

*The BOOKER T. WASHINGTON Papers*

pleased if he is ready to pay the debt, principal and interest, promptly. The time for the payment is close at hand. Let me hear from you about it, it was lent through one of your officers, when it is due. If it has been the means of helping one of the struggling ones to really improve his condition in the least degree I shall be delighted. But let me know the exact truth.

I should have liked to be present at your annual Conference, but the journey is much too long. I am sure Gen. Armstrong was a help. Truly yours,

S. Newlin

ALS Con. 5 BTW Papers ATT. Original destroyed.

To John W. Carter

[Tuskegee, Ala.] Mar. 14th [189]3

Mr. Carter: By advice of the Faculty, I make the following statement to you: You must be aware that your work is not satisfactory in the sense that we wish it to be. The frequent reminders that you have had of this fact from this office and the office of Supt. of Industries,<sup>1</sup> must have made you aware of the dissatisfaction before now.

First, at the bottom of the trouble is the fact that you *do not obey orders*, that is, you have obey[ed] orders or not as you like. We never know what to depend on in regard to your carrying out orders of the Superintendent of Industries, or others who have authority to give them. For example, a rule was made sometime ago that the heads of departments must not leave their work and go to town or off the place during work hours without permission from the Superintendent of Industries. You pay no attention to this order.

Second, there is a lack of system running all through your department. Tools are scattered here and there and there is no system as to giving them out. This lack of system is further shown in your Friday class, and in the course of study which you have handed in.

Third, this lack of system exhibits itself in the waste of nails and other material wherever your men are at work or have been at work. The careless way in which the order for the sash for Phelps Hall was