

THE
Elks

MAGAZINE
NOVEMBER 1960

Small Business Management
•
Lombardi of the Packers



FLORIDA'S GREAT ARGUMENT

Some of Florida's best investment land is wet... some is high... some dry. Some is prohibitively expensive, so as to make speculation impossible for the small investor... some is still inexpensive.

These facts have excited millions of Americans into buying Florida land, virgin or improved, as an investment in the future of the growingest State in the Nation, just as they are investing in securities for the purpose of profiting from their investments.

3000 PEOPLE MOVE TO FLORIDA EVERY SINGLE WEEK, settling on what was once wet, low, frontier land. This land, just a generation ago, held no promise of utility. No one lived there... only ducks and grass. The men of vision who invested in this land at a low price have made an excellent return on their investments.

When bayfront land in downtown Miami sold for just \$15 per acre fifty years ago, there were **NO HUGE MACHINES** to make it useful in a few short years. The men of vision didn't even conceive of the giant machinery which was to change the face of the earth... even as, a few short years ago, we did not know about the machinery to get men into space.

SHORT SIGHTEDNESS IS AS OLD AS MANKIND, so, understandably, a major discussion of the potential utility of Collier County land has received considerable publicity in recent months. Some people disagree with our policy of selling "futures". They say the cost of the land is high (where can you buy land so cheap?) and point out what we have just said—that a lot of Collier County land is wet land. They also say what we do not—that much of this land is

high, dry, and with a very good elevation, etc. Then these people say it will be a lifetime before development of Collier comes, if ever.

They may be right! They may also be wrong! What these critics often point to—vaguely, is The Everglades. Then they say that hundreds of Americans are being "duped" into buying Everglades land as "homesites". **THIS COLLIER LAND IS NOT IN THE EVERGLADES!** No one in his right mind would buy this as a home site.

First, Collier County has a basic elevation greater than Miami's and Dade County's. Unlike the vast Everglades area destined to undergo flooding in the Conservation Area EAST OF COLLIER, this land can be drained!

Second, this Collier land is sold as investment land, not meant to be lived upon now, but as an investment in the future growth of Florida with the idea that this growth will increase land values. This is the traditional pattern of land value increases, and what makes Collier County land such an exciting speculation.

Third, Collier's critics overlook a lot of things in their zeal to protect "the uninformed public"; factors which are the creative forces shaping today's economy:

1. People are living longer.
2. People who live longer are moving to Florida at a rapid rate.
3. People who move to Florida need a place to live, and most of them want to come to South Florida, where the climate is better.

4. "Poor land" exists all over the State, and even poor land above the frost-free zone has a higher asking price than Collier's speculative acres.

5. Science is rapidly creating ways to utilize previously non-utility land for housing, farming, industrial development, etc., and must continue to do so at an even more rapid rate in order to feed and house the world's exploding population.

6. South Florida became the most populous area in the entire South even in decades before rapid means of utilizing this kind of speculative land were developed, and while almost all of its land was of the same general nature as this Collier County property we are offering for sale. (We do not imply that this land will be developed—JUST THAT IT MAY.)

In short, we have on our hands a controversy and an offering that is causing much public attention **ONLY BECAUSE SO MANY PEOPLE ARE EXCITED BY ITS POSSIBILITIES.**

At Florida Investment Futures Company, we have thousands of substantial investors in Collier County property, many of whom have visited our offices and been out to see the area in which the property is located. We state our case forth-rightly, clearly! If you can find a better investment in speculative acreage at prices and terms so suited to you... take it! We believe the future will bring many wonderful things... among them, profits to those who purchase this land. And we have facts to back our conviction about this future!

2 1/2 ACRES \$395 PAY ONLY \$10 DOWN MONTHLY

EXCERPT FROM MIAMI BEACH SUN

SUNDAY, DECEMBER 13, 1959

Collier Land Values Booming

By DALE S. RENAULT
Sun Real Estate Editor

Make no mistake about it — Florida acreage still provides the greatest incentive and the greatest profit opportunities in real estate in the Sunshine State today.

True — lots, home developments and commercial properties are yielding almost unprecedented returns for investors. But the fact still remains that the greatest potential for profits still lies in land held for speculation or development.

This was graphically demonstrated only recently when the R and R Builders paid approximately \$7,000,000 for 2,000 lots in Carol City, in North Dade County. In the late '30s tracts in the same area, before Carol City was developed, were offered for \$595 for five acres (equivalent to 16 lots) — at \$10 down and \$10 a month.

That same story of endless opportunities is being repeated throughout the state, but nowhere more dramatically than in Collier County, on the lower Gulf Coast of Florida.

It should be emphasized that the land offered in Collier County is not ready for immediate development. Rather it represents a long-range investment opportunity just as did the Carol City area a few years ago, when acreage thereabouts was considered to be purely speculative, as it was in fact.

Drainage was the deciding factor in skyrocketing land value at Carol City, just as it will be in Collier County. And,

incidentally, the erroneous idea seems still to prevail in some quarters that Collier County, because of its large unimproved tracts, is in the Everglades. Which is far from correct.

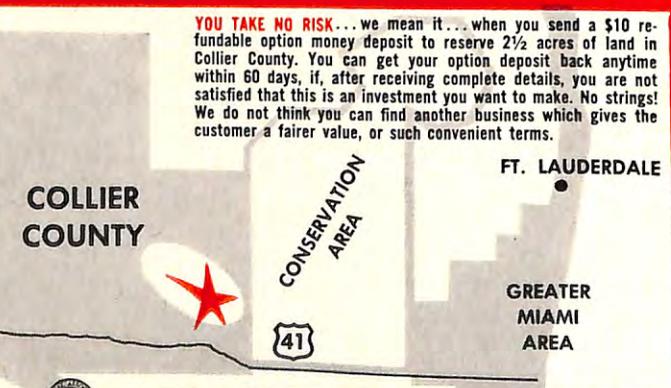
A glance at any official physical map of South Florida will quickly reveal that little or none of Collier County is embraced in the Everglades. Rather, the Everglades area will be found in western Dade, Broward and Palm Beach Counties; northern Monroe County and parts of Hendry County.

Scattered tracts in Collier County will have low spots, just as in practically every county of the state. However, such potholes are not a part of the Everglades and are relatively small part of the acreage in Collier, so small, in fact, as to be almost insignificant.

Because all of South Florida is a few feet above sea level, nearly practically all of it must be drained the aid of canals to make it feasible for development. That has been done in Dade County (Miami), just as it is in Collier.

Fortunately, the highway drainage program now in full swing gives assurance of an unprecedented development being triggered in most of Collier County in the distant future.

A new canal has just been running east from Miles into State Road 29 Canal, progressive elevation in the problem is posed in drainage canals are dredged.



YOU TAKE NO RISK... we mean it... when you send a \$10 refundable option money deposit to reserve 2 1/2 acres of land in Collier County. You can get your option deposit back anytime within 60 days, if, after receiving complete details, you are not satisfied that this is an investment you want to make. No strings! We do not think you can find another business which gives the customer a fairer value, or such convenient terms.

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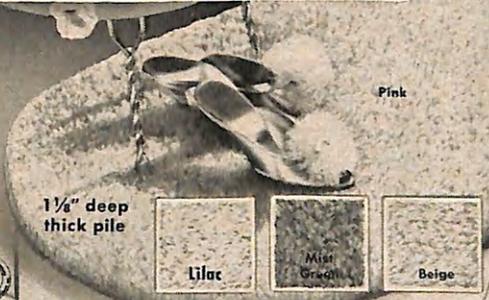
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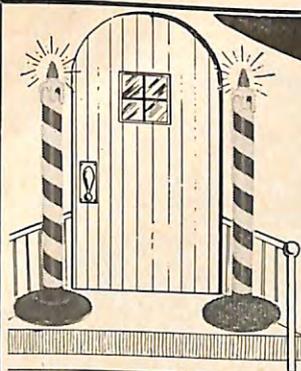
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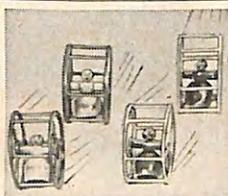
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Tom Wrigley

WRITES FROM WASHINGTON



TOMMY WEBER PHOTO

ELECTION PROMISES fill the Presidential political breeze and U.S. taxpayers might well ask—"What's it all going to cost?" If more money is needed for national defense, for foreign aid, for all of the things to keep this nation free and strong, good Americans will say, "We'll pay the bill, but give us a balanced budget." It may be necessary in the next few years to increase federal taxes, and if rates are raised, the small taxpayer—in the 20 per cent bracket—will be hardest hit. Our Treasury estimates individual income tax collections this year will reach \$41 billion. Most of it will come from taxpayers in the lowest bracket, simply because the mostest are in the lowest. For that reason the next Congress will be closely watched by the average citizen to see that the new administration does not start a spending spree to carry out platform promises.

SHAKEUP OF AMBASSADORS is coming no matter who is elected November 8. One-third of America's ninety envoys are political appointees. As is the custom, all will submit their resignations immediately after election. Many will be changed. Several will retire.

CANDIDATE NIXON IS GUARDED by Secret Service men during the Presidential campaign now drawing to a close. Candidate Kennedy has had no Secret Service detail. As Vice President, Mr. Nixon has been protected by special agents as the law provides. Senator Kennedy, however, will have special Secret Service guards on election day and during the counting of the returns. Whoever is elected will then have the guards on duty night and day.

PROTECTION FOR HOMEOWNERS is provided for Washington residents under a new law. Home improvement contractors must post bonds of up to \$25,000. The law was needed to prevent home repair frauds.

PARKING TICKET RAMPAGE is sweeping Washington because of the zealous activities of a dozen new civilian "parking aides" who get \$3,760 a year. They are working with such enthusiasm that one traffic sergeant said, "They're hanging paper all over the place." The parking aides carry no weapons, just a uniform, a badge and parking tickets.

LET'S FORGET POLITICS for a moment and look at the situation in Hell. It wants a sub-station post office. Hell, Mich., is just a filling station, a few stores, a restaurant, located in the district of Rep. Charles E. Chamberlain of East Lansing. He explained to Postmaster General Summerfield that his constituents from Hell want the post office. It seems there are a large number of cottages there, and in the summer months a lot of people go to Hell for a Hell-of-a-good time. One young man from Illinois, whose name is Satan, Congressman Chamberlain said, brought his bride to Hell to be married.

FIRST NUCLEAR PLANE ENGINE is taking shape in a \$10 million concrete structure on the grounds of the Atomic Energy Commission's testing station near Idaho Falls, Idaho. Fourteen years and more than a billion dollars have been spent on the project. Tests have been underway for more than three years. General Electric scientists and engineers are now operating a nuclear engine there which will be redesigned for plane use. The plane—labeled B-70—is still on the drawing boards, but progress is being made.

SEATTLE ELKS LODGE No. 92 is doing very well in temporary quarters while their new club house is being built on Lake Union. On a recent western trip, this reporter sure enjoyed their hospitality.

LIVING IN THE WILDERNESS is perfectly all right for Mrs. George Wolfe of Lewiston, Idaho, Secretary of Interior Seaton has ruled. In 1958 Mrs. Wolfe took her seven children to a cabin in the forest preserve and filed a gold placer-mining claim. The forest service sought to oust Mrs. Wolfe, saying it was no place for her to live, but the Secretary holds that people have a right to live in the wilderness.

SECRETS OF ANTARCTICA may be exposed in the coming year through a \$4 million grant by the National Science Foundation. Over one hundred scientists will take part in the 1961-62 program, Foundation Director Alan T. Waterman announced. Studies of space and the upper atmosphere will be made, along with journeys into unexplored parts of the polar plateau.

WASHINGTON'S NEW BUILDINGS have gone modernistic, and some have almost freakish designs. The stately colonial look of our Nation's Capital is fast changing. Not only new apartment buildings but embassies, Federal buildings and even churches are ultra-modern. Recent striking examples are the new Chancery of the British Embassy and the headquarters of the National Wild Life Federation. Appropriately, the latter building is adorned with a frieze of birds and animals spread all over the façade.

DISTRICT DILLS. Senate is swamped with applications from boys who want to be pages during the next Session . . . Antiradiation pills are far from effective for general defense purposes, the office of Civil Defense declares, but research is continuing . . . Washington plants trees for free, and with the tree goes a letter to the property owner asking him to water and take care of it . . . One-fourth of the District's 4,670 public school teachers are on temporary appointment this fall because they failed to pass examinations or lack educational qualifications . . . The case of five men who protested a boost in bus fares was thrown out of court because they forgot to prove they had paid the fare . . . New Dulles Airport now being completed near Washington has an 11,000-foot runway . . . For a patriotic thrill take a look at the new East front of the Capitol now completed. . . . Buying power of the average factory worker has increased 40 per cent since World War II . . . General Services Administration wants Congress to appropriate \$7,289,000 for fallout shelters in Federal Buildings . . . A buzzer to give warning of enemy attack and which is plugged into any ordinary electric outlet is now being given final tests. ● ●

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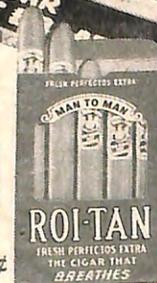


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ELKS NATIONAL FOUNDATION

"The Joy of Giving"



The therapeutic value of friendship can go a long way, especially when applied to the very young. The therapist pictured is John LeRoy Keck of Akron, Ohio, who for three years has been a camp director for crippled children. Endorsed by Akron, Ohio, Lodge, Mr. Keck received three Foundation Grants to help finance study in Speech Pathology and Audiology at Kent State University.

Family Day at Silver Towers

Silver Towers Camp, Vermont, co-sponsored by the State Elks Association and the Vermont Association for Retarded Children, attracted 300 Elks and members of their families for the annual Family Day picnic.

Highlight of the afternoon was the presentation of scholarship awards to five Vermont girls by Gray Coane, popular Montpelier coach, who is Chairman of the Vermont Elks Scholarship Committee. Awards were received by Miss Yvonne Witney of Windsor; Miss Patricia Anne Stone, sponsored by Burlington Lodge; Miss Loretta Ann Stewart, also of Burlington; Sarah Jane Simpson of St. Albans and Miss Sandra Frey. In addition to Coach Coane, members of the State Scholarship Committee are Lyman Adams of Brattleboro, Judge Bernard Dick of Rutland and Darrell Sawyer of Bennington.

Campers at Silver Towers entertained the assembly of Elks and their

families by singing camp songs and by giving a brief Council Fire program, which included Indian Spirit songs. Visitors also had an opportunity to watch a swimming class, arts and crafts, and to see the camp pets.

One of the new cabins at Silver Towers was dedicated on Family Day, and a plaque inscribed in honor of the first Exalted Ruler, Roy Calderwood, of St. Johnsbury Lodge, was placed on the cabin. Exalted Ruler William Roberts of that lodge presented the plaque. Trustee Ed Hoar turned over \$3,000 to the Silver Towers Building Fund.

During the same afternoon, Trustees of the State Association held a meeting, at which plans for expanding the camp facilities were discussed, and methods of obtaining increased funds for the continuance of the work at the camp were considered. Current chairman of the fund-raising campaign is Archie Buttura of Barre.

ELKS NATIONAL FOUNDATION

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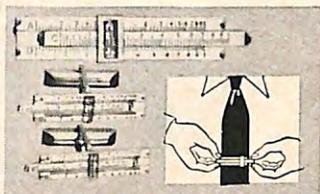
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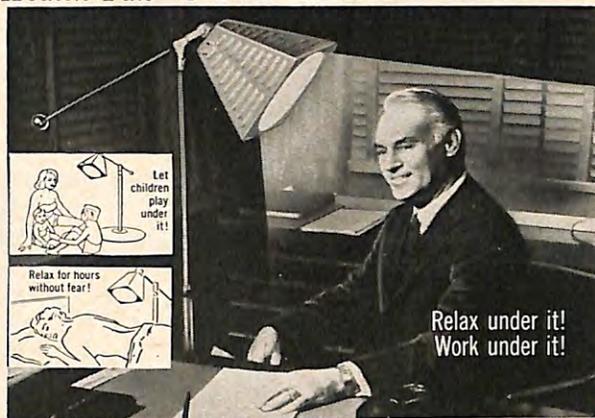


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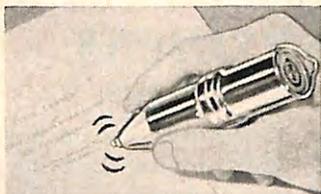
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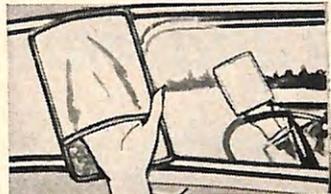
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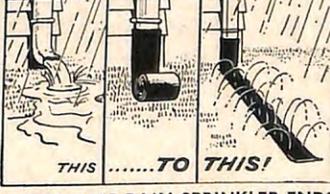
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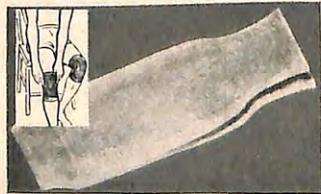
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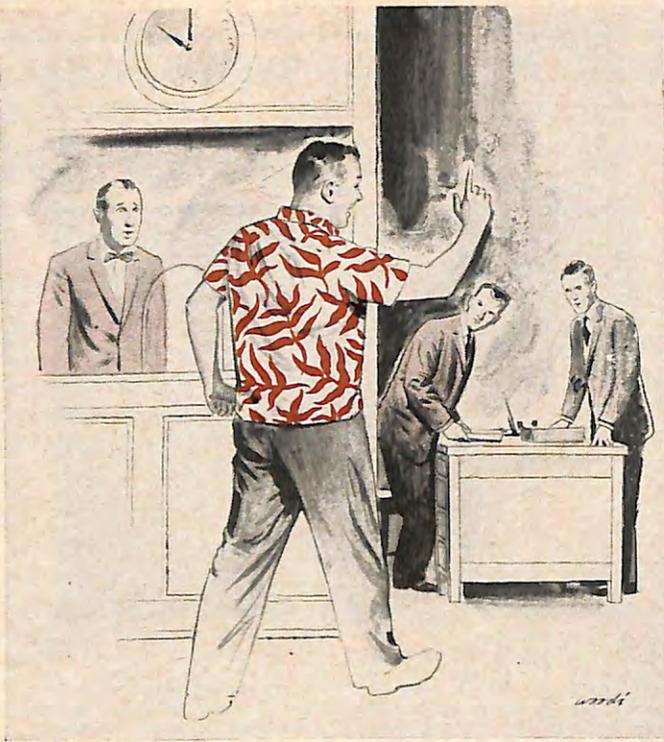
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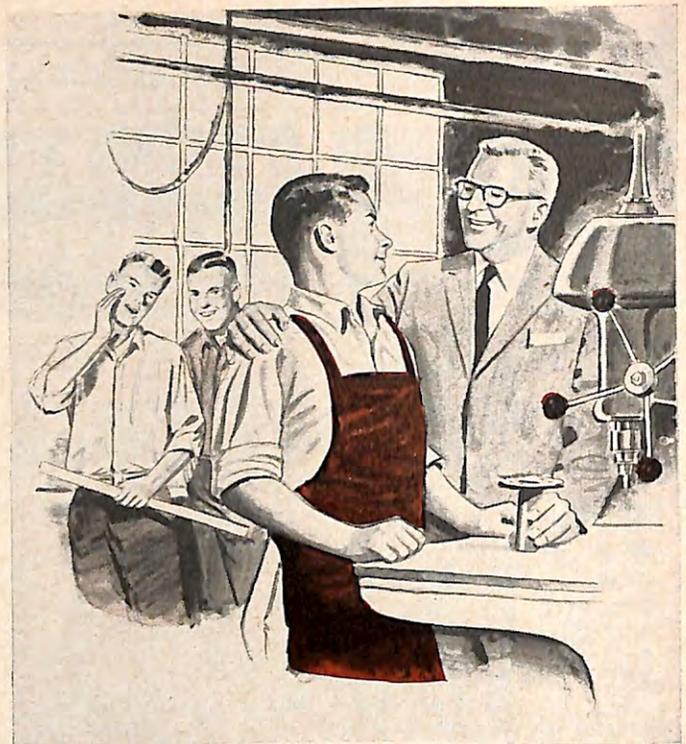
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He was seldom at the office at opening time in the morning, often turned up in a sports shirt.



Get in the habit of giving an employee a few spontaneous words of commendation in front of his fellow employees.

Better Management, Better Business

TIME WAS when a manager was simply a man who gave orders and fired anyone unable or unwilling to carry them out to his satisfaction. Nowadays, that kind of manager would not be likely to last long. For one thing, the turnover among his employees would be so rapid as to make him dizzy. For another, the inefficiency with which his orders would be executed soon would lead to bankruptcy.

In recent years authorities on business problems have devoted more and more thought to the functions proper to a modern business manager. All of them long since have reached agreement that the most important of those functions is simply to get things done through people. Their chief concern has been to devise clear and specific techniques for achieving that aim.

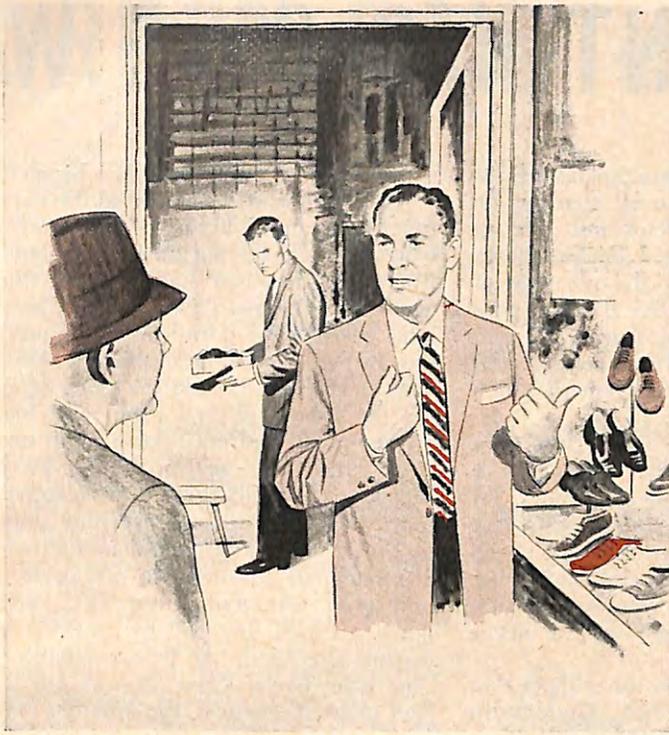
In a concern with thousands of employees, highly complicated procedures may be necessary, but in a small firm simplicity and directness can be the rule. This is the conclusion reached after long study by faculty members of the Harvard Business School, the Northwestern University School of Business and various private management experts. Here are nine of their suggestions, each applicable by, and potentially invaluable even to, a store owner employing only a single clerk.

1. *Set the tone carefully.* Whenever two or more human beings get together for any purpose, the gathering has a certain tone or temper. The tone of a picnic is gay and carefree (at least until the ants start biting). The tone of a church service is solemn. The tone of a contest between well-matched athletes is tense and watchful.

Every business firm also has its tone, and one of a successful manager's prime concerns is to make sure it is a desirable one. Indeed, whether he wants to or not, he is almost inevitably going to set the tone. His subordinates are bound to take from him cues on such matters as dress, attitudes toward customers, obedience to rules and other similar matters which go to make up the organization's tone.

When a manager forgets that he is giving his subordinates such cues, the results can be disastrous. One case cited is that of Al Barnes, who inherited his father's automobile agency in a Pennsylvania town in 1950. The father had been a little stiff and old-fashioned—that is, meticulous about his clothes, formally polite in all his dealings, fanatically punctual and regular in his work habits. Al had worked under his father ever since leaving college. As so often happens with sons, he felt





The observer noticed the clerk, a youngster, turn and glare at his boss, who was taking credit for the display.



"Dropped in to buy a phonograph needle and your salesman almost got a hammer lock on me trying to make me buy a new phonograph."

Nine pointers for successful administration

By ROBERT FROMAN

chafed at being forced to conform to the older man's habits.

When Al took over the agency, he made no speeches to his employees about the changes he proposed to make. Indeed, he was not quite clear in his own mind about just what he was going to change. But he was seldom at the office at opening time in the morning, often turned up in a sports shirt or work clothes, indulged in good-natured profanity around the shop and was careless in accounting for his use of the agency's petty cash.

None of these practices is necessarily fatal to a business. In this case their effect doubtless was enhanced by the contrast with the way things had been under Al's father. They thoroughly demoralized the tone of the firm. Within five years, first one of the oldest salesmen and later the bookkeeper were caught in embezzlements which, together, forced Al into bankruptcy.

It is, of course, impossible to prove that the sloppiness which Al substituted for his father's perhaps over-rigid formality was responsible for the disaster. But the fact is that both defalcations began some time after the father's death.

The important point made by the case is that Al

changed the firm's tone without any clear idea of what he was doing. He did not study his employees and operations, and come to the conclusion that things would go better if the tone were a little more easygoing. He simply started passing out cues without considering their possible effects.

2. *Delegate responsibility.* So much has been said and written about the necessity for an administrator to give his subordinates authority and responsibility that the point all too often is taken for granted. Actually, a manager can most clearly be judged by his success or failure in this. Whether the subordinates are few or many, the manager who delegates responsibility freely is doing a good job and the one who cannot delegate is heading for trouble.

One study of this aspect of management problems in small business turned up two vividly illustrative examples. They concerned the managers of two branch stores of a small chain of department stores in Iowa, each employing about twenty persons. The manager of the first store put in fifteen-hour days seven days a week most weeks. His store was in the black but just barely so.

"Yes, I'm wearing myself to (Continued on page 51)

ILLUSTRATED BY WOODI ISHMAEL



LOMBARDI WENT HIS OWN WAY

QUARTERS No. 1000 is the Academy title for the fine Tudor-type house alongside a running brook on the grounds at West Point. It served as the home of the late Herman Hickman when he was line coach under Colonel Red Blaik at Army. When Hickman moved on to Yale, Blaik's new backfield coach, Vince Lombardi, moved his wife and family into those quarters.

Because Lombardi, a friendly, gregarious type, was more or less a local boy—Brooklyn, Fordham and Englewood, New Jersey—Quarters No. 1000 was usually crowded after a Saturday football game at Michie Stadium. Friends from Brooklyn, from Englewood, friends of his wife, Marie, and friends of his parents gathered there to replay the game and to talk of this and that.

Lombardi never seemed happier than when playing host, particularly if it was after a winning game—and the Black Knights of Blaik rarely lost at Michie Stadium. Watching Vince move from guest to guest, a face-splitting grin on his face, you could only assume you were looking at a perfectly contented man, happy in the midst of his family and friends, happy in his chosen profession.

"You've got it made here, pal," said one who had known Lombardi since his playing days at Fordham when he was one of the felicitously named Seven Blocks of Granite.

"I'm glad you think so," said Vince, quickly becoming serious, "but I'm thinking of making a change."

"Are you out of your mind?" demanded his friend in astonishment.

"Hickman once told me he'd need at least a \$5,000 increase in salary if he were to leave West Point and give up all the privileges he had here—purchases at the PX, the home, the pleasure of working under a man like Blaik. It goes even more so for you. You've got two growing children. Where else could you find a better environment in which to raise them?"

"Herman left, too, didn't he?" observed Lombardi quietly. "There's more to life than just being contented. I'd like to see what I can do on my own. I don't suppose there's an assistant coach in the world who doesn't dream of being head coach. Maybe I wouldn't be successful as a head coach but I'll never know unless I try."

No more was said on the subject that particular evening but Lombardi's friend wasn't as surprised as most when he read some weeks later that Vince had left West Point to join the New York Football Giants as an assistant to Jim Lee Howell, who had just succeeded Steve Owen as head coach.

It was an entirely new field for Lombardi with the Giants, leaving the cloistered, disciplined life of the Academy for the hurly-burly, hammer-and-tongs type of football the pros play. Vince, who had dealt with future officers at West Point, now was handling mature men, men whose pro football

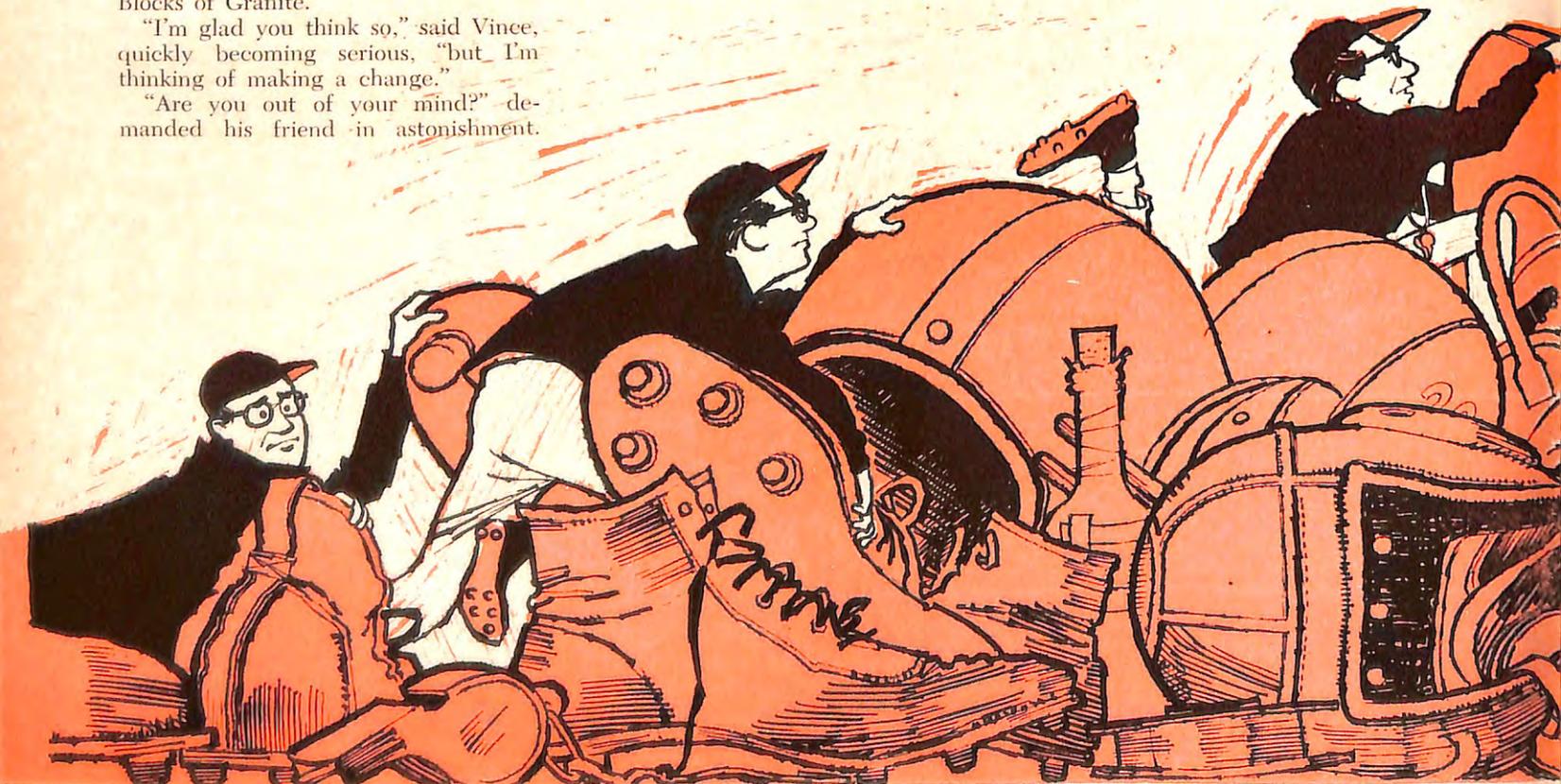
experience was far greater than his own.

The 1958 season was one of the most remarkable uphill fights the Giants ever waged. To tie for the Eastern sectional title, the Maramen had to beat the awesome Baltimore Colts and the Cleveland Browns for a tie and then meet the Browns again in a playoff. They won all three and faced the Colts again for the league championship and had a three-point lead until Steve Myra tied it up with a field goal in the last seven seconds. The Colts then went on to win in the only sudden death overtime game in the history of professional football.

Vince and Marie were dining in a mid-town restaurant after the game when a friend dropped by. Seeking to console Lombardi, the friend remarked, "In many ways, Vince, it was one of the greatest seasons the Giants ever had."

"Only one complaint," grinned Lombardi. "It was one foot too short and seven seconds too long." The "one foot" reference was to the margin by which the Giants missed a first down in the closing minutes of the regulation game which would have enabled them to retain possession and prevent Myra's field goal try.

Despite the nerve wracking details of the loss to the Colts, the Giants felt fairly confident as they looked forward to the 1959 season. They were certain



— GREEN BAY

By TOM MEANY

to be in contention for the Eastern title. Lombardi could look to the future with assurance. As he proved at West Point, however, Vince was not one to sit back and rest on his laurels. He astounded everybody by accepting the head coaching job at Green Bay, the toughest challenge in professional football.

With the exception of the Papa Bear, George Halas, nobody in professional football had the set-up Lombardi assumed at Green Bay. He was not only the head coach of the Packers but general manager as well. Vince knew that he had to have full authority on all fronts, even though it meant double headaches.

Jack Mara, president of the Giants, told Lombardi that President Dom Olejniczak of Green Bay had asked permission to talk to him about the head coaching job there. Jack also added the information that Olejniczak was now the one voice in the community football
(Continued on page 54)

He's one coach with
a mind of his own—
and in 1959, Coach of
the Year Honors
proved his acumen

ILLUSTRATED
BY WOODY ISHMAEL





TOMMY WEBER PHOTO

Play Cards with John R. Crawford

Gin rummy doesn't just depend on luck. These tips win games

MANY TYPES of rummy games have been popular for years. If you wrote down the fifteen or twenty most popular card games in the country, I venture to say that at least six or seven of them would be different forms of rummy. There are regular rummy, 500 rummy, contract rummy, continental rummy, and so on. Canasta, which skyrocketed to fame about ten years ago, is a form of rummy. But rummy really reached its peak of popularity with the advent of gin rummy, which most people simply call "gin."

(I might make passing mention of the fact that gin was originally named after a drink because the original game was "rum"—another drink.)

Gin is not only one of the finest two-handed games but is also excellent for four, six or eight players, divided into teams.* Other reasons for its popularity are: It is easy to learn; it is fast—a complete game can be played in a relatively short time; it is extremely exciting; and it is an ideal combination of luck and skill.

Let me clear up one point right here. Gin is not "just a lucky game" as many card players (especially bridge players) often say it is. There is a large element of skill in gin, and the best player will win over a period of time. Even in a single long session it is unusual for a poor player to beat a good one.

There is wide variation in the rules played in different parts of the country, or by different groups of players. Perhaps many people stick to the basic game, in which only one game is scored at a time, but there are millions who prefer to play "three across" (also called Hollywood scoring). A recent and very popular variation is Oklahoma Gin. In this game you cannot always knock with 10 points. The rank of the up-card determines what you need to knock; for example, if a six is turned you cannot knock with less than 6 points. If the up-card is a spade, all scores are doubled for that hand.

I will write a special article about Oklahoma Gin later, but the advice I will give you now applies to all the forms of gin—and no matter which one you play, proper play will make you a consistent winner.

It Pays To Knock As Soon As Possible.

This is the most important single piece of advice that I can give the aver-

age player. Nearly everyone plays for gin too often. Approach each hand this way: "How can I play to go down as soon as possible?"

Suppose, for example, that after a few plays you hold this hand (after drawing a card):



You could throw the four of diamonds or the two of hearts, retaining the seven-six of spades, and in this case either the five or the eight of spades would gin you. But in spite of the extra points, plus the gin bonus, that you might earn if you got either of these cards, you would be making the wrong play.

The proper percentage play is to discard the seven or six of spades, whichever seems safer.

If you do this, then any four-spot or lower card or the fourth ten will put you down. There are fifteen of these cards available to you, as against only two cards (♠5 and ♠8) that will gin you. The odds are fifteen to two, or a little over seven to one, in your favor. These should be convincing statistics.

Maybe four or five of the low cards have already shown up, but even if there are only ten of them left you have five-to-one odds in your favor and that is enough to satisfy me.

When To Speculate

When you pick up a discard that does not complete a meld, but that gives you a good combination toward a meld, you are speculating.

Suppose you have the eight of clubs and the nine of diamonds, and your opponent throws the eight of diamonds, and you take it to form:

♦9, ♦8, ♣8.

That is called speculating.

All gin players know that this is the best combination to have, because any one of four cards will complete a meld (♦10, ♦7, ♠8, ♥8).

However, don't forget two things when you speculate: (1) You warn your opponent what *not* to discard; (2) You lose your draw, which might give you a better card. For instance, you hold:



If you hold this hand and the eight of diamonds is thrown, you definitely would not take it. You might draw a much better card, completing a meld.

Something else you lose when you speculate—an item usually overlooked—is two fairly safe discards. When your opponent throws the eight of diamonds, at least your ♦9 cannot fill ♦9-8-7 or ♦10-9-8 for him and your ♣8 cannot give him three eights.

The time to speculate is when you have a very poor hand. Here is the type of hand on which you should speculate and take the eight of diamonds:

Your hand is so poor that you could



hardly expect to draw a much better card, so you take the eight of diamonds and throw away the king of spades.

Refusing A Player

Often an expert gin player will not take a card that is thrown to him even though it adds to a meld he already has.

Holding this hand—



—suppose your opponent throws the queen of diamonds.

Why take it? If you take it, you give up a draw for any one of several cards that might permit you to knock immediately. Also, if you take it, you either have to break up your nice ten-nine-nine combination or throw a low card that might give your opponent a meld—or might allow him to go right down.

Even if you draw the fourth queen yourself, you should throw it. The same reasons that made you refuse the queen before should now dictate that you discard one of the queens and keep your fine playing hand intact. In addition, you have the advantage of a safe discard. The main object of gin is to discard safely while retaining your best chance to win on the hand.

*Three can play gin, all at the same time, but gin is a two-handed game, and when there are three players I recommend that only two play at a time, using the "chouette" method, of which I will send an explanation to any reader who requests it.

Art of Wing Shooting

By TED TRUEBLOOD



"THERE IS," said my good friend, "something the matter with these shells!"

We were duck hunting and I had killed my share and now I was waiting for him. He had made miss after miss on birds that should have been easy. I couldn't permit such a pat alibi, however. I said I'd heard that one before, and added that a poor workman always complains of his tools.

Nevertheless, my companion used up all of his ammunition and was still short of his limit. He finally finished it with my gun and shells.

Was the trouble really his ammunition? It was not. Normally a good shot, he had done extremely poorly all fall and, like most of us, he was willing to attribute his missing to any reason but the right one.

That year, beginning in the summer, he lost his hearing completely during the period of a few months. The attendant nervous upset so affected his coordination that he simply couldn't hit anything. The following season, after buying a hearing aid and getting accustomed to it, he shot as well as he ever had—and I didn't hear any more about shells with no shot in them.

Shotgun shooting is an art. Expert riflemanship probably is a science, but

shotgun shooting is an art, wonderfully complicated and involved, and whether a man does well or poorly depends on many factors, some of which are so obscure that we never do figure them out.

For example, I shot crows twice recently. On Tuesday I killed 17 out of 24 shots; Friday, I hit 16 out of 35. I used the same gun and ammunition both times, and the shots were, if there was any difference at all, easier on Friday because there was no wind. Why did I shoot 70 per cent on Tuesday and only 45 per cent three days later?

Obviously, I didn't know less about crow shooting the second time. I got a good night's sleep both Monday and Thursday, and I felt good both days. I wasn't worried about anything; I wasn't even trying harder one day than the other because I was shooting with the same companion both times and he went along about the same—18 out of 25 Monday and 25 out of 35 Friday.

Any of these things—and many others—can affect a man's shooting, but whatever accounted for the difference in mine on the two days, I have been unable to analyze it. I have one real advantage over the young shooter, however. While I don't know *why* I missed, in most cases I do know *how*.

Thus, several times on Friday, I

found myself poking my gun ahead of a passing crow and shooting it like a rifle. You *always* miss when you stop your swing. I knew that; I knew it every time I did it. I knew it even while I was doing it, in fact, but I couldn't help myself.

I missed some crows because I led them too far and others because I didn't lead them far enough. I shot above crows and below them because my gun's swing was not in line with the path of their flight. I was simply off.

I'm not going to worry about it, however, because, like every other man who has done a lot of smoothbore shooting, I know that the surest way to prolong a slump is to start fretting about it. You miss a few easy shots and start worrying about the reason and determine to try harder and pretty soon you can't hit anything. You get worse and worse and, finally, when you've just about made up your mind to take up golf, you're slouching along without a thought of hunting and a bird flushes unexpectedly. You nail him automatically and, presto! the slump is over.

Chances are, you started missing in the first place because you were too eager and trying too hard. The harder you tried, the worse you shot. At last,

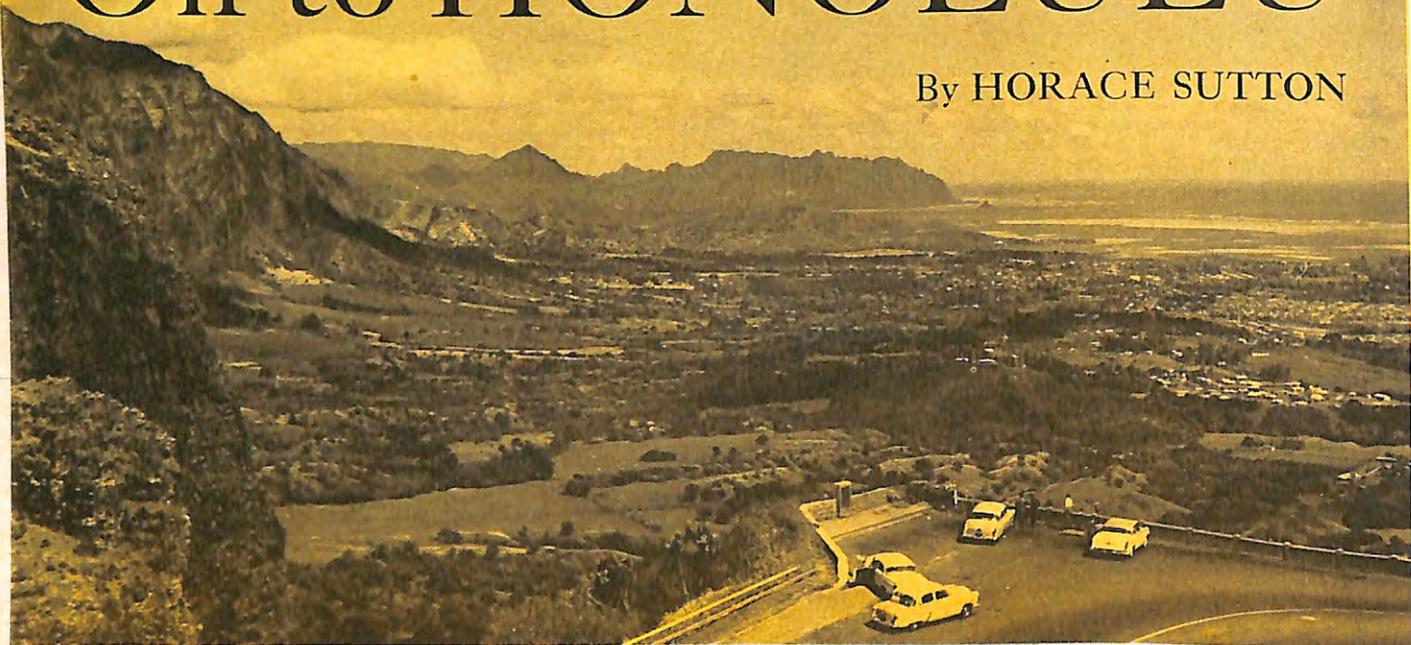
(Continued on page 36)



In shooting position, hold butt firm to shoulder, cheek on comb, as in first photo; left foot forward permits right-handed shooter to swing from right to left, as in second and third pictures. Pivot body with gun.

Off to HONOLULU

By HORACE SUTTON



HAWAII VISITORS BUREAU

For an impressive view of Diamond Head and the great expanse of the Pacific, tourists motor out to Hawaii Lookout.

NO TWO WAYS ABOUT IT, you are going to be hearing a lot about Hawaii in the months ahead, especially if you visit your travel agent. The agents from all over the United States and many of them from far-flung places around the world have chosen Honolulu for their annual convention this year, a clan meeting that has come to be called the World Travel Congress. There are to be delegates in the air and on the sea from Ethiopia, India, and (unless political ties disintegrate to nothingness) from the Soviet Union. All of them will sit under the banyan tree, swathed in ropes of orchids, inhaling the plumeria and chatting with the representatives of travel agencies from Deer Lodge, Montana, and Copperopolis, California. The agents, after having been cooled by rum coolers, laved in the Pacific, tanned by the sun, serenaded by grass-skirted maidens, and twanged to the brink of sheer nirvana by ukuleles, will be back in the shops telling you how wonderful the place really is.

Do not, I beg you, get me wrong. I agree with them. Hawaii is one of the rare corners of the world; a unique corner, if you will, where anybody can inhale the mysteries of the east, glory in the mingling of many kinds of peoples, eat hamburger or kalua pig, all under the U.S. Flag. In short, the government is stable and you can drink the water. The goods of the Orient, to my thinking, are nowhere else displayed so handsomely as in the shops that line Kalakaua, named for the last king of

Hawaii, who died in San Francisco in 1891. Antiques culled from Hong Kong, Thailand and the Philippines are crowded into tiny, handsome shops. Bowls and trays carved of monkeypod, a local enterprise, are lined row on row. Liberty House, a giant department store, has discerning taste, brings back shell hatbands from Tahiti, jewelry of Chinese characters in ivory and metal, broad-brimmed Hawaiian hats, high-crowned white straw Tahitian hats and Bikinis.

In the tropical compound called the International Marketplace, dozens of bazaars are crowded cheek by jowl, offering all manner of exotic ware—paintings of Polynesian women done on velvet, bells from Siam, incense burners from Japan, lanterns, rice-paper parasols, and even coolie slippers from Hong Kong. In Hong Kong you can buy them in black canvas, but the exportable numbers on sale in Hawaii are black velvet such as are worn by few coolies. Just off Kalakaua, the Nanking on Kuhio Avenue has big handsome chests from Hong Kong, brass fittings, and lovely porcelain flower bowls on teakwood stands, with porcelain lotus blossoms seeming to float inside.

The most dazzling of all the shopping centers in the islands is Ala Moana, an enormous duplex layout with all sorts of stores on both levels. An open-air escalator rides between them, probably the only one in captivity, with a sign that warns people with bare feet to keep off. The big supermarket keeps

a television set bubbling outside its door, to occupy small fry waiting for their parents to comb the long aisles, and there is even a modest playland full of stomach-churning rides, curling trains and go-carts. All the international shopping available at Ala Moana might whet an international appetite, and for that there is the Marco Polo, a cafeteria that offers Korean, Japanese, Filipino, Chinese and Hawaiian food, alongside the baked beans and apple pie. It also has fancy push buttons that will send a stream of soda pop or jasmine tea your way (depending on which one you push).

Farther downtown, in a big warehouse along the harbor, is the famed Bamboo Window, which collects goods from all over the east and lays them out under one spacious roof. The familiar curlecued furniture from Hong Kong is here waiting to be shipped anywhere; also screens from Japan, and rare musical instruments, including nose flutes once played by Hawaiians. For anyone decorating an apartment with Oriental overtones, there are cherrywood poles and bamboo poles, fences made of rush, and bags of pebbles from Japan, white, black, green and mottled. There are brass candlesticks with sharp spikes on which to place hollow beeswax candles. There are dishes made of coconut shells, and lamps made of kappa shells, and huge clam shells waiting to be made something of.

For those who would like to see how the people of Hawaii live, a number of

house and garden tours have sprung up this year, and these are offered periodically. Although they are all for charity, the price for the privilege of looking into somebody else's living room is rather high.

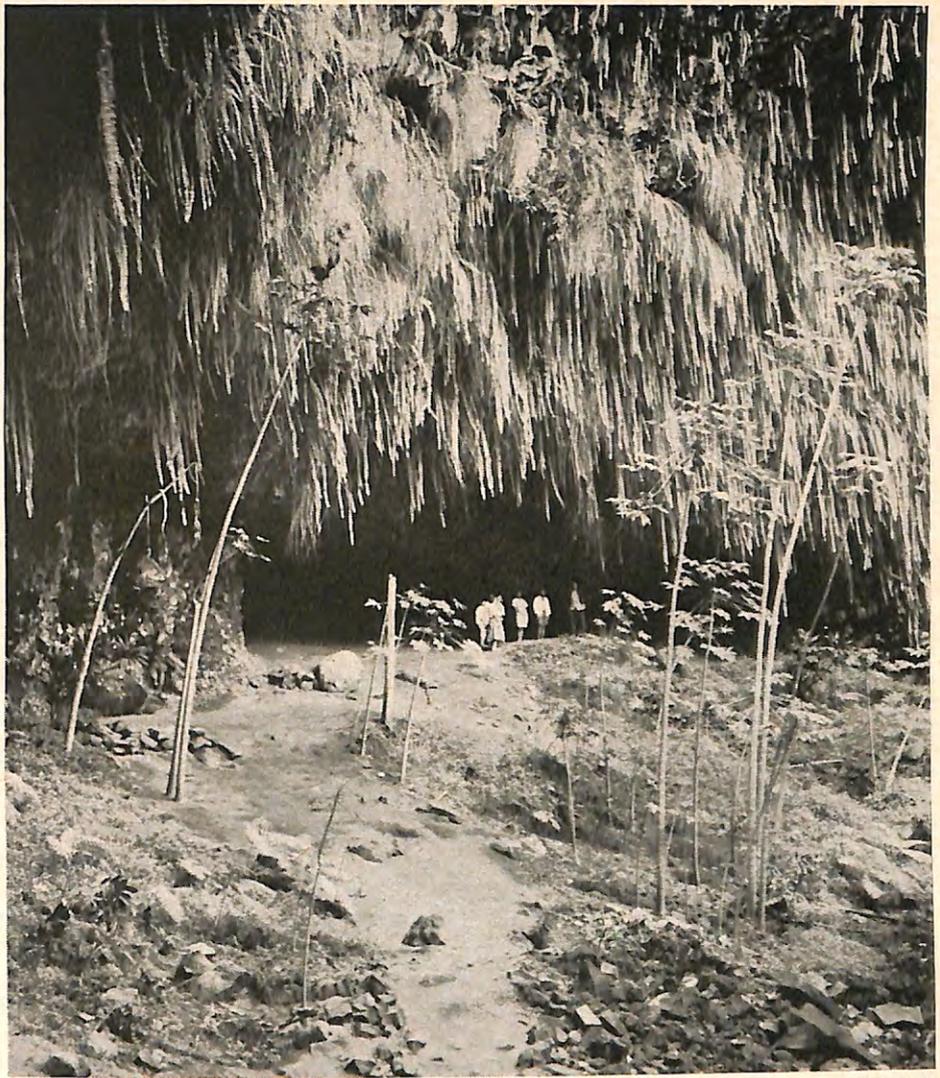
One feature of many Hawaiian homes is the orchids that are grown as a hobby. You can start with a plant loaded with gorgeous blossoms for about three dollars, and move into the rare blooms from there.

Much of Hawaii's entertainment takes place on the edge of the Pacific. Catamarans go out all the livelong day from the sands of Waikiki, bent on joy rides, but in addition to that, one giant "cat" now operated by the Gray Line makes daily trips to Pearl Harbor, about as unusual a way of visiting that nest of naval endeavor and sad memory as one could arrange. A barkentine, one of the most colorful of the local fleet, makes evening sails, sometimes serves drinks and dinner, with entertainment thrown in, all for a scant \$10. For about \$4 a person you can journey up to Laie Bay on Oahu, not much more than an hour from Honolulu, and help bring in netted fish from the sea. This primitive endeavor is called a *Hukilau*, is staged from time to time by the Samoan community, and gives many people a chance to participate in a truly Polynesian practice.

Hotels continue to go up in Hawaii, and there was no shortage of hotel space this summer. The reason is the number of new rooms that have been added. Kaiser's Hawaiian Village has added a massive beehive called Diamond Head Tower, which has 450 rooms, rises like a giant screen between the Kaiser Aluminum Dome and Diamond Head. Roy Kelley's complex around the Reef Hotel has added another link to this chain, and the Royal Hawaiian, now flying Sheraton colors, has added a new hotel too.

Among the super-structures you will see are giant cooperative apartments which have sprung up in a number of seaside spots; for example, at the very tip of Diamond Head, altering the traditional view of that mass of extinct volcano. A new one is going up, ten stories tall on the tiny slice of property owned by the YWCA, immediately adjoining the Reef Hotel. Some cooperative apartments which are the property of absentee owners can be rented by transients.

It makes a different kind of Hawaiian vacation, for it gives one the opportunity of living in modern Hawaiian style, shopping in the supermarkets, which carry an amazing stock of oriental groceries and some entrancing fruits and vegetables grown on the island by Chinese and Japanese farmers. Canned broiled eels, persimmon tea, dried squid, and a lichee-like fruit called dragon's eyes are some of the fare you might
(Continued on page 42)



On the Island of Kauai, guides show visitors the fantastic Fern Grotto. These Pacific ferns could easily be mistaken for trees.

A. DEVANEY



One of Hawaii's eye-catching hotels is the Hawaiian Village. On the grounds stands the Kaiser Aluminum Dome, a great auditorium sheltering many entertainments, from meetings to movies to indoor luaus.

HAWAII VISITORS BUREAU

Seventy-Five New Lodges

In my message in the October issue of the Magazine, I discussed the reasons why it is important to an Elks lodge to show a healthy growth in membership, instead of just standing still or even falling off a bit, as many of our lodges are doing.

This month I want to deal with the second major objective of this administration, the institution of 75 new lodges by next March 31. With respect to new lodges, Elkdom is in much the same situation as it is with membership. While we have been showing a net gain in membership each year for many years, the fact is, as I have just pointed out, that many lodges have been stagnating or even losing ground. Therefore, the growth is not as sound as it appears.

A similar situation exists with respect to new lodges. On the surface, expansion of the Order through the institution of new lodges has been impressive. However, if you examine the statistics, you will discover that the 382 lodges organized in the 10 years from 1951 to 1960, inclusive, largely are concentrated in six states, which have averaged at least two lodges in each of the 10 years. They are California, with 52 lodges, New Jersey, 39, New York, 35, Florida, 25, Texas, 21, and Oregon, 20, a total of 192 lodges.

Of course, these include some of the states that have been showing large population gains, but that is not the only answer. The fact is that in many states with increasing population, Elkdom has been standing still, ignoring hundreds of towns and cities that are ideally suited for Elks lodges. I am not certain of the explanation, but I suspect that one of the reasons holding us back has been the fear among some members that their lodge would suffer if another was organized in its vicinity. That fear has proved to be groundless. In every case, experience has demonstrated that the institution of a new lodge has not only brought Elkdom's great services and benevolences to the community in which the new lodge was located, but has also had the additional valuable effect of stimulating older lodges in the vicinity to strengthen and expand. The Grand Lodge does not want to gain a new lodge only to lose an established lodge, or to weaken it dangerously. New lodges have been and will be established only in those areas where there is an adequate population and interest to maintain a strong lodge without raiding other lodges. In this connection, territory is sometimes confused with membership. Many times a lodge has been reluctant to give up some of its territory even though it



had only a handful of members living in that territory. Yet, when the new lodge brought Elkdom within their reach, hundreds of men joined it who would never have become Elks if the new lodge had not been created.

This has been true in many instances where the old and the new lodges were separated only, for example, by a small river; that river might just as well have been the Atlantic Ocean, because the men who lived in the town where there was no lodge simply were not interested in belonging to a lodge in another community. But when the new lodge was instituted in their town, they eagerly sought to join it.

It takes time to organize a lodge, if it is done properly, and that is the only way we want it done. To have 75 new lodges by next March 31 means that we cannot wait until January or February. We must move now. I am happy to tell you that my District Deputies, our State Association officers and Elks leadership at all levels have been working diligently all fall on organizational effort in scores of communities throughout the country, in close cooperation with our New Lodge Committee of the Grand Lodge. If a new lodge is proposed in your lodge's territory, welcome it, and give the men who are organizing it your enthusiastic support and help. Your lodge will be a better lodge for it. Your State Association will benefit and Elkdom will be strengthened.

• • • • •

In this season especially appointed for Thanksgiving, I join with all of you, my Brothers, and the members of your families in giving thanks to God for the great blessings that He has bestowed on our country. Let us strive to be worthy of what we have received, manifesting our gratitude not only on Thanksgiving Day but at all times, and in all ways let us exemplify the spirit of Brotherly Love without which life would become meaningless.

A handwritten signature in cursive script that reads "John E. Fenton". The signature is written in dark ink and is positioned above the printed name.

John E. Fenton, Grand Exalted Ruler

Touring New York

GRAND EXALTED RULER John E. Fenton's summer and autumn itinerary covered a great deal of territory so that, in addition to making numerous lodge visits, he could be present at state and regional conventions and at his District Deputy Conferences. Following the three Conferences which he held with his District Deputies in August (see report on page 50), Judge Fenton made a number of visits in the East, including the four in New York State, reported here.

ONEIDA. New York's annual Upstate Conference was held on Sept. 11 in Oneida, with the Grand Exalted Ruler attending as guest of honor. To commemorate this occasion, local Elks presented to him a silver tray—one of the products of Oneida industry. Among those attending the conference were Past Grand Exalted Rulers James T. Hallinan and George I. Hall, Grand Forum Member Ronald J. Dunn, Past State Pres. Stephen McGrath, Oneida Exalted Ruler Richard Bennett and Past Exalted Ruler Edward Jones.

WATERTOWN. The next day, Sept. 12, found Judge Fenton in Watertown, where some 300 Elks and their ladies turned out to welcome him to a dinner and social evening. National Convention Committee Director Franklin J. Fitzpatrick and Past State Pres. Francis P. Hart were present, as were State Vice Pres. Edward W. Duffy, District Deputy Lawrence E. Rapin and Exalted Ruler Clarence A. Richardson.

MASSENA. After flying to Lawrence, Mass., on the morning of Sept. 13 to vote in the primary elections being held there, Judge Fenton was able to return to New York in time for a banquet that evening, given by Massena Lodge. This marked the first official visit by a Grand Exalted Ruler to Massena Lodge, which was instituted in 1946. Judge Fenton complimented the lodge for its rapid growth during that time. Brothers Fitzpatrick and Hart were with the Grand Exalted Ruler on this visit, too, and others in attendance included Past District Deputy Edward Burnes, Exalted Ruler Thomas McGuiggan and Past Exalted Rulers James Lavine and William Maginn.

PLATTSBURGH. A highlight of Judge Fenton's visit to Plattsburgh Lodge, on Sept. 14, was a tour of the Plattsburgh Air Force Base—a Wing of the Strategic Air Command—conducted by Captain George O. Herkert III, Information Officer. Accompanying the Grand Exalted Ruler were Brother Fitzpatrick, Lodge Trustee Clyde A. Lewis, Exalted Ruler Melvin W. Titus, Past Exalted Ruler Robert J. Frost and Lodge Secretary Arthur M. Foy.



A highlight of the Grand Exalted Ruler's visit, on Sept. 14, to Plattsburgh, N.Y., Lodge was a tour of the Plattsburgh Air Force Base. Pictured there, before a B-47 bomber, are (from left to right) Past Exalted Ruler Robert J. Frost, Lodge Secretary Arthur M. Foy, Exalted Ruler Melvin W. Titus, Judge Fenton, National Convention Committee Director Franklin J. Fitzpatrick, Lodge Trustee Clyde A. Lewis and Captain George O. Herkert III, Information Officer.



Seated at the banquet table at Massena, N.Y., Lodge on Sept. 13 are (from left to right) National Convention Committee Director Franklin J. Fitzpatrick, Past District Deputy Edward Burnes, Grand Exalted Ruler Fenton, Exalted Ruler Thomas McGuiggan and Past State Pres. Francis Hart.



Gathered at Watertown, N.Y., Lodge for a banquet on Sept. 12 are (from left to right) District Deputy Lawrence E. Rapin, Exalted Ruler Clarence A. Richardson, Grand Exalted Ruler John E. Fenton, National Convention Committee Director Franklin J. Fitzpatrick, Past State Pres. Francis P. Hart and State Vice Pres. Edward W. Duffy. Attendance at the dinner totaled 300.



During his Sept. 11 visit to Oneida, N.Y., Lodge for the annual New York Upstate Conference, the Grand Exalted Ruler is presented with a silver tray, one of the products of Oneida industry. Shown in the photo (from left) are Exalted Ruler Richard Bennett, Past Grand Exalted Rulers George I. Hall and James T. Hallinan, Past Exalted Ruler Edward Jones, Judge Fenton, Past State Pres. Stephen McGrath and Grand Forum Member Ronald J. Dunn.

Elks National Service Commission



"At the 11th hour of the 11th day of the 11th month, hostilities came to an end from Switzerland to the sea. On the stroke of 11, the cannon stopped, the rifles dropped from shoulders, the machine gun grew still."

STARS AND STRIPES

To the Elks, this description of the first Armistice Day suggests an unusual coincidence. Traditional with us over the years, the Hour of Eleven holds special significance. It is symbolized on the Elks emblem. This month, in memory of our war heroes, the entire Nation pauses at 11 a.m. on the 11th day. Our promise to remember our sick and disabled veterans is therefore in keeping with our ritual. An Elk is never forgotten, never forsaken . . . neither is a hospitalized veteran.

JAMES T. HALLINAN, *Chairman*



The program of the Elks National Service Commission is one of devoted remembrance. It translates into deeds our principle of patriotism. We know that

public acclaim and cheers which accompany the bearing of arms fade as time goes by. Elks will not forget.

GEORGE I. HALL, *Vice-Chairman*



As we pause to recall the sacrifices of our veterans, we must consider the future. Over 50 per cent of our hospitalized veterans are mental patients. This kind of war

wound does not heal quickly. Their care and potential rehabilitation present a constant challenge.

WILLIAM J. JERNICK, *Treasurer*



Elks and their ladies are bringing cheer and comfort to over 117,000 veterans in 172 hospitals, including general medical and surgical hospitals, neuro-psychiatric, tuberculosis, and domiciliaries. Our programs are diversified to answer all needs.

JOHN L. WALKER, *Secretary*



The dedicated task of this Commission has been carried out unselfishly by our local committees ever since World War II. Bringing hope to the bed-ridden,

they give constant evidence of the fact that Elks truly exercise the principle of Brotherly Love.

HOWARD R. DAVIS



Elk entertainment is pleasant diversion; however, it has a far more serious purpose. Medical care is, of course, necessary to recovery, but to do the job right

there must also be the element of human understanding. This is our contribution.

FRANK J. LONERGAN



For a veteran on the long road to recovery, the world can become dangerously remote. Long confinement breeds discouragement. By bringing the outside world

to these men, Elks daily speed their permanent recovery. We call it "Companionship Therapy".

EMMETT T. ANDERSON



Our people are a highly specialized group with sincere interest in others and a deep feeling of responsibility. Tact, patience, congeniality and warmth are

evident as they work with pride in representing the Order of Elks while serving others.

JOSEPH B. KYLE



Since the start of hostilities in Korea your Commission has sent millions of cigarettes to our men stationed there. Each pack contains a friendly Elk message. The fact that they are remembered is deeply appreciated by these lonely men.

WILLIAM H. ATWELL



High on our list of endeavors is occupational therapy. A program of hide collecting is practiced in several States. These hides are finished in beautiful colors

and shipped to all hospitals. "Elk Leather" has earned us another nationwide distinction.

FRED L. BOHN



Are you the next man up...or out?

Men who are forging ahead today may be slipping behind tomorrow if the demands of daily responsibilities are not matched by the energy to cope with them. For many men, the key to increased vitality lies in getting the right kind of physical activity. Not just "exercise" which uses one set of muscles or another, but a stimulating activation of all parts of the body. What so many men need is the exclusive, all-body action of Exercycle.

Exercycle's All-Body Action

Exercycle gives you all-body action by moving every part of your body in a stimulating, coordinated way. Because Exercycle is motor driven, it conditions you without the strain and exhaustion of conventional exercise. You can use as much or as little effort as you wish. The unique Bergfors All-Body Action of Exercycle is so relaxing and refreshing, it's hard to believe that it brings into play the same parts of your body as you would use in swimming, rowing, cycling, and horseback riding...all in one satisfying workout. The Exercycle does the work; you get the benefits. And you



have the comfort and convenience of taking your daily Exercycle workout right in your own home.

Helps renew lost energy

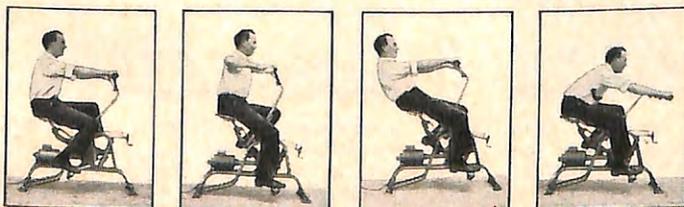
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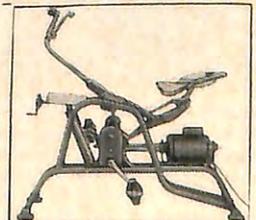
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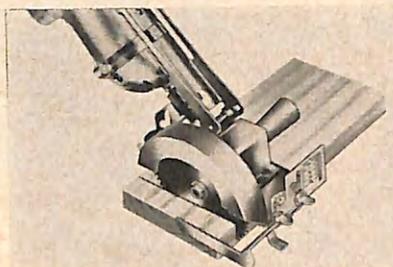
Elks



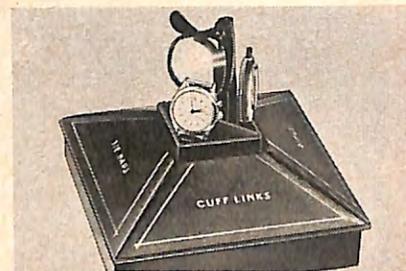
FAMILY SHOPPER



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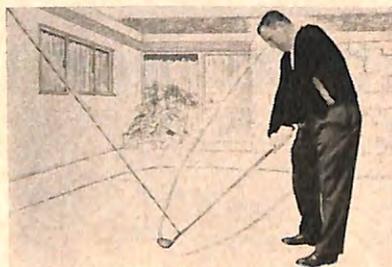
ARCO-SAW—new low cost model rips & crosscuts up to 2" board in 1-cut. Fits any 1/4" Elect. Drill in 1-minute with new Safety-Bracket. Has graduated gages for ripping, depth, angle cuts. Can be used with 1-hand. 1-Yr. Guarantee. \$10.95 ppd. With Blade. COD + post. 20-day Money Back Guar. Arrow Metal Products Co., Dept. EL-11S, 421 W. 203 St., New York 34.



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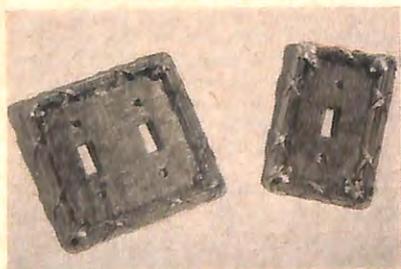
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ANTIQUE-GOLD FINISH on rippled brass-plated metal make these decorator-styled switch plates the finishing touch of perfection for a well-furnished room. They blend beautifully with either modern, traditional or period settings, in any room. Single plate, \$1.50 each; double plate, \$1.95 each, postpaid. Wales, P.O. Box 241, Hartsdale, New York.



SOLID BRASS VASES imported from India. Each is individually hand engraved in intricate designs. A simple dusting keeps them brightly shining as they never tarnish. (a) 9" Flute, \$3.50; (b) 10" Classic, \$4.95; (c) 14" Modern, \$9.95 (matching 10" dia. Bowl, \$6.95). All ppd. Gift boxed. Card enclosed if you wish. The Bombay Shop, Box 224, Nutley, N.J.



ADORABLE MUSICAL SLEEPING-STRETCHING DOLL. Her head and body move as tho stretching while a Swiss musical unit plays a familiar kiddie tune. Well made in pink or blue plush. Approximately 10". \$3.98 postpaid. Order from Boston Music Company, 116 Boylston Street, Boston 16, Mass. or Willis Music Company, 124 East 4th, Cincinnati 1, Ohio.

CHRISTMAS SHOWCASE



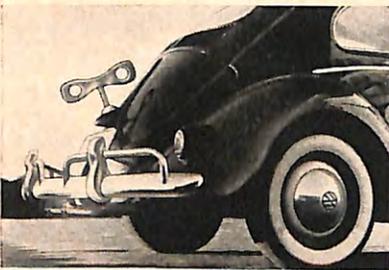
GENUINE ELKS JEWELRY. Wonderful Xmas gifts! Christmas Delivery Guaranteed! 14 Carat Gold Plated Tie Clasp and Key Ring, \$2.95 each. Cuff Links, \$4.95 Pr. Complete Set, \$10.00. Guaranteed Windproof Lighter, \$4.95 each. Key Chain with U.S. Silver Dollar, \$6.95 each. Prices include Post. and Fed. Tax. Fraternal Mfg. Corp., Dept. E-11, P.O. Box 81, Brooklyn 33, N.Y.



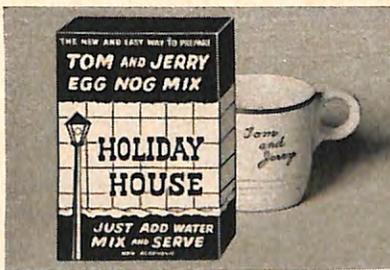
PARTY CAKE PANS make layers to stack and decorate. Just frost and trim with icing to make snowman or clown cake. Toothpicks and marshmallows make arms. Cake is 8" high, 6 3/4" at base, serves 10 generously. Complete set of 4 aluminum pans, recipes, decorating instructions. \$1.25 ppd. No C.O.D. Free gift catalog. Artisan Galleries, 2100-Q11 N. Haskell, Dallas 4, Texas.



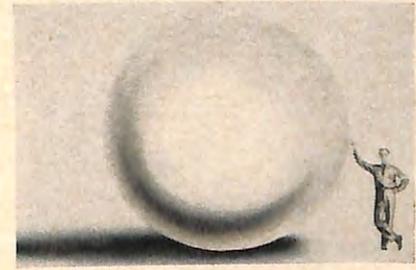
SCALE MODEL VOLKSWAGEN is an imported 4-inch beauty that actually goes as fast as 20 MPH on a straight-away. (In California, they even race these models.) Beautifully detailed Volks has micro-sensitive adjustment and differential for precision steering, brake, free-wheeling, crash absorber, rubber tires. \$2.95 ppd. Lee Products, Dept. EK-21, 103 Park Ave., N.Y. 17.



GAG CAR WIND-UP 'KEY' . . . \$1.00. Picture this huge Wind-Up Key on the trunk of your car. Suction base for mounting without damage. Easily removed. Made of bronze-finish plastic. Add this bit of nonsense to your new compact, Detroit monster, natty foreign car, or the old one. *Money-back guarantee!* \$1.00 ppd. Sunset House, 254 Sunset Bldg., Beverly Hills, Calif.



TOM & JERRY—EGG NOG DRY MIX. You're ready for unexpected holiday guests all the time with this mix. Just add 1/2 cup water and stir for rich, creamy drink. A delightful blend of spices pleases any taste. Serves 14 adults. Only \$1, 6 boxes \$5, ppd. Send order Now with cash, money order to Holiday House Mfg. Co., 635 Santa Clara Ave., Grand Junction, Colorado.



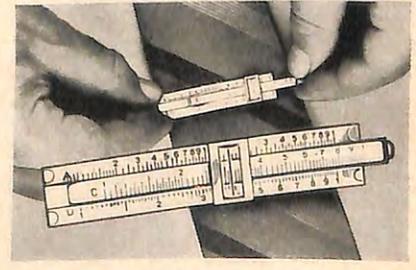
GIANT 12 FOOT METEOROLOGICAL BALLOONS are great fun to play with and perfect for use as an advertisement to attract attention at openings, fairs, sports events, etc. They're long-lasting neoprene rubber, inflate with gas or air to a giant 12-18 feet high. New surplus. Only \$2.50 ppd. Davis Products, 509 East 80th St., Dept. EK-11, New York 21, N.Y.



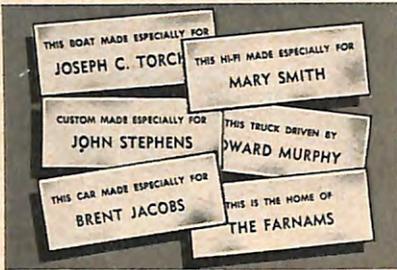
PERSONALIZED CRAYON BUCKET hand made of native pine. Natural lacquer finish. Colorfully hand-painted with child's name. Holds full set of crayons or tidbits, buttons, etc. Hand lettered with "My Own Crayons" and first name. 5" x 5". \$2.95 plus 30¢ handling charge. No COD's. Free catalog. Gotham Gifts, Dept. E-11, 67-85 Exeter St., Forest Hills 75, N.Y.



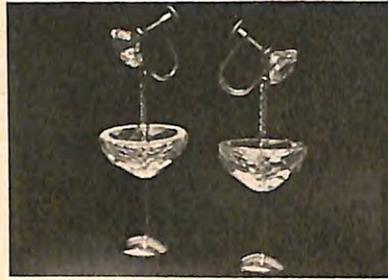
FOLDING BACK REST gives you the joy of sitting-up support when you read, eat, doze or watch TV. 3 positions provide maximum comfort. Non-skid base. Elastic strap holds your own pillow. Folds flat. Conveniently light. Smart wood grain finish. Gifts Mailed Direct. Only \$3.98 ppd. Guaranteed. Better Sleep Inc., Dept. 465, New Providence, New Jersey.



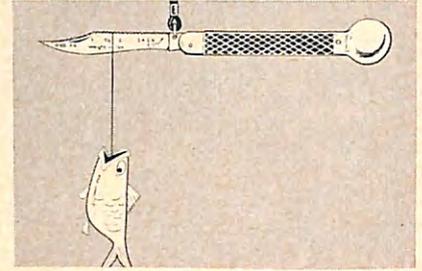
SLIDE-RULE TIE BAR really works! A perfect miniature. Engineers, students, any male will go mad over this. Keeps his tie neatly anchored to his shirt. Metal face has clear etched markings and magnifier slide. *Money back guarantee.* In Sterling, \$4.40 ppd. Available in 24K Gold Plate for only \$1.65 Fed. tax incl. Sunset House, 254 Sunset Bldg., Beverly Hills, Calif.



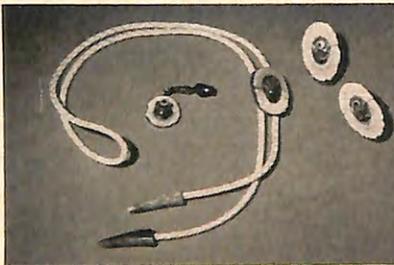
SNOOTY 'NAME PLAQUES' . . . \$1.00. The unique *personalized gift!* 3" x 1" Plaques are shiny, jewel-like nickel . . . deeply etched and official looking. Self-adhesive backs attach to any surface. 6 different Plaques available: Car, Boat, Home, Truck, Hi-Fi, and "Custom Made." Specify names and Plaques desired. \$1.00 ea. ppd. Sunset House, 254 Sunset Bldg., Beverly Hills, Calif.



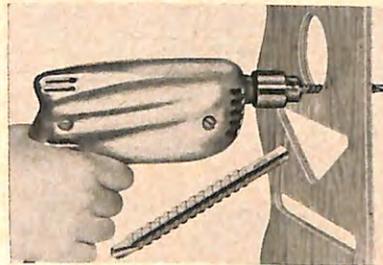
HEADY SPARKLE at your ears to turn his head . . . Exquisitely fashioned miniature Champagne Glasses of rock crystal, hand-carved in the Orient. In moonstone blue, ruby red, or crystal clear, with silver mountings. For pierced or unpierced ears. \$5.95 ppd. incl. tax. (2 pr. \$11.00, 3 pr. \$15.00). Harvey J. Bosse (Dealer in fine stones), Dept. E-11, 130 Benson Ave., Vallejo, Calif.



WEIGH-YOUR-FISH KNIFE. This unusual knife is 6 in. long with a 3 3/4 in. blade. *Entire* knife is stainless steel and *Will Not Rust*. Blade is sharp and pointed. Ball kills fish. Notches scale fish. It weighs catch from 10 oz. to 12 lbs. Comes gift boxed. Not sold in retail stores. Send check for \$5.25 each ppd. Thompson Specialty Co., P.O. Box 804, Springfield, Ohio.



GENUINE ELK HORN, Beautifully polished, is emblazoned with 10 kt. gold Elk emblem. Bolo Ties, \$3.50; Choose black, brown or tan leatherette or Cord in all colors. Tie Bars, \$3.50. 3 of Either, \$9.00. Cuff Links, \$5.50. Cuff Links and Tie Bar Sets, \$8.00. Other Lodge Emblems on Genuine Staghorn, same price. Ppd. Kildes Staghorn Jewelry, Hayden Lake, Idaho.



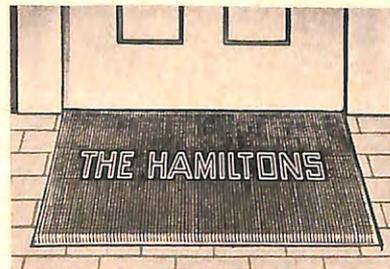
ARCO ROUTER-DRILL saws, drills, routs, files. Fits any Elect. Drill. Cuts own starting hole & any shape in any direction tool is moved. Cuts woods, formica, non-ferrous metals, thin sheet steel. Sharp milled cutting edges for fast clean cuts. 20-day Money Back Guarantee. \$1.39 ppd. No COD. Arrow Metal Products Co., Dept. EL-11R, 421 W. 203 St., N. Y. 34, N.Y.



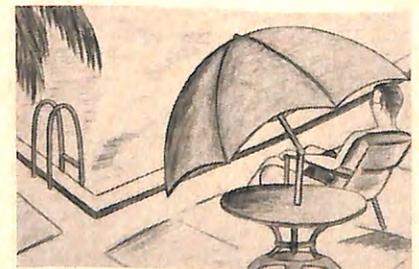
150 SOLITAIRE GAMES! Clever new Solo Play board is featherlight and durable; 12" x 14". It's easy to use and carry; perfect for travel, home, hospital use. Booklet "150 Ways to Play Solitaire," deck of "Patience" size cards included! Perfect for gifts, for your own home! \$3.95. Add 25¢ postage. Free Gift Catalog! Sorry, no C.O.D.'s. Meredith's, Evanston 31, Illinois.



STERLING SILVER NAME BRACELET. Gay personalized bracelet to please any Miss. Her name is spelled out in individual letters, then attached to a dainty chain. Bracelet, 7" long, with 7 letters or less, \$2.75; add'l. letters, 25¢ ea. In 12 Kt. Gold Filled, \$3.75; add'l. letters, 35¢ ea. Tax & Post. incl. Free catalog. Wayne Silversmiths, 546-E So. Bway., Yonkers, N.Y.

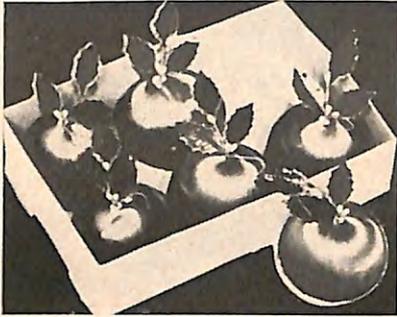


PERSONALIZED DOOR MAT. Your own name, or any name of your choice, is permanently molded in rubber with ivory letters. Choice of red, green, blue or black. Large 18 x 28 inches. 7,000 rubber scraper fingers do a thorough and efficient scraping job. Specify color and name desired. Door Mat, only \$5.98 ppd. Sunset House, 254 Sunset Bldg., Beverly Hills, Calif.



ATTENTION ELKS: Now you can vacation the rest of your life for less than you can maintain your home. Write for particulars and brochure of the plush Belcelona Club in a favorite vacation spot of the U.S. Ideal for retired business or professional folks. You can live a life free from care and worry for unbelievable moderate cost. Address—New Haven Ave., Melbourne, Fla.

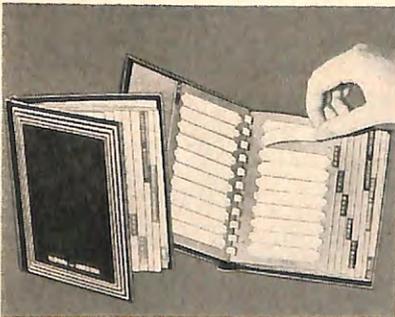
ELKS FAMILY SHOPPER



APPLES ON THE CHRISTMAS TREE? These Big Red Apples are bright new ornaments that add a gay splash of Christmas color to your tree. Each 3-inch "apple" is topped with dainty holly leaves and wound with rayon satin tinsel over styro ball. Order #4976: Box of 6, \$3.25 plus 15¢ post. Bancroft's, 2170 So. Canalport Ave., Dept. EL-131, Chicago 8, Ill.

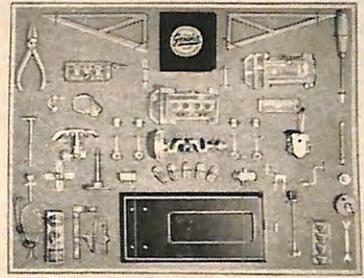
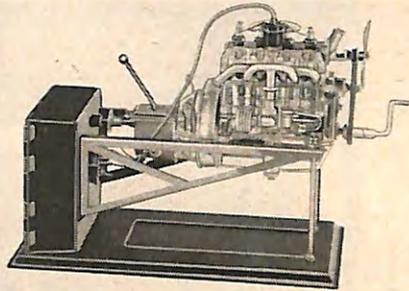


BICYCLE LICENSE PLATE. Junior's vehicle can carry identification too—his name or nickname on a heavy steel plate in baked enamel colors. It's equally good for bicycle, tricycle or wagon. Print the name plainly—up to eight letters—and send with \$1.00 for each plate, including postage, to Best Values, 403 Market St., Dept. W-89, Newark, N.J.



TAB ADDRESS BOOK. Change of address? Take out the tab and insert a new one. Your list stays neat and up-to-date. Book is covered in leather-like vinyl and contains 12-page address file, plus extra pages for services, birthdays, anniversaries, gift and Christmas card list. \$1.00 ppd. including 50 extra tabs for changes. Carol Beatty, 18 Beatty Bldg., Culver City, Calif.

THE WORLD'S FINEST MODEL ENGINE



\$100,000 went into engineering this truly fabulous, all-clear plastic, 4-cylinder motor-building kit. When assembled, the motor is a perfect miniature power plant to be turned over manually by means of the crank handle. All moving parts are clearly visible—and everything works. Tiny spark plugs (fitted with red bulbs) "fire" in their correct order. Valve tappets operate from precision-machined camshaft. Pistons and rods are connected to four-throw crankshaft in the same manner as any car engine. Timing can be adjusted for perfect "ignition." Clutch actually works. 28-page instruction book makes assembly a cinch—and fun. Kit has all tools. Caution: not a toy, but a precision-engineered motor. \$26.50 ppd. *Money back guarantee.*

CHABON SCIENTIFIC CO., Dept. EK-11, 122 East 42nd St., New York 17, N. Y.



NITE CADDY FOR MEN

PERSONALIZED FREE of extra charge for a limited time if you order now! For evening transfer from trouser and jacket pockets to dresser top. Designed to hold watch, change, wallet, keys, pen, eyeglasses, everything a man ordinarily carries in his pockets. Expertly crafted of genuine black walnut wood with non-mar felt bottom and appointed with highly polished brass. A "catch all" that gives neatness and order . . . a treasured gift to receive. 10" x 7" x 3", completely assembled—Made in U.S.A. Be sure to print name to be engraved, clearly and exactly in order it is to appear on Nite Caddy. Order No. 2542P.

YOUR NAME HERE FREE

Only \$5.95 postpaid

Send for New FREE Catalog of Unusual Items

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America's most lovable characters from . . .

WALT DISNEY'S MICKEY MOUSE CLUB and DISNEYLAND

10 KING-SIZE LATEX TOYS \$1.00 PLUS 25c POST NO COD'S
from 15" to ALMOST 3 FEET TALL

Here's good clean fun for every youngster! They'll be busy for hours with their Mickey Mouse Club balloon-like toy characters. Toss them up, they land on their feet. Quality-made in America. Money back guarantee. Terrific fun value! Only \$1.00 plus 25c postage.



DONALD DUCK



JIMINY CRICKET



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CINDERELLA



DAVY CROCKETT



SLEEPING BEAUTY



PETER PAN



PINOCCHIO



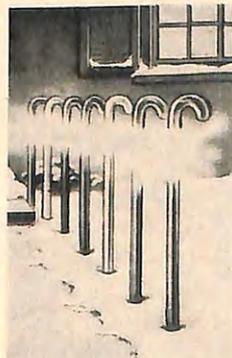
ZORRO

MOTHER HUBBARD

Dept. MM-328, 95 South St., Boston 11, Mass.



Your Own Christmas Wonderland!

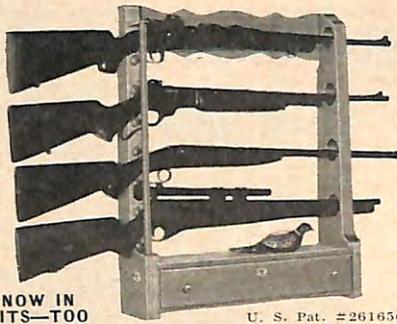


FAIRY-LIKE CANDY CANES light the way to your own Christmas wonderland. Completely electric, these colorful 20" red, white and green styrene Candles will flank your driveway, front walk or lawn outdoors . . . the fireplace or tree indoors . . . to make yours the most hospitable house in town. Each weather-resistant Set includes 7 Candles, complete with 16-ft. U.L. approved cord, sockets and bulbs. *Money back guarantee!* **ELECTRIC CANDIES SET**, only \$5.98, postage paid. 2 Sets for \$10.95.

GIANT 4-FOOT ELECTRIC CANDLES light your doorway with magnificent Christmas splendor! The brightest way to wish every passerby 'Season's Greetings'. Each spectacular Candle stands 4' high on a wide, rock-steady plastic base. Light shines thru the red and white striped tube, white 'wax' and orange 'flame'. Comes complete with U.L. approved 3' cord sets and bulbs. Assembles and detaches fast for compact storage. *Money back guarantee!* Set of 2 **ELECTRIC CANDLES** for only \$5.98, postage paid.



Sunset House, 254 Sunset Building, Beverly Hills, California



NOW IN
KITS—TOO

U. S. Pat. #2616566

SAFE-LOCK GUN RACK

THE GUNS AND AMMUNITION ARE LOCKED IN Handsome, sturdy gun racks safely lock guns in attractive display. Large drawer locks up ammunition, cleaning gear, etc. Guns cannot fall or be taken out. One key unlocks drawer and guns. Children-proof. Foolproof. Complete, in hand-rubbed, honey-tone knotty pine, or lovely maple or mahogany finish.

4-Gun Rack—24" x 28" (Shown)... \$19.95 In Kit \$11.95
6-Gun Rack—24" x 40" (Taller)... \$29.95 In Kit \$17.95
3-Gun Rack—24" x 21" (No drawer) \$13.50 In Kit \$ 8.50

4 Gun and 6 Gun Racks Exp. Chns. Coll.
(3 Gun Racks and All Kits Ppd. Add 5% West of Miss.)
IN COMPLETE KITS for easy 1-hr. home assembly.
Fitted, drilled, sanded, ready to finish. Easy directions.
Large New Free Catalog—600 Items—Complete or Kits

Immediate Delivery **YIELD HOUSE**
Money-Back Guarantee Dept. EK11-0, No. Conway, N.H.

NOW! Enjoy JYMBAR

FOR SLIMMING—STRETCHING—FUN!
FOR ADULTS AND CHILDREN—INSTALLS IN DOORWAY—

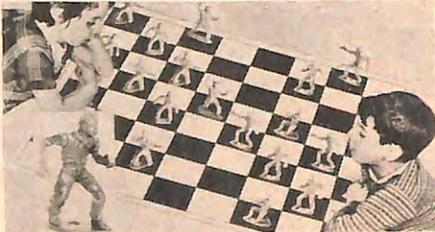


Wonderful exercise for arms, legs, abdomen, back, chest. Install or take down in a jiffy! Safe—holds up to 400 lbs. Doesn't harm door frame. Used as ballet barre. Extends 24" to 38". Top-quality!

WRITE TODAY for Free Folder
—or order postpaid. ONLY

Money-back Guarantee. \$8.95

Battle Creek EQUIP. CO.
Battle Creek Z23, Michigan



GIANT CHECKERS—western style

A giant-size version of the favorite game! This daring range war is staged on a huge 24" x 24" plastic checkerboard with realistic Cowboy and Indian plastic figurines. 3" high, colorful, unbreakable. Unique wild west accessories (hats, rifles, warbonnets, tomahawks, etc.) make fascinating "western" kings. Over 50 pieces. Sure to delight! \$2.00 ppd. MOTHER HUBBARD, Dept. WC-22, 95 South St., Boston 11, Mass.

FLEET ELECTRONIC HANDICAPPER

RACE RESULTS

Computed Electronically!



Fantastic NEW pocket computer flashes probable money winners instantly. Sturdy, dependable... amazed users report 65% to 75% accuracy. Simple, easy operation learned by anyone in minutes.

NOT A TOY OR GIMMICK!

Take to the track. A scientific, electronic tool designed for the serious racing fan, the professional handicapper or the "never-been-to-the-races" group. An ideal gift for any adult. Introductory Offer only \$14.95 ppd. Cal. res. add 6% tax. Send check or M.O. to:

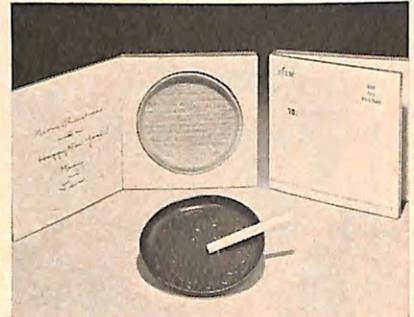
FLEET ELECTRONICS DIVISION, Dept. C
P. O. Box 649, Glendale, Calif.



ELKS



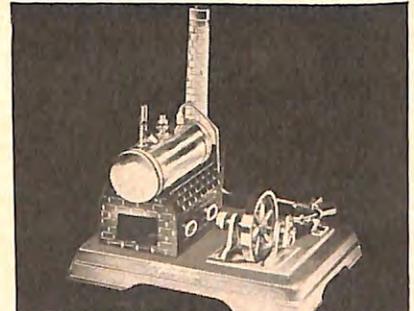
SANTA'S MAIL BAG. Smiling Santa collects all your Christmas cards in his expandable pocket. He's colorful and cheery with his red pompon nose and roving eyes... perfect to hang on mantel, mailbox or door. His jingle-bell cap rings merrily when he's moved. 11" x 15", richly colored bristolboard. \$1.00 ppd. Nancy-Ellen, 614 Spencer Bldg., Atlantic City, N.J.



SAY "MERRY CHRISTMAS" with a flourish. When just a card won't do, send this novel combination card and handsome stoneware ashtray in award-winning design. Choose "Merry Christmas" in a score of languages or "Merry Christmas-Happy New Year" in relief on glazed finish. Charcoal, white or turquoise. \$1.50 ppd. Woodmere Mills, Dept. ES-10, Bennington, Vt.



"JUST HAPPEN TO HAVE"... is the fitting engraving on this "Compact" Photo Album. Wafer thin, it holds 16 pictures protected in clear plastic. Case is gold-color metal. Choose case engraved as above or, for self-conscious grandparents, "S.O.G. with P.I.P." ("Silly Old Grandma With Pictures in Purse") \$1.25 ppd. Sunset House, 75 Sunset Bldg., Beverly Hills, Calif.



LIVE-STEAM ENGINE will add realistic power to any model. It develops 1/30th h.p. at 1,000 r.p.m. and has brass boiler, bronze fittings, hand-throttle steam whistle and grooved pulley wheel. German-made engine uses safe dry fuel; stands 10". Educational. \$8.95 ppd. Extra fuel, \$2.00 ppd. William Products, Dept. EK-11, 10 East 81st St., New York 28.

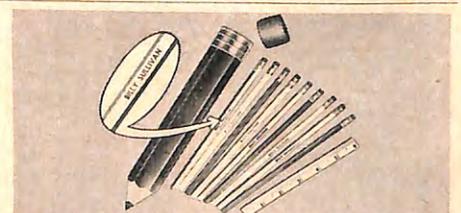
Except for personalized items, there is a guaranteed refund on all merchandise returned in good condition within 7 days.



ADJUSTABLE COLLAR STAYS
• Fits all your collars!
• Will last for years!
Adjustable collar stays self-adjust to any collar length, eliminate that frantic morning search for correct length stays and you'll always look neat as a collar ad! Gold-plated and spring-tempered, they'll never curl or rust.
59c pr., 2 pr. for \$1.00 ppd.



Don't discard shirts that have tight collars... get a Stretch-Button! Adds 1/2 size instantly—what a welcome relief from too-tight collars, too much starch! Just slip in button hole, attach expanding spring loop to shirt button. Tie hides it! Light, lifetime metal. Save money—transfer it from \$1.00 shirt to shirt. ppd.



GIANT PENCIL SET — \$1

Giant Pencil pencil-box holds nine regular-size pencils with any child's name on them! It's a big 10 1/2" long. The huge rubber eraser lifts off to get at the pencils and the included 6-inch ruler. Child's name is stamped in gold on each and every one of the brightly colored, top-quality pencils. A fun way for kids to carry pencils! Guaranteed to please! Specify child's name. GIANT PENCIL SET, only \$1, postage paid. Order from Sunset House, 254 Sunset Building, Beverly Hills, California.

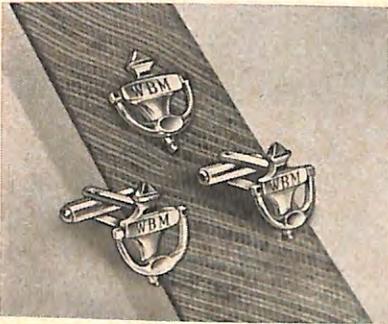
ZENITH GIFTS

1527 Post Office Bldg.
Brighton 35, Mass.

FAMILY SHOPPER



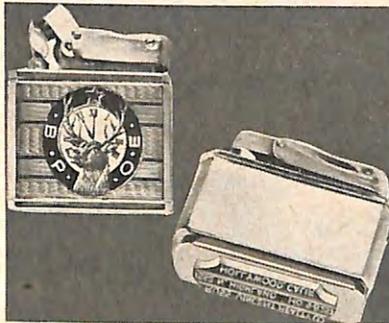
GREEN HOLLY, RED CANDLES and gleaming brass plate make a gay, glowing Christmas decoration. Package includes Tri-Labra, 6 petite red tapers 10" high, and fresh-cut sprays of English Holly. Engraved gift card can be enclosed. Delivery about Dec. 15 unless otherwise requested. \$3.95 ppd. Northwest Corner Store, Dept. E, Longview 112, Wash.



FOR THE MAN to whom all doors are open . . . these miniature (7/8") door knockers fashioned into tie tac, tie bar and cuff links. The little door knockers actually move. They're in gold or silvery rhodium plate and come engraved with 2 or 3 initials. Tie Tac or Tie Bar, \$1.00; Cuff Links, \$1.50. Ppd. Nancy Norman, 5117 P.O. Building, Brighton 35, Mass.



SAVE IN '61. It takes only a quarter a day to change the date on this 1961 Calendar Bank and bring you \$100 at the year's end. While saving, you can keep track of birthdays, other occasions on the handy calendar pad. Buy several for home, car, vacations. \$1.99 each; 3 for \$5.75; 6 for \$11. Add 25¢ post. each bank. Leecraft, 300 Albany Ave., Dept. ELC, Brooklyn 13, N.Y.



LIGHTER PLUS NAME STAMP equal one novel gift. When you pull the attractive cigarette lighter from its case, presto! You have a handy, identification stamp. The lighter is decorated with the Elks insignia. Print plainly the 3 lines of copy for the identification stamp. Name-O-Lighter, \$4.95 ppd. Hall Enterprises, 140 N. Robertson, Dept. E, Beverly Hills, Calif.

Merchandise shown on these pages can be ordered direct from the companies listed. Enclose a check or money order.



The most appropriate Christmas Gift for the family pets. My how tails will wag! Kills tormenting fleas, lice, ticks while dogs doze. Protects children. Its warm comfort and cedar aroma entices dog from chairs and rugs, ends soiled cushions, telltale hairs, doggy odor. New Orlon-Acrlan soft blanket fabric dog in attractive plaid. Washable, stain-resistant. Has zipper to remove inner pad. Economical, long lasting.

Miniature	14 x 18 in.	\$ 3.95	All Postpaid
Regular	15 x 28 in.	\$ 4.95	Nothing More
Super	28 x 36 in.	\$ 6.98	
King-Size	36 x 48 in.	\$12.90	For You To Pay

Kitty Cootie Chaser — Companion flea-killing bed for cats, same attractive plaid, real catnip aroma. Stops biting and scratching, sweetens the disposition. 14x18 in., only \$3.95.

ORDER TODAY — Avoid the holiday rush.
CHAPERONE Money-Back Guarantee
Box 1225 Sudbury, Mass.

YOUR OLD FUR COAT INTO NEW CAPE STOLE, JACKET \$22.95

MORTON'S remodels your old fur coat, jacket or cape into glamorous new fashion for only \$22.95, includes restyling, new lining, interlining, monogram, cleaning, glazing. **ORDER FROM MORTON'S, WORLD'S LARGEST FUR RESTYLING SERVICE.**

LARGEST SELECTION AT ANY PRICE. Over 40 Styles. Praised by Harper's Bazaar, Glamour, others. Send no money! Just mail old fur, state dress size. Pay postman, plus postage, when new style arrives.

Or write for Morton's new **FREE** Style Book.

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Washington 4, D. C.



WRITE FOR NEW FREE! STYLE BOOK



Mrs. Douglas J. Baldwin
1926 Apple Valley Road
Rockland, Connecticut

500 PRINTED LABELS - 25¢

500 gummed economy labels printed in black with ANY name and address, 25¢ per set! In two-tone plastic gift box, 35¢ per set. 5-day service.

DE LUXE GOLD-STRIPE LABELS—500 FOR 50¢
Superior quality paper with rich-looking gold trim, printed with ANY name and address in black. Thoughtful, personal gift; perfect for your own use. Set of 500, 50¢. In two-tone plastic box, 60¢. 48-hour service.

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Colorado Springs 11, Colo.

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from the Indian Reservation Country of soft, washable suede cowhide, with flexible padded soles. **BLISS TO WEAR** indoors or out with cuffs rolled up or down.
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FOR MEN AND WOMEN in sizes 4 to 8 \$4.95
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FOR CHILDREN too, in natural or brown only.
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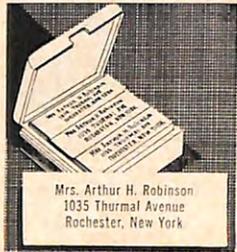
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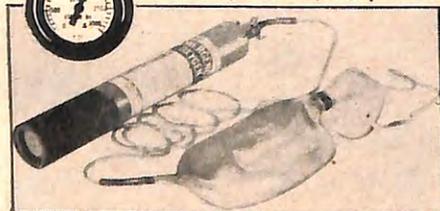
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Wgt. 8 lbs.

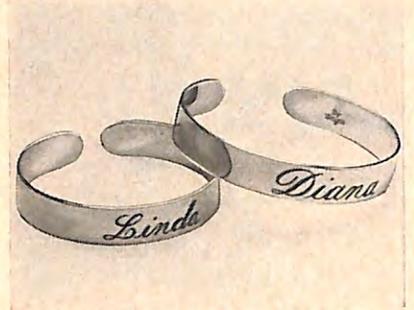
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5345 N. Kedzie Ave., Chicago 25, Ill.
Please send Model OX-70 unit(s) @ \$32.50 ea.
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Charge my Diners' card No.
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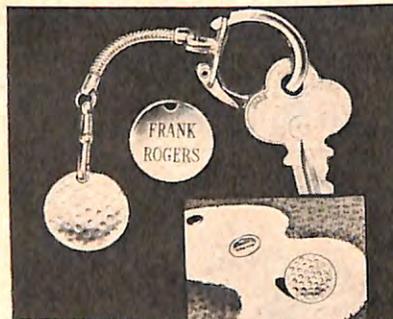
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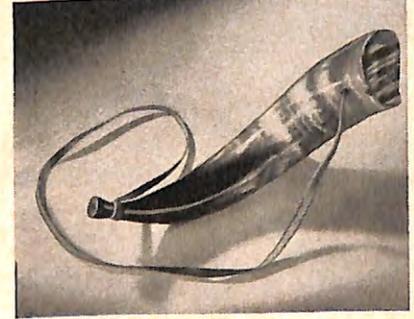
THE SORRENTO SHIRT . . . unusual array of sewed-down box pleats with a "new" chain silk stitching on each pleat. White broadcloth. French cuffs. 14-17 neck; 29-36 sleeve. \$6.95. Silk tie (state color) with 2- or 3-letter monogram, \$5.00 ppd. Send check or m.o. or charge it on Diners', Amer. Exp. Free catalog. Lew Magram, 830-7th Ave., Dept. S04, New York 19, N.Y.



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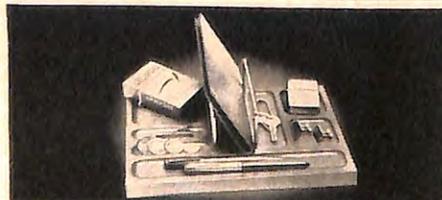


FORE GOLFERS! This dual-role gift consists of a plated snake chain with a ring at one end for golf bag and locker keys and a quickly detachable 3/4" "golf ball" marker at the other. "Golf Ball", engraved with golfer's name, marks place on the green or gets strayed keys back. Silvery rhodium plate. \$1.00 ppd. Hubbard House, Dept. E-161, 95 South St., Boston 11, Mass.



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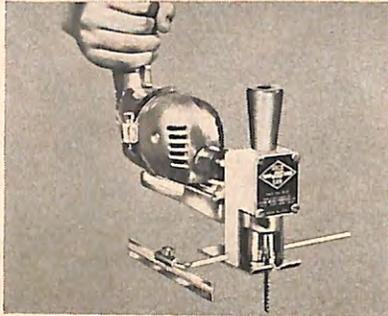


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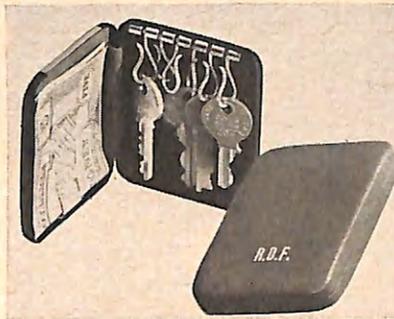
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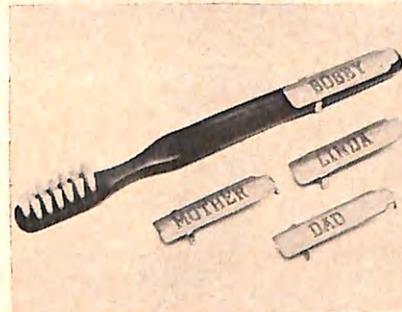
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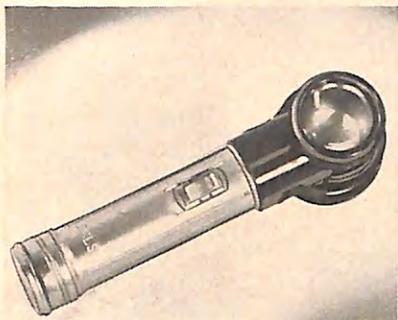
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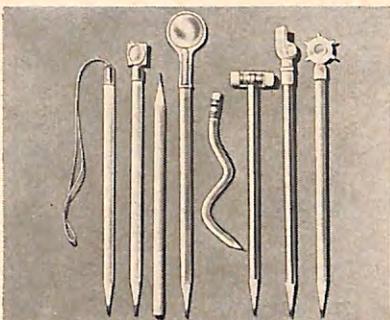
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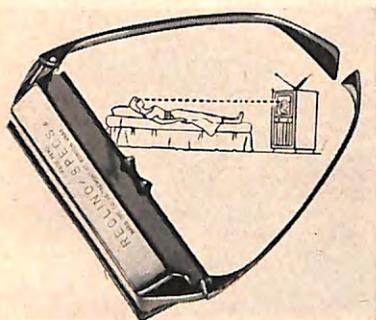
FAMILY SHOPPER



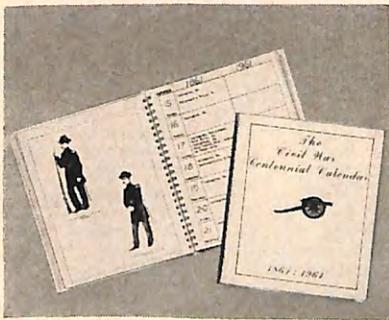
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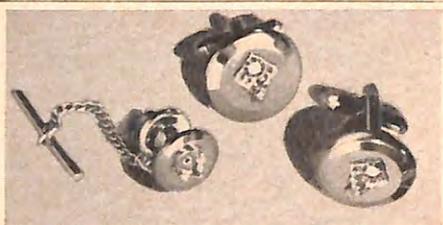
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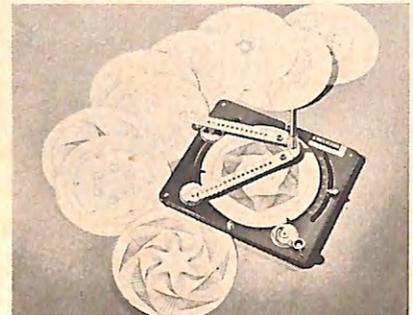
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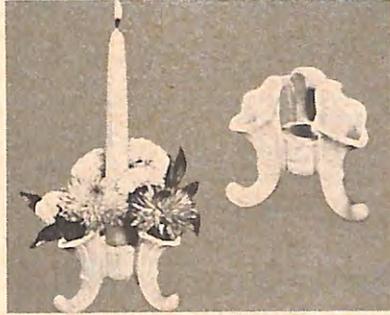
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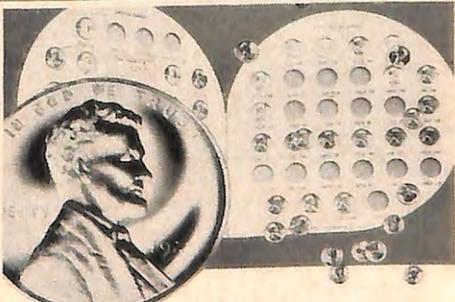
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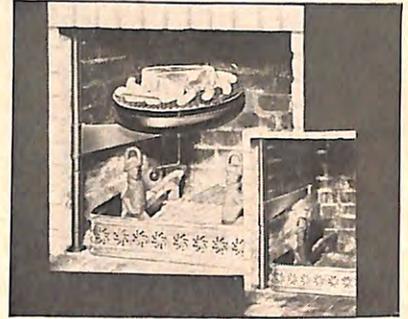
Stop
Yawning!

SLIDE TITLES

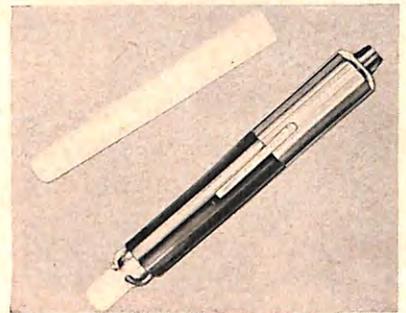
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1961 JANUARY 1961
1 2 3 4 5 6 7
8 9 10 11 12 13 14
15 16 17 18 19 20 21
22 23 24 25 26 27 28
29 30 31

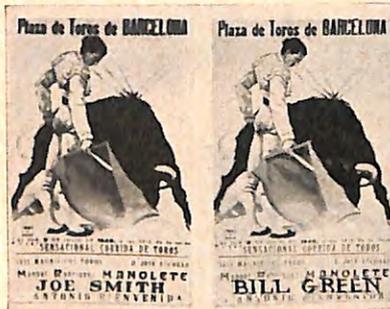


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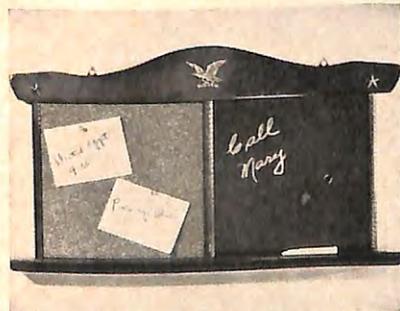
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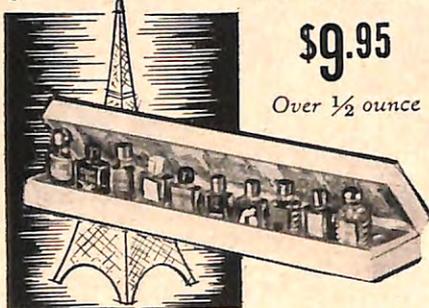
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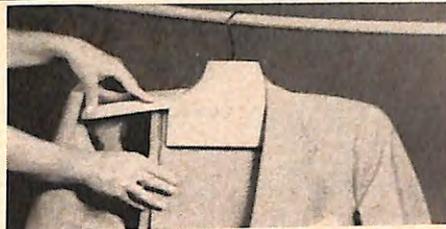


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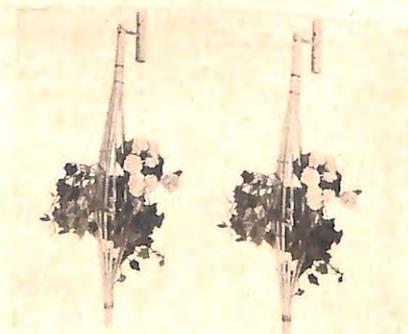
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TEE PJ's are over 1' longer than the T-shirt they resemble. Soft combed cotton won't bind, bunch or chafe. If it isn't the most comfortable sleeper you've ever worn, return it within 7 days to receive refund *plus* regular T-shirt free. S(34), M(36-38), L(40-42), XL(44-46). \$2.25 ppd. 3 for \$6.00. **Wittmann Textiles**, 6787-E Southboro Sta., W. Palm Beach, Fla.

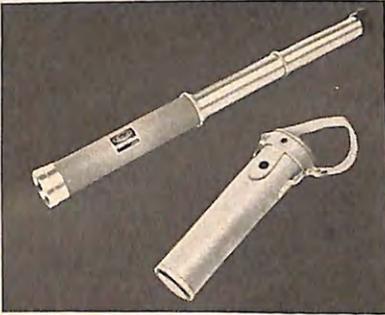


POCKET REMINDER keeps you up-to-date on your dates and provides a daily record of expenses, notes, appointments, etc. Wafer-thin pocket case holds 12 monthly diaries with daily record sheets. Credit cards fit in the reverse side. \$2.98; 3 for \$8.25; 6 for \$15.00. Personalized with 2 or 3 initials free. **Bart Distributing**, 480 Lexington Ave., Dept. E, N.Y. 17.

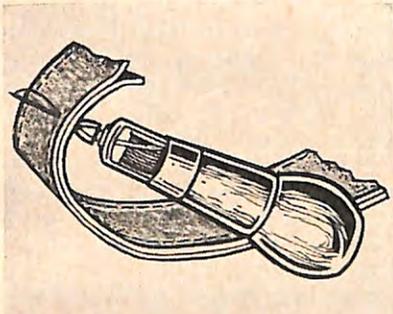


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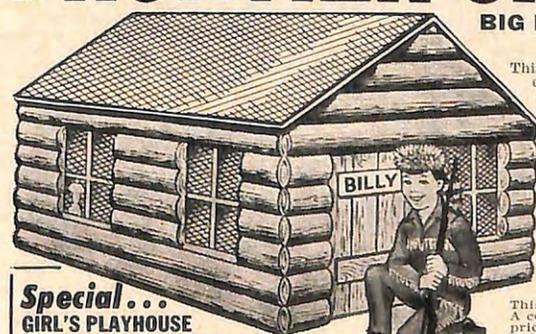
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Rod and Gun

(Continued from page 13)

when you were completely discouraged and utterly relaxed, you shot without conscious effort. And because of that, you hit.

I am not one to be greatly impressed by the tools with which to do a job. I suspect that any dabbler in painting uses brushes as good as those Michelangelo had, and I think any normal man can shoot well with a standard, factory shotgun, taken directly off the dealer's shelves. Nor am I greatly concerned about the shells that are fired in that gun. I've seen too many geese killed with 7½'s and too many quail with fours. I do feel that heavy loads are a handicap in at least nine-tenths of all smoothbore shooting because of their greater recoil, but aside from that one point I have no comment.

What is important, I believe, is the man. I think good wing shooting depends about 80 per cent on the man, ten per cent on the load, and ten per cent on the gun. And if this even remotely approaches the correct proportions, then the place to make improvement obviously is in the man. But how?

Well, as Aristotle said, "If you would learn to play the harp, go play the harp." You must be familiar with your gun; handle it until working the action

and safety require no conscious thought; adapt yourself to it so that your cheek touches the same spot on the comb (top of stock) each time you bring it to your shoulder and you see the same amount of rib or barrel each time you swing it at a mark.

And if you are primarily a rifle shooter as perhaps most Americans are, you must learn to shoot your shotgun in an entirely different manner. A rifleman attempts to hold steadily, to secure a precise aim, and to squeeze the trigger slowly while holding his breath. This procedure is positive insurance of missing a flying target with a smoothbore gun.

Fortunately, you can become familiar with your shotgun, acquire good gun-handling habits, and go far toward becoming a smooth, efficient shot in the privacy of your own room—without spending a cent for ammunition!

Select a spot on the wall such as the corner of a picture frame and stand facing it, feet separated about 18 inches and the left forward, assuming you are a righthanded shooter. Hold your unloaded gun with left hand on fore-end, right hand on grip, muzzle up, thumb or index finger on the safety.

Now, bring the gun up toward the

mark, at the same time lowering the muzzle and raising the butt so that when the latter comes up against your shoulder and your cheek comes down to meet the comb the front bead and part of the rib or barrel are aligned just below the target. During this process, push the safety to the off position.

At this instant, pull the trigger. Don't wait for a better aim; don't hold your breath; don't hesitate. Pull the trigger sharply and incisively. Unlike rifle shooting, in which we attempt to hold the weapon still, successful wing shooting depends on firing a *moving* gun. Never dawdle. Pull the trigger the instant the gun is aligned at the mark, even though that alignment may not be perfect. Only in this way can you develop the habit of prompt, though deliberate, firing the first time that the gun is right. The method may seem clumsy and inexact at the beginning, but after you have hunted with a shotgun for 25 years or so you will come to the full realization that the first impression is always best.

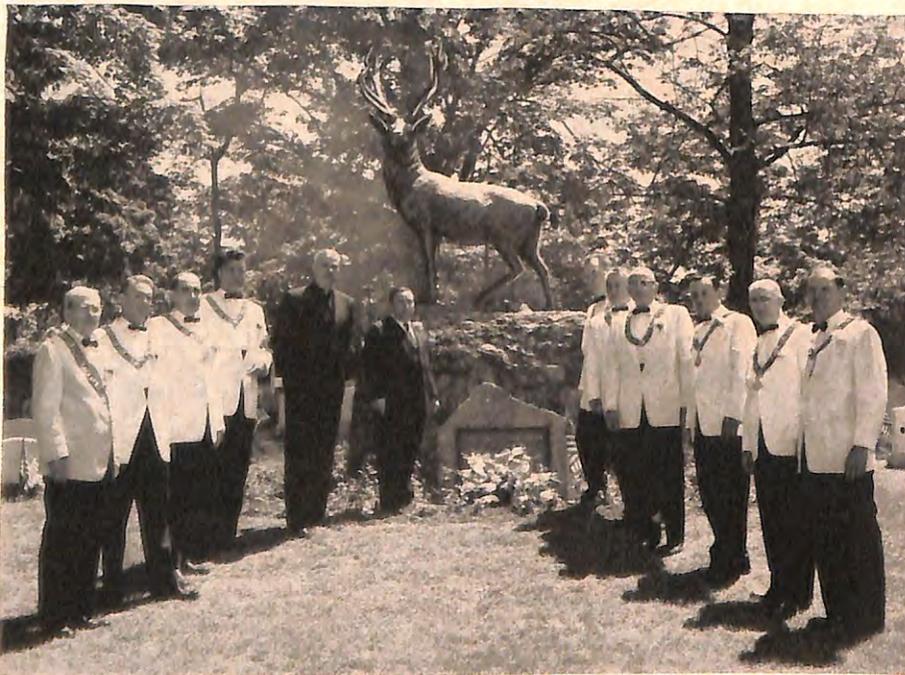
Once you have become thoroughly familiar with your gun through dry snapping practice and find that the muzzle comes to the mark every time without conscious effort, it is time to start shooting. If there is a trap or skeet range available, fine. Both are good practice and the veteran shooters you'll find at either will be glad to give you helpful pointers. If not, get a hand trap, a case of clay targets, some low-base shells loaded with No. 7½ shot, and a buddy to take turns shooting and throwing targets. This may be better practice for field shooting, anyway, because, like game, you never know exactly where the target from a hand trap will come from nor where it will be going.

Have your partner make your first targets easy ones—straight away and not too fast. Shoot at them just as you snapped at the mark on your wall: take your time, but pull the trigger when you're on the first time. After you're hitting them regularly, have him move out to one side 15 or 20 yards and throw crossing targets, simulating pheasants or quail that are flying past.

This will introduce a problem that hasn't come up before: lead. Despite the speed with which shot travel, you still must direct them in front of a flying target in order for both to arrive in the same spot at the same time. Doing so is called leading, and it is here that you will realize fully for the first time the importance of always shooting a moving gun. You can't select a spot out in front of a moving target, aim at it like a football passer throwing to a running player, and hope to pull the trigger at the right time more than maybe once out of a hundred tries.

Instead, you must bring your gun

Boston Elks Honor Memory of Order's Founder



Boston, Mass., Elks decorated the grave of the founder of the Order, Charles Algernon Sydney Vivian, at the Elks Rest in Mount Hope Cemetery. From left to right are P.E.R., Secy. John Howard, Est. Loyal Knight Franklin Cronin, E.R. Wm. J. Brady, Esq. F. X. Mallahan, Rev. Fr. M. Brock, S. J., Chaplain of Boston City Hospital and a member of the Order, who gave the invocation, State Senate Pres. John Powers, the principal speaker, Est. Lead. Knight E. W. Fahey, Chairman, P.E.R. and Chaplain J. F. Boland, P.E.R. and Treas. A. E. Cross, P.E.R. Trustee J. F. Cooke, Est. Lect. Knight Frederick Curley, Inner Guard William Harrington. The Boy Scout Troop sponsored by the lodge assisted in decorating the graves of all Departed Members of Boston Lodge.

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up from behind the target, tracking it, and when the muzzle passes pull the trigger. And you must not stop your swing; to do so is to miss. Swing smoothly from behind, pull as you pass the target, and let the gun continue to swing. If you do this, you will hit.

This process, inexact though it may seem, goes far toward solving the problem of lead, whether the target is a crow flapping past at 15 miles per hour or a canvasback barreling by at four times that speed. You see, the faster your target is moving the faster it forces you to swing your gun in order to catch up. This faster swing, in turn, throws the shot farther ahead.

Of course, this isn't the whole story of lead. Nobody has ever gotten the problem of lead down to a pat formula. But it shows the way and if you learn it well you have gone far toward becoming a good wing shot.

After you've gotten the hang of hitting crossing targets, play "miss and out" with your partner. You throw targets for him until he misses and then he throws them for you until you miss. Anything goes. You can throw them high and slow or low and fast, and at any angle. It's perfect practice for upland shooting, and if you have a building or bank on which the man with the trap can stand to throw crossing targets overhead it's equally good practice for duck, dove, or crow shooting.

If you practice with a hand trap a couple of evenings a week for a month or so before the hunting season opens, you'll find yourself far along the road toward becoming a good game shot. You'll handle your gun effortlessly and without conscious thought. You'll know the importance of proper foot position—the left foot forward gives a right-handed shooter a much wider arc through which he can swing properly—and you will have discovered that you can't swing your gun correctly without swinging your body with it.

The remaining problems are mostly mental, and they are the ones that nobody has ever licked completely. If you are too anxious to get game or to make a good showing you'll tighten up and fail to shoot well. At first—and occasionally after many years of hunting—you'll find yourself hurrying needlessly, attempting to shoot too soon because you're afraid the bird will get away. Actually, there is nearly always time to shoot deliberately and well.

The noise of a cock pheasant or ruffed grouse flushing will tend to fluster you. Relax. Your first covey rise or flock of ducks will disconcert you so completely that you'll probably shoot blindly at the whole business, thereby learning that the holes are bigger than the birds. In this case, ignore every bird but one. Pick a single bird on your side, kill it, and then—and only then—shift your attention to another single.

Wing shooting is like poker in this

respect: the rules are simple but the ramifications are unbounded. No two shots are ever exactly alike. No one has ever mastered it completely, though many have become marvelously proficient. It is this ever-present challenge, the chance to do better on the next shot or the next day, that makes it one of the most fascinating and rewarding of all outdoor sports



In the September issue of the Magazine, I have carefully read the Message from the Grand Exalted Ruler—"Three Points for Progress"—and the editorial entitled "Who's a Capitalist?". Both articles indicate a profound interest in the welfare of the citizens of the United States, and of Elksdom in particular.

As a result of many years of research, I am convinced that an alarmingly small number of our citizens are aware of the precarious position of their personal freedoms. The editorial "Who's a Capitalist?" gives the uninformed reader a false sense of security. Most readers are unable to reconcile such a rosy picture with the progress being made by forces leading the country toward socialism and communism. Why not give Elks information that will enable them to stem the tide toward the left? They can and will do it if they know how.
 SUMMIT, N. J. E. A. BUTLER

I am very happy to find the new feature, "Play Cards with John R. Crawford", in THE ELKS MAGAZINE.

I read the Magazine from cover to cover. The "Home Workshop" articles are so enlightening that I've cut each one out to file in my "homework notebook". I also think "Rod and Gun", "In the Dog House" and "For Elks Who Travel" are very interesting—and the "Elks Family Shopper" too. And it is very gratifying to note all the charitable work being done by the Elks. As you can see, I like the Magazine.
 DETROIT, MICH. MRS. C. P. KARRER

Three big, hearty cheers to THE ELKS MAGAZINE for its new card feature by John R. Crawford. This is indeed interesting, and worthy of being added to an already great Magazine.
 TACOMA, WASH. BURT KOOL

I thoroughly enjoy the articles on cards by John R. Crawford, and hope to see more of them in the Magazine;

I am an avid reader of your pages and I appreciate your articles about current events especially—and the unusual items offered in the “Elks Family Shopper” each month.
 RIDGWAY, PA. MRS. JAMES GARDNER

This is to thank the Magazine’s Travel Department for its wonderful and prompt service. I made great use of all the material that was sent to me, and our trip to California was most exciting and enjoyable.
 NEW BRUNSWICK, N. J. SAMUEL BRUNO

Thank you very much for the way in which you presented the Lebanon, Pa., Veterans Administration Hospital story in the September issue of the Magazine. THE ELKS MAGAZINE has received very high praise for the handling of this report, appearing on the Elks National Service Commission page.
 LEBANON, PA. W. J. EILER

We look forward to seeing the covers on THE ELKS MAGAZINE each month, and very much enjoy the humor of the “situation” paintings. Last August’s cover, in particular, took the cake.
 S. MILWAUKEE, WIS. W. W. HANSON

Artist Tom Shoemaker expresses his appreciation for Mr. Hanson’s comment. The painting depicted a motorist puzzling over the validity of a “NO PARKING—BUILDING ENTRANCE” sign before a partly demolished building (of which only the entrance still remained in a standing position).

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Attending a special luncheon during the Tennessee Elks' Convention were, left to right, foreground, Grand Exalted Ruler John E. Fenton, Past Grand Exalted Ruler John L. Walker and E.R. S. G. Huskey of the host lodge; background: State Pres. William Neese, retiring Pres. Thomas Stratton, Grand Lodge Committeeman E. W. McCabe and host P.E.R. G. E. Dunn.



When the Md., Del., and D.C. Elks met at Cambridge, Mayor C. W. Mowbray, a P.E.R., proclaimed the period as "Elks Convention Week". Pictured left to right, are City Council Pres. Arthur Parker, retiring Assn. Pres. Lou Myers, host E.R. Lee Brohawn, Mayor Mowbray, Convention Chairman William Wise and Past Grand Exalted Ruler William J. Jernick.

News of the State Associations

Five More Convention Reports

GRAND EXALTED RULER John E. Fenton, Past Grand Exalted Ruler Wade H. Kepner and Chairman Dewey E. S. Kuhns of the Board of Grand Trustees were in attendance at the August 18th, 19th and 20th Convention of the West Virginia Elks Association, along with 800 others. Fairmont Lodge was host to this meeting when 11 of the 22 living Past State Presidents were welcomed.

Reports again attested to the fact that the four Veterans Service Committees of West Virginia had done a fine job, and that the 1960 attendance at the Crippled Children's Camps was the largest since the inception of this project.

The P.E.R.'s Assn. banquet was held on the 19th following a reception in

honor of the new State President, W. Grady Carper of Princeton Lodge. Serving with Mr. Carper are Vice-Presidents Ray Malone, Wellsburg, E. L. Kimble, Morgantown, and F. F. Martin, Huntington; Secretary Garnett W. Shipley, Martinsburg; Treas. William F. Cook, Princeton, and Trustees George W. May, Fairmont, George J. Jones, Wheeling, S. O. Stover, Elkins, W. D. Morris, Huntington, and Louis A. Maxwell, Sistersville.

A STIRRING ADDRESS by John E. Fenton, the Order's new leader, featured the ceremonies opening the four-day Convention of the Pennsylvania Elks Assn. at Harrisburg August 21st. The Grand Exalted Ruler was also guest of honor at the annual Past Presidents' Dinner

at which Grand Secretary Lee A. Donaldson, a member of Etna, Pa., Lodge, presided.

The highlight of this meeting was the awarding of 45 scholarships to young men and women of the State, 12 of whom were Elks National Foundation "Most Valuable Students". In addition to this, it was announced that the lodges of Pennsylvania had awarded 192 scholarships on their own.

The annual Chorus Contest had four entries—Norristown, Butler, Williamsport and Titusville Lodges, listed in the order in which they placed. Two new lodges have been instituted, one at Monroeville and another at Northampton, and it was announced that Towanda Lodge would be instituted within a short time.



Michael A. Meany, left, accepts the gavel which symbolizes the Presidency of the New Jersey Elks Assn. from retiring State Pres. Edward J. Hannon, right. Looking on is Past Grand Exalted Ruler Wm. J. Jernick. The scene took place during the Convention which was held at Atlantic City.



State Youth Chairman James Colbert, right, presents the Massachusetts Elks Assn. plaque for the outstanding Youth Program of the year to Cambridge E.R. F. J. Devaney. Others are, left to right, retiring State Pres. Louis Dubin, Grand Exalted Ruler John E. Fenton and the lodge's Youth Chairman Bert McCann.

At this, the last August session of the Elks of the Keystone State, the following were elected to office: President Meryl B. Klinesmith, Grove City; Vice-President Edgar B. Herwick, Frackville; Secretary Wilbur G. Warner, Lehigh-ton, and Treasurer Fred W. Lenkner, Warren.

Next year's Convention will take place in Pittsburgh from May 26th through the 28th.

OVER 600 delegates and guests at-tended the September 9th and 10th Meeting of the Tennessee Elks Assn. at Gatlinburg when Grand Exalted Ruler John E. Fenton was on hand, speaking at two Convention events. Past Grand Exalted Ruler John L. Walker intro-duced Judge Fenton at the special luncheon at which he spoke on the 9th, and that evening the Grand Exalted Ruler addressed the delegates at the opening business session.

Mr. Walker addressed the Convention the next day at which the report of the Elks National Foundation Committee was read and the sum of \$4,325 was raised as a memorial in the Foundation to deceased Past Presidents of the As-sociation. A splendid account of the work being done for our veterans was also made at this meeting at which it was decided that the year's program would aim for four new lodges, a 15 per cent membership increase and over \$12,000 for the Foundation, \$7,000 of which has already been raised.

Retiring President Thomas Stratton and his successor, W. J. Neese of Paris Lodge, were the featured speakers at the Association banquet at which Ed-ward W. McCabe of the New Lodge Committee of the Grand Lodge was Toastmaster. Another speaker was Past Pres. George Dykes who gave a fine re-port on scholastic accomplishments and announced the State's winner in this effort as Kingsport Lodge.

Chattanooga was selected as the site of next year's Convention. Until then the following will conduct Association affairs with President Neese: Edgar Collins, Chattanooga, Ranking Vice-Pres.; J. B. Ross, Columbia, Cecil White, Bristol, and Raleigh Fisher, Jackson, Vice-Presidents; J. M. Smith, Oak Ridge, Exec. Secretary; Kenneth Stevenson, Chattanooga, Treasurer; Stanford Nave, Elizabethton, Tiler; Rev. Pickens John-son, Nashville, Chaplain; Joe Caskey, Knoxville, Sgt.-at-Arms, and Sam Aaron, Nashville, John Gasell, Jackson, and Cecil Thomas, Bristol, Trustees.

SEVEN NEW LODGES in the previous year brought the total for the State to 101, delegates to the New Jersey Elks' Con-vention at Atlantic City were informed, with all seven elected to membership in the State group.

Michael A. Meany of Mount Holly was elected to succeed Edward J. Han-non as President of the organization,

serving with Vice-President Wm. B. Vandegrift, Burlington, E. M. Kelkusi, Toms River, F. M. Santimauro, Has-brouck Heights, H. O. Metzger, Madi-son, Anthony Ruthowsky, Clifton, and A. J. Mullen, Somerville. Harold Wert-heimer of Atlantic City continues his duties as Secretary, Theodore Grimm of Bloomfield remains as Treasurer, and H. A. Burnham, Union City, is again Organist. Other officers are Chaplain C. A. Rorke, Rahway; Inner Guard Ed-ward Bugni, Asbury Park; Sgt.-at-Arms Dr. Frank Williams, Atlantic City; Tiler Raymond Bright, Phillipsburg, and Trus-tee Joseph Noone of Penns Grove. Past Grand Exalted Ruler Wm. J. Jernick was installing officer.

At the banquet, the sixth annual presentation of scholarships to crippled students were awarded by Scholarship Chairman Bart Boyle. The recipients were Dorothy Dembiec and Thomas H. Bush.

The climax of the Convention came when over 10,000 Elks marched in the annual parade down the famous Board-walk to the applause of an estimated 100,000 spectators.

PAST GRAND EXALTED RULER John F. Mal-ley, Grand Exalted Ruler John E. Fenton, Grand Secretary Lee A. Donaldson and Grand Trustee Edward A. Spiry were among the honored guests in attendance at the 50th Annual Session of the Mas-sachusetts Elks Assn. Others on hand included Past Grand Treasurer John F. Burke and former Grand Lodge Com-mittees George Steele, Wm. F. Hogan and James A. Bresnahan.

Grand Secretary Donaldson was the informative and interesting main speaker at this conclave during which Mr. Malley spoke both as President of the Mass. Elks Scholarship, Inc., and as Chairman of the Elks National Foundation Trus-tees. It was Mr. Malley who presented the \$600 Babe Ruth Scholarship to Paul W. Sadlier, a ceremony which preceded the introduction of Miss Donna Cianelli, winner of the State Oratorical Contest.

Eight District Deputies, 11 Past Presidents and 561 delegates from 69 lodges attended the session at which the following were elected: President I. Jerome O'Connor, Boston; Vice-Presi-dents W. E. Quinlan, Fall River, Wm. P. Burke, Hudson, T. J. Dowd, Lowell, T. E. Gibbons, Westfield, and C. B. Burgess, Newton. Thomas F. Coppinger of Newton retains the office of Secre-tary, T. J. Whalen of Springfield is Treasurer, Ephraim Henault, Fitchburg, Organist, and Wm. B. Santosuosso, Waltham, is Chaplain. Elected to the Board of Trustees were G. A. McDer-mott, Tewksbury-Wilmington, R. S. Davies, Chicopee, C. L. Laffan, Milton, C. E. Gill, Winthrop, and G. L. Woods, Jr., Franklin.

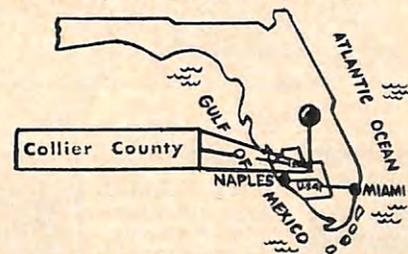
This Convention closed with a Me-morial Service at which Past District Deputy M. R. Taymore spoke.

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For Elks Who Travel

(Continued from page 15)

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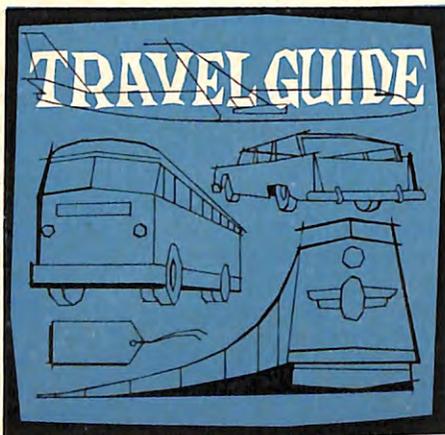
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find. There are 2,000 cooperative apartments in Honolulu as things stand now, and a typical one rented to a tourist might cost \$20 a day for living room, bedroom, bath, kitchen and terrace. Many of them have their own pools.

The fever for what they call out here "high rise hotels" is already spreading to the neighbor islands. Newest of the skyscrapers is the Kauai Surf on the island of Kauai, a multi-storied structure which brings the first elevator to what everybody had thought was a well-preserved piece of quiet Polynesia. Advertisements for it show the strong backs of Polynesians paddling an outrigger canoe in its direction.

There are definitely nests of quiet beauty in the midst of all the encroaching civilization. For one thing, the

Halekulani Hotel, itself a bastion of old Hawaiian charm, has revealed its plans for its new hotel in the neighbor islands. It will be all low buildings, so typical of old Hawaii. Its present site, revered by many devotees, and swimming in ferns, breadfruit and plumeria trees, will eventually be torn down. There are other places like the gentle Willows restaurant where giant carp float in pools and the restaurant seems to be built on pilings over a lagoon. Orchids and things are everywhere, soft music filters out of the leaves. The idyll is not a bit disturbed by the waitresses with oriental and Polynesian faces padding back and forth with cheeseburgers and club sandwiches. This is the strange but altogether comfortable anomaly of Hawaii, 1960.



THE ELKS MAGAZINE TRAVEL DEPARTMENT

A CANNON and the pilot house from the Federal gunboat *Cairo*—first warship in history to be sunk by a torpedo—were recently raised from the waters of the Yazoo River, Near Vicksburg, Miss., and they are now on display in that historic Southern community. Still on the river bottom is the ship itself. A local non-profit group hopes to extricate it by 1962—the 100th anniversary of its sinking by Confederate torpedoes. Vicksburg, with its 1,330-acre National Military Park, has long been a mecca for tourists interested in the history of the Civil War.

A very different kind of boat, the riverboat *Keno*, is being restored as a museum at Dawson City, in the Yukon. Several of these craft are tied up along the Yukon River. If you're going to be in that part of Canada, you'll want to snap pictures of the *Tutshi* at Carcross, the *Klondike* at Whitehorse.

The Mexico Bulletin, published by Dan Sanborn in McAllen, Texas, tells us that highway conditions below the Border

have never been better. The rainy season—always a threat to automobile travel—caused very little damage this year. Moreover, extensive highway improvements have been going on. This is a fine time, therefore, to take a Mexican holiday and travel by car.

Tourism jumped 58 per cent in Israel this summer, and continues to soar, reports the Israel Government Tourist Office. A descriptive guide to this relatively new country—"Illustrated Guide and Handbook of Israel"—is published by Barkai and Jarret, New York City. Over 200 illustrations in another book, "Jerusalem", graphically depict the Holy City; this book is available from Orion Press, 30 Fifth Ave., New York City.

Sabena Belgian World Airlines announces that its personnel, stationed at Sabena desks all over the Continent, will be glad to help you solve any perplexing tourist problems if you're going to be in Europe. For example, they'll direct you to fine restaurants and recommend the most interesting local delicacies.

Cunard has announced personally conducted Christmas tours to Ireland on November 25th and December 13th. Two luxury liners, the *Britannic* and the *Saxonia*, will be sailing on these tours. Tourist class rates begin at only \$188.

Have a travel problem? **THE ELKS MAGAZINE** Travel Department can help you solve it. Tell us where and when you want to go, allowing us about two weeks' time for a reply, and we will suggest convenient routes, hotel and motel accommodations and points of interest. There is no charge for the service. Send inquiries to Travel Department, **THE ELKS MAGAZINE**, 386 Fourth Avenue, New York 16, N.Y.

He Asked for No Concessions

By ALLIE REYNOLDS

CO-HOLDER OF RECORD,
MOST WORLD SERIES VICTORIES



There is no doubt in my mind on my selection of the best hitter I ever faced. In fact, I can truthfully say I don't believe I ever fooled Ted Williams in all the times I pitched to him.

I don't imply he has not missed a pitch on occasion; he has. However, a pitcher certainly is aware when he has out-thought or finessed the batter. I don't think I ever did with him.

Williams had many strong points. He had fine eyesight, a must for great hitters—and a very fine conception of the strike zone. Regardless of how many psychological pitching patterns the pitcher might employ, this zone always remained for him the same deadly, consistent shape.

He had super-human control of his emotional reactions, and emotional reactions are often the one weakness of many outstanding hitters. Regardless of the count or the score of the game, his approach to each pitch was identical.

It had to be good, and if it was, then he hit it good.

Certainly, his tremendous power made him even greater. Confidence also played a big part in his hitting. He once told me, "Throw me your best fast ball and I will pull the next one."

He asked for no concessions, such as a pitch on the inside or low, or high just in the zone.

To me, Ted had one "weakness". This I worked as consistently as conditions would allow. He would not swing at a bad ball.

This allowed me to work him carefully so it wouldn't be too obvious that I had walked him deliberately. I don't want to, nor can I, admit he was a better man. Rather I will just say that the gamble didn't justify the risk.

They needed a higher league for his type of hitter. Pitching to a Williams wasn't quite fair for normal fellows.

As interviewed by Harold Rosenthal.

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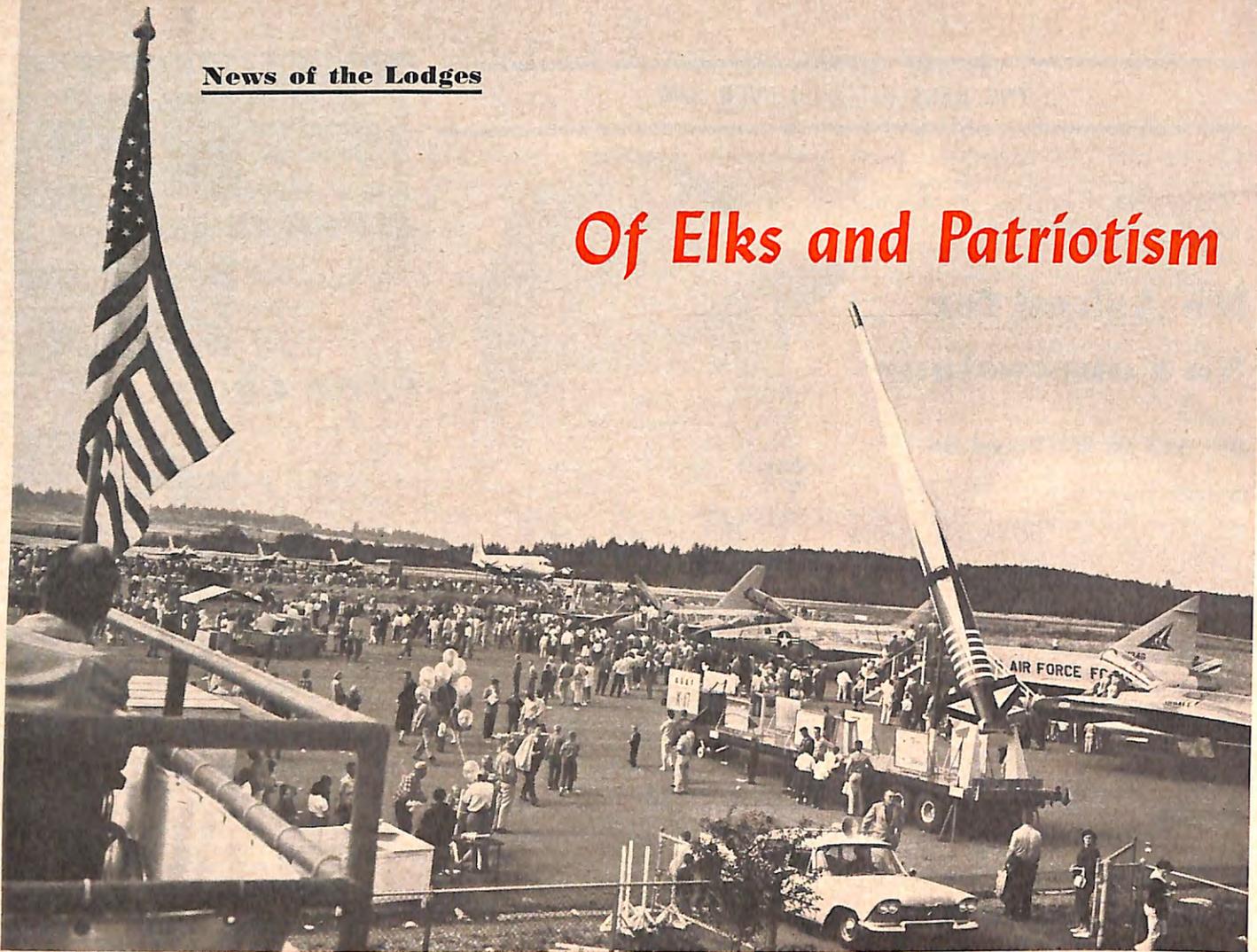
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Of Elks and Patriotism



EVERETT, Washington, Lodge is seeing to it that all citizens of the area are able to view some of our latest aircraft.

This photograph was taken at Paine Air Force Base during the Elk-sponsored 4th Annual Pacific Northwest Air Fair.

SHOCKED AT THE LACK OF KNOWLEDGE of the basic tenets of Communism among many Americans, and anxious to inform them of the evils of the Red threat, Van Nuys, Calif., Lodge, No. 2028, formed an Americanism Committee with John Kennific as Chairman. One member, Thomas A. Devine, of the staff of Pierce College, is also affiliated with the Kiwanis Club. Together the two fraternal organizations are putting out a series of monthly bulletins for distribution anywhere in the country.

These are one-page affairs, so that they may be easily mimeographed by any group interested in taking on the program. Within a few weeks after the initial efforts were distributed, two other Elks lodges, Westchester and San Fernando, had decided to reproduce the Van Nuys material in their monthly bulletins, and three Kiwanis clubs, three American Legion Posts and two Chambers of Commerce had committed themselves to the project.

The first bulletin was titled, "What's Wrong with Communism?" and in simple language listed the basic fundamentals of this evil ideology. The second, "Avoid the Trap Set for You", gave suggestions on how to recognize a communist "front" organization so not to be taken in by lending your name or support to groups fostering high-sounding "causes". With his enthusiastic permission, FBI Chief J. Edgar Hoover's "Masters of Deceit" was the source of most of this information.

The third bulletin concerned Communist propaganda methods, pointing out the ABC's of the Soviet's well-organized system of influence.

The Van Nuys Elks invite any lodge or individual member to adopt this project and issue this vital information to friends, employes, customers, union members and so on,

with the suggestion that the bulletins be issued every two weeks. Anyone interested may write to the Americanism Committee, B. P. O. Elks Lodge No. 2028, 14440 Friar Street, Van Nuys, Calif.

Efforts such as this informative bulletin program are not only a real public service, but bring great credit to those who sponsor them.

THE "BLUE ANGELS", the Navy flight demonstration team, was the featured attraction for spectators at the two-day Pacific Northwest Air Fair held at Paine Air Force Base in Everett, Wash.

A crowd of 50,000 attended the exciting spectacle which was sponsored by Everett Lodge No. 479. Past Grand Exalted Ruler Emmett T. Anderson and Secretary Edwin J. Alexander of the Board of Grand Trustees were on hand to open the show officially. This was the Fourth Annual Air Show, and is the largest to be staged on the Pacific Coast. To date over 170,000 persons have attended these spectacular events.

Exalted Ruler Robert Cassidy reports that the 1960 show was a tremendous success, largely due to the efforts of General Chairman Jack Sheraton and Organizational Chairman John Smevaag.

COMMANDER HAROLD E. SHEAR, skipper of the Polaris submarine, the *USS Patrick Henry*, was a special guest at a well-attended patriotic program conducted by two Connecticut lodges—Groton Lodge No. 2163 and New London Lodge No. 360.

Captain G. W. Lautrup, Commanding Officer of the U. S. Naval Submarine Base at New London, was guest speaker.

As part of the program a bust of the famous patriot, Patrick Henry, was presented to Commander Shear by New London Exalted Ruler J. J. Allen and C. P. Sawyer, Exalted Ruler of Groton Elkdom.

UNDER SUNNY SKIES, and before a capacity audience, over 200 young twirlers competed for more than 30 beautiful trophies in the Elks National Baton Contest held at Binghamton this year.

Stellar attraction of the contest was the outstanding Drill Team from Hamilton, Ontario, Canada, which put on a smart exhibition drill. These youngsters thrilled the crowd and their selection as top Drill Team met with popular acclaim.

Sponsored by the Youth Committee of Binghamton Lodge No. 852 in cooperation with the local Chamber of Commerce, business houses and the city, the contest was again directed by John L. Smetzler. Miss Barbara Emminger of Binghamton, now holding the title of Miss Majorette of America, was hostess to the contestants.

New York State Boys titles went to Ralph Bush, Wassaic, and Steve Zucchi, Seaford; State Girls winners were Joan Howard, Vestal; Diane Sabia, North Bellmore, Carol Malzahn, Webster, and Pat Satterthwaite, Binghamton. Janis Crockett of Alexandria, Va., won the Open Senior Strutting title with Carol Malzahn taking it for the Juniors, and Valerie Leopold, Rochester, for the Juveniles. Junior Open Drill Team honors were won by Silver Echoes of Webster.

National Open Boys titles went to Ronnie Kopas, Toronto, in the Seniors, and Wayne Kopas of Toronto for the Juniors. The National Open Girls were as follows: Sandra Baker, Hamilton, Ont., Senior; Gail Fuchs, Baltimore, Md., Girls 13 and 14; Sharon Elder, Baltimore, Small Fry. Gail Fuchs also was named Outstanding Trophy winner, decided in a "twirl-off" of all first-place winners.

ESSEX FELS Lodge No. 1902 held a very successful Awards Dinner not long ago. The event paid tribute to the lodge's outstanding Band which was awarded two first-place trophies for its participation in the New Jersey State Association Convention Parade at Atlantic City.

At the dinner, letters were awarded to individual members of the band in recognition of their proficiency and progress over the two short years since its inception.

The first trophy the Band received came as a result of its being judged the best marching band in the State pageant; the second was awarded to the lodge itself which had the largest number of participants in the line of march for lodges of its size.

Exalted Ruler M. E. Glista and Past Exalted Ruler Alvin Hoffmann spoke highly of the excellence of the band, organized by John Behringer, its Director, and managed by Howard Tempfer.

TO CELEBRATE moving into its new home, Cape Girardeau, Mo., Lodge, No. 639, welcomed a class of 37 candidates. From all available records, it appeared that this was the largest group to become affiliated with this lodge at one time. The Ritualistic Team from Festus-Crystal City Lodge conducted the ceremony under the leadership of District Deputy Robert G. Madison.

Washington Lodge came through with its marching band to supply music and entertainment for the occasion, its 18 players having made the trip in a chartered bus to help make the event the success it was.

A two-day Open House was held for members, initiates and visiting Elks.

WIVES OF DECEASED MEMBERS of Tillamook, Ore., Lodge, No. 1437, were honored at a reception and banquet for which officers, Past Exalted Rulers and their ladies served as hosts and hostesses. Corsages were presented to each of the 45 guests who enjoyed accordion entertainment provided by General Chairman Boyd Hartman.



GALENA, Illinois, Elks looked ahead to this month of November when they planned this float as its entry in a two-mile patriotic parade. Depicting the famed flag-raising on Iwo Jima, the float won second prize in competition with 91 other entries.

MOUNT VERNON, Indiana, Lodge has presented a total of 109 50-star flags to various schools of the county. Pictured with some of the gifts, which included large outside flags and smaller classroom banners, are, left to right, Youth Committeeman J. O. Baxter, Supt. of Schools H. W. Price, junior high school principal W. J. Allen, high school principal C. W. Hames, Hedges Central principal Chester Wallace and Committeeman Gene Brooks. This lodge's Youth Activities Program has won nine consecutive State titles and six Grand Lodge Awards over that period.





LAKE WALES, Florida, boasts a new Public Library to which the Elks gave a flagpole and nylon flag. Pictured at the presentation were, left to right, Librarian Esther Longcor, Library Board Chairlady Mrs. Pallas Gum; Mayor Commissioner Ray Coleman; Est. Loyal Knight Albert Sullivan, and E.R. Paul Blanchard.



LAKE HOPATCONG, New Jersey. The first of between 20 and 40 bus shelters for school children to be erected by Lake Hopatcong Lodge is turned over to Mt. Arlington authorities. Left to right are M. G. Ransley of the Shelter-All Co., Elk Committee Co-Chairman Fred Bishof, Chairman Mose Bird, Mayor R. J. Rooney.



SOMERVILLE, Massachusetts, Elk-sponsored Leo P. Haley, fourth from left, receives his \$700 Elks National Foundation Scholarship from Chairman John F. Malley, third from left. Others are, left to right, Somerville E.R. G. S. Sturtevant, State Youth Chairman James L. Colbert and the young man's mother.



SOMERVILLE, New Jersey, Elk-sponsored Dorothy Dembiec, winner of the State Elks Crippled Children's four-year scholarship, accepts a certificate given by the local Elks and ladies from Past State Pres. Louis Spine, left. Others are E.R. Chris Parenti and Mrs. Pat DiMuro of the Elks' Ladies.

LODGE NOTES

Exalted Ruler John Fread and his fellow officers of Terre Haute, Ind., Lodge initiated a class of 32 candidates not long ago. This lodge's large swimming pool at its Fort Harrison Country Club was an extremely popular leisure spot during its second season, with the young people giving it a big play.

Racine, Wis., Lodge's annual Goodwill Parade had 87 marching units, a spectacle that took two and one-half hours to pass. Twenty-one of these units were bands and drum and bugle corps; prominent among these were the Racine Elks Youth Band and their Junior Youth Band.

P. James Cosgrave, a member of Lincoln, Neb., Lodge for many years, passed away early in September. He was 89 years old. One of five Elks who originated his lodge's famous Christmas party in 1906, Col. Cosgrave was senior

Past Exalted Ruler and held an Honorary Life Membership. He is survived by his daughter and sister.

Speaking of Life Memberships, this honor was bestowed on George Pallviny not long ago by youthful Sunnyvale, Calif., Lodge. Exalted Ruler Ed Tremper said the award was made in recognition of Mr. Pallviny's long service to Elkdom. An active Elk for 25 years, Mr. Pallviny transferred his membership from Sacramento to Sunnyvale Lodge which he serves as Treasurer.

From a story received from Secretary Fred Sellers of Kankakee, Ill., Lodge, we believe that its Exalted Ruler, Leslie Riley, must be an ardent follower of the "mind over matter" philosophy. On a hot summer night, a class of 17 was initiated into the lodge. Among the candidates was a blind attorney whose seeing-eye dog licked Exalted Ruler

Riley's hand during the entire ceremony. Not only that, one of the initiated fainted because of the heat. This didn't faze Mr. Riley one bit; he continued to administer the oath to the entire class without missing a word.

A most respected citizen of Arlington, Mass., is Mrs. Catherine E. Twoomey, who is 99 years old. Not long ago, on behalf of his lodge, Exalted Ruler Francis A. Mathews paid her a visit and presented a magnificent bouquet of flowers to this venerable lady.

The Minnesota Elks Youth Camp on Pelican Lake near Brainerd was a busy and happy place during the summer. Not only did many of the State's lodges send a group of deserving boys to enjoy a two-week period there at the lodges' expense, but a number of State Elks paid for the privilege of having their own youngsters stay at the camp.



ORANGE, New Jersey, Lodge has been sponsoring a team in local Little League play for the past 11 years. This year, their baseball hopefuls finally won the title for the Orange American division, although they lost their Series to the Kiwanis team. Pictured with the Elks' boys is Youth Chairman John J. Adams,



OCEANSIDE, California, P.E.R. J. A. Graham, left, set a world's record with this 251-lb. black bass taken on one of his lodge's weekly fishing parties, using a 20-lb. monofilament line, #2 hook. Others are, left to right, Dr. O. M. McCray, D.D. E. F. Peterson, E.R. D. F. Dresselhaus and Trustee Harold Park.



TORRANCE, California, E.R. Ace Littleton, left, and Est. Loyal Knight Lee Lease, right, are pictured with Richard Jurmaine, Linda Colbert and Gary Hand, left to right, the local students whose scholarship and essays on citizenship won them the \$100 U.S. Savings Bonds offered by the local lodge.



DAYTON, Ohio, Lodge, honored State Association President John D. Quinn on his recent visit there, with the initiation of a fine class of candidates. Photographed on that occasion were, left to right, Past State Pres. Charles J. Schmidt, Mr. Quinn, host E.R. C. W. Stonebarger and D.D. Richard E. Faris.



NORTH MIAMI, Florida, E.R. Howard E. Sullivan stands behind Alex Gunn, left, celebrating his 79th birthday; his son P.D.D. Clarence Gunn, Past State Pres., and his grandson Robert.



ELKS NATIONAL BATON CONTEST winners are photographed with the trophies they won at this year's competition held under the aegis of Binghamton, N. Y., Lodge. At far left, background, is Binghamton Lodge's Youth Chairman John W. Sheehan; at far right, Contest Director John Smetzler.



BICKNELL, Indiana



WATSEKA, Illinois



MOUNTAIN HOME, Arkansas

... BICKNELL, IND., Lodge's Treas. Noble Goyer, second from left, presents his lodge's \$1,000 to North Knox Swimming Pool Assn. Committeeman Louis Byrne. At left is E.R. Ray Loheider; at right, Assn. Pres. Robert Powers.

... WATSEKA, ILL., members entertained "Mrs. America" at a reception and dance. The lovely lady is the wife of George Murphy who is a member of the Order. Left to right, foreground, Mrs. Marion Wills, D.D. Warren Titus, Mrs. Murphy and State Pres. and Mrs. H. Foster Sears; background: Mr. Murphy, Mrs. Titus, E.R. Wills, Mrs. Stewart Strain and Past State Pres. Strain.



NORTH DAKOTA ELKS



PEKIN, Illinois

... MOUNTAIN HOME, ARK., Lodge sponsors an entire League of baseball players consisting of two Pee-Wee teams, four Little Leaguers and two Babe Ruth groups with over 150 players for whom the Elks supply uniforms, equipment, coaches and directors. Each season is climaxed by a 300-mile bus trip to see a double-header at St. Louis. The photograph shown on this page was taken at 4 a.m. before the boys started on this year's junket to see the Cardinals play Cincinnati.

... NORTH DAKOTA State Pres. Richard Gallagher, right, accepts a portrait of Dr. James Grassick, founder of the State Elks Camp Grassick for the handicapped, from Dr. Robert Tudor, State Tuberculosis and Health Assn. Pres. The presentation was made when the Camp's new recreation hall was dedicated by State Pres. Harold Wicks.

... PEKIN, ILL., Lodge's E.R. R. J. Stropes, left, is pictured with his father, E. A. Stropes, Secy. and P.E.R.

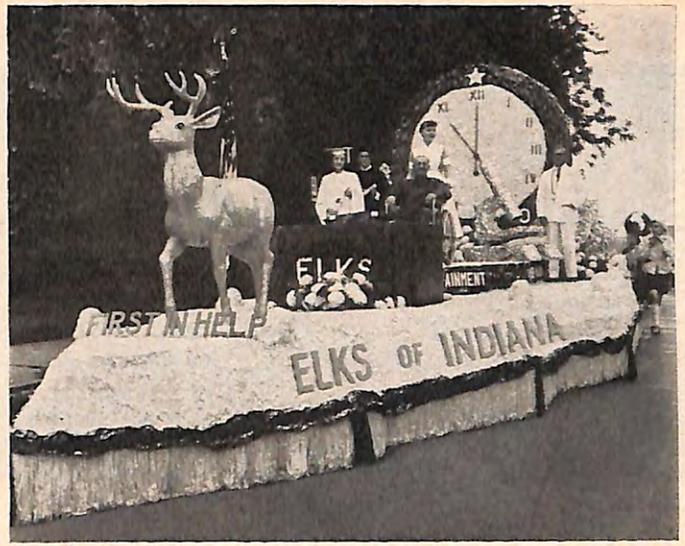
... NORTH PLATTE, NEB., Lodge's Fresh Air Campers project provides summer fun annually for 50 girls from 11 to 16 years of age. The program includes instruction in various crafts.



NORTH PLATTE, Nebraska



FULTON, New York, Lodge won seven Grand Lodge Awards this year. Its P.E.R. James B. Hanlon, left, was top State Youth Chairman; its David Tindall, third from left, was top Youth Chairman for lodges of less than 500 members; Miss Jonelle Goss, sponsored by the lodge, second from left, won a \$700 Elks National Foundation Award; first-place honors went to its over-all Youth Program and its Newspaper Week; its Youth Day event won second honors in its category; its Memorial Services, third. At right is the lodge's proud E.R. William Prashaw.



INDIANA Elkdom won plaudits for this outstanding float entered in the 500 Festival Parade in Indianapolis. Depicting the Assn.'s three major projects—cancer research, veterans entertainment and scholarship programs, it won first place in the non-commercial division in this spectacle witnessed by 320,000 spectators, exclusive of the TV audience. The award, a handsome plaque, was presented by the 500 Festival Committee Chairman Kenneth E. Keene to State Trustee Stanley Mascoe and State Publicity Chairman J. E. Combs, both of Indianapolis Lodge.



DOVER, Ohio, Elks sponsor these young baseball players in a program inaugurated eight years ago. The boys were pictured at the dinner held for them by the lodge following their winning the city Championship. In the background, left to right are E.R. Jim Anderson and Mgrs. Don Hershberger and Bob Souers.



CARTERSVILLE, Georgia, Lodge's Little League Team members are pictured with the trophies they received from E.R. Doyle P. Reed, right background, and Youth Chairman Brad Lipscomb, left background. A plaque was accepted by team Mgr. J. C. Mullinax, right, and at left is Asst. Mgr. Walter Cochran.



TEANECK, New Jersey, Lodge's Little League team won first-place in Northern League play, and its Babe Ruth League players won the Township title. Both groups were guests of the lodge at a party celebrating their success.



FAYETTEVILLE, Arkansas, Lodge's first monthly teen dance drew 175 young people who danced to the "live" music of the "The Valiants". Sponsored by the Youth Committee, these affairs are chaperoned by members and their wives.



At Salt Lake City, Utah, Lodge No. 85



At The Elks National Home, Bedford, Virginia



At The Elks National Memorial Building, Chicago

DISTRICT DEPUTY *Conferences*

THE SUCCESS of Grand Exalted Ruler John E. Fenton's Three Point Program for the year requires enthusiasm and close cooperation. The duties of the District Deputies are extremely important in this regard, and Judge Fenton has therefore held three regional meetings with his District Deputies in order to implement this Program.

Salt Lake City, Utah, Lodge No. 85 was host for the first of these Conferences, which convened on August 6. Some seventy District Deputies and State Officers were present, representing 15 Western States, including Alaska and Hawaii. This meeting was followed on August 12 by the second one, held at the Elks National Home in Bedford, Va., and on August 28 by the third Conference, which convened at the Elks National Memorial Building in Chicago, Ill. These meetings, too, were very well attended by District Deputies and State Officers. Present to confer with these leaders at the meetings were representatives of the Elks National Memorial and Publication Commission, the Elks National Foundation, the Elks National Service Commission, the Board of Grand Trustees, the Grand Secretary and a number of members of Grand Lodge Committees. ● ●

Better Management

(Continued from page 9)

a frazzle," he told interviewers. "I seem to have to keep running faster and faster just to stay in one place. My employees are nearly all either high school kids or married women working part-time. They may mean all right, but you can't depend on their judgment for a minute. I either have to do everything or check to make sure it's been done. And I mean everything, down to and including the sweeping of floors."

The other store, located in a similar town less than two hundred miles away, was the most profitable in the chain. Most of its employees, too, were high school students or married women working part-time. But the manager seldom found it necessary to spend an evening in the store and almost never had any problems requiring Sunday attention.

"The way I look at it," he told interviewers, "my job is to keep my employees busy and happy, not to do their work for them. Everybody who works here, even if it's only for a couple of hours after school or on Saturdays, has certain definite responsibilities. I teach him those responsibilities when I hire him. After that he's on his own. I don't keep checking up on him. If he can't handle his responsibilities, I find out about it soon enough, and I get somebody else who can. But actually I've only had to fire two people in the four years I've been here."

If you try to do everything yourself, or check too frequently on how your subordinates are doing, you are bound to discourage them. The good ones will soon quit. The lazy ones will be glad to let you do it all.

3. *Be generous with praise.* There are a few fortunate individuals who have such confidence in themselves that they are able to work at peak efficiency without any corroboration from others that what they have done has been worth doing. Most of us need encouragement, at least occasionally. If we do something a little more than the job specifically calls for and receive no recognition for it, we tend to be inhibited from ever making such an effort again. But if such an effort wins open praise from the boss—in front of others—we feel a strong urge to repeat the performance.

It is possible for a manager to systematize such encouragement to some extent. At a small but highly successful Ohio metal goods plant, for instance, the owner has what he calls a man-of-the-week program. Each Monday he takes out to lunch some employee who accomplished something out of the ordinary in the previous week.

"We're not dead serious about it," he has explained. "I don't make any speeches or anything, and occasionally

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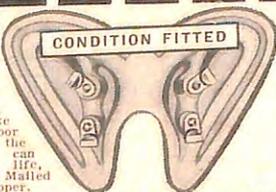
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I pick a man just because he has brought in a new joke everyone enjoyed or something like that. But there's nearly always one man who has done something really unusual, and it means a lot to him to be singled out for it. For an extra dividend—and proof that the men like the idea—it seems to have made quite a cut in blue-Monday absenteeism. I don't announce the man-of-the-week until lunchtime on Monday."

Most management authorities feel that such more or less formal procedures have to be handled very carefully, though, lest they become cut-and-dried and lose their effectiveness. The best way, they think, is simply to get in the habit of giving an employee a few spontaneous words of commendation *in front of his fellow employees* whenever he deserves them. Such public praise benefits morale.

4. *Criticize constructively and in private.* Just as praising one employee in front of others will build morale, so reprimanding in public will tear it down. It humiliates the man reprimanded and may arouse the resentment of those forced to witness the humiliation. If the man reprimanded has any authority over others, that authority is seriously undermined.

Another bad mistake is hasty criticism. Before giving a man the slightest hint that you have found fault with his work, make sure of your facts. To call him to account for an error he has not committed is to make him doubt your competence or your good will.

The manager of a California cannery has an approach to the problem of mistakes which experts consider ideal. The firm has a necessarily complex pricing system based on quantity ordered, shipping distance, faithfulness of the customer and other factors. Also, salesmen are given some leeway in delivery dates and other conditions they can offer, in order to enable them to meet competition. Naturally, it takes new salesmen some time to get the hang of all this. Instead of trying to make them learn it letter-perfect before they go out on the road the first time, the manager lets them go as soon as they think they are ready. In most cases they make a few unprofitable sales the first time out, and this is precisely what the manager expects.

"Those mistakes," he says, "cost money, but they are worth it. When each man comes back in, I go over his orders privately with him and show him where his misunderstanding of the pricing system led him astray. It's the best possible way of demonstrating the importance of understanding the system."

5. *Study your subordinates.* Every good salesman knows that no two customers are quite alike and that it's up to him to try to understand their differences. Some executives forget that the same is true of their employees. A

CORRECTION

As reported in our coverage of the Grand Lodge Convention in the September issue, at the First Business Session on July 11, representatives from Hawaii presented a beautiful, fifty-star flag, which was at the Grand Esteemed Leading Knight's station during the business meetings. While we stated that District Deputy M. O. Isherwood, Sr., and Exalted Ruler Walter E. Stanwood, members of Hilo Lodge, were present, we omitted to report that Exalted Ruler Merritt T. Laws of Honolulu Lodge was in the auditorium for the presentation. This we regret, particularly in view of the effort made to effect this outstanding ceremony.

good manager realizes that he never will know all there is to know about any of his subordinates, but that there also is no reason why he ever should stop learning about them.

This does not mean that an employer has any need to pry into the private lives of his employees. What it does mean, say the leading students of management problems, is that he must learn the art of being a good listener. It is an art that takes time and effort, of course, but they could scarcely be better invested. Good listening does not consist merely of nodding and saying "yes" occasionally during a conversation. It requires painstaking attention to every word being said. A real expert at it will occasionally restate in his own words the gist of what the speaker has been saying, both to make sure he understands and to demonstrate that he is listening carefully.

The head of a small New England chain of haberdasheries once expressed quite vividly the reasons why a boss should take such care over the words of his subordinates:

"I have seven two-man shops and haven't time to spend more than a day or two a month in each of them. I'd be a fool to spend that time talking. I don't go on those trips to tell the men what they can do for me. They know by now what I want done. I go to find out what I can do for them to make them *want* to do what I want done.

"It's no good just coming out and asking what I can do for them. Half the time they don't know, and the rest of the time they usually have to get at it round-about. I have to find out what's worrying them, what their secret dreams are, what they feel good about and what they feel bad about. If I were to start sounding off, I'd never get a glimpse of any of those things."

An extra dividend for a manager who can learn to listen intelligently and sympathetically to his subordinates is that they will much more readily bring out their ideas for improvements. The kind of boss who prefers to hear him-

self talk does not encourage his employees to say anything original.

6. *Help your subordinates feel important.* One kind of manager feels that his status as top man entitles him to exact from his employees frequent acknowledgments that he is more important than they are. In doing this, he is performing as badly as anyone who deliberately loafs on the job or turns out substandard work. For one of the prime managerial functions is not to *take* from subordinates a feeling of importance but to *give* it to them.

Again and again, studies of the way men feel about their jobs have demonstrated that nearly everyone wants assurance that what he is doing is important, or preferably essential, to the firm. The notion that making a man feel important to you will only cause him to want more money is as out of date as the horse-and-buggy. If a man doubts the value of the work he is doing, he cannot put his heart into it.

This is not merely a matter of lecturing new employees about the company, but of showing them around the place of business, and teaching them as much as possible about its operation and objectives.

7. *Be consistent.* A good manager is a leader of men, not a driver. It is extremely difficult to follow a leader who keeps changing direction. When you establish a policy, don't try to turn it off and on like a faucet. If circumstances change so that a policy change becomes necessary, make sure your subordinates understand the reason.

Your consistency or lack of it is not a matter of how things look to you. Everything depends on how your employees view your actions.

The manager of a Kentucky supermarket lost his job because of his failure to grasp the need for understanding his subordinates' viewpoint. The central office of the small chain for which he worked gave the managers of individual stores some leeway in the types and amounts of discounts they could offer employees. This particular manager took over a store where for some time employees had been given a flat ten per cent discount on purchases of up to twenty dollars a week apiece. When he had settled into the job, he abolished this system and announced that each week there would be special discounts on certain specific products. His idea was that this would, on the one hand, enable him to expedite movement of especially plentiful or slow-moving products and, on the other hand, give employees a feeling that they were taking part in a kind of lottery since he sometimes would be able briefly to offer discounts as high as thirty or forty per cent on some items.

Unfortunately, that was only the way it seemed to him. To his employees the inconsistency of the discount made it nearly worthless. It also made them

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feel that he was trying to put something over on them and thus led to growing distrust of all his motives. In the resultant turmoil, the store functioned so badly that a trouble shooter soon was sent out from the home office to take over.

8. *Never take credit earned by another.* This applies especially to department heads, branch managers and such because they may be most strongly tempted to allow higher authorities in their organizations to believe them responsible for achievements of their subordinates. Yet the heads of establishments with only a few employees have also been known to make this mistake. The inevitable effects are to dampen the initiative of the man deprived of the reward, and to make him despise the man who robbed him.

One student of management problems happened to observe this in operation in a shoe store he patronized regularly and which was staffed only by the owner and one clerk. When he stopped in one day, he noticed that the window had been arranged much more attractively than ever before. He remarked on this to the owner.

"Glad you like it," was the reply. "I take a lot of trouble over it, a lot of trouble."

The observer noticed the clerk, a youngster he had never seen before who was waiting on another customer,

turn and glare at the owner. Guessing the explanation of the glare, the observer stopped in again a few days later to see whether there had been any developments. The owner was alone.

"Don't know what the world's coming to," he complained. "I hired a new clerk a month ago. Pretty good worker. Yesterday he quit without notice. When I offered him more money, he started calling me names and stomped out."

9. *Encourage skillfulness instead of making rigid rules.* This does not mean that you should make no rules at all. Employees need guidelines of some sort to help them understand what you expect of them and to make it possible for them to perform more or less automatically the strictly routine parts of their jobs. A store owner, for instance, must lay down quite explicit rules about how sales slips are to be made out, where each copy is to go and so on.

But to try to make rules which will enable employees to "go by the book" in every conceivable situation is to stifle all initiative. Without rules for every situation your subordinates will make some mistakes. With such rules they probably will make just as many mistakes out of boredom and will develop little pride in their own skills.

Indeed, when it comes to the relations of your employees with your customers, rigid rules can be disastrous. The owner of a big Illinois furniture

store has told on himself a story which makes this clear. At a convention he had heard a speaker explain convincingly that *real* selling consisted of persuading a customer that he wanted something he had not known he wanted when he entered your store, and that any salesman who failed to make a strenuous effort to do this was not earning his pay. On returning home, the furniture store owner assembled his salesmen and laid down the unalterable rule that they must make such an attempt with every single customer.

In the following week there was some increase in sales, but the weeks after that saw a sharp drop. A friend of the owner provided the explanation.

"Say, what's going on in that store of yours?" the friend asked. "Getting so it's more than a man's life is worth to step inside the door. Dropped in to buy a phonograph needle the other day and one of your salesmen practically got a hammer lock on me trying to make me stay and listen to why I ought to buy a new phonograph."

By making a rigid rule that his salesmen must work hard at selling more to every customer, the owner had short-circuited the salesmen's good judgment.

Each of these nine points is a development of the basic theme that a manager's primary job is to get things done through people. The manager who realizes that is on his way to success. • •

Lombardi Went His Own Way—Green Bay

(Continued from page 11)

team and that Vince would have only one man to answer to instead of several. Mara also added that the set-up at Green Bay wasn't exactly promising.

"I'll talk to him, Jack," said Lombardi. "I told you when I left the Point to come here that I had no intention of remaining an assistant for the rest of my coaching days."

Lombardi, perhaps because he spent two years studying law and obtained a degree in that profession, has the ability to come to the point. He told President Olejniczak that the Packers indeed presented a challenge but that, unlike Hercules and the Augean stables, it wasn't a challenge which could be met successfully overnight. It would take time—time and authority. Therefore, Vince requested a five-year contract and the dual role of general manager, so he could make his own trades and seek to patch the many holes in the record of the Packers.

Olejniczak agreed and the Packers never made a happier decision since they got Don Hutson from the Alabama campus. Under Lombardi, Green Bay won its first three games, tripling the number of its 1958 victories right off the bat, then slumped to lose five straight, and rallied to win its last four games for a record of seven and five.

In recognition of this amazing feat of levitation, Lombardi was named Coach of the Year for the National Football League. Splendid as was this honor, there were more material gains. Green Bay had the finest financial year in its entire history.

In all, 1959 was a complete triumph for Lombardi, artistically, financially and personally. He proved to the football world—and, more important, to himself—that he had the qualifications for a head coach. And he went about his task in his own way.

"I believe the greatest football coach I ever saw, let alone had the privilege of being associated with, was Colonel Blaik at Army," explained Vince. "I couldn't overestimate what I learned working with him. On the other hand, I gathered a lot from various coaches, from Jimmy Crowley at Fordham, from Jim Lee Howell and his fine staff with the Giants and from opposing coaches.

Lombardi doesn't wear rose-colored glasses when he looks to the future of the Packers in the National Football League. "I think any unbiased observer would admit that we're in the tougher section of the league, the Western half," he said. "We have a good team, but we lack depth. Nearly any time we substitute for a first-string man, we hurt. And

the inclusion of Dallas as an added starter in the league didn't help because we gave up three pretty good men under the pool system.

"To estimate when we can get into serious contention for a divisional championship in our section is taking a large guess, but I'm hopeful we'll be in the running within two or three years. It takes time, sure, but once you start to win, the winning habit grows."

What kind of a man is this Lombardi, who twice left the security of established jobs to accept the challenge of the unknown? Well, Vince is from the Sheepshead Bay section of Brooklyn, a boy who believed for a while that he had a vocation for the priesthood, until he found out in his teens that football was to be his life.

Lombardi attended Cathedral Prep in Brooklyn, a preparatory school for the seminary. Although Cathedral was represented in baseball and basketball, it had no football teams. Vince filled the vacuum by playing sandlot games around his native Sheepshead Bay and on the Brooklyn Parade Grounds. Five days a week, Lombardi was a student at Cathedral but on Saturdays and Sundays, he was playing football wherever he could find a game.

In one game at the Parade Grounds,



"Say, why don't we go south?"

THE ELKS MAGAZINE

Lombardi, a dashing fullback in those days, caught the eye of Harry Kane, who was coaching St. Francis Prep. Kane, a distinguished scholastic athletic coach since the end of World War I—he was Lou Gehrig's coach at High School of Commerce—asked Lombardi his plans.

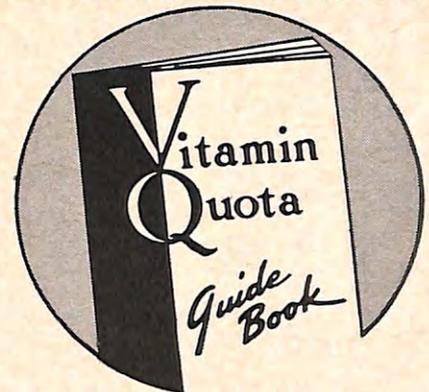
Lombardi frankly admitted to Kane that he had about decided that the priesthood was not his vocation and it took little urging to have him transfer from Cathedral to St. Francis. Chunky and solidly built, he was enough of a line smasher at St. Francis to attract the attention of a Fordham alumnus, who suggested that football at Rose Hill, then in its glory days, would be just the spot for Vince to continue his gridiron deeds of derring-do. It sounded fine to Lombardi, too, and he entered Fordham in 1933, the first year that Crowley, one of Notre Dame's Four Horsemen, had succeeded the Iron Major, Frankavanaugh, as head coach of the Rams.

At Fordham, Lombardi played guard, along with ends Leo Paquin and Johnny Druze, tackles Alex Barbartsky and Ed Franco, center Alex Wojciechowicz and fellow-guard, Nat Pierce, the Seven Blocks of Granite. Vince was a varsity player for Fordham for 1934, 1935 and 1936.

The Blocks of Granite were good friends, as well as good football players. On the occasion of a reunion in Jersey City last August, when the Packers played a pre-season game against the Giants at Roosevelt Stadium, there was much cutting up of old touches about their days at Rose Hill.

After graduation and marriage, in the order named, in 1937, Lombardi ceased being active in football for the first, and only time, since he was 12. Vince was a fine student as well as a fine football player. He graduated *cum laude*, after making the Dean's honor list for four years, and decided upon a law career;

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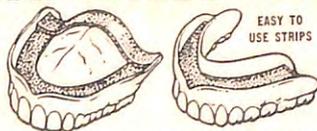
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THE PERMANENT DENTURE RELINER

after two years of post-graduate study at Fordham Law School, an offer came out of the blue to coach St. Cecilia's High School in Englewood, New Jersey.

Lombardi not only took on the coaching job but also the post of instructor in physics and chemistry as well. Working from the Notre Dame formation he had learned under Crowley, Lombardi was an instant success. His overall record at St. Cecilia's showed six State championships in his division in eight seasons and one stretch of 36 consecutive games without a defeat.

Even at St. Cecilia's, Lombardi showed his eagerness to accept a challenge. His teams had been moving along well, using the Notre Dame system, but Vince kept hearing big things about the newly popular T-formation, which had gained national fame in 1940 when the Chicago Bears employed it to belt the Washington Redskins 73-0 for the National Football League title. Clark Shaugnessey, an assistant to Halas, used the T-formation that same year to lead Stanford to an impressive victory over Nebraska in the Rose Bowl.

Halas, Shaugnessey and Ralph Jones, another assistant of the Bears, who had won the Little 19 Conference title with the T that same year, collaborated to write a book about the T. It was a private work and distributed mostly among sports writers and football coaches. A sports writing friend of Lombardi's mentioned that he had a copy and Vince asked to borrow it.

Reading the book, Lombardi decided that the T-formation was for him. He junked the Notre Dame box at St. Cecilia's, installed the T and continued to win as consistently as ever. It is an insight into Vince's thoroughness that he assimilated the T so well, and taught it so well, that he was invited back to Fordham in 1947 to coach the freshman squad and prepare them so that the T might be used the following season on the varsity, with Lombardi as assistant to Ed Danowski.

At the end of the 1948 season, Lombardi found that the football situation at Fordham left something to be desired. There were, on the one hand, grandiose plans to restore the Rams to their former position of national prominence on the gridiron which they had enjoyed before World War II, and on the other, a feeling among highly placed persons on the faculty that football was becoming too expensive to be maintained at Rose Hill.

Lombardi had no desire to be caught between the switches and explained his problem to a Fordham alumnus, Tim Cohane, who had since become a magazine editor. The alumnus enjoyed a close relationship with Colonel Blaik and knew the Army coach was looking for a new assistant to handle the backs. He recommended Lombardi and in 1949, a decade after he had launched his coaching career at St. Cecilia's High,

Lombardi became Blaik's right-hand man at the Point.

In Lombardi's first year at West Point, Blaik's team won all nine games and the first eight the next year, losing only in the finale to Navy. By now Lombardi was thoroughly Army. "Winning the first eight didn't count," he said to a friend who met him leaving Municipal Stadium in Philadelphia after the last game. "Unless you beat Navy, it isn't a successful season."

It was in the following summer, 1951, that the so-called "cribbing scandals" broke at West Point and reduced Army to a fifth-rate football power. Never did Blaik show his integrity more than by remaining at the Academy to pick up the scattered pieces. And Lombardi showed his loyalty by remaining with him.

Army won only two games out of nine that season, beating Columbia and the Citadel and losing to Navy, 42-7, but by the following year, the Cadets were on the move again, winning four games and carrying Navy to a 7-0 score. Slowly the genius that was Blaik's manifested itself and the hurdles were cleared one by one as Army came back to the top.

"If ever I needed a lesson, and I guess everybody does, sooner or later," Lombardi often was to comment, "I got it in those tough years with Colonel Blaik. Red showed me—and all of us—what could be done by perseverance and determination. It is difficult for anybody who wasn't close to the picture to realize what a job he did in bringing Army back to the top again. You must remember that this was a coach who was generally rated among the top five in the country—he was No. 1 in my book—now taking it on the chin, Saturday after Saturday, from teams that couldn't have given us a good workout a few years before. Yet he stuck to his job and much sooner than any one believed possible he had Army back on top again."

It was with considerable soul-searching that the Lombardis took leave of West Point. Vince, Jr., then 14 and now a college football prospect in his own right, and Suzy, nine, found life at the Point all to their liking. It meant a complete family up-rooting but Marie, like Blaik, said in effect, "If that's what you want, let's give it a try."

Back in the metropolitan area, Lombardi became a familiar figure to New York's professional football fans as he paced the sidelines Sunday after Sunday, or as he huddled with Quarterback Charley Conerly on the bench just before the offensive platoon went into action. There were three exciting seasons, including two Eastern and one National championship, before Lombardi's foot began to itch again.

This time it was Green Bay that beckoned—the "impossible job"—and once more Lombardi rose to meet the

challenge. The acceptance of this called for an even bigger family upheaval than any previous one. When Vince took the Giants' job, he purchased a home in Red Bank, where his wife had grown up. None of his coaching jobs had taken him farther than 50 miles from the metropolitan area. Now Lombardi was venturing into the frozen north, so to speak, and breaking new trails.

Again Lombardi consulted with his wife. He stressed the difficulties of settling down with a family in a new community. He also stressed the opportunities. It didn't take Marie long to get the point.

"You go out and look around for an apartment until we can find a home there," she said. "I'll join you as soon as you get located and in the meantime I'll put this house on the market."

"It was what Vince wanted," Marie explained to her friends.

Lombardi, who showed with the Giants that he was quick to make the adjustment between college and pro football, has been equally quick in bridging the gap between assistant coach and head coach. He has a firm grasp of football itself and the peculiar refinements which distinguish the pro game from the college brand.

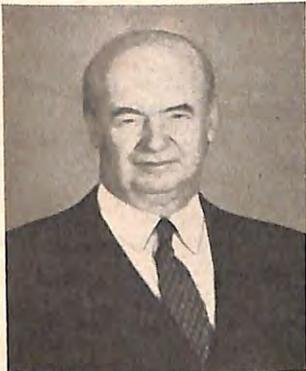
"The pros have been criticized because they pass so much," explained

Vince, "but they pass so much only because they do it so well. The one big difference between college and professional football teams is that a good college team will be lucky to have one top pass receiver. The average pro team will have at least two, sometimes three, as in the case of the Giants with Kyle Rote, Frank Gifford and Bob Schnelker. I'm not talking just about guys who can go out and catch a pass but men who can catch passes against the best defenses.

"By sticking to the two-platoon system after the colleges abandoned it, I believe the pros drew farther away from the colleges than ever. When both were two-platooning, a top college team wouldn't be too far behind the pros, but the gap is much wider now. The pros, of course, always had a passing and kicking advantage since these are two phases of the game which can be improved through practice. A college passer or kicker has at the most seven years of practice at passing and kicking—three years of high school, one year with the frosh and three with the varsity. The professional player starts with that much."

Lombardi, in short, talks like a man who knows his business. And his business is being head coach, which is what he always wanted.

New York Elks Mourned



Henry G. Wenzel, Jr.

Henry G. Wenzel, Jr., a judge for over 35 years, died August 30th. He was 71 years old.

An Elk since 1921, Judge Wenzel was a Life Member of Queens Borough, N. Y., Lodge, No. 878. After serving through the Chairs, he became Exalted Ruler in 1933, and in 1938 he was elected to head the New York State Elks Association. From 1940 until 1945, Judge Wenzel served on the Grand Forum, the last term as its Chief Justice.

In 1931 he was elected State Supreme Court Justice for a 14-year term and was reelected in 1945. In 1947, Gov. Dewey appointed him to the Appellate Division where he served until last January when he reached retirement age.

He is survived by his wife, two sons and three grandchildren.

Thomas F. Dougherty, another devoted member of the Order in New York State, passed away August 12th at the age of 65. Surviving him are his wife, three sons, three sisters and five grandchildren.

A former Exalted Ruler of Freeport, N. Y., Lodge, No. 1253, Mr. Dougherty had served his State Association as its President. He had also been District Deputy for his area in 1939-40. From 1946 until 1948, Mr. Dougherty was a member of the Grand Lodge Committee on Judiciary. His last service in the Grand Lodge as a Grand Esquire in 1957-58.

A graduate engineer, Mr. Dougherty turned his interest to law and was admitted to the New York State Bar in 1927, the same year he opened law offices in Baldwin, N. Y. He was active in many charitable and civic endeavors.



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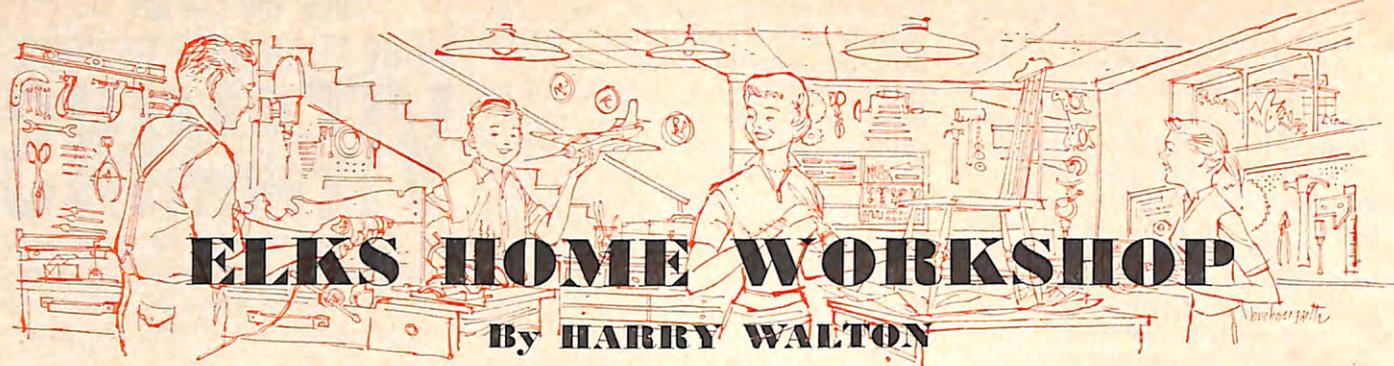
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Checkup for Overhead Garage Doors

SWING-UP garage doors are so much better than the side-hinged kind that minor faults in them may be overlooked. But their hardware is complicated, and some unsuspected fault may make an overhead door harder to handle than it should be. If yours is no longer as easy to raise and lower as it once was, a checkup may reveal the reason.

TWO MAIN TYPES of overhead doors are common. One consists of a full-sized, rigid door that tilts up through ninety degrees on pivots and levers. The other type is built in hinged sections that roll up along curved tracks, something like an old-fashioned rolltop desk.

Tracks, springs and counterbalancing mechanisms vary from make to make and are not interchangeable. Replacement parts must usually be ordered from the original manufacturer or dealer selling your make of door.

Some overhead doors are conversion jobs, made by joining the old swing doors into a rigid unit. If such a door drags or jams, make sure, first of all, that the angle irons, plates and other joining members are tight and holding

the door sections firmly together. Any relative movement between them may itself be the cause of trouble.

IF A DOOR BINDS, see whether any part of the track is so bent or dented that it impedes the rollers. Such damage is most likely in the vertical section along the jambs, where the car bumper may strike. Damaged tracks are difficult to repair and may have to be replaced, but you may be able to pry out bent flanges with a steel bar, or grind out small dents inside the track with a motor-driven abrasive wheel.

Poor installation or settling may be responsible for misalignment of the two tracks. A level will show whether opposite sections are parallel; if not quite plumb, for example, they should at least be out of plumb equally and in the same direction. Curved tracks should be at the same height. The horizontal overhead track should actually slope downward slightly toward the back of the garage, so that the opened door won't tend to slide down of itself.

Some misalignment can be corrected by adjusting bolts in slotted track brackets or by fitting shims—thin pieces of wood or metal—under certain brackets to move the track away from the mounting surface. But each situation demands individual study so that correction will not introduce misalignment elsewhere.

DIRT AND GRIT collect in the tracks after a time. You can wash them out with cheap paint thinner or kerosene, wiping off excess solvent afterwards. It's not a good idea to oil the tracks, as this makes them collect dirt even faster. Oil the rollers with the door lowered, and wipe away excess oil. The sectional type of door will have perhaps ten rollers and even more hinges.

When doing this, see that all nuts and clamps on the mechanism and cables are tight. In some doors, springs are clamped to the power arms, and these clamps may in time slide up because of spring tension. You'll see marks on the arms if this has occurred. Tap the clamps back to their original positions and retighten them.



Sectional doors have ten rollers like this one. Oil them and the hinge pins (which extend to carry rollers) to reduce lifting effort.

TIGHTEN UP loose hinges in sectional doors. Broken or bent roller shafts (which may serve as hinge pins as well) can bind door action. If a damaged hinge or roller is surface-mounted, it's easy to remove the screws holding it and substitute a new one of the same make. But if hinges are mounted on the ends of door sections, these must be partly disassembled.

Check the lifting levers of tilt-up doors for rusty pivots and bent pivot arms. Free rusty pivots with penetrating oil; then lubricate with ordinary oil. Some bent arms can be straightened by tightening a monkey wrench on them and applying judicious leverage. However, a sharp bend may have weakened the arm so that it will give way again, and it may be wiser in the long run to replace it.

Some tilt-up doors have adjustable snubbers to stop the door at the end of its upward travel. See that the nuts on such snubbers are tightened enough to stop the door smoothly, but not so much as to curtail full travel.

IF A DOOR LIFTS HARD although tracks and mechanism are in good order, the counterbalancing springs may have stretched. The torsion type of spring twists along its own axis, like



When the latch or bar won't enter its socket, first make sure some obstruction isn't preventing the door from going down all the way. Then adjust guide by loosening screws as shown and tapping it into alignment.

that in a roller shade. More common is the tension type, which stretches like a screen-door spring. With either one, adjust spring tension only when the door is up and the springs unstretched.

The usual way to increase door lift is to shorten the cables which, fastened to the door hardware, pass around a pulley or sheave on each spring and back to an anchorage near the door jamb. Some cables have chains at the anchor end, adjustment being simply a matter of hooking a different link over a hook or pin. Others are held with clamps, which must be loosened, reset, and retightened.

Torsion springs may have an additional adjustment in the form of a heavy ring or collar at the inner end. The ring has holes around it, and a clamp or setscrew. Before loosening the latter, push a steel rod or piece of pipe firmly into one of the holes. Hold this as you loosen the setscrew. Then swing the bar against spring tension to wind the coils tighter, and retighten the setscrew.

PUT EQUAL TENSION in springs, for if one lifts more than the other, the door may cock in its tracks and bind. Also take care not to boost spring tension too much. To do so may make the door very easy to lift, but difficult to pull down.

IF A DOOR WON'T LATCH, see first whether stones or debris or garden tools have lodged in a track so as to keep the door from going down all the way. In winter, the heaving up of a

concrete apron under the door may do the same thing.

If the lock or latch mechanism is defective, you may have to call in a locksmith. But sometimes the trouble is outside and easy to remedy. From inside the door, see whether the latch bar or bolt (some doors have two) is aligned with its socket in the track. If not, you may be able to reset the bolt guide at the edge of the door to raise or lower the bolt into alignment. Loosen the screws in the guide and tap it into position.

When the slotted holes do not afford enough adjustment, you may have to file the slot in the guide, or one edge of the bolt socket, to let the bolt enter properly. But this should be done only as a last resort.

A **RETURN SPRING** inside the latch mechanism pulls the bolts out of their sockets when the handle is turned. This spring is a common casualty. Rather than dismantling the mechanism and installing a replacement spring (which must be an exact duplicate of the old), you can mount an ordinary screen-door spring as shown in a photo. Drill a small hole in the bolt for one end of the spring, at a distance that will put it under some tension. Hook the other end of the spring over one of the bolts by which the latch is mounted, or into a screw eye driven into the door a suitable distance away.

Oil may be used sparingly on the latch mechanism, but not in the lock proper. Squirt a little powdered graphite into the keyhole instead.



A broken latch spring is easily replaced by a screen-door spring. Hook at least two turns of it into a hole in a latch bar and the same over a bolt in the housing. Make sure both ends are securely engaged.

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A VERY GOOD START

If the early response to Grand Exalted Ruler Fenton's appeal for 75 new lodges is any criterion, we are well on our way to achieving that goal by the March 31 deadline.

THE ELKS MAGAZINE is peculiarly sensitive to new lodge activity, because our circulation department provides those who are working on new lodges with lists of Elks living in the areas where the lodges are being organized.

This barometer has registered more activity during the summer and fall months this year than in any previous year within memory.

Usually, requests for mailing lists don't begin to come in in volume until much later. This is all to the good, for it means that no time is being lost on the preliminary survey work essential to the success of new lodge organization. This is evidence that our District Deputies and State Association officers have caught Brother Fenton's enthusiasm and have been inspired by his sound program to buckle down to the job without delay.

The Grand Lodge New Lodge Committee, under the dedicated leadership of Chairman James A. Gunn, has the primary responsibility for executing this program, and Brother Gunn and his able co-workers are literally working night and day to reach the goal. But in the final analysis, it's the men in the field—the District Deputies and the members of the State Association New Lodge Committees—who know their areas, who must carry the ball to victory.

Study of the record shows that organization of new lodges in recent years has been confined largely to a few states. In fact, there are two states that haven't organized a lodge in 10 years, nine states that have organized but one lodge in 10 years, eight states that have formed but two lodges in the past decade, and five states that have added three new lodges in this period. Thus, while the Order was adding 382 new lodges, 24 states contributed only 40 of them. In other words, half the states accounted for only 10 per cent of the Order's expansion since 1951, or, to put it in a more significant fashion, half the states have contributed 90 per cent of the Order's growth.

Among the states where lodge organization has lagged are some of our most populous. In these states, population figures reveal many areas which are eligible for Elks lodges. Grand Exalted Ruler Fenton's new lodge program has focused attention on this fertile field. Whatever the reason for inaction in previous years, those states where Elkdom has been resting on its oars should now pull with a will. They will find that working together on the business of extending Elkdom to new fields has a re-vitalizing effect throughout the state that will be reflected in many ways.

Now is the time for action, for teamwork all along the line of Elk leadership. With the excellent start that has been made, there is no reason why the goal of 75 new lodges by next March 31 cannot be reached and even surpassed.

A Citizen's Right—or Duty

The Constitution of the United States refers, in two places, to the "right" of citizens to vote. There is nothing in our laws to compel a qualified voter to exercise his right of franchise, although compulsory voting has been advocated from time to time. But our democratic traditions make it the duty of a citizen to use his right to vote, and he who does not go to the polls, if physically able, is neglecting his duty.

We hope that every Elk and every adult member of his family have qualified themselves to vote, and that all of them will go to the polls on November 8 and perform their duty as free citizens of the Republic, casting their ballots for men and issues as their judgment of the best interests of the United States dictates.

Great problems, of a most serious nature, await those who will be elected to executive and legislative offices this year.

Whoever the victors, may God give them wisdom and courage to serve our Nation well. As we expect them to do their duty, let us do ours by using our right to help shape our country's destiny.

Be Sure to Frame It

One of the symbols of Elkdom's ideals, that reveals the high character of the Order, is our National Memorial Building in Chicago. Another is our National Home in Bedford, Va.

In recent years, the Board of Grand Trustees has made excellent progress in making our members familiar with the Home. It has done so through the medium of a splendid motion picture that has been seen by thousands of

Elks in their lodges, and through a brochure that was given wide distribution.

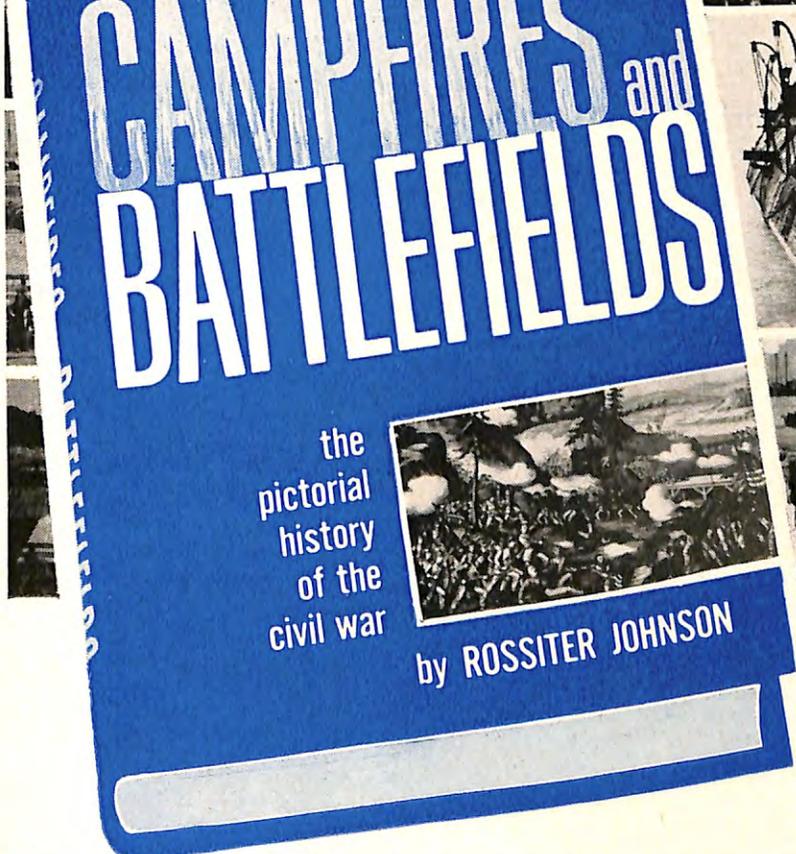
Now, the Board has just completed the distribution to each lodge of a large, full-color photo of the Home, ready for framing. It is a magnificent reproduction, that does full justice to the beauty of the Home and captures the tranquility that dwells within.

Every Elk who sees this photo will gain renewed pride in his membership in an Order that shows such care and solicitude for the welfare of its members. Each lodge, therefore, should promptly frame the print that the Board has given it, and hang it in a prominent place in the lodge home.

Visitors to the office of the Magazine will note that ours proudly hangs on the wall of our reception room. We congratulate the Board for carrying out this extremely worthy project in such a successful fashion.

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the fortifications and prisons; shows and describes field hospitals in action, the Sanitary Commission, the nurses and hospitals and the wounded who died in them. You can read about it all, and then see it all in the photographs and etchings which depict a fascinating, brave and sometimes forgotten era of our history. We are proud to offer this stirring pictorial record of the Civil War to a new generation, to commemorate the forthcoming centennial of The Great War. You will treasure your copy of **Campfires and Battlefields** . . . it will provide young and old with the magic spell which only a great gallery of breath-taking photographs, rare documents, and maps of the great conflict between the Union and Confederate armies could generate. Order now, and take advantage of this special 33 1/3% discount.

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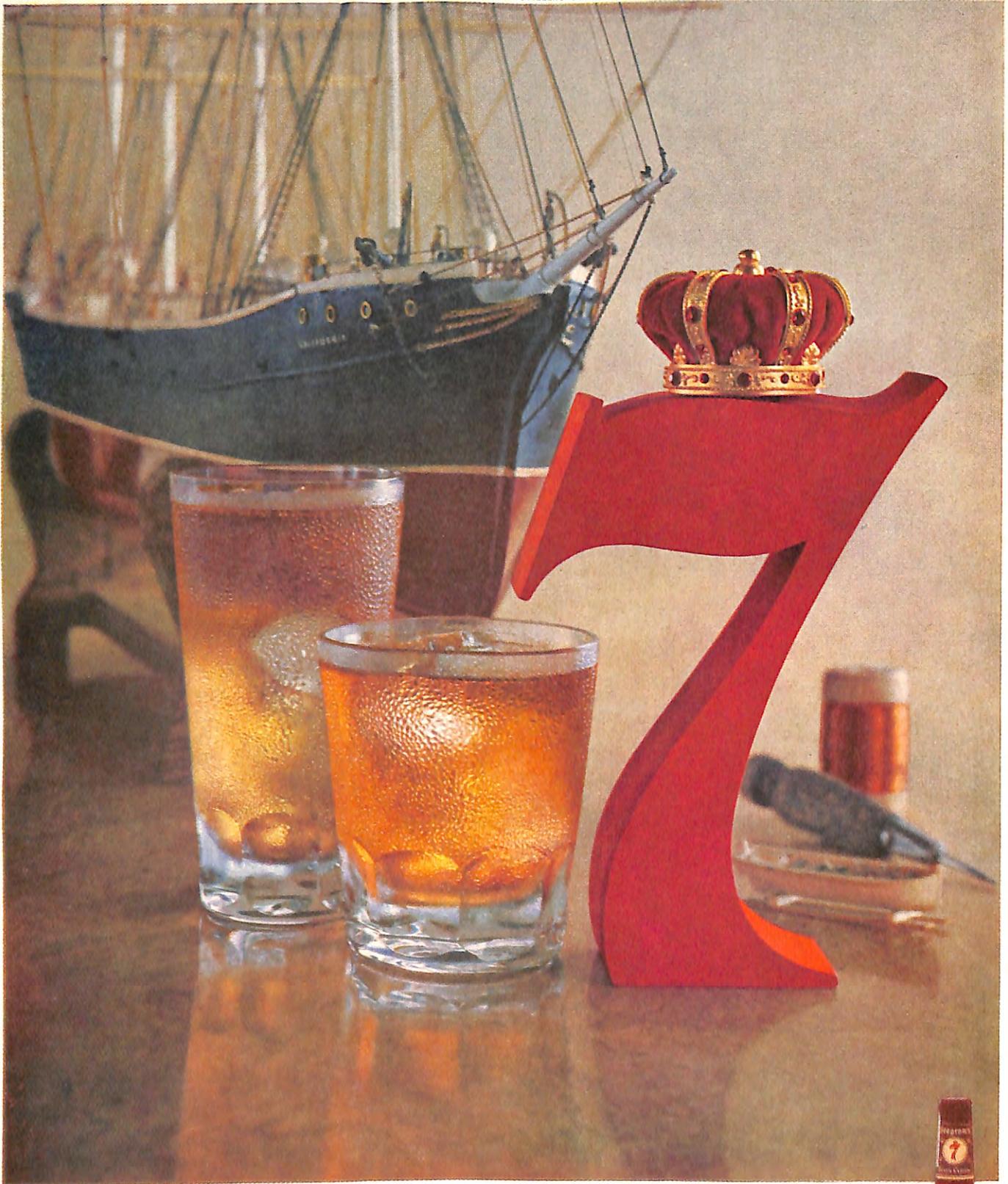
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