

My Dear Mr. Carter: As we really begin a new year today, may I be permitted to employ the occasion to thank you for your many acts of kindness, your generosity, and helpfulness, not only of the past year but of the many we have spent together? I am starting my nineteenth year with the organization. They ~~is~~ have been happy years and profitable years, years that have been marked by steady progress and the certain knowledge of definite accomplishments, ~~which~~ which after all mean more than financial success. The vision has been yours. The Star Telegram as it is today ~~is~~ as you foresaw it years ago. Each year's success has been a goal toward which you have driven. What you have in store in the future, what goal you have set, I have no way of knowing. However, judging the future by the past, it is certain we shall reach ~~the~~ that goal, year by year, as long as you are given life and health. Also it is certain that behind you will be the organization, striving its best to execute the plans as you would have them executed. We and I mean the organization - may not always do things as you would wish; it is but human and natural that in all business mistakes will be made. In the rush of a newspaper there is greater opportunity for such mistakes than elsewhere, and unfortunately, a mistake made always can not be caught until damage is done. But the organization is loyal, it is willing, and I believe, from top to bottom, it tries its best to give the best service possible, day in and day out, with minimum expense. It will put forth the effort and its errors will not be chargeable to lack of effort.

Personally speaking, I should like to be given more duties. I Should like to become a more ~~important~~ ^{valuable} part of the organization;

not with any view to larger salary or greater financial returns, but because of a desire to me of more usefulness, to accomplish more; to feel that I had broadened my knowledge of the newspaper business. I have a good working knowledge of many departments now, particularly mechanical; through effort to reduce editorial expenses, I have gained more knowledge of the financial operations of the business than ever before. I really feel that I have learned something of operations costs; the relations of costs to profits, volume etc.

There may be no more duties than I could handle. You might ~~not~~ feel that there is enough and more in the editorial room for me to do, if handled properly. Again, you might feel that I am not yet competent to handle other duties. I would not feel particularly hurt, should you hold such a view. My sole idea is to let you know that I am willing, even anxious, to take on more responsibilities from time to time, to increase my value to the organization, to ^{do} whatever I can and whatever you want me to do or feel that I can do well. I want to serve in every case where I can and serve where I can be of most value to the organization and of course to you.

I have heard you express the desire many times to free yourself of much of the company burdens: to reach the point where you would feel that you could leave the business to us with the knowledge that it would be handled properly and handled as you would wanted it handled. I simply wish to prepare myself in every way to do those very things when the time does come. Sometime ago, I

adopted your suggestion that other men in the editorial room be trained for the various jobs. We are doing that right along. Jimmie Record is breaking in a man for Joe Fox's job, every Saturday night. We are breaking in another for city editor and I am acquainting Jimmie with and passing on to him, much of the detail matters that I once handled. Jimmie is doing fine as managing editor. I don't believe the time will be far off when you will feel that he is a much better managing editor than I ever was. I hope that you will feel that way.

Fredd of the ~~duplex~~ editorial detail and it is enormous there should be opportunity for me to be of greater service than ever before and that is what I want to be. I can do that and never neglect the editorial side. I think it has been run better the past year than ever before and in addition we have effected a substantial reduction in costs.

Rest assured that whatever you wish done, I shall gladly do, regardless of time or occasion. I appreciate the opportunity you have given me; the favors you have done in the past, your generous attitude toward all of us and I know enough of the other boys to say that they feel as I do. What we want to do, is render the highest service possible; to handle the operation of ~~the~~ ^{the} business, so as to free you from it as much as possible and as much as you desire; maintain the paper's standing and increase its prestige; and of course increase its profits.

Since this is a strictly personal communication, ~~May I~~ ^{May I} ask that you keep it confidential? For obvious reasons, I would not care for it to be passed on to the other boys. Again, let me thank you for the past and assure you that my greatest wish is that

4

that our future relations will be but a repetition of the past, and
that the future may bring you the greater successes you deserve.

Sincerely,

Jimmie

January 2, 1925.