the newspaper having the largest general circulation in the County wherein this Company has its home office.

Sec 11. Pursuant to the foregoing section such stock shall be sold to the highest bidder in the manner and at the time and place specified in the advertisement: Provided, that should the Board or its Committee in charge of such sale deem the highest bid submitted too low to justify a sale of said stock, the Board or its Committee may, if deemed best, postpone such sale from time to time, not to exceed three (3) months from the date of the

original offer of sale as first advertised; but in the event that the Company sells such stock for less than the highest bid offered at any advertised sale of the same, the Company shall make up the difference between the actual sale price and such highest bid, and pay the whole thereof over to the person or persons entitled thereto.

Value of Stock and Distribution.

Sec. 12. The capital stock of this Company shall consist of ninety per cent of the Company's stock, and the balance (ten per cent) of the Company's stock shall be and hereby is set aside as the promoters' share. All of the stock of this Company shall be issued on a common basis, and shall be sold only at par value.

Sec. 13. The par value of this Company's stock shall be one dollar per share, and in the event that this Company sell any of its capital stock, either above or below the par value as set forth herein, save as herein specified, it shall forfeit to the Bonville Industrial Corporation League, or its successors in interest, all of its rights and privileges of operating under and by virtue of the Bonville 99-Year System By-Laws.

Sec. 14. After the first forty per cent of the Company's stock shall have been sold, which forty per cent shall include the promoters' share, the balance of the capital stock, or last sixty per cent thereof, shall have a specified limitation placed upon the largest number of shares which may be sold to any one person, and to any person who has purchased a share or shares in the first forty per cent of this Company's capital stock, no share or shares in the last sixty per cent thereof shall be sold in his name or to his use.

Sec. 15. The following rule shall be used as a basis for dividing and distributing the shares of stock of this Company into their respective classes and in disposing of the stock in said classes: Of the last sixty per cent of the capital stock of this Company no person shall purchase more than one six-hundredth (1-600) part thereof, in his own name or for his own use.

Increased Capitalization.

Sec. 16. In the event of this Company enlarging its capitalization, such enlargement shall be enacted under and in conformity to the rules and regulations of these By-Laws, that is to say:

Sec. 17. No person who is already a stockholder in the Company shall be allowed to purchase for his own use or in his

own name any share or shares of stock issued upon such enlargement, but the new issue of stock of such enlargement shall be sold under the provisions heretofore made in these By-Laws and only to persons having no share or interest in the earnings of this Company at the time of such enlargement, either by direct purchase or by virtue of the laws of descent and distribution, or by devise.

Consolidation and Merger.

Sec. 18. Nothing herein contained shall be construed to prevent this Company from consolidating with another company or companies organized under and by virtue of the BONVILLE 99-YEAR SYSTEM, in the event that a majority of the stockholders of this Company, at any annual or special meeting, express by vote a desire so to do. But in the event of this Company so consolidating, all certificates of stock shall be recalled and new certificates issued to each shareholder in this Company (or, in the event that this Company's individuality is merged in the corporate name of the company or companies with which it consolidates, to each shareholder in such company), and the number of shares so issued shall be equal to the number of shares of both (or all) of such companies so consolidating, before a merger, save in the event of an enlargement of capitalization, when the rules hereinbefore laid down shall govern.

Sec. 19. THIS COMPANY SHALL NOT ISSUE BONDS FOR ANY PURPOSE WHATSOEVER.

Sec. 20. Until each and every share of the capital stock of this Company is sold and disposed of, it shall be the duty of the Board of Directors to keep such stock upon the market and to advertise the same for sale in the newspaper having the largest general circulation and which is printed and published with the greatest frequency, in or as near to the city (or town) in which this Company has its Home Office, as may be found; and such advertisement or advertisements shall be published in the said newspaper not less than once every sixty days.

Sec. 21. In the sale of its capital stock this Company shall not DISCRIMINATE AGAINST ANY PERSON BECAUSE OF RACE, COLOR OR CONDITION, but, subject to the provisions hereinbefore set forth shall sell stock to any natural person of sound mind and lawful age who shall apply for the same and tender the purchase price thereof.

Manufacture and Sale of Liquor Prohibited.

Sec. 22. This Company shall not sell, or offer for sale, any intoxicating liquors, except for medicinal purposes, and then only when the purchasers shall first present an order or prescription for the same, signed by a reputable physician; nor shall this Company sell, or offer for sale, any drug, the use of which is generally deleterious and harmful to persons using it, except for medicinal purposes, and then only when the purchaser shall first present an order or prescription for the same, signed by a reputable physician; nor shall this Company grant, bargain, sell, assign, lease, rent or sublet to any person, company, corporation, co-partnership or association of persons of any nature whatsoever, any ground, premises or property belonging to or under the control of this Company, unless there be first a written agreement between this Company and such grantee, bargainee, purchaser, assignee, vendee, lessee, rentee or sublessee. And the said agreement shall contain a printed or written clause forbidding the sale, or offer for sale, on such grounds, premises or property, of any intoxicating liquors or any drug, the use of which is generally deleterious and harmful to the persons using it, except for medicinal purposes, and then only when the purchaser shall present an order or prescription for the same signed by a reputable physician; and making one violation of such clause sufficient grounds for the forfeiture of all the right, title and interest which such person or persons so violating the said clause may have in any grounds, premises, or property, acquired from this Company in any of the manners hereinbefore set forth, or otherwise. And in the event of a violation of the (liquor or drug, or either) clause in said agreement to be so written and contained, it shall be the duty of this Company to institute and prosecute to judgment a bona fide suit or action for the purpose of avoiding the contract by which such grounds, premises or property, or any interest therein, was conveyed to the person or persons so violating the said agreement; and to have all of such person or persons' right, title and interest to and in such grounds, premises or property declared forfeited to this Company. And if this Company shall fail to prosecute a suit or action for the violation of the said agreement as hereinbefore set forth, within a reasonable time after the offense has been brought to its attention, then and in that event it shall become the duty and privilege of any stock-

holder in this Company to compel the Directors of the Company (by due and proper legal proceedings) to prosecute the said suit or action for and in behalf of this Company.

ARTICLE XII.

Violation of Contract.

Section 1. Any shareholder violating the spirit or intent of these By-Laws shall by such violation forfeit all of his right, title and interest to and in any and all earnings which may accrue on his stock in this Company, for and during the period in which such violation was committed. Nor has this Company power to amend or in any way change these By-Laws during a period of ninety-nine years from the date of the incorporation thereof without first obtaining the consent of the owner, or owners, of the copyrights covering the subject matter of the Bonville 99-Year Non-Transferable System and the favorable vote of three-fourths of the stockholders of this Company; and in the event of its so doing, or attempting so to do, without first obtaining such consent, it shall forfeit all of its rights and privileges of operating under and by virtue of the Bonville 99-Year System and shall subject itself to dissolution at the instance and option of the Bonville Industrial Corporation League, and shall by such act or acts become liable to the said league in the sum of \$10,000 as liquidated damages; and by the adoption of these By-Laws this Company and the shareholders thereof is, and are, forever estopped from denying its, and their, liability for a violation or violations of the spirit or intent of these By-Laws.

Sec. 2. It shall be the duty of every person buying stock in this Company to sign these By-Laws in the presence of not less than two witnesses, and such signing shall constitute an absolute contract between the stockholders and this Company.

ARTICLE XIII.

Order of Business.

Section 1. The order of business for a general meeting of the Company and Directors shall be:

1. Calling to order. Roll call of officers.
2. Reading the minutes of the previous meeting.
3. Report of officers.
4. Report of committees.
5. Consideration of complaints and grievances.
6. Election of officers.

7. Appointing committees.
8. Unfinished business.
9. New business.
10. Installation of officers.
11. Remarks. Adjournment.

We, the undersigned Directors and stockholders of this, the
 Company, do hereby certify that
 the foregoing By-Laws are the By-Laws of this Company, which
 is organized under and by virtue of the Bonville 99-Year System,
 and incorporated under the laws of the State of
 and these By-Laws have been adopted by the stockholders of
 this Company without recourse, save as hereinbefore set forth.

LINCOLN'S GETTYSBURG ADDRESS.

*"Four-score and seven years ago, our fathers brought forth upon this continent a new nation, conceived in liberty and dedicated to the proposition that all men are created equal * * * that we here highly resolve that these dead shall not have died in vain—that this nation, under God, shall have a new birth of freedom, and that government of the people, by the people, and for the people, shall not perish from the earth."*—First and last sentences of President Lincoln's address at the National Cemetery at Gettysburg, delivered November 19, 1863.

COUNTRY BELONGS TO PEOPLE.

"This country, with its institutions, belongs to the people who inhabit it. Whenever they shall grow weary of the existing government, they can exercise their constitutional right of amending it, or their revolutionary right to dismember or over throw it."—From President Lincoln's First Inaugural address, delivered March 4, 1861.

TAKEN FROM "A SUPER-SOUVENIR FROM DETROIT," 1917.

. . . . Following are the approximate amounts of various materials entering into the manufacture of 700,000 Ford cars, based on the figures for previous years.

Four carloads of spark plugs each month.

310,464 tons of steel.

80,811 square feet rubber cloth material in the tops.

2,800,000 each of wheels and tires.

3,500,000 lamps.

6,209,280 feet of Vanadium steel shafting and gear axles.

2,950,000 feet of exhaust pipe.

3,450,000 square feet of glass in Ford windshields.

9,800,000 pounds of steel in Ford magnetos.

24,791 miles of wiring used in magnetos.

3,041,825 pounds of solder.

6,158,000 square feet galvanized metal in gasoline tanks.

45,000 horse power developed in Ford power house.

22 tons of coal per hour, used for power.

29,512,000 cubic feet of gas required each day.

1 1-2 miles of conveyor tracks.

312 1-2 gallons of lubricating oil used every hour.

35,000 gallons of fuel used daily in heat-treating steel.

100,000 people are engaged in making and selling Ford cars¹ in all parts of the world.

HIGHLAND PARK NEWS, JULY 6, 1917.

. . . . The fourth graduation exercises of the Ford English School were held in the Ford Motor Company's athletic park Fourth of July. . . . The event was held under the direction of C. C. DeWitt, superintendent of the school. The program was very impressive and forceful. . . .

Addresses by Joseph Steigerwald, president of the class; Harry Yannaki, president of the first graduation class; Charles B. Collingwood, William Lovett, of the Detroit Citizens' League, and Judge Alfred J. Murphy.

The third annual banquet of the teachers of the Ford Motor Company School of English was held . . . Saturday evening.

About 400 teachers and their wives were present at the banquet, which was under the direction of Charles A. Brownell, advertising manager. The Ford Hawaiian quintette entertained during the evening. The time was most enjoyably spent. .

THE DETROIT NEWS, JULY 11, 1917.

. . . . Charles E. Sorenson, European representative . . . returned from England today and announced that arrangements had been made for 50,000 Ford tractors in England to be used in an intensified farm movement in the British Isles.

Taken from THE PUBLIC

August 3, 1917

Henry Ford appears to be in fair way to get himself disliked by his fellow captains of industry. When the British Government asked permission to manufacture his tractor for use in breaking up the parks, game preserves, and other idle land to raise food, promising that no profit should accrue to any private concern, and that all his patent rights should be restored after the war, he said yes, and welcome. He sent samples of his latest machines to France and England, and some of his ablest superintendents. And being unwilling that a moment should be lost he cabled details of the manufacturing, in order that the work might begin at once. This offer extends also to our own Government, though in the case of this country it is possible that his remarkable executive ability would enable him to put the tractor on the market at a lower price than the Government would have to charge. But whether or not the Government of this country makes the tractors without royalty, it has the permission, just as it had the offer of Henry Ford's plant for war preparation. It dare not, however, accept either offer, for that would stand in the way of paying war profits to other manufacturers. Is it possible that Mr. Ford's contributions to the governments in war will embarrass them more than his offers in peace?

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