FIVE YOUNGAMEDICANSWILL REFORM PERSIAS FINANCES.

They are all young men and W. Morgan Shuster, the head of the body, began his active Governmental career as a stenographer-At 24 he was one of the big officials in the Philippine Islands-The college student who went to fight in the Philippines and remained to help govern the new possessions-The youngest of the quintet is just 30-Awakened Persia giving heed to the example of the people of the United States-Some recent truly wonderful Persian reforms.

BY E. J. EDWARDS.

young Americans sailed the day to undertake in the old world the solution of a problem of finance and government administration of the first order. Their task is nothing less than the entire reorganization of the fiscal system of the ancient but flow awakened monarchy of Persia, with the object of placing that country on a selfsufficient and independent basis financially. As a mere matter of financial administration, the undertaking, which presents difficulties and perplexities as yet but dimly outlined, will be watched with keen interest, and its successful regarded as a notable achievement by all who are concerned with finance in its relation to govern-As a matter which indirectly may have an important bearing on the course of events in the near East, it will be followed with equally keen interest by those who are students of who are students of world

"It is a hig job that these five young Americans have been called upon to ac-complish—the reorganization of the fi-nances of Persia," said one of the foremost bankers of the country the other day. "It is a task calling for first-class ability, supplemented by thorough expe-

The United States has, on a number of occasions, on request sent experts to other countries to assist by counsel and advice in the solution of difficult probtration. American experts, for instance, have been called upon more than once to advise the Chinese government in matters of peculiar difficulty. When Mexico decided to change from a silver to a gold monetary basis, experts from the United States were called in to advise the government of that country how best to effect the operation. American experts assisted San Domingo in the reorganization of its customs service. In these and other cases, except that of San Domingo, where Americans did ac-tually assist in the administration of the suggested reforms, the purt taken by the experts was purely advisory. But the five young men who are going to assist Persia will be called on not merely to give advice. They will possess sweeping executive or administrative powers and will be, in fact and in name officers of the Persian government. The entrust-ing of such authority to American citizens by a foreign government is with-

Five Who Will Help Persia.

W. Morgan Shuster, who is to have supervision of the fiscal reorganization in the kingdom of Iran, has been ap-pointed not only financial advisor of the empire, but Treasurer-General as well. In the latter capacity he will have su-pervision of the collection, custody and disbursement of all the revenues of the Persian government. Each of the four Americans who will assist him in this work is to hold a formally designated administrative office. Thus, P. S. Calrus is to be Director of Tuxation; Charles I. McCaskey, Inspector of Provincial Revenue; Ralph W. Hills, chief in charge of the accounting and auditing system, and Bruce G. Dickey, Inspector of Taxa-

The work to be undertaken is twofold. First, the most available sources of revenue in the empire are to be determined and then the administrative machinery for its collection, with proper and sufficient checks and safeguards to insure the deposit of the total amount collected in the treasury, must be de-vised and set in motion. This is an vised and set in motion. This is as undertaking which will doubtless reuire several years to complete. Mr. tract with the Persian government for

a minimum period of three years.

With a single exception, the men chosen to form the Persian financial administration have all acquired experience in the administration of government in the co-local possessions of the United States. Pifteen years ago it would have been a much more difficult matter than it proved at this time to find in the United States men thoroughly qualified to solve Persia's problem of finance; for 15 years ago the United States had not become colonial power, and no opportunity was afforded young Americans to master the science of government administra-tion in the midst of a foreign population. the experience which has made these Americans expert dates back to the time when this country undertook the administration of colonies, it is not surprising that they are all young whose ages average about 35 years.

Rise of a Stenographer.

W. Morgan Shuster first began to be heard about in connection with the work of the american government in Cuba just after the war with Spain and, sub-sequently, in connection with the government of the Philippine Islands. In both Cuba and the Philippine Islands. both Cuba and the Philippines he held successively many important governm posts, in which he had to deal with oblems arising from the organization new governments, and became ea-cially conversant with matters per-

taining to taxation.

Mr. Shuster is a Washingtonian. His parents have been life-long residents of parents have been life-long residents of the capital city and he was born there just at the close of President Grant's second administration, February, 1877. He was graduated from the Central High School of Washington, and during his post-graduate course there was col-onel of the Washington High School Cadet regiment, an organization which became famous the world over when Sousa wrote for it one of the earliest and probably the most popular of his

While his friends thought at that time that Morgan Shuster was likely to emhrace a military career, circumstances brought it about that he should find his work in the civil branch of the government. At the outbreak of the war with Spain, he was a stenoghapher in the United States War Department, in which he displayed such ability that when the svacuation commission, which had charge of the evacuation of Cuba by the charge of the evaluation of the position of age, to the position of only il years of age, to the position of assistant secretary to that body. When the commission's work was accomplished position of Special Deputy Collector of Customs for Cuba.

Customs for Cuba.

Mr. Shuster's work in Cuba had especially commended itself to Secretary of War Elihu Root, and in 1981, although Mr. Shuster was then only 14 years of age, Mr. Root appointed him Collector of Customs for the Philippines. Thus, at an age when many young men newadays are just finishing their technical training, this young man was placed at the head of a great administrative bureau of the Government. But the duties with which he was charged in this position were not merely administrative. They were creative as well. For on him devolved the ative as well. For on him devolved the work of revising the new Philippine tariff laws and of re-organizing the entire Philippine customs service. only that, he was also charged with the enforcement of all the immigration, navigation and registration laws in the Philippine Islands

Youngster's Big Contract.

That was something of a contract for a youngster of 24. Mr. Shuster was employed in this work for five years, and succeeded so completely in it, that Mr. Taft, then Secretary of War, recommended that he be placed in charge of the next big plees of creative administration in the islands, that which had to do with the organization of the educational system. In accordance with Mr. Taft's advice, therefore, President Roosevelt appointed Mr. Shuster, in Roosevelt appointed Mr. Shuster, in 1906, Secretary of Public Instruction in the Philippines and also a member of the Philippines and also a memory the Philippines Commission, which was at that time the sole legislative body in the islands. Mr. Shuster's new duties were multifarious. He had charge of the Bureau of Education, employing nearly \$800 American and Filipino teachers, he was the responsible head of the entire prison system, and man-aged the bureau through which all sup-plies for the government of the islands were purchased. Furthermore, he had charge of the Bureau of Printing, and the Philippine Medical College, and he organized the Government university organized the Government university in the Islands, the Philippine Univer-sity, as it is known.

Another important piece of work for

Another important piece of work for which he was largely responsible was the codification of all the American legislation affecting the Philippines, covering a period of 10 years. He was chairman of the code committee of the Philippine Commission, which successfully accomplished this work in 1907.

For the past few years Mr. Shuster has been engaged in the practice of the law in Washington. He is a member of the bar of the United States Supreme Court, of the United States Court of Customs Appeals and of the Supreme Court and Court of Appeals of the District of Columbia. He married in 1904 Miss Pearl Bertha Trigg, the daughter of Colonel H. C. Trigg, a prominent of Colonel H. C. Trigg, a prominent of Colonel H. C. Trigg, a prominent banker and railroad man of Kentucky. Mr. and Mrs. Shuster have two daugh-

ters, both of whom were born in Manila. Student Who Went to War.

Until he was 20 years of age, Charles Until he was 20 years of age, Charles
I. McCaskey, who is to be Inspector of
Provincial Revenue in Persia, lived at
various army posts in the United States.
He is the son of Major-General William
S. McCaskey, and he was born at Fort
Sneiling, Minnesota, in 1877.
He was attending the University of

He was attending the University of Kansas at the beginning of 1893 when the Twentieth United States Infantry, which his father was commanding, was ordered to the Philippines. In the chance to accompany them which was offered him young McCaskey saw his opportunity, and he abandoned his college course. For a whole year he was with his father's regiment in the field and was in action against the Philippine. and was in action against the Filipino

insurgents on many occasions.

Returning to Manila in the Spring of 1839, he obtained a position as inspector in the Philippine Customs' Service. He remained in this service until 1905, by which time he had been promoted to the position of Deputy Surveyor of

Customs at Manila.

His Philippine service was remantically interrupted in 1905. He returned to the United States in the Spring of that year on leave of absence, and on arriving in San Francisco he was married to Miss Seldon Fant, of Holly Springs, Mississippi. On account of the serious illness of his wife two years serious illness of his wife two years later, Mr. McCaskey was compelled to leave the Philippines, and he secured a transfer from the Customs Service at Manila to that of the port of New York. About a year after his arrival in New York he was promoted to the position of Acting Deputy Surveyor of the Port, which position he held when he was selected for the work in Portific.

Raiph W. Hills is the only one of the five who has not had a colonial experience. The position that he is to fill in Persia relating, as it does to matters of bookkeeping and accounting entirely does not make necessary that special training. He is a native of Cleveland, O., and he is now in his 36th year. His father, Captain Charles W. Hills, of the Forty-first Ohio Volunteers, served with distinction during the Civil War, and received several severe wounds. eventually caused his death. Mr. Hills, after being graduated from the Washington High School, entered Cowashington High School, entered Co-lumbia University, from which he was graduated in 1897 with the degree of Bachelor of Science. For a time there-after he was in the employ of a bond-ing company in New York, but he soon left that to enter the Government serv-lee in Washington. A few years later he decided to study law, and took the course at George Washington Uni-versity, from which he holds the degree of Bachelor of Laws. Since 1906 he has been practicing as an attorney in the District of Columbia.

In 1969, when Congress placed the building and loan associations in the District of Columbia under the superof the Controller of the Currency, Mr. Hills was appointed to make the semi-annual examinations of those in-stitutions. He has been engaged in this work, in addition to the general practice of the law, since that time. Mr. Hills is a son-in-law of the late

land, whose daughter, Miss Mary Edna Gorman, he married in 1901. They have one son and two daughters. Youngest of the Quintet.

nator Arthur Pue Gorman, of Mary-

If y H years of age, to the position of sistant secretary to that body. When a commission's work was accomplished Bruce C. Dickey, who is just 30 years of age. When he was 18, he left Pine Istan Customs service, in which he related three years, finally attaining the always lived, and went to the Philip-

BALDH W. HILLO, WHO WILL BE CHIEF IN CHARGE OF THE ACCOUNTING AND AUDITING CYNTEH. pines. He at once found employment in the customs service at Manila as an

resigned from the latter position to reurn to the United States in 1908. Like Mr. Shuster, F. S. Calras, who is to have charge of direct taxation in Persia, acquired his experience in both Cuba and the Philippines. He had been for several years a special agent in the United States Treasury Department when in 1559, after the first American occupation of Cuba, he became chief of the special agents of the Cuban Custhe special agents of the Guban Customs Service. After two years' service
in this position he was appointed Surveyor of Customs for the Philippines,
which office he held until last year,
when he' was appointed Collector of
Customs for the Port of Bolio, the second largest port in the Philippines. He
is an expert in tariff and customs matters, and the subject of taxation generally.

Great Changes in Persia.

The changes that have taken place recently in Persla are not, perhaps, generally appreciated in this country. The desire for and determination to have a sound and effective fiscal system manifested by the Persians is only one indication of the new spirit by which they are ruled. Severe tests have shown that they are firmly set on carrying out a modern, progressive and enlightened policy in all directions. The "Mullahs," or priests, who were formerly the bulwark of the old regime, are among the strongest advocates to-



have shown that they are firmly set on carrying out a modern, progressive and enlightened policy in all directions. The "Mullahs" or priests, who were formerly the bulwark of the old regime, are among the strongest advocates today of Western ideas of government and progress, and they are now by their solemn decrees enjoining upon the Persian people the duty of upholding the new order of things.

A great impetus has been given to education by the new regime. Hundreds of modern schools have been established, and among the people generally there its a great eagerness to according the subscription, and many Persian young women now speak French and English fluently, where only a few years ago hardly one of the modern schools to the modern learning. Even the woment of the new contribute articles to the press.

The public press is one of the most the past five years in Persia. It publishes articles advocating with perfect free-dom the principles of constitutional literation. With the equalization of opportunities, the Persians of all classes are thus she enlightenment that is spreading over the schools for Persian girls have been founded by private subscription, and many Persian young women now speak French and English fluently, where only a few years ago hardly one of the many clubs, educational and literary of many clubs, educational and literary special attention to the example incomplete the developments of the marketic free ary articles advocates in the past five years in Persia. It publishes articles advocating with perfect free dom the principles of constitutional literation. With the equalization of opportunities, the Persians of all classes are the modern that is spreading over the modern learning the country. In the past two years 30 schools for Persian girls have been for the modern learning the country. In the past two years 30 schools for Persian girls have been spread of knowledge ha



The public press is one of the m remarkable of the developments of the past five years in Persia. It publishes

of the people of the United States and are showing a strong desire to profit by American experience, Partly because of this circumstance and partly because Persia felt that she could place no reliance in fiscal agents selected or recommended by Russia and Great Britain
—for both nations have shown a strong desire to intervene in Persian affairs-Persia turned to this country for help in placing her finances on a sound

"I wish you could have been here at "I wish you could have been here at the time the new Persian Parliam; to voted in favor of a resolution asking the President of the United States to select some young American financiers for appointment as a commission to show Persia how to get an income, how to raise revenue and how to create a good system of taxation." In this way, good system of taxation. In this way,
Mrs. Sarah A. Clock, who has long been
a medical missionary at Teheran, the
Persian capital, wrote to a friend in
New York City. Mrs. Clock has gained
the confidence and respect of the authorities and the people of Persia, for
she has served well both as a mission-

ary and as a physician.

"I was present," she continues in the letter, "when the Persian Parliament adopted this resolution. My pride in my country was stimulated by the enthusiasm and the confidence the Persian Parliament revealed when adopting the resolution. Of the 75 members ing this resolution. Of the 76 members of the Parliament, 70 voted in favor of All Persia is awaiting, most intense interest, the arrival of the American Finance Commission; for it is believed that these men will be able is believed that these men will be able to show Persia how she can secure the income necessary to maintain her army (Copyright, 1911, by E. J. Edwards.)

and thoroughly to police Persia and to protect all property interests in this new constitutional monarchy. They be-lieve that America, through this financial group, will give Persia the high position she ought to have among the nations of the earth."

How Five Were Selected.

The Persian government instructed its charge d'affaires at Washington, Mirza Ali Kuli Khan, to take up with President Taft the matter of the selection of the five experts. Mr. Kuli Khan is a statesman thoroughly representative of the new Persia, an enthusiastic believer in the progressive ideas that now dominate the ancient Iranian empire, and most eager for the success of pire, and most eager for the successive the many reforms, administrative, educational and social, now under way in his country. His wife is an American, and he has not only a wide knowledge of American institutions, but keen appreciation of American ideals as well.

with President Taft's warm appro-val, Mr. Kull Khan conferred with the State Department.

"You will find just the man you want to take charge of this work right here in Washington," he was informed. "Mr. W. Morgan Shuster has had the experience necessary to fit a man to put through such a reform as is proposed, and his record in the service of the United States Government is the best guarantee that he will accomplish the task successfully." State Department.

task successfully. Mr. Kull Khan was quickly satisfied that Mr. Shuster was the man for the job, and he forthwith ratified the choice. In the selection of the four other financial officers he consulted

with Mr. Shuster, and he selected them

RUSSIAN THEATERS DEPEND ON THE CZAR FOR BOX OFFICE RECEIPTS

All Imperial Show Houses Subject to Royal Will-Actors' and Actresses' Salaries Paid for Their Services Out of Monarch's Immense Private Portune.

OSCOW, April 15.—(Special.)—In present the second s M the Russian idea the Czar is the natural owner of the theaters. and this is why they are run on totally different lines from theaters in America, where they are private enterprises. In Russia, an actor or actress who be-longs to the Imperial theaters becomes a servant of the Czar. He or she is more or less under royal protection. The imperial owner of the houses in

which the actors appear holds him-self responsible for their education, general welfare and old age. They are paid a regular salary all their lives. When too old to act or sing they get a pension. Their children are sent to special schools, where they are given a liberal education including music, painting and at least one foreign language. From these schools they are drafted into the various theatrical troupes. The Crar owns several theaters in St.

Petersburg, Moscow, Riga and Warsdw. When he visits either of these cities, he invariably goes to his theaters and takes a lively interest in the actors' progress. The direction of the theaters progress. The direction of the theaters is given as a reward for public service. In the more private theaters, such as the one at Pavloff, where entrance is to be had only by permission of one of the adjutants, the imperial impresario stages plays written by himself and by his mother, who has one of the most active intellects in the empire.

Czar Pays Expenses.

There are nearly a hundred theaters in all and their expenses are provided from the Czar's own fortune, for very few of them pay their own way. This is why he is able to give his poorer subjects good operatic representations for 5 cents, as in the People's Theater for 5 cents, as in the People's Theater at Petersburg, where go those who cannot afford the more expensive houses, and hear all the best singers for so small a charge. At the same time he has the most luxurious theaters in the world, where even the high prices charged do not cover the cost of production. Besides Russian performers the Czar employs a troupe of French players, who have theaters all to themselves, both in Moscow and in Petersburg, where the Moscow and in Petersburg, where the salaries are on so generous a scale that situations in these companies are much sought after, as being far more ad-vantageous and certain than in the

theaters of France.

In this way the Czar is following the traditions set by Peter the Great, who did his best to encourage the drama by did his best to encourage the drama by importing good actors to a country where they were then unknown. All his family, down to the little Czarevitch, love the theater. From time to time stories are whispered about the court in connection with the Czar's interest in his theaters. The ladies of the Russian court are proverbially plain. The men, therefore seek amusement elsewhere. A really beautifully Russian woman is



MADEMOISELLE SAFONOFF, A RUSSIAN ACTRESS WHO SPURNED THE CZAR'S ADVANCES.

quite a variety, so that a girl who would | get an engagement in the Czar's operatio

be thought moderately attractive in America gets all the homage of a belle good at at Petersburg. As it happened the Czar himself was in the city when she made her first appearance, in Czar Sees Her Performance. Miss Safdonoff, the subject of one of the photographs. Is a fair specimen of a trustan beauty. She determined to go onto the operatic stage. Her voice was good and she had enough influence to

tion at court in order to marry her, and they spend their lime at Moscow and on their country estate, never visiting St. Petersburg. "An adventuress who mar-Petersburg. "An adventuress who mar-ries a Prince after leading a scandalous life is welcomed at Court," her husband says, "but a woman who has lived an irreproachable life is bankshed therefrom for resisting temptation." This speech reached the Czar's ears, as it was meant o, and made him angrier than ever.

For some time it was thought that Lina Cavalleri, who also sang in Petersburg, would become an ornament of the Russian court. Prince Bariatinski, who is a close friend of the Czar's fell in love with her, spent a really princely fortune in order to obtain her smiles and, finally, asked her to marry him. Her answer was characteristic, "No," he said. "there are enough actresses in your illustrious family as it is." The Prince's brother had married a dancing girl from the Imperial troupe, while a sister went on the stage.

Russia Is Democratic.

Some of the "behind-the-scenes" details of the Czar's theaters seem incredfble to Western ideas because those who do not know Russia forget how very democratic a country it is. The private soldier says "thou" to his officer and calls him by name. The peasant speaks of the Czar as "the little father" and speaks of him by his name as well. This accounts for the somewhat free way in which people talk of the Czar, who often

gets a joke against himself.

The directors of the imperial theaters have the buying of clothes for the companies, and their accounts run into mil-lions of dollars, for no expense is spared and luxurious staging is the rule. But the directors habitually feather their own nests, too. One general was ap-pointed director of the imperial dramatic theater at Orel, where a brother of the Czar happened to be stationed, and spent much time and money among the mem bers of the imperial troops. The C brother thought that the theater The Czar's not properly kept up and complained to the General, who said he was not allowed enough money.
"That's impossible," said the Grand

"That's impossible," said the Grand Duke. "My brother spares no expense on his theaters. Show me your accounts." Reluctantly the General obeyed, and the first thing the Grand Duke discovered was an entry of \$2000 spent during one Winter on indiatubber overshoes for the General himself. "What!" exclaimed the Grand Duke. "You spend \$2000 a year on goloshes. Why, all my household gets." goloshes. Why, all my household gets goloshes for far less than that." The General was old, gouty and irritable. "Well," he retorted, "you must admit that, when a man of my age has to wade in such mud as surrounds imparts, stare life, he wents a lot of perial stage life, he wants a lot of goloshes to keep himself undeflied. The joke pleased the Grand Duke so much that he threw the accounts aside and the General's demand for an increased allowance for the theater was

Boom of South America.

(National Magazine.) The agricultural and stockraising development of what even now is an inconsiderable part of the unused and fertile lands of Central and South America, must within a few decades America, must within a few decades what you said to the jury I was con-completely revolutionize the existing vinced I didn't!"

granted.

sian of high rank, who resigned his posi-tion at court in order to marry her, and they spend their lime at Moscow and on their country estate, never visiting St. immense effect of modernizing the many populous cities of states long content to live under antiquated and unsanitary conditions, of stupendous water power and irrigation systems, and the economical mining of thousands of new and old placers and deposits, with a growth of manufacturing and milling industries which recalls the "boom" period of Western and Northwestern expansion in our own Northwestern expansion in our own land, should be thoroughly studied by every American who wishes to find a new field of individual or corporate enterprise.

The New Agriculturist.

(National Magazine.) While the railroads are being peppered with advice on scientific reduc-

tions of expenses, and city folk are wrought up over local politics and the management of public service corporations, attention must be called to the fact that the old conventional idea of the farmer must be changed, for the present day applicable. present-day agriculturist is a different being. Now, the keen eye of the railroad

magnate can see where the farmer is letting millions of dollars go to waste, but perhaps the farmer, on the other hand, can show the railroad men a thing or two. The gaunt, poorly clad individual of former days, with demoralized "galluses," the traditional cow-hide boots, jeans and unbleached "hickory" shirt, belongs to a past day and ory" shirf, belongs to a past day and age. Today, when three fair hogs can be sold for \$100 apiece each season, and when good money can be had on farm products, such "luxuries" as collars, cuffs, derbies and neckties have a ready sale at the village store.

While the subject of the cost of production is being investigated by scien-

tists, the farmer has unostentatiously, but practically, been giving the same problem effective attention.

Bugle Announces Royal Motor.

London Tit-Bits.

It may not be generaly known that the drivers of the motor cars of the King, the Prince of Wales and the Duke of Connaught are all policemen. The late King's instructions were: "Run no risks, but lose no time." The latter clause used to be obeyed so implicitly that Lord Derby once, when returning from Newmarket a "horse's length" behind the King, on whom he was in attendance, was stopped in his motor by the police at Barnet—a happy illustration of the principle that the King can do no wrong. The royal drivers do not rely on a motor horn alone. London Tit-Bits. ers do not rely on a motor horn alone. Alongside them on the box sits a footwho plays a key bugle to announce the approach of the car.

In Praise of Eloquence.

Success Magazine. An Alabama negro was defended in court by Senator Morgan, Having cleared the negro of the charge, the Senator said to him, "Rastus, did

you really steal the mule."
"Well, Marse Morgan, it was just like this," said 'Rastus: "I really thought I did steal dat mule, but after