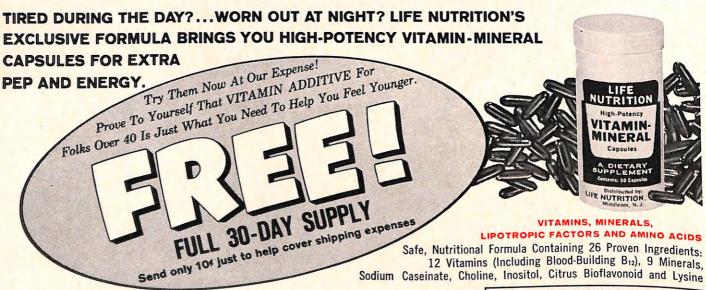


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# Why Can't You Remember?

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# Lodge Home Improvement

"Our lodge building has been given a new look. The outside of the building has been given a new coat of paint. This has been badly needed. Other improvements have been made throughout the building, and everything will be spic and span for the 55th birthday party."

The above is quoted from one of the many lodge bulletins which regularly cross my desk. I cite it, not for its uniqueness, but because it is typical of numerous reports I receive about improvements of lodge buildings. Reflected in all of these reports is a glowing pride in the improvement of lodge facilities.

White it is true that a lodge home's physical appearance cannot adequately convey to the passerby the significance of Elkdom and its principles, to one not familiar with our Order's worthy programs and objectives first impressions are often lasting impressions. A handsome lodge building makes a good and lasting impression, contributing to the influence, prestige, and standing of the lodge in the community. It is a plus factor with the members, their families and friends, who enjoy the comfort of its facilities on their frequent visits to the lodge. An attractive lodge home thus fosters pride of membership. Moreover, it is an excellent selling point in attracting new members, thereby strengthening the lodge and increasing its capacity for Elkdom's good works.

To those who pass it by the attractive lodge home says that the Elk members within think highly of their Order and of their community, that they have endeavored to make their home a source of pride for everyone in town. The lodge structure need not be massive or ornate to be impressive, but it should be representative of the character, vigor, and dignity of our Order.

An effective lodge plant improvement program requires a thorough reappraisal of physical properties. Does the present plant provide adequate and appropriate facilities to accommodate the programs and activities of the lodge? Or does the lodge need remodeling and refurnishing? Perhaps a clean-up and paint job are called for. Is parking space ample? How about recreational facilities—are they adequate for the membership and the lodge's family participation programs?

Once the needs are determined, steps should be taken to meet them. This requires a concerted expenditure by every member of time, energy, and money. Lodge home improvement entails hard work and sacrifice. But for Elks, proud of their membership in an Order which this month celebrates its 94th year as the leading American fraternal organization, and desirous that their lodge home mirror that pride for all to see, it should truly be a labor of love.

Ma. Hall

William A. Wall, Grand Exalted Ruler

# CORD RESINGUES CONTROL CONTROL

"A small business is a personal business. If the boss isn't minding the store it isn't really operating."

# WHY THEY FAIL

# By Dickson Hartwell

Small business failures are often unnecessary. Yet they are often inevitable because the firms were not conceived and managed properly at the outset. Success is more likely with the right kind of advance evaluation, planning, and preparation

DURING the past year, more than 400,000 entrepreneurs demonstrated the spirit of American enterprise by starting a new business. Over the same period, some 350,000 firms went out of business and close to 375,000 transferred ownership or control, all too often with substantial loss.

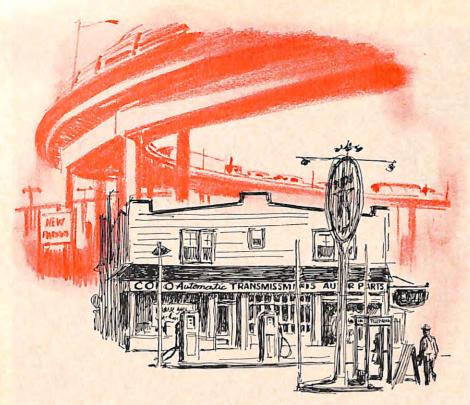
To the operator of a small, or even a fairly-large business—and particularly to anyone contemplating the plunge—these are hard, sobering statistics. They raise at once two fundamental questions: Why did they fail? Could it happen to me? There are two quick answers. Most failures result from avoidable mistakes. Further, anybody can fail but some kinds of people tend not to. Moreover, anybody can mini-

mize the risks of failure. And with a small amount of thinking and inspiration, and substantial quantities of perspiration, those risks can often be reduced to something close to absolute

The small business operator, actual or one of the several million people who are seriously contemplating the possibility (in this article the two are synonymous), should examine his reasons for going into business for himself. Answers to a candid self-examination may provide the first clue as to prospects for success or failure. Credit men, interviewing thousands of applicants, report that reasons frequently given for quitting a job to start a business are often astonishingly naïve. "I



"It was more than a year before the supermarket finally opened. Every competitive business in the area had ample warning. Yet when the supermarket opened, they were all caught flatfooted as if it had happened overnight."



"During the year he had 'valiantly' held out, there had been constructed nearby two links to faster traffic routes. If he had gone to his county engineer's office as long as five years before he could have learned about the plans for the links.

don't like my boss" or "I don't like to be bossed around" are frequent and revealing answers. "I don't like my job," is another.

Such responses clearly indicate unawareness of the responsibilities involved in owning a business. There is no more demanding boss in the world than a business. There is none which nags more persistently, none which more promptly or with greater certainty punishes mistakes. The man who can't get along with his boss is most unlikely to get along with a business.

There are other answers which to the initiated seem almost as casual. For a proposed gas station: "They tell me vou don't need much experience;" for an infant's and child's shop: "There are more babies being born now than ever;" for a quick-lunch diner: "Everybody has to eat, and my wife is a pretty good cook." This list is lengthy a long prelude to fiscal tragedy.

The dismaying fact is that such answers are given by people ready and anxious to sign a commitment that may involve their total savings and a mortgage on their earnings for the foreseeable future. Such people, often bemused by the Horatio Alger concept, believe that success attends those who are thrifty, energetic, and ambitious. Several hundred thousand every year pay a heavy price in money and disillusionment to discover this simply isn't true. Such qualities are laudable and certainly desirable; they are far from the total requirement.

No blueprint for success can be made to cover every possible situation, of course. General guidelines, however, can certainly point up areas where specific advice should be solicited. But the primary and overriding question is, "Why should I be in business at all?"

The self-appraiser must honestly tell himself that he wants to be in business because: (1) he has had rounded experience in the chosen field, (2) he has carefully checked his location (if in retailing) for competition, trends in neighborhood quality, and possible traffic flow changes as revealed in street and highway plans, (3) he has knowledge of buying and selling, (4) he has capital and credit resources which, however small, are sufficient to finance the business until it is operating satisfactorily according to a predetermined plan, (5) his body and personality are healthy enough to stand the strain. (6) he has discussed his plans and gone over his figures with a qualified accountant, an attorney, and his banker, (7) he has fully discussed possible sacrifice with his wife, and (8) he has reduced his proposed operating policies to writing.

The question of experience involves defining what experience is. Experience in not simply years in the busi-

ness. There are men who have been in the oil business for 20 years yet who are no more competent to run an oil company than they are a space ship. There are highly successful appliance salesmen who would go broke in their own store. A \$20,000-a-year dress buyer for a department store chain was forced to sell at a huge loss three years after opening his own high-fashion dress shop in a popular southwestern resort

Experience means more than merely being exposed to the business and handling a specialized part of it. It implies a driving curiosity about how the total business was run. The dress buyer in the resort community had known the low-price line. But he didn't know how to cut losses on unsold, high-price merchandise. He didn't know that appearance of wealth is not proof of it. Neither a Jaguar nor a Cadillac is evidence of a credit rating. Nor did he know that resort people-especially some free-spending resort people-may move about frequently and can be hard to trace. Nor did he know that not all accounts receivable are satisfactory loan collateral; the lender may want to know

who owes the money.

Location is vital in retailing and of some importance in all business. Hardly anyone would think of going into a new location without some kind of traffic count. But all too few go beyond that, and fewer still know how to interpret the count. What does a traffic count of 500 or 5,000 people a day signify? More than one banker has listened with mounting melancholy to some such reasoning as this: "If 2,000 people pass the store every day and I get only one in 20, that will give me 100 customers; with an average of only \$1 each I will have a \$100 a day gross right off the street."

In some retail lines a distance of a few feet can make the difference between success and failure. Recently a chain store president inspected one of his stores on Times Square in New York. Leaving the building, he noted in the next block a small novelty shop announcing its opening for business. It offered inexpensive primitive sculpture and wood carvings-interesting though mass-produced examples of

African native craft.

The president assayed the project in a glance. "Too bad," he said to a companion. "All of somebody's savings. It can't last eight months." He elaborated: "There are two strikes against him. He is 25 feet off Broadway on a side street paying cheap rent that will bankrupt him. Hundreds of thousands of tourists flow through this area but no tourist goes up a side street without a purpose which doesn't include impulse souvenir buying.

(Continued on page 47)

# Another PARIS

The Paris known best to American tourists is flamboyant—and expensive. The other face of Paris—the real Paris—reveals a city of abundant charm. And it needn't be bypassed because of a budget

By JERRY HULSE



An "aerial" view of Paris-as you can see it yourself from the Eiffel Tower.



St. Denis Arch, built in 1672, is the oldest gate to the original city of Paris.

A bargain for seeing the myriad sights of Paris is the glass-domed Cityrama bus.

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ABOUT THE TIME you read this, Americans everywhere will be thinking again about vacations, leafing through travel folders and dreaming of distant lands they'd like most to visit.

Of all the places, Europe still holds tenaciously to its unrivaled position at the top of the poll. And of its cities Paris still remains the dream of countless thousands. Unfortunately, however, each year a goodly number of Americans reluctantly scratch Paris from their itineraries as too expensive. One reason is that the travelers who preceded them have compared Paris with a haughty, far-too-extravagant woman with an insatiable desire to spend her suitor broke. Thus, the impression that the city on the Seine is far too expensive for the budget-minded traveler.

(All that follows is, of course, as appropriate for the man of means as for the budget traveler. Too often the former misses many of the delights of traveling for the very reason that he can afford that which is well-advertised and spectacular.)

Unfortunately for those who detour around Paris, or the others who spend only a few hours glimpsing her sights, they are missing the real heartbeat of Europe, and unnecessarily. I intend to debunk with this article the distorted picture of this city which I have grown to know so well during more than ten years.

I cannot blame those who are frustrated by the tales carried home by friends and relatives; far too many Americans return with chilling stories of exorbitant costs that would cool even the most ardent of would-be Paris suitors. They tell of fantastically-expensive hotels, of outrageous costs for meals, of night clubs charging high prices for weak Scotch.

And they mention also how badly they got clipped one night in Pigalle where the uninitiated shouldn't have gone in the first place.

I'm not saying they are exaggerating, but I'm certain, except for rare cases, that they bought more or less what they sought, and equally certain they saw little if anything of the real Paris—the delightful, enchanting, and, most important, inexpensive Paris I've grown to know

I could lead them to innumerable hotels where a room with private bath, breakfast included, is \$5 to \$7 a day double. And to literally hundreds of

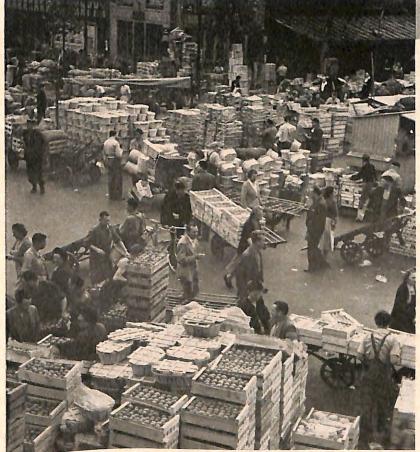
(Continued on page 32)



Boys with sailboats may be seen in almost any city, but the park outside the Louvre has a special Parisian charm.



Paris may be seen by water-from boats that take you along the picturesque banks of the Seine.



One of the great delights of Paris is simply walking about—and discovering fascinating boutiques where art and literary bargains may be found.

Les Halles market is first stop in Paris for much of the fine cuisine available in inexpensive cafés, and it's also an interesting stop for the tourist.

The Paris Metro, or subway, will whisk the tourist about the city quickly, safely, and with a minimum expenditure of francs.



From a quai along the Seine, with its inevitable bookstalls, Notre-Dame cathedral looms prominently from the Ile de la Cité.





# Past Grand Exalted Ruler William Hawley Atwell

William Hawley Atwell, who served the Order as its Grand Exalted Ruler in 1925, and had been a Federal Judge since 1923, died December 22nd, ten days after he had suffered a stroke.

Born in Sparta, Wisconsin, June 9, 1869, William Atwell moved with his family to Dallas County, Texas, when he was two years old. It was there that he spent the rest of his life.

A member of Dallas Lodge No. 71 for many years, Judge Atwell had held the office of Exalted Ruler of that lodge for three terms. He had served as Chairman of the Executive Committee at the Elks Grand Lodge Convention in his city in 1908, and for many years had been a member of the Good of the Order Committee. Appointed to the Elks National Service Commission of the Grand Lodge in 1950, he had continued as a member of that group until his death. He had also been Honorary President of the Texas State Elks Association and Honorary Chairman of the Texas Elks Crippled Children's Institution.

The distinguished jurist began his practice of law in Dallas in 1891. He had served as Assistant County Attorney from 1891 till 1893, and was appointed United States Attorney for the Northern District of his State in 1897, a post he held until 1913. In 1923 he was appointed Federal District Judge, retiring in 1955, after which he continued to sit on non-jury cases and naturalization hearings in which he took a deep personal interest, until June, 1958. Even then, he visited his office regularly, maintaining an active correspondence and a lively interest in judicial proceedings.

He was the author of "Atwell's Criminal Law and Procedure", "Charges to Juries", and "Salmagundi", among other books, and had written several travel brochures. Among his affiliations, Judge Atwell had been a 32nd Degree Mason, a Knight of Pythias and a member of the Dallas, State and American Bar Associations.

He is survived by his son, a brother, a sister, three grandchildren and six great-grandchildren.

# **Elks National Service Commission**



For the 13th consecutive year, members of Ithaca, N. Y., Lodge were hosts to nearly 50 patients from the Veterans Hospital at Bath at a noon-day dinner and then the Cornell-Yale football game. The hospital staff selects patients for this event, who are transported to and from Ithaca by special bus for one of their most enjoyable outings of the year. Pictured are the patients, hospital staff members and lodge officials led by E.R. William Vincent. The Committee was Chairmanned by Robert Stuart.

Past Pres. Grady Carper of the West Virginia Elks Assn. was photographed as he presented a large quantity of finished leather to the Physical and Rehabiliation Service of the Veterans Hospital in Clarksburg. Left to right are Clarksburg P.E.R. Miles Booth, Mr. Carper, therapist Agatha Donahue, Dr. Raymond Smith, Hospital Mgr., and lodge Service Committee Chairman George Bengel, Jr.

This photograph represents the presentation of 1,658 deer hides collected by Eureka, Calif., Lodge for rehabilitation programs in various VA Hospitals. This lodge has collected nearly 10,000 hides for this purpose during the past decade. Left to right are E.R. C. E. Murray, Committee Chairman Homer J. Stilwell and Felix B. Bisio of the Eureka Tallow Company's main storage station.

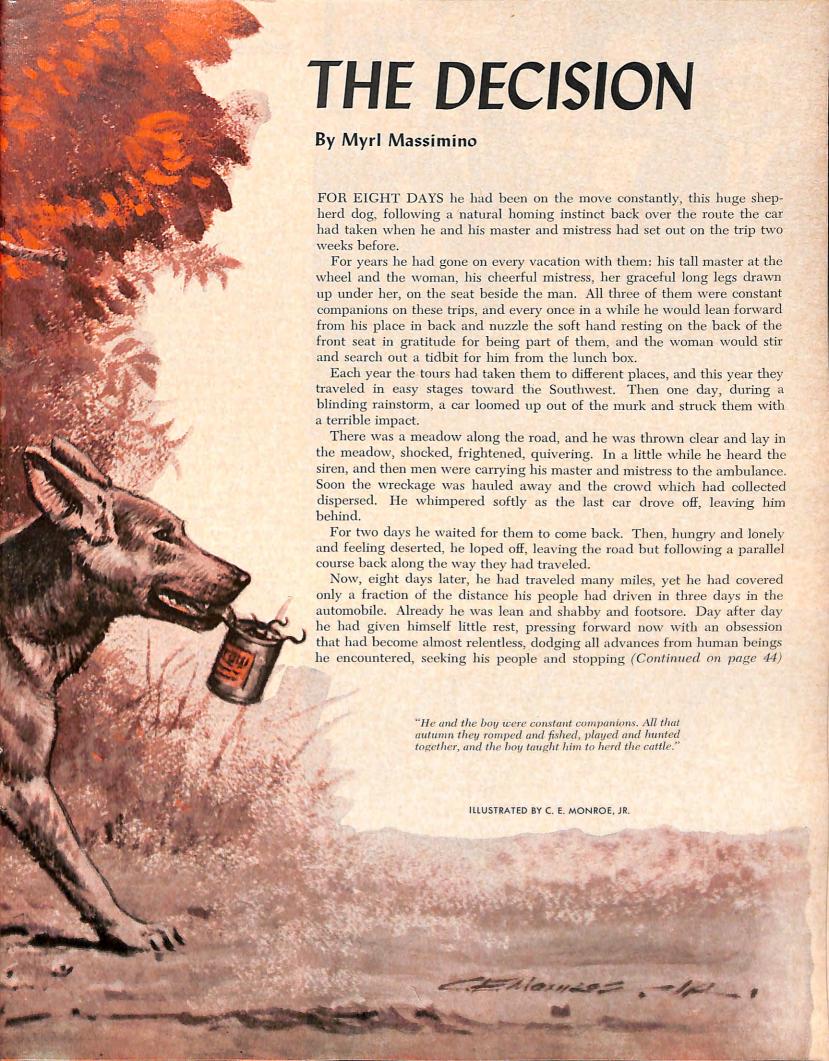
Franklin Reid, left, E.R. of Terre Haute, Ind., Lodge, presents one of hundreds of decks of used playing cards to L. A. Krebs, State Chairman of the Elks Veterans Service Commission. At right is State Secy. C. L. Shideler. The cards were solicited by the lodge in conjunction with the month-long drive sponsored by the Elks National Service Commission. A daily notice in the bridge column of the *Terre Haute Star* helped the drive to its successful climax.













Paul L. Smith, center, displays the plaque he received from Woonsocket, R. I., Lodge as part of the Newspaper Week Observance. He is managing editor of the Woonsocket Call. Behind him, left to right, are Congressman Fernand J. St. Germain, Dist. Dep. Thomas Doherty, Mayor Kevin Coleman, and Exalted Ruler Matthew McDermott.

Phoenix, Ariz., Lodge presented its sixth annual Community Service Award to an area newsman during its Newspaper Week Observance. Program Co-chairman Charles W. Pine (left) made the presentation in behalf of the lodge to Henry R. Kiel, who is editor and publisher of the Arizona Weekly Gazette. The plaque cited Kiel for "comprehensive coverage of legal and business affairs by his newspaper."



# Elks

"YOUR NEWSPAPER — Heritage of Truth, Frontier of Freedom." Using this theme, hundreds of Elks lodges across the land held National Newspaper Week observances last October marking the 13th year of the Order's

participation.

Under the national sponsorship of Newspaper Association Managers, Inc., and with subordinate lodge participation encouraged by the Grand Lodge's Lodge Activities Committee, National Newspaper Week serves as an occasion for communities to recognize the vital role played by the press in maintaining our free society. As Committee Chairman Nelson E. W. Stuart said in a letter to Exalted Rulers: "We Elks have always regarded this event as one of our most important patriotic activities. Our free press is a vital and integral part of the whole environment of freedom which we are fighting to preserve. As a principal exponent and practitioner of our Constitutionally guaranteed right to freedom of expression, an unfettered press is one of our most effective means of safeguarding all our liberties.

J. Alex Arnette of the Committee was in charge of the annual judging of NNW observances and has announced

the following results:

Lodges with fewer than 750 members—first place, Woonsocket, Rhode Island; second place, Mamaroneck, N. Y.; third place, Bessemer, Ala.; honorable mention, Anderson, Ind.; Fort Walton, Fla.; Southampton, N. Y.; Tifton, Ga.; and McAllen, Texas.

Lodges with 750 members or more—first place, Phoenix, Ariz.; second place, Scranton, Pa.; third place, Gallup, N. Mex.; honorable mention, Muskegon, Mich.; New Philadelphia, Ohio; Latrobe, Pa.; Tampa, Fla.; and Greeley,

Following is a sampling of the activities which winning lodges conducted in observance of National Newspaper Week. Each lodge, of course, held a variety of activities in addition to those cited here.

Highlight of the Week for Phoenix Elks was a program featuring the presentation of the lodge's Community Service Award, a tribute in the form of a plaque presented each year to an area newsman who has "rendered out-

# **Honor America's Free Press**

standing support to worthy community enterprises." The recipient was Henry R. Kiel, editor and publisher of the *Arizona Weekly Gazette*.

Scranton Lodge had the services of a popular nationally-known journalist at a banquet given to honor newspapermen: columnist Earl Wilson. Another speaker was Herman Goodman, co-publisher of a local paper, who spoke in behalf of the 14 newspapers being honored.

Gallup Lodge conducted an essay contest on the theme "The Vital Role of a Free Press in Our Free Society." The contest was limited to high school juniors, in preparation for their senior year when they will become eligible for Youth Leadership Awards and Elks scholarships.

The managing editor of the Woonsocket Call, who is also a retired Air Force colonel, was honored by Woonsocket Lodge as a highlight of NNW. The tribute to Paul Smith, who will soon retire from his editor's desk, was acclaimed by a number of fellow journalists as well as by Elks. Mr. Smith was given a plaque which cited him for 40 years of service to his community and nation.

Mamaroneck Lodge paid tribute to the town's *Daily Times* for the 60-page, historical souvenir edition it published the previous month when Mamaroneck was celebrating its 300th birthday. James A. Gunn, Grand Esteemed Loyal Knight, gave the principal address at the banquet. The newspaper's entire staff were guests of the lodge.

The program staged by Bessemer Lodge presented two newsmen who not enly spoke but also conducted an open forum. They were John Bloomer, managing editor of the Birmingham, Ala., News, and James Free, Washington correspondent for the News. Mr. Free based his talk on a recently-completed trip to Berlin.

These, then, and many other activities—mayoral proclamations, "news boy of the year" selections, etc.—marked National Newspaper Week across the nation. The events symbolized the cordial relations that the B.P.O.E. maintains with the press, and they paid tribute to the responsibility that our free press consistently exercises.



Newspaper Carrier Boy of the Year chosen by Mamaroneck, N. Y., Lodge was Jeffrey Talbot. He received a Savings Bond from the Lodge, presented by William H. Johnson. At far left is Exalted Ruler Emilio Caruso, and next to him is the boy's father, Michael Talbot. Mrs. Talbot is at the right. Newspaper pages were used for decoration.



Second and third from the left at Scranton, Pa., Lodge's NNW banquet are Mrs. Wilson and Earl Wilson, syndicated columnist. At the far right are Exalted Ruler Carlon M. O'Malley (front row) and Secretary William S. Gould. The others are Elks and local newsmen from various newspapers who were being honored by Scranton Lodge.



Visiting the Elks National Home, Bedford, Va., last November 10, the Grand Exalted Ruler posed before the main entrance with Home Lodge officers (second and third rows). In the first row, left to right, are Grand Trustees Edwin J. Alexander, Edward W. McCabe, R. Leonard Bush, and Edward A. Spry (Chairman); Mr. Wall; Grand Secretary L. A. Donaldson; and Grand Trustee Jacob L. Sherman. Behind Mr. Sherman is Home Superintendent Thomas J. Brady.

Lodge Visits of WILLIAM A. WALL

# East, South, and Midwest

NEWARK, N. Y. The celebration of Newark Lodge's 50th anniversary September 12 was highlighted by Grand Exalted Ruler Wall's attendance. Theodore R. Beales, member of the Grand Lodge Committee on Credentials, served as toastmaster at the anniversary dinner, and Grand Forum member Ronald J. Dunn introduced Mr. Wall. Seven of the original 68 charter members of Newark Lodge are alive and active in lodge affairs, and they were presented 50-year pins by Past Exalted Ruler Floyd K. Winegard.

RED BANK, N. J. The Grand Exalted Ruler visited Red Bank Lodge on October 22, which was just a bit early to attend the 50th Anniversary celebration, held on November 11. The visit did provide an excuse for an early celebration, however, and it also provided valuable photos for inclusion in a 64-page anniversary booklet. Mr. Wall was accompanied by Past Grand Exalted Ruler William J. Jernick, and among the other dignitaries present was State President Charles A. Hotaling, who happens to be lodge Secretary.

NORTH CAROLINA. On October 26-28 the North Carolina State Elks Association held its Fall Meeting in Rocky Mount. Attending with Grand Exalted Ruler Wall was Past Grand Exalted Ruler John L. Walker, who introduced Mr. Wall at the banquet given in his honor. The highlight was

an Elks National Foundation "Parade" of Exalted Rulers, each of whom presented donations for the Foundation to Mr. Wall. The total was \$4,700.

BURLINGTON, N. C. Mr. Wall and Mr. Walker journeyed to Burlington October 28 for a rather unusual visit: they attended the unofficial National Elks Midget Bowl game. First came a visit to Burlington Lodge, however, and a buffet dinner. Before the kickoff, Mr. Wall presented a Hospitality Trophy to the visiting team, which was the Elks Midget team sponsored by Annapolis, Md., Lodge. The Burlington Midgets later received the game football—there is no winner's trophy. The Bowl's purpose is to teach citizenship, sportsmanship, and scholarship. After the game, the boys returned to the homes of Burlington players, where the Annapolis team were guests, and the out-of-town Elks were guests of Burlington Lodge at a dance.

IOWA. November 3-5 were the dates of the Iowa State Association's Fall Meeting, held in Iowa City. Past Grand Exalted Ruler H. L. Blackledge attended with Mr. Wall, as did Grand Treasurer Arthur Umlandt, Ralph Bastian of the Grand Lodge Committee on Judiciary, and Robert E. Davis of the Grand Lodge Auditing and Accounting Committee. A banquet was attended by 400.



At Iowa City, Iowa, Lodge, where he was attending the Fall Meeting of the State Elks Association, Mr. Wall was greeted by Exalted Ruler Earl R. Riley. At the right are State President Erle Bowen and Grand Treasurer Arthur M. Umlandt.



In a photo taken at Rocky Mount, N. C., Lodge are, from the left: State Pres. Harvey W. Holmes, Grand Lodge Committeeman Thad Eure, Mr. Wall, Past Grand Exalted Ruler John L. Walker, and E.R. John J. Ferris. The State Assn. was meeting there.



The Grand Exalted Ruler appears in Burlington, N. C., with the Hospitality Trophy he awarded to the Annapolis, Md., Elks Midget team, accompanied by Annapolis and Burlington Elks.



With officers and Past Exalted Rulers of Paterson, N. J., Lodge are, beginning fourth from the left, front: Past Grand Exalted Ruler Wm. J. Jernick, E.R. Alberino Leone, and Mr. Wall.



When Red Bank, N. J., Lodge played host to the Grand Exalted Ruler, a photographer captured this scene. From the left are John H. Kwik, P.E.R.; George A. Gray, Mayor of the Borough of Red Bank; Exalted Ruler Abram C. Dixon; Past Grand Exalted Ruler William J. Jernick; William A. Wall; and Charles A. Hotaling, State President and Secretary of Red Bank Lodge.



Newark, N. Y., Lodge's banquet in honor of Mr. Wall found these men at the head table, from the left: P.E.R. Ralph Nash, E.R. Cornelius Cosgrove, D.D. Kenneth Bassett, P.E.R. Arthur Schulz, the Grand Exalted Ruler, P.D.D. Theodore Beales, State Pres. Howard F. V. Cole, P.D.D. Albert Kreiss, State Vice-Pres. Norman Gerhard, and the Reverend Joseph McDonnell.

# 2 Annual, 2 Seasonal Sessions



Headliners at the recent California Convention in Santa Monica included, left to right, Past Grand Exalted Rulers L. A. Lewis and Howard R. Wisely, Grand Exalted Ruler William A. Wall and Mrs. Wall, Convention Chairman Virgil Kingsley and Convention Hostess Miss Colleen Adams.



Dignitaries photographed at the Md., Dela. and D.C. Elks Meeting in Hagerstown were, left to right, Judge D. Kenneth McLaughlin, State's Attorney James Strine, Grand Exalted Ruler Wall, host E.R. Harvey Miller and Judge Charles Grice.

CONSERVATIVE ESTIMATES place the number of delegates and guests on hand for the California Elks Association Convention in Santa Monica at 9,000. Opening on September 27th, the four-day meeting was a series of well-planned, greatly enjoyed meetings and social activities, all handled by a capable committee headed by Virgil Kings-lay.

Grand Exalted Ruler William A. Wall and Mrs. Wall were welcomed cordially by the hospitable Californians who included Past Grand Exalted Rulers L. A. Lewis and Horace R. Wisely and State President Guy A. Daniels, all of whom delivered memorable addresses.

City ordinance prohibited parades; however, colorful official opening ceremonies were held at the new Santa Monica Civic Auditorium in which Mayor Thomas McCarthy and members of the City Council participated.

The California Elks Major Project, through which nearly 900 cerebral-palsy victims are assisted by therapists who man the more than 30 mobile units maintained by the Elks, came in for a great deal of attention.

When Project Commission Chairman Vincent Grocott, Chairman of the Grand Lodge Americanism Committee. made his report, four-year-old twins Shannon and Shawn O'Brien made a happy stage appearance. Shannon, a cerebral-palsy victim, has been assisted by the Elks for two and one-half years, and now can walk alone, with the assistance of braces. These youngsters go everywhere together, and while Shawn is not handicapped as is his brother, it was necessary to convince him that he could not wear braces, too. Shannon thanked his benefactors most appealingly, and his appearance was followed by the presentation of \$277,429.79 to the Commission, a record sum contributed by the lodges over and above their per capita assessments. Well over \$316,000 had been spent on this program since the last Convention.

More than 500 persons attended the State President's reception and banquet on the 28th, and the dinner-dance given by Exalted Ruler John L. Sundberg had a capacity crowd on the 29th, the same evening the host lodge held its entertaining "Hawaiian Night" gala.

On the morning of the 30th a business meeting found Paul T. Wemple of Susanville elected to the Presidency,

together with Vice-Presidents H. A. Holyfield, Redding, L. J. Nekitas, Lodi, William Seeger, San Rafael, H. J. Lawler, San Francisco, Joseph Territo, Redwood City, F. J. Reilly, Madera, M. E. Bodell, Paramount, J. E. Yates, Torrance, Charles Lanser, El Cajon, Robert Angel, Victorville, J. W. Howard, Alhambra, Robert Berry, Fullerton, J. T. Gahnal, Corona, and L. T. Geier, Brawley. Secretary Edgar W. Dale, Richmond, continues in that office, with Treasurer R. E. Walker, Santa Ana; Chaplain Rt. Rev. G. M. Scott, and Sgt.at-Arms Thomas Reese, San Pedro; Asst. Sgt.-at-Arms R. J. Wallace, Salinas; Tiler Robert Rich, San Rafael, and Asst. Tiler Frank Burns, Redlands. Trustees of the Association are Chairman E. J. Silva, Palo Alto, H. W. Kittredge, Chico, August Lepori, Petaluma, L. K. Tindall, Lancaster, Virgil Kingsley, Santa Monica, Harry Faull, Pomona, and Frank Mattox, Anaheim.

That evening an outstanding stage presentation entitled "The Heart of Elkdom" was played to a full house at the Civic Auditorium, to which the Elks Chorus of the host lodge, directed by Don Carlson, Chairman of the program, gave its talents. This presentation, a three-act musical extravaganza, traced the growth of Elkdom and was narrated by stage, screen and TV star Hugh

Marlow.

HIGHLIGHT of the 1961 Convention of the Maryland, Delaware and District of Columbia Elks Association was the presence of Grand Exalted Ruler William A. Wall who was met at Washington Airport by District Deputy Joseph G. Motyka, Association President E. Robert Bowlus, Secretary R. Edward Dove, Vice-President Otto Ortland and Trustee Claude Martin and Past District Deputy Arthur Mason.

Mr. Wall was honored by the Elks of Hagerstown who were hosts to this meeting, and was feted at a banquet attended by 200 persons. An important ceremony held during this session, and one followed by a fine address by the Order's leader, was the burning of the mortgage on the Youth Camp maintained by the Association, a duty undertaken by Mr. Bowlus and Mr. Martin. Past Grand Lodge Committeeman R. T. Pickrel traced the camp's history.

Next year Cumberland, Md., will be the site of the Convention, with the following holding office until that time, President Wm. L. Wise, Cambridge; Vice-Presidents R. L. Miller, Hagerstown, Thomas Noeth, Towson, and T. J. Kimmel, Dover; Chaplain R. F. Gafney, Frederick; Tiler Woodland Evans, Crisfield; Sgt.-at-Arms H. W. Abell, Silver Spring; Secretary R. Edward Dove, Annapolis; Treasurer Joseph G. Motyka, Washington, D.C., and Trustees C. S. Martin, Chairman, Washing-



This photograph was taken as Santa Monica Lodge's E.R. John L. Sundberg and State Pres. Guy A. Daniels saw that the Cerebral Palsy thermometer had reached the record peak of nearly \$280,000 in special lodge donations to this project.

ton, F. W. Taylor, Secy., Silver Spring, Elmo Hackett, Dover, D. T. Witts, Towson, Siegfried Michaelis, Annapolis, Carlton Bozman, Easton, Wm. T. Sturgis, Salisbury, and E. R. Bowlus, Frederick.

EARL E. JAMES, Past Grand Exalted Ruler of the Order, and Past Presidents Willis C. McDonald, a member of the Grand Lodge Judiciary Committee, W. P. Pearce, Jr., Harry B. Garland, and Clarence LaCroix were speakers at the October 27-28 Conference of the Louisiana Elks Association which took place at Morgan City.

Mayor C. R. Brownell of the host city welcomed the visitors, with former State President Jacob Clausen making the response. City Councilman H. S. Hover, Sr., served as Master of Ceremonies. The Grand Exalted Ruler's program was discussed thoroughly, as were the various activities undertaken by the State organization.

WITH 700 on hand, the three-day Fall Conference of the Ohio Elks Assn. in Lima was presided over by President Martin Feigert who presented top Grand Lodge Awards to Harold Scott for the winning State Youth Day observance he Chairmanned, and to Ivan Hesson, Editor of the top State publication, the Newsette. Another National prize went to Exalted Ruler Dominic Augustine for Warren Lodge's best over-all Youth Program for lodges of 500 to 1,000 members, a presentation made by State Public Relations head, Sam Fitzsimmons.

Under serious discussion at this conclave were the Assn.'s outstanding Cerebral Palsy Project, its fine Veterans Hospital work, the Elks National Foundation and many other activities in which these Elks are interested.

In attendance were Grand Lodge Committeemen E. Gene Fournace, Hugh L. Hartley, H. J. Deal and Activities Chairman Nelson Stuart.

# SERPENT STALKING

#### By DAN HOLLAND

PHOTOGRAPH BY THE AUTHOR

SNAKES have beguiled, fascinated, and frightened man ever since the original serpent slyly disrupted the harmony of the Garden of Eden. They have so intrigued us that they have captured our fancy in all manner of strange forms. Some are comical, some are hideous.

The hoop snake is an example. He's essentially a clown. When danger approached, according to the myth, the hoop snake grabbed his tail in his mouth and conveniently rolled away with the speed of the wind. Not satisfied with this harmless version, other imaginative people converted the hoop snake from comic to villain. Instead of rolling away in the form of an animated hoop, he now became the aggressor. Once he had built up sufficient speed. he straightened himself out as stiff as a ramrod and impaled his victim tailfirst like a lance. No one so perforated was ever produced as evidence, but there were plenty of wild-eved witnesses who claimed near misses from this treacherous creature.

Another prevalent myth is the one which says that a mother snake swallows her young to hide them from danger. Less frantic people have testified to the validity of this one, and likely they thought they saw just this occurring. The answer is that some snakes prey on other snakes, but not even a doting mother snake has consideration for the safety of the one going down. Unfortunately, a snake once swallowed, young or old, remains swallowed.

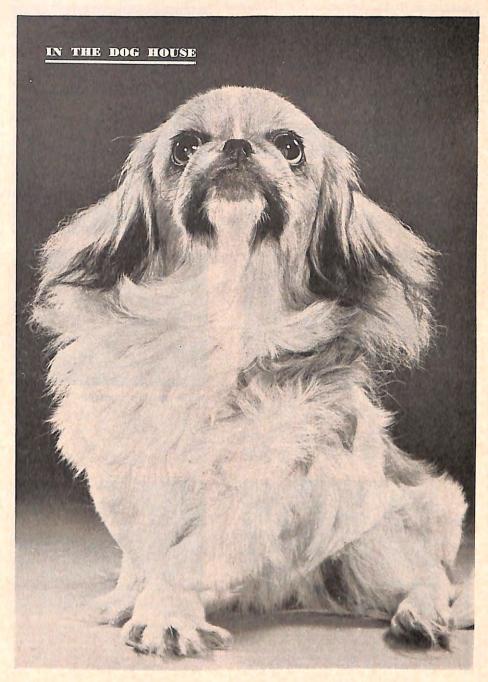
And there was the highly-regarded belief that a rattlesnake would not cross a horsehair rope. Snake-conscious wranglers strung their horsehair lariats around their bedrolls for night protection, an old-time remedy for insomnia. Another myth concerning horsehairs said that the hairs themselves, on certain dank, dreary nights, went through a mystic metamorphosis and transformed themselves into serpents. And there are countless others, such as the superstition that a snake never dies until sunset or that he turns and bites himself

to commit suicide in dire necessity. But as interesting as these fancies are, a few of the truths about the living, creeping, crawling ones about us are even more fascinating.

One of my favorites is the puffing adder, sometimes known as hog-nose snake and often confused with the milk adder or milk snake (which received its name as a result of the belief that he stole stealthily into the cowshed in the dark of night and milked Old Betsy dry). The puffing adder is the blowhard and push-'em-around guy of the snake world. When approached, he puts the intruder to flight with a credibly vicious and venomous act. He puffs up behind the head, hisses and draws back as though about to strike the fatal blow. However, like his human counterpart, he can't back up his blustery show. He's strictly a ham. If his exaggerated display of violence fails to impress the enemy, he goes to the other extreme and rolls over dead. And when an adder plays a part, he plays (Continued on page 29)



Dan's camera focuses no closer than three feet. That's how near he was holding it for this portrait of a rattler.



# Japanese Spaniel

The spaniel that isn't a spaniel By ED FAUST

BECAUSE Millard Fillmore, thirteenth President of the United States, was a determined man and Matthew Perry, Commodore, USN, a resolute one, that likeable little Oriental the Japanese spaniel was introduced to the Western world to become one of the interesting members of the toy dog group. Although the introduction was only an incident in a passage of American history it was of considerable importance to those who are interested in dogs. It made known a breed which until then was scarcely, if ever, seen outside of Japan. Even in that country it was a jealously guarded possession of the nobility.

It was not without reason that prior to that time Japan was known to the rest of the world as the hermit kingdom. For a thousand years and more it remained a resolutely self-isolated land. With the exception of infrequently tolerating a few Dutch traders, it imposed a death penalty upon all aliens brash enough to visit there or unlucky enough to be cast upon its shores. But Japan had much that the commercial interests of the Western world wanted, and, what's more, its iron-handed conduct toward foreigners was deeply resented. Not the least among the nations to deplore Japan's policy was the United States.

Particularly was this true in maritime circles. America had long since come of age, and Americans were proud of their country and their rights as Americans. Among these was a belief that, subject to reasonable regulation, they had the right to trade anywhere, confident that those rights would be respected. Japan's forbidding attitude was a cause of anger and a challenge to American enterprise. This became a matter of such concern to President Fillmore that he determined to break the Japanese embargo and commissioned Commodore Perry to proceed to Japan to open negotiations for the protection of American interests. Perry's fleet of four vessels, earliest of American steam warships, sailed for Japan in July, 1853.

The mission called for a bold and resolute man, and Perry was that. He had won rapid promotion for notable service in the war of 1812 and the thenrecent Mexican War and other punitive naval actions. His brother, Oliver Hazard Perry, may be remembered as the hero of the Battle of Lake Erie who gave us his immortal, "We have met the enemy and they are ours," following his victory over the British fleet during the war of 1812.

Arriving in Japan, Perry, accompanied by an armed guard and a number of uniformed attendants, presented a letter from the United States State Department addressed to the Japanese Em-Although he was careful to (Continued on page 54)



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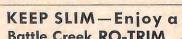


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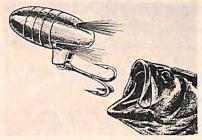
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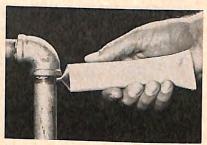


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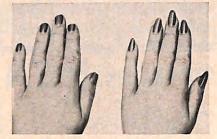
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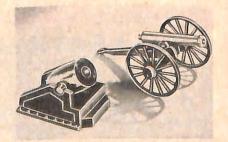
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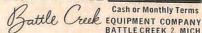
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#### Rod and Gun

(Continued from page 20)

it for all it's worth. He rolls onto his back, twists his lower jaw to one side as though his head had been horribly mashed, and lies still. If the "dead" adder is rolled over right side up, he immediately flops on his back again, proving without doubt that he is dead. And if this final dramatic act doesn't convince his audience, he scrambles for safety as fast as he can go, like a bully whose bluff is called.

Practically all of our snakes are as harmless as the puffing adder, and most of them don't even put on a good show. They beat a hasty retreat at the first sign of danger. But the majority of people prefer to believe that all snakes are deadly and should be treated with appropriate respect. Somehow I was born without this normal, healthy revulsion for snakes, but I've long since given up trying to convince others that

they should adopt my attitude. A good way to lose friends—in a hurry—is to pick up a snake and show them how harmless he is. To be fearful of anything that crawls seems to be a built-in instinct with most humans, and nothing is going to alter this aversion.

I'll mention only one candidate which should be capable of overcoming this native fear in anyone. This is the redbellied snake, one of the smallest of all snakes. The first one I ever saw curled up in the palm of my hand the size of a dime and remained there contented for about an hour while we went through books to identify him. This species is not only small but completely docile. The largest I ever happened to see was barely six inches long, and he also lay in the palm of my hand with his tiny head pressed against my thumb as though appreciative of the warmth

and attention. But a red-bellied snake, as trusting and innocent as he is, remains a snake to most people, so he's likely to get clobbered the moment he puts in an appearance.

But, although I have no revulsion for snakes, at least I am human in having a certain fascination for them. Otherwise, I suppose, I wouldn't hunt rattlesnakes. Maybe hunting rattlesnakes doesn't make me human; maybe it makes me a nut. However, I am not alone. Quite a few people hunt rattlesnakes. Some rattlesnake hunters have one avowed objective: to find and kill as many as they can possibly kill, which makes them quite normal. I'm not normal. I have nothing personal against rattlers, and I certainly have no desire to exterminate them; so I hunt for other reasons. One is that I just naturally like to hunt. If there were nothing else on this earth to hunt, I would be out trying to track down hermit crabs or meadow mice.

The other reason I hunt rattlesnakes

# Leadership Contest Featured in Magazine for Students

Practical English is a magazine with the subtitle "A National Magazine of English and the Language Arts for High School Students." In its January 10 issue a new feature, "Write Away," was introduced as an aid to essay writing. The initial sample essay told of the Elks National Youth Leadership Contest and last year's winners. The essay is reprinted here with the permission of Scholastic Magazines, Inc., including questions directed at readers of Practical English.

#### What It Takes to Be a Leader

"Achievements as leaders in school and community, Americanism and citizenship appreciation, perseverance, stability, resourcefulness, and sense of honor." These are the qualities and attainments a teen-ager must have if he hopes to become a winner in the Elks National Youth Leadership Contest. Last year, nearly 60,000 high school students entered the contest, sponsored by this civic-minded fraternal organization. Only two could win top prizes, of course, and this year the lucky-and deserving-two were Patricia Louise Kurtz, 17, of Phoenix, Arizona, and John Joseph Kelly, Jr., 17, of West Warwick, Rhode Island. Each was awarded a \$1,000 U.S. Savings Bond, and both were invited to the White House to receive their awards from President Kennedy.

Patricia was on hand for the ceremony, but John just missed it. On the way from Rhode Island to Washington, D.C., his plane was turned back by bad weather and forced to land at Baltimore instead. Even John's leadership ability was powerless against the Washington weather. But perseverance and resourcefulness won through. John hopped aboard a bus and reached the White House only fifteen minutes late. "Luckily," he says, "the President took a moment from a cabinet meeting to come out and shake my hand."

Both winners come from families whose members have always been interested in community affairs. John's older brother, Peter, was a third-place winner in the Elks contest a few years ago, and his father is a Boy Scout leader and educator. Patricia has an older brother and two younger sisters, all of whom are school leaders.

Both are excellent students, too. John has maintained a 90 plus average during his high school career; he won the Bausch and Lomb Award as most outstanding science student in his class, and was co-winner of the Rensselaer Mathematics Medal. He's no bookworm, though—last season, as captain of his football team, he scored more points than any other high school player in Rhode Island.

Patricia, an honor-roll student, has made her most impressive achievements in the field of public speaking. She has won top awards in the Arizona State University Forensic Tournament and the United Nations Oratorical Contest for Arizona.

Most important, both John and Patricia are eager to put their talents to work

helping others. That, in their opinion, is the meaning of leadership. Between them, they have already made important contributions through work in nursery school, scouting programs, and fund drives for the fight against polio and cancer. As for their future service, John hopes his will be in medicine, while Patricia plans to become a lawyer, government worker, or speech teacher.

What does it take to become a leader? Patricia explains it this way: "Any leader begins by following. I began my leadership activities in grade school by running for offices in my homeroom. Whenever I lost, I would gain experience by assuming the duties of being a member of the group."

"Achievements as leaders . . . , perseverance . . . , sense of honor . . . "-it takes these things to make a leader. And one other thing: the humility to be, when called upon, a good follower.

#### WHAT DO YOU THINK?

- I. Define any one of the qualities listed in paragraph one. Explain why it is a necessary characteristic of a leader.
- 2. Do you think that leadership contests are beneficial. Why or why not?
- Is it necessary to have the support and example of one's family, in order to become a leader?
- 4. Should everyone try to be a
- 5. Can one make important contributions without being a leader? Give examples.

is the same reason I enjoy trying to stalk and photograph a Kodiak bear: it's exciting. A rattlesnake won't charge and attack a human, as one out of a thousand bears might possibly do, and he won't even strike unless provoked. Nevertheless, he is so easily provoked unwittingly that he is more dangerous than any bear. A bear is a highly intelligent creature; therefore he is somewhat predictable. A snake, on the other hand, has a mind like a steel trap: something moves, the trap springs and he strikes.

There is a specific time and place to play at this dangerous game. It would be almost hopeless, for instance, to make a point of hunting Florida diamondbacks. There is always good ground cover in Florida to conceal them, and they are always widely distributed. Snakes in a colder climate, however, concentrate to den up for the winter. Combine such a climate with an arid terrain-dry enough, that is, to make the ground relatively bare-and you have snake-hunting country. This condition exists in many areas in the West, but some rattlesnakes in the northern Rockies are puny little things with no more sock than a handful of bees. It's the western diamondback rattler of the arid Southwest which is the exciting one to hunt.

The accepted time is early spring, shortly after they have emerged from their winter dens. Then they are sufficiently concentrated to make hunting worthwhile. The type of country where they are likely to den isn't difficult to spot. It's broken country with arroyos which provide little caves here and there deep enough to shelter the snakes from freezing temperatures. The manner of hunting is obvious. It is a slow, stop-look-and-listen affair.

Although I have hunted this same area many times during quail season as well as the diamondback country of Florida, Georgia, and Alabama—I become an entirely different person when

I'm snake hunting. The quail hunter necessarily keeps his eyes up, and he often hurries or even races at full speed to flush a running covey. Whatever he may happen to step on in the process can't be taken into consideration. Hunters who do put the thought of snakes ahead of birds wear snake-proof boots, peer intently into the grass ahead, and step mincingly around each bit of dense cover. They are hopeless. They have a miserable time and never hit a quail from start to finish. If I step on a snake when I'm bird hunting, I figure that's his tough luck. When I'm actually snake hunting, however, I adopt precisely the same attitude as the snakeconscious quail hunter. I tiptoe around and feel certain that I'm going to step on a big rattler each time I ease my foot down.

And doing that would be entirely possible. Rattlesnakes are amazingly well camouflaged. Although I have come across a number of them in the West incidentally while occupied at something else, all those I have found while actually in the process of hunting them I have heard first. Even after the first buzz is heard, it is very difficult to spot one unless he is moving—and then he moves deceptively. He appears to be barely underway, but in no time is gone. And, when not moving, rattlers blend in perfectly with the background.

One that I heard buzz couldn't have been far away, but I couldn't find him. I called my partner over to help me look (he put each foot down as though he were walking barefoot on broken glass). After he arrived (about 20 minutes later), we just stood and searched about us. Now and then we would slap a clump of mesquite to irritate the snake and make him buzz again. We distinctly heard him six or eight times during a period of thirty minutes, but we never did set eyes on him—or, more likely, failed to recognize him among the broken twigs and the

pattern of shadows and sun where he lay. We finally gave up, and you can be sure that I studied the ground carefully where I stepped as I vamoosed.

Another which I located only five feet from where I stood after searching for ten minutes or more was looped loosely in the shadows at the base of a ragged old mesquite. He appeared relatively unconcerned, so looked like a good one for a photograph. Although I eased as close as the camera would focus, which was three feet, I could see that I didn't have a picture. Against a plain background the fivefoot rattler would have been duly impressive. In the sharply defined pattern of bright sun and dark shadows, he was lost to the camera even at that distance. And here I should add that not only are people who hunt rattlesnakes nuts, but photographers on the whole are a breed of nuts in a class all their own.

Anyway, this was a big snake with a good scale design and I wanted his picture. The only way to get it was to stir him up so that he would raise his head, then I might be able to maneuver into a position where his head was clearly defined. From there the eye would follow the remainder of him in the photo. However, there were two pack-rat holes about six inches apart directly behind him, and a rattler is no different from any other snake; that is, he prefers refuge to trouble. Therefore I would have time for only one hasty picture at best before he turned and slid down one of the holes; so I took a couple of pieces of flat rock and slowly eased each one down in front of a hole, watching the snake's head all the while because it was only two feet from my hand. Then I stirred him up, he pulled back into a wad, raised his head and I got just the picture I wanted -the illustration with this article-but no photographer is ever satisfied. One picture wasn't enough, and I thought I had ample time because the holes were blocked and I could cut him off in any other direction. While I was fooling with the camera, however, my partner warned me that he was sliding past one of the stones and getting away. I yanked out my .22 automatic and hit him twice, but didn't stop him. Then I did a fool thing.

As I've admitted, a snake hunter is a nut and a photographer is a nut. I qualify in both departments. And, being a hunter, I never want a wounded creature to escape and die a lingering death. So, since the rattler was rapidly disappearing and since there was no time to hold a conference on the subject, I grabbed him by the tail and tried to pull him back out. If you've never tried to pull a big snake backward out of a hole, take a word of advice from someone who has: it doesn't work. His scales are designed so that

# James J. Fernandez

James J. Fernandez, a man who devoted 35 years of his life to Elkdom, died November 9th after a prolonged illness.

A Past Exalted Ruler of Tampa, Fla., Lodge, No. 708, Mr. Fernandez served that lodge as Secretary for many years and had been an Honorary Life Member since 1932. In 1929-30 he served the first of two terms as District Deputy and also as a member of the Social and Community Welfare Committee of his State Association. He held the State Vice-Presidency for two terms, doubling his duties the second year as Chairman of the Association's Ritualistic Committee.

In 1945 he was Secretary of the Florida

Elks as well as Comptroller of their Harry-Anna Home for Crippled Children, and a member of the Home's Operating Committee, a post he held until 1957. Eleven years ago he was again appointed State Secretary and soon moved his residence from Tampa to Umatilla where the Home is located, acting in the dual capacity of State Secretary and Home Comptroller until his illness in 1957.

Upon his recovery some months later, he resumed his duties as State Association Secretary until June, 1959, when poor health forced his resignation. At that time he was named Secretary Emeritus of the State group, a title he held until his death.

# "Play Cards with John R. Crawford" Goes Bi-monthly

In order that a greater variety of material can be presented in the pages of The Elks Magazine, "Play Cards with John R. Crawford" is now appearing bi-monthly instead of monthly. The editors feel that this will better serve the interests of readers, which is a constant goal of the Magazine.

Mr. Crawford is one of the nation's foremost authorities on card games and has won more bridge tournaments than anyone else in the country. Recently he won the National Open Team of Four for the eleventh time. During the same week he also won the National Men's Team of Four.

he will move in one direction, forward. Nevertheless, I was giving it everything I had—or at least I thought I was—when my partner yelled again that his head was coming back out the other pack-rat hole alongside the one he had entered, a few inches from where I was holding his tail. That's when I pulled his rattlers off and almost fell over backward. At least, after I had recovered, with his head back in view it was easy to shoot him properly and finish the job.

Another time I had stood motionless for a couple of minutes trying to determine the position of a snake I had heard when a bobcat burst out of a cave no more than 20 feet away. Undoubtedly if I had continued walking, the cat would have let me go right by, but when I stopped he became nervous and came bursting out past me in high dudgeon. I was sufficiently on edge while looking for a diamondback at my feet, and when the bobcat popped out of nowhere in a cloud of dust, I became completely uncoordinated. He startled me so that he gained a good 50-yard start before I could even get my gun out of the holster. The slowest gun in the West, that's me. Then I scattered .22s harmlessly all over the Southwest.

This coming spring I'm going rattlesnake hunting again. It's fun. The semi-desert in that corner of America is interesting country even without rattlesnakes. I would enjoy it for no other reason than to be there. It is wide-open country, some of it as bare as pavement. where you can see so much, like the bobcat just mentioned, and covotes, and pronghorns, and prairie dogs, burrowing owls, scaled quail, horned toads, and a myriad of other creatures with few places to hide from your wandering eye. Add to that the thrill of hunting a potentially-deadly animal and you come up with an exciting mixture. I recommend it, especially for anyone whose life insurance premiums are getting him down.

Terry Construction Co., Inc., Greenville, S. C., is a well-known general contractor operating in the South. A large part of the eight-million-dollar North Saluda River Reservoir Project for the City of Greenville was one of its outstanding achievements. The Terry Construction Co. helps provide security for its covered employees and their dependents through a New York Life Employee Protection Plan, and the extra services of Nyl-A-Plan.



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#### NEW YORK LIFE

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#### For Elks Who Travel

(Continued from page 8)

marvelous little restaurants—both on the Left and Right Banks—where meals with soup and wine come for less than a dollar.

I'm speaking now of the places where the Frenchman dines, and this by no means implies that you must expect a poor grade of food. On the contrary, I've dined far more sumptuously in certain small Left Bank cafés than I ever did in the fashionable and expensive places, say along the famed Champs-Elysées.

I recall a Bouillabaisse Marseillaise at Le Vieux Paris, 2 Rue de l'Abbaye, that would make even the chef at Tour d'Argent doff his hat in respect. And Tour d'Argent, as you might already know, is Paris' most expensive restaurant—yes, Maxim's included. Anyone can reach for the check in the places I speak of without inviting a heart attack, for there are no unpleasant surprises, what with menus and prices posted outside when you enter.

As I say, I can lead you to restaurants across Paris—in Montparnasse, Montmartre, even in the Champs-Elysées area—where you can dine for a dollar or less.

But if you wish entertainment with your meal, well, that's another matter. You might have to pay as high as \$1.25 or \$1.50! I know of a Basque restaurant that serves a complete meal with wine for \$1.30 and features the authentic Basque music of three guitarists.

On the subject of entertainment, one of the best buys I know of is a \$3 ticket on Cityrama, a glass-domed bus that whisks the visitor on a three-hour tour of Paris by night—up to Montmartre, down to the Seine, past flood-lighted Notre-Dame, and into the cobbled dark alleys of St. Germain-des-Prés.

Recorded voices describe each scene, and even Napoleon is resurrected for dramatic appeal. Well, anyway, the voice over the bus' speaker seems believable as you halt before the building that houses the little warrior's tomb, a silent, floodlighted place where Napoleon says: "It was my desire that my ashes be laid to rest here along the Seine. . . ."

The bus moves slowly past the Church of the Madeleine . . . up the Champs-Elysées, where brave men have marched to triumph and defeat . . . to Place de la Concorde where hundreds of heads rolled in scarlet horror during France's historic past.

For a single dollar there are boat rides along the Seine for glimpses of the Eiffel Tower, Notre-Dame on the Ile de la Cité, Pont Neuf, and innumerable other well-known and historic landmarks. Boats leave every 20 minutes from the wharf on the right bank of the Seine between the Pont des Invalides and Pont de l'Alma.

Paris expensive? Certainly not, unless you wish it to be. Entry into the Louvre with its magnificent art treasures, for example, is but forty cents—and free on Sunday, as are many of the sights of Paris on the Sabbath. Paris contains more than 300 art galleries and 25 museums, all charging ridiculously low entry fees.

Theater tickets run about 50 per cent below U. S. prices, and concert tickets range from 60 cents to \$3. Entrance into the famous jazz clubs is about 80 cents, and a ride on the Métro, or Paris subway, costs but nine cents.

But returning for a moment to the subject of accommodations, visit the French Government Tourist Office Information Center at 127 Champs-Elysées to obtain a list of inexpensive, first-class hotels. Or write to the French Government Tourist Office in New York at 610 Fifth Ave. If you go in the busy summer season, an advance reservation is necessary. I would particularly like to mention Hôtel du Sénat on Rue St. Sulpice, one recommended to me by the tourist office, where room with private shower costs but \$6, even in the busy summer months. My reason is that this is the heart of the famed St. Germain-des-Prés area of the Latin Quarter where the existentialist movement flourished after the war. And where today artists and writers, both old and young, gather each dusk at such well-known sidewalk cafés as Aux Deux Magots to sip beer and dream their individual dreams. This is an entirely

# NEW FISCAL YEAR FOR FOUNDATION

Past Grand Exalted Ruler John F. Malley, Chairman of the Board of Trustees of the Elks National Foundation, has announced that the Trustees have adopted a fiscal year that will coincide with that used by subordinate lodges. The Foundation will close its books March 31 this year and in succeeding years. Thus, each Exalted Ruler will receive credit for all contributions made during his year of leadership. Only contributions which are received in the Boston office of the Foundation prior to March 31 will be credited to the donors in the Annual Report of the Foundation Trustees at the Grand Lodge Convention.

different world lying beyond the brilliance of the Champs Elysées and Place de la Concorde, a world visited far too seldom by American tourists.

Beer is cheap, so it costs but pennies to relax at a table and study the faces—the young faces, smiling faces, sober faces. There are those who will attain their fame someday and also the unfortunates who will stumble softly into oblivion. This has always been the story of this side of Paris, and so part of this vacation adventure should include time spent seeing for yourself this story unfold. There is an excitement in sensing that perhaps the unshaven, shaggy-haired chap sketching furiously at the next table may be an important artist one day.

No city is gayer or brighter at night than Paris, where entertainment ranges from serious drama and ballet to the rowdy strip shows at such fashionable clubs as the Crazy Horse Saloon. These places are enjoyable but expensive, so because we are on a budget tour we shall skip back instead to the Left Bank where recently I spent an entire night—dusk to dawn—discovering its caves and cafés.

The evening began at a sidewalk café called Mabillon where a young girl strolled matter-of-factly by carrying a kitten which peeked from her bosom at sidewalk visitors. It caused not the slightest ripple, for this is Paris and they're used to their characters. Leaning against a tree, gazing up at the darkening sky was a guitarist with long shaggy hair who sang for the few francs customers pitched at his feet.

Not far off is Place de Furstenberg, a little square surrounded by tall old buildings with windowboxes of geraniums, and here aspiring young musicians gather nightly to offer free concerts to the tourists who pass.

Seated beneath four trees that grow in this square, the musicians, hopeful one day of becoming professionals, play their melodies, hunched figures silhouetted by the light of a single lamp standard, their music carried by the wind to the boulevards and alleys beyond.

Silently the square fills with the curious, while at the same time occupants of the apartments far above the scene lean from their windows to listen. Here the music is serious and sensitive, but just five minutes away is jazz that swells into the night from one of Paris' famous caves, Le Caméléon at 57 Rue St. André-des-Arts.

In this cave a musician, slight, with shaggy mustache, caresses a bass fiddle taller than himself, hypnotized by the music, oblivious of the crowd that applauds. It is one of those cellars so small the music threatens to collapse the walls.

Nailed to one wall over the piano is

a string of onions. Why this decoration? There is no reason, really. It is just there. Just as there is no reason for a bass horn to be chained to the ceiling above the musicians—but it is.

The hour is late when the music stops at Le Caméléon, but the night is only beginning down the cobbled avenue at Le Birdland, another cave at 20 Rue Princesse, where canned music is featured by the 'owner, scholarly Michael Carlier, a jazz lover with more than 3,000 records which are spun by a lady bartender who smokes a clay pipe. Tourists at Le Birdland sit side by side with famous jazz musicians, both French and American.

The traveler should keep an eye on the clock and move on to Les Halles, the great central market which comes to life about 2 A.M. while the good people of Paris sleep—a place surrounded by small, inexpensive cafes that feature steaming onion soup.

Tipping is universal in France, but remember you are already being charged for "service" at most restaurants and hotels, so inquire before giving away your francs unnecessarily. And remember, too, to ride the Métro or busses whenever possible as an added thrift measure.

Sooner or later, if you're like many tourists, you may get your fill of French fare and hunger for a plain old American hamburger. If so, the French have provided for this very desire with "Wimpy" hamburger stands that offer repas complets dans un pain rond, or "complete meals on a bun." Besides hamburgers they also serve hot dogs

Still better hamburgers are served at the Lido Snack Bar, 78 Champs-Elysées, or in a rather unbelievable spot called Le Drug Store standing directly in the afternoon shadow of the Arc de Triomphe at 133 Champs-

Elysées.

and sundaes.

Originally opened with Americans in mind, today it is so filled with fascinated Frenchmen that Americans occasionally must queue up outside and wait their turn. Besides hamburgers, Le Drug Store also dispenses cosmetics, cough syrup, and cocktails—anything from martinis to bloody Marys. And while dwarfed by the Arc de Triomphe, it probably attracts even more tourists, which is extraordinaire since Le Drug Store is as American as le hamburger served inside.

I happened by on a Thursday when the suggestion du jour was pain de viande fermière, which translated means "dude ranch meat loaf."

It's not exactly French, I'll admit, but it's inexpensive. So keep it in mind when you visit Paris, a city I promise will win your heart but not your pocket-book—if only you'll remember my advice.

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**EUGENE, Oregon,** Lodge's magnificent ultra-modern home was dedicated by a corps of Elk dignitaries, with Gov. Mark O. Hatfield as a speaker. He is pictured addressing the crowd with, left to right, background, D.D. Carl Benscheidt, Secy. Edwin J. Alexander of the Board of Grand Trustees, P.D.D. Jack Butler, Grand Secy. Lee A. Donaldson, the principal speaker, D.D. Franklin H. Van Pelt, Past Grand Exalted Ruler Emmett T. Anderson who officiated at the ceremony, and State Pres. Fred Stefani.



NEWPORT NEWS, Virginia, Lodge's annual Special Events program was an outstanding success. Pictured are, left to right, Daniel Wilkinson, E.R. David Flax, Rear Adm. Geo. J. Dufek, USN (Ret.), Chairman Joseph Binder and Dr. E. E. Bosserman.



**ST. LOUIS, Missouri,** Lodge's E.R. Vernon F. Mathias, center, congratulates Cardinals pro footballer Sonny Randle, left, as the "Outstanding Sports Figure of St. Louis for 1961", and George Khoury, winner of the Bruce A. Campbell Memorial Award for 1961 at the lodge's annual Sports Night Dinner.



# Citizenship,

PERHAPS for the first time in Elk history, a testimonial dinner was given to mark

the passing of a law.

This event, attended by 500 Elks and their guests, took place in the spacious lodge room of Gardena, Calif., Lodge, No. 1919. The "guest of honor' recently signed and now effective, had its inception in Gardena Lodge, fathered by Maxwell Zeigler, its Exalted Ruler four years ago. Designed to put teeth into the punishment of narcotics peddlers, it has special punitive measures for those peddling narcotics to minors. Gardena was joined in this movement by Redondo Beach and Torrance Lodges, and through this triple effort some 1,200,000 names were signed to petitions demanding such a law and then those petitions were dumped into the lap of the California legislature.

In the initial fight, the Elks were joined by only one newspaper, the Gardena Valley News, and only one TV commentator, George Putnam of Los Angeles KTTV. The effort failed. But its sponsors immediately began the campaign anew, and this time the law passed by an overwhelming majority.

Speakers at this program which was handled by Mr. Zeigler, now State Association Vice-President, and William Hunt, co-publisher of the Valley News, included Sam Yorty, Mayor of Los Angeles, newscaster George Putnam, State Senator Edward Regan and Assemblyman Clayton Dills, both Elks, who introduced the second anti-narcotics bill and herded it through the legislative session, and Pete Pitchess, Sheriff of Los Angeles County.

WITH VERNON (LEFTY) GOMEZ, one-time N. Y. Yankee pitching great, as the principal speaker, St. Louis, Mo., Lodge, No. 9, again scored a smash hit with its 12th annual Sports Celebrity Night Dinner, served to a packed

FLORIDA ELKDOM'S Harry-Anna Home receives 100 shares of American Telephone Stock from Mrs. W. Earl Horsman who made the gift in memory of her husband who had been District Chairman of the Home Committee. The donation, valued at \$13,000, will provide an annual income of \$900 to the Hospital's Trust Fund. Left to right are P.E.R. D. C. Sinclair, Mrs. Horsman, E.R. Leonard R. Behlke of Lake Worth Lodge and Committee Chairman R. S. Bruno.

# and Sports Charity

house. Proceeds of this banquet went to the Elks' Shoe Fund which provides footwear for needy children.

Highlighting the program was the presentation of the "Outstanding Sports Figure of St. Louis" Award for 1961 to Sonny Randle, pass-catching end for the Cardinals pro football team. George Khoury, celebrating the 25th anniversary of his founding of the baseball, soccer and softball leagues that bear his name throughout the world, was the recipient of the Bruce A. Campbell Memorial Trophy that is given annually to a non-participant in athletics for meritorious contributions to sport. Khoury is a member of St. Louis Elkdom.

Jack Drees, nationally known telecaster, emceed the three-hour affair which was broadcast over radio station KMOX and telecast over KPLR-TV.

Johnny Keane, manager of the Cardinals baseball team, was an honored guest, along with 72 sports notables who graced the head table. Anton Pinter was Chairman of the program at which awards went to men voted as No. 1 in the St. Louis area in 12 sports. They were Ken Boyer of the Cardinals, baseball; Coach John Benington of St. Louis U., amateur basketball, Cliff Hagan, St. Louis Hawks, pro basketball; Dick Weber, bowling; Norm Beal, Missouri U., amateur football; Jim Anderson, boxing; Bob Goalby, golf; Dr. Stan London, handball; Coach Bob Guelker, St. Louis U., soccer; Chuck McKinley, Davis Cup team player, tennis, and Charlie Allen, track.

Speakers included Joe Garagiola, sports editors Bob Burnes of the Globe-Democrat and Bob Broeg of the Post-Dispatch, and sports announcers Harry Caray, Jack Buck and Bud Blattner.

THE YOUTH ACTIVITIES of Newport News, Va., Lodge, No. 315, were given high praise by Rear Adm. George J. Dufek, USN (Ret.), principal speaker at the Elks' annual Open House and Special Events Program. The veteran explorer, who became the Director of the well known Mariners Museum at Newport News after his retirement last year, gave particular praise to the lodge's sponsorship of a Sea Scout Troop. In his address, he also explained some of the work being carried on in the Antarctic. to which he had made six expeditions. Admiral Dufek directed the base-building operations as Commander, U. S. Naval Support Forces Antarctica, for

the International Geophysical Year. In connection with his talk, he presented a dramatic color film, "Assault on the Antarctic," which he narrates and which tells the story of the erection of the bases there.

The varied entertainment included songs by a professional group from Fort Eustis. Joseph Binder, Program Chairman, was Toastmaster.

NEARLY 15,000 PERSONS converged on Peekskill, N. Y., recently to view the tremendous parade which marked the 60th anniversary celebration of local Elks Lodge No. 744. Easily the greatest in Peekskill's long history of parades, this one had a trio of bright Queens, seven or eight floats, more than a dozen bands and hundreds of Elks and firemen and other cooperating groups. The top Queen was the Elks' own 18-year-old Virginia Dittenhoeffer.

The pageant preceded a dinner which kicked off the four-day celebration and at which President Howard F. Cole of the New York Elks Assn. was the featured speaker. Sharing honors with Mr. Cole were Grand Esteemed Loyal Knight James A. Gunn, District Deputy James Cochrane and State Vice-President George Skinner. Past District Deputy James Dempsey presented 50year pins to 59-year-member Edwin J. Lockwood and half-century Elks Frank McGee and Henry Ryan. Past District Deputy Dr. Sol E. Werner was Toastmaster and Past Exalted Ruler Charles DeLuca officiated. Other speakers included Mayor Cyrus Bleakley and Exalted Ruler Frank X. Brennan.

COOPERATING with the Police Dept., Quincy, Mass., Lodge, No. 943, has found it possible to donate over \$2,000 to the Jimmy Fund, supporting the Children's Cancer Research Foundation. This information was disclosed at the second annual Jimmy Fund Dinner-Dance held at the lodge home and attended by 300 persons.

Professional entertainment was enjoyed, and the Eleven O'Clock Toast was delivered by Exalted Ruler George R. Alcott. The program had the participation of leading civic officials, including Mayor A. A. Della Chiesa, Past Exalted Ruler of the lodge.

THE JIMMY FUND, so warmly supported by the Elks of New England, was augmented by \$700 raised by a joint program sponsored by the Elks of Hartford,



SAPULPA, Oklahoma, Lodge has presented 225 copies of "Masters of Deceit", FBI Director J. Edgar Heover's book on Communism to administration officials, board members, principals, teaching staffs and libraries of all schools in its jurisdiction. Pictured at the presentation were, left to right, foreground, E.R. William McKinney, Jr., and Grand Lodge Americanism Committeeman Clarence H. Dietz; background: County School Supt. J. L. Darnell and City School Supt. Noel E. Yaughn.

Vt., Lodge, No. 1541, and the American Legion of that city. The program included an all-day chicken barbecue, a two-hour entertainment and a softball game between the Elks and the Legionnaires with 400 persons attending.

Stephen Mead and Denny Blood served as Co-Chairmen, with Exalted Ruler G. E. Aulis and Legion Post Cmdr. William Wright supervising the committees. Assisting in the project were members of the Little League Baseball Teams sponsored by the Elks.

MERIDEN, Conn., Lodge, No. 35, paid a great tribute to an outstanding Elk recently when Charles N. Carroll was guest of honor at a testimonial dinner. The affair, attended by more than 250 Elks from all over the State, took recognition of Mr. Carroll's long service to Elkdom. A Past Exalted Ruler of the lodge, Mr. Carroll is also a former District Deputy, has been a member 44 years, a Trustee for 26, and holds an Honorary Life Membership.

District Deputies Wm. E. Fortin and John Gillespie were among those who joined in the tribute, at which Judge Robert M. Dowling was Toastmaster and Judge Stephen K. Elliott the principal speaker.

OHIO ELKS delegates to the 32nd Annual Fall Convention of their State Association heard the Youth Clinic addressed by Grand Lodge Youth Activities Committee Chairman E. Gene Fournace, standing. Others are, left to right, State Chairman Russ Pfeiffer, State Youth Day Chairman Kenneth Strunk and State Pres. Martin Feigert.



HERMISTON, Oregon, officials are pictured, foreground, with the class initiated in honor of State Vice-Pres. James Trimble, sixth from left, with E.R. Garth Clark on his right.



MARSHFIELD, Wisconsin, Elks on hand to welcome D.D. Kenneth L. Sullivan, a member of Madison Lodge, on his official visit included his three brothers. Pictured here, they are, left to right, Ray, Russell, Kenneth and Howard Sullivan.



NEW ALBANY, Indiana, Lodge marked the official visit of D.D. Louis V. Epperson with an initiation and banquet. Pictured on that occasion were, left to right, P.E.R.'s N. P. Rouck, D. O. Stein and M. A. Steinert, E.R. Harry Hiller, Treas. Oscar Rouck, D.D. Epperson, P.E.R. C. R. Stein and P.D.D. W. A. Franklin.



# LODGE NOTES

Recently Mamaroneck, N. Y., celebrated its 300th anniversary, a ten-day festival climaxed by a block party put on by the Elks of that city. Easily the largest and most successful event ever sponsored by Mamaroneck Lodge, the project received a great deal of favorable comment. Under the leadership of Exalted Ruler E. T. Caruso, 300 local men grew beards for the celebration and the finals of the "Shave Off Contest" were held at the lodge home the evening of the block party when more than 7,500 teenagers and adults danced to the music of two bands.

Dan P. Danilov, a member of Seattle, Wash., Lodge and a prominent attorney, has been appointed Consul Ad-Honorem for the Republic of Honduras in Seattle.

Members and officers of Cuyahoga Falls, Ohio, Lodge collected and donated 2,000 good used books for the use of patients in the library of the newly dedicated VA Hospital at Brecksville, a most worthwhile and appreciated gift.

Englewood, N. J., Lodge has presented seven striking safety signs to the community. The gift, made in the interests of the local school children, was presented by Exalted Ruler Richard Tobin and Past Exalted Ruler J. D. Maher to Mayor A. N. Volk.

During the 1961 summer season, North Platte, Neb., Lodge sponsored seven junior baseball teams composed of 105 boys, all of whom were guests of the lodge at a banquet at the close of the season.

When District Deputy Fred Holdinghausen paid his official visit to Tulare, Calif., Lodge he saw Exalted Ruler Eddie Gunner and his officers initiate a class of ten candidates who included the sons of three Elk fathers, W. B. Simpson, Jess Lancaster and Morris Stuhaan.

United Cerebral Palsy of the South Shore Area, Inc., was \$125 richer after a fund-raising project conducted by

MINOT, North Dakota, Lodge initiated this class in honor of D.D. L. E. Osborn, fourth from left, second row, with E.R. Bruce Van Sickle on his left and Grand Chaplain Felix Andrews on the E.R.'s left.



LEBANON, Pennsylvania, Lodge put on a farewell party when the local National Guard Unit was called into Service. About 200 persons, including 94 enlisted men, attended. Pictured, left to right, are E.R. Walter J. Eiler, Capt. Fred Tice, Maj. Gen. Malcolm Hay, adjutant general of the State National Guard, and Col. J. Roy Frazier, C.O. of the U.S. Military Garrison, at Indiantown Gap Military Reservation.



ENID, Oklahoma, Lodge-sponsored student George Watson, third from left, receives his \$600 Elks National Foundation Award. With him, left to right, are E.R. Hubert Mullikin, Frank Hammond and Bob Boston.



TROY, New York, Lodge honored Edward A. Wachter, a fellow Elk recently installed in the James A. Naismith Memorial Basketball Hall of Fame at Springfield, Mass. Pictured at the testimonial dinner were, left to right, foreground, Mr. Wachter, Col. Henry W. Clark and Nat Holman. Standing are E.R. Arthur R. Ambuhl, P.E.R. and Toastmaster T. M. Guerin, Jr., and General Chairman Joseph F. Hartigan.



EAST LIVERPOOL, Ohio, Elks' ladies realized \$500 for the lodge charities through a program starring Paul Harvey, left, noted news commentator and author. With him are Mrs. Fred Link, Mrs. B. Maley and E.R. Sam Webber.



TUSCALOOSA, Alabama, Lodge underwrites the operating expense for the Ginwright Rescue Unit serving 100 miles of the area at a cost of \$1,332. Here, E.R. Grover Burchfield, right, presents a \$300 check for the operation to Fire Chief Matthews as Chairman Gilbert Allen looks on.

Quincy, Mass., Lodge in conjunction with the annual Ladies Night event of the State Elks Interlodge Tournament League. Co-Chairman for the program, in which 230 persons participated, were Richard Sutherland and P. J. Bartoloni.

Savannah, Ga., Lodge paid tribute to District Deputy James S. Tuten with the initiation of a class of 13 candidates on the occasion of his official visit there. Also on hand was Past State President Robert E. Falligant.

Leslie B. Breslauer, a member of Houston, Texas, Lodge for 42 years, is a familiar figure to the patients at the Houston VA Hospital. For the past five years he has been making the rounds of the hospital, visiting with the patients, particularly those who are members of the Order. Each month he delivers 120 or so decks of playing cards which he collects personally for the amusement of the convalescent servicemen there.



GALENA, Illinois, Elkdom assisted the community in making its "Civil War Centennial" celebration a huge success. The lodge selected seven of its members to represent Galena's nine generals and General Robert E. Lee and his aide in a live delineation of the Thomas Nast painting, "Peace in Union". These Elks are photographed here with one of the Illinois State Elks Assn.'s Cerebral Palsy units and, at right, E.R. Eldon Glick, Elk therapist Gayle Heath and Executive Director J. M. Cooke of the Elks Crippled Children's Commission.



KALAMAZOO, Michigan, Lodge is building a \$500,000 home. Pictured during the cornerstone laying ceremony were, left to right, E.R. Harold C. Dahlquist, State Assn. Vice-Pres.-at-Large Don Frisinger, Building Committee Chairman P.E.R. William A. McIntyre and Gerald Diekema, architect for the structure.



**CAMBRIDGE**, Massachusetts



MAINE ELKS



WHEELING, West Virginia



WELLSBURG, West Virginia

WEST HAVEN, Connecticut



News of the Lodges continued

Bob Clayton's popular "Boston Ballroom" television feature welcomed CAMBRIDGE, MASS., Lodge and Matignon High School in a program highlighting the Elks' Youth work. Pictured at the studio were, left to right, Committee Chairman Bert McCann, Rev. Fr. John H. Flynn, Bob Clayton, Bobby Rydell, one of America's teenage favorites, E.R. John R. Linardy, Gerald Meaney and Bill O'Brien.

. . . At Auburn, the planning meeting for the MAINE STATE ASSN. Convention was attended by representatives of all but two of the State's lodges.

... An historical event for WHEELING, W. VA., Lodge occurred when three 50-year members were on hand to receive their Life Memberships. Left to right are P.E.R. Wm. C. Piper, lodge Secy., E.R. Charles E. Miller and 50-year-Elks Mark H. Bertschy, J. Harold Brennan and Benjamin L. Rosenbloom.

... WELLSBURG, W. VA., Lodge has adopted a six-year-old Korean girl, who can now attend school, have proper food and clothing. Pictured when the check was presented were, left to right, State Pres. Ray Malone, E.R. Russell Irvin, Youth Chairman Donald O'Connell and Secy. H. C. Davis.

... Present at WEST HAVEN, CONN., Lodge's annual "Italian Night" Dinner attended by over 400, were, left to right, seated: Rev. Fr. Thomas Dignam, Mayor Gregory Morrissey, guest of honor Joseph Giannotti, and Judge G. G. DiCenzo; standing: Chairman Alex Botte, Co-Chairman Arnold Mantilia, John Giannotti, E.R. T. A. Rocheleau, Selectman Dominic Ferrara, Postmaster Frank Lattanzi and Ralph Giannotti.

... KISSIMMEE, FLA., Lodge's mortgage is burned by, left to right, Trustees John D. Davis, Jr., C. C. Smith, Chairman Clinton Ketchum, Warren York and Bill Gephart.

KISSIMMEE, Florida





RAPID CITY, South Dakota

. . . Initiated into RAPID CITY, S. D., Lodge on the occasion of D.D. Marvin Talbott's official visit was this class, the largest since 1940. Pictured in the foreground are lodge officers with Mr. Talbott, E.R. Milo Rypkema and State Pres. Harold Williams appearing seventh, eighth and ninth from left, respectively.

. . . ANN ARBOR, MICH., Lodge has just informed us that the fathers of its four Chair officers are also Elks. Left to right are Oscar Prieskorn, his son, Est. Loyal Knight Robert; Edwin Laubengayer, his son, Est. Lect. Knight Donald; Charles Stehle, his son, E.R. Carl; George Mackmiller, Jr., and his son, Est. Lead. Knight George, Jr.

. . . The Eagle Scout Court of Honor held by EL PASO, TEXAS, Lodge drew a large crowd of interested spectators. Guest of honor and special speaker was Grand Est. Lead. Knight Robert E. Boney, pictured sixth from left as he congratulated the youngsters who won honors that evening.

. . . Photographed with Elk friends on his 84th birthday was Honorary Life Member P. B. Erhard of GALVESTON, TEXAS, Lodge, fifth from left. Initiated in 1914, Mr. Erhard held the office of Treas. for several years.

. . . On hand when FLINT, MICH., Lodge honored its Old Timers at a special program were, left to right, foreground, Hon. Charles S. Mott; Master of Ceremonies G. H. Maines, a 52-year Elk; Tom Wrigley, Washington correspondent for this Magazine and the principal speaker, and P.E.R. F. A. Losing who originated these dinners 25 years ago. Standing are former Secy. Irving Young, A. H. Sarvis and former Mayor G. E. Boysen, all of whom received 50-year pins and Honorary Life Memberships, and E.R. R. L. Calkins.



ANN ARBOR, Michigan



EL PASO, Texas



**GALVESTON, Texas** 

FLINT, Michigan





LONG BEACH, California



RENTON, Washington



PORTLAND, Oregon



LONGMONT, Colorado

BEAVERTON, Oregon



GARDENA, California



Chairman Glen Wainner of LONG BEACH, CALIF., Lodge arranges for hundreds of Elks and their families to see professional events in the Los Angeles parks. In the past six months over 3,000 Elks have taken advantage of these trips, as this picture testifies.

. . . RENTON, WASH., Lodge sponsored a football game between the Seattle Ramblers and the McClellan Air Force Jets of Calif. for the benefit of the Washington Elks' Cerebral Palsy Fund. Pictured at the field were, left to right, Grand Trustee Edwin J. Alexander, Kiddy Bowl Game Chairman Henry Pedersen, Jets Co-Captains Bob Plowden and Joe Halsey, Game Queen Tina Kemp, Ramblers Co-Captains Gene Pedersen and Sam Buckley, State Pres. Cliff Whittle, Renton E.R. Cliff A. Rost and Major Project Chairman George F. Warren.

... The Babe Ruth and Wilshire Little League players sponsored by PORT-LAND, ORE., Lodge were honored with their fathers at a banquet at the lodge home. The Babe Ruthers came in second in their league; the Wilshires won the pennant in their class with a record of 33 consecutive wins. P.E.R. Eddie Neuber introduced the youngsters who received trophies from E.R. Elbert I. Hoffman.

... P.E.R. Vern S. Allen, center, and Holt McKiernan, right, received plaques from E.R. Walt Johnson of LONG-MONT, COLO., Lodge marking their 60th anniversary as Elks. Mr. McKiernan wears the Prince Albert he wore during his initiation in 1901. A class of ten was initiated following a dinner attended by several hundred.

young branch of Elkdom but its interest in ritualistic work is well seasoned, as evidenced by the records of its various officers. Left to right, seated, are All-



ALAMOSA, Colorado

State Est. Lead. Knight R. A. Anderson, E.R. F. A. Waker, Loyal Knight Lyle Krogh and Lect. Knight Joseph Graffam; standing are Candidate Donald Pratt, 4th place Chaplain Allan Vick, 3rd place Esq. M. J. Miles, All-State Inner Guard Philip Allen and Coach Nels Formander of Portland Lodge.

. . . Pictured at the dinner celebrating the passage of firmer legislation against narcotics traffic in California were State Assemblyman Clayton Dills, left, and Los Angeles County Sheriff Pete Pitchess. The event was held under the auspices of GARDENA, CALIF., Lodge of which Mr. Dills is a member.

... On Adams State College Band Day, ALAMOSA, COLO., Lodge, as a community service, took over the job of providing and serving a free lunch to the 1,170 visiting high school boys and girls who made up the 18 bands participating in the event.

. . . E.R. Dr. Joseph L. Sullivan, right, accepts for his fellow members the Elks insignia fashioned by Chaplain Irving D. Henny and presented to CULVER CITY, CALIF., Lodge. Measuring 3' x 4', and made of imported Italian glass mosaic tile, the emblem has a retail value of \$1,250. Chaplain Henny spent 207 hours working on the piece.

. . . E.R. B. G. Grant of SAN RAFAEL, CALIF., Lodge, fourth from left, hands his gavel to E.R. Bud Pestell of PETA-LUMA Lodge whose District Ritualistic Champions conducted an initiation for San Rafael. Others pictured are Esq. G. A. Shaw, Est. Lead. Knight H. M. Bravo, Loyal Knight Nelson Smith, Inner Guard C. H. Sovel, Lect. Knight Frank Toner and Chaplain O. C. Fredericks.

of PHOENIX, ARIZ., Lodge presents



**CULVER CITY, California** 



SAN RAFAEL-PETALUMA, California



PHOENIX, Arizona

an American Flag to Miss Johanna Van Loon, a former citizen of the Netherlands and one of 33 naturalized Americans who were welcomed by the lodge in her particular group. Phoenix Elkdom makes a practice of honoring new citizens each month.

. . . Mrs. Irene Barbari and Mrs. Mara Baldwin, wives of two BELLFLOWER, CALIF., Elks, won the 36-hole California State Elks Assn.'s Ladies Golf Tournament for 1961.



BELLFLOWER, California



BETHLEHEM, New York, Lodge, No. 2233, was instituted with 170 Charter Members, 41 more awaiting initiation. Instituting officers included, left to right, foreground, P.D.D. R. M. Bender, D.D. C. A. Santagato, Charter E.R. D. H. Weisheit, State Pres. H. V. Cole, Vice-Pres. H. A. DeLong and R. L. Long; background: Past State Pres. J. J. Sweeney, Grand Est. Loyal Knight James A. Gunn, Dist. New Lodge Committee Co-Chairmen A. J. Seney and Lloyd DeMaranville; State Committee Chairman J. H. Furlong, Colonie E.R. G. L. Bricker.



**KEARNY, New Jersey,** Lodge recently presented a new Flag to the Mayor and Town Council at the opening of their new chambers. Pictured are lodge officers led by E.R. L. W. Oliver, Jr., Mayor Joseph M. Healey, a fellow Elk, and P.D.D. Fred A. Padovano.



OGDENSBURG, New York, Lodge honored three veteran members on Old Timers Night. Left to right, foreground, are D.D. Allen Bush, Harold S. Barnes, Osmer B. McIntosh and Charles N. Flos, each of whom received 50-year plaques, and E.R. T. N. LaVenture Jr. In the background are five candidates initiated in honor of the trio.



HILLSIDE, New Jersey, Lodge was host to 125 members of the local Babe Ruth League at its 15th annual banquet. The winning team, the Flag Cleaners entry, won its first title in eight years of sponsorship. The Elks, who won the trophy three years in a row, had one of those years, finished third. In the background, left to right are Mgr. Michael Humanik, Youth Co-Chairman Louis Luciano, E.R. G. D. Brown, Recreation Commission Pres. Mrs. Dorothy Disotell, Youth Committee Chairman Joseph Ginelli, Honorary Chairman George McClatchey and Coach George Black.

NO LESS THAN 132 MEN, the largest class in the history of 32-year-old Price, Utah, Lodge, No. 1550, were initiated as part of festivities marking the grand opening of the lodge's magnificent new home, with Past Exalted Ruler Reid Allred as General Chairman. The indoctrination of the candidates who gave the lodge a 20 per cent gain in membership, was open to their wives, as well as to their sponsors and their wives.

Large numbers of the public were on hand for the dedication ceremony at which such dignitaries as State President Klar W. Ogden, and District Deputy Horace McArthur were present. These ceremonies were followed by a banquet and dance enjoyed by hundreds of Elks and their ladies.

Price Lodge is proud of the achievement of S. J. Sweetring and Eugene Coli. Mr. Sweetring is now serving his 24th term as Secretary, while Mr. Coli is in his 23rd year as Treasurer.

AS A REWARD for winning the Babe Ruth League City Championship, the team sponsored by Leominster, Mass., Lodge, No. 1237 was honored by the Elks at a banquet. Ronnie Thompson of Fitchburg, Mass., a member of a Red Sox farm team, was the speaker and presented handsome reversible jackets to the players, coaches and manager, on behalf of the lodge. Exalted Ruler David L. Ciprotti was Master of Ceremonies and members of the lodge's Youth Activities Committee served the dinner.

The Elks of this city also put on a great party for the patients at Fort Devens Army Hospital not long ago. The affair was a weenie roast on the hospital grounds, when 30 pounds of frankfurters, 25 dozen rolls, three watermelons, etc., disappeared, and the Vagatones Orchestra provided music and entertainment.

Chairman Raymond F. Foster and the members of his Veterans Committee were in charge, assisted by officers of the lodge who saw to it that bed patients were served in the wards.

**FARIBAULT, MINN.,** Lodge, No. 1166, welcomed 21 initiates and honored those of its membership who became affiliated with the lodge between 1909 and 1917 at a special program.

Guests of honor were Archie Cook, President of the State Association, and State Vice-Pres. Howard Comstock, Special Deputy for the State.

The Minneapolis Elks' Degree Team headed by Exalted Ruler Barney Miller performed the ceremony which preceded a steak dinner and dancing for Elks and their wives.



FALLS CITY, Nebraska, Lodge honored D.D. Orvel G. Holt when he paid his official visit there by initiating this fine class. In the foreground are the lodge officers with Mr. Holt, center.



MOUNT VERNON, Illinois, Lodge welcomed D.D. Garrett C. Berry on P.E.R.'s Night when Est. Lect. Knight J. E. Carter presented 26 new individual Elks National Foundation Certificates to the Deputy in whose honor a class was initiated. Left to right are P.D.D. Ray Tibbs, D.D. Berry and host E.R. James T. Moore.



ALICE, Texas, Lodge paid tribute to 50-year member Harry Van Campen, center, when State Pres. Marvin Hamilton, right, presented to him a half-century pin. Looking on at left is E.R. George Schabbehar. Mr. Van Campen originally was an Aberdeen, S. D., Elk, later dimitting to Mankato, Minn., Lodge, then to Alice.



MOUNTAIN HOME, Arkansas, Lodge's E.R. Charles Meitchen presents his lodge's gift of a check for \$1,000 to Miss Della Ruth Herron, principal of the Nelson-Wilks Elementary School to pay for the paving of a circle drive, a teachers' parking lot, and the service entrance at the school.



HENDERSONVILLE, North Carolina, Lodge's E.R. Dan Waddell, Jr., left, looks on as Youth Activities Chairman Herman M. Heilig, right, presents a \$600 Elks National Foundation Award to Kay Martin Huggins who won the lodge's Scholarship and also its Youth Leadership Contests.



TERRE HAUTE, Indiana, Lodge's Est. Leading Knight Robert Machling, left, presents its \$500 check to Bernard Burdick, Chairman of the County United Fund and a member of the lodge, right. Looking on, at center, is E.R. Franklin W. Reid.



MOLINE, Illinois, Lodge's E.R. Harvey Pearson, left, is pictured with P.E.R.'s Franz Swanson and Martin Carlson, both 60-year members of the 62-year-old lodge. The occasion was the Old Timers Banquet at which 100 Elks were honored.



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### The Decision

(Continued from page 13)

only to eat a rabbit or woodchuck he would kill now and then for food.

On the evening of the eighth day he entered the barnyard of a farm in strange country. He was miserably dirty and hungry and spent. He stood quite still for a moment, his nostrils quivering as he winded the scent of hay in the barn. Then, trembling with fatigue, he crept slowly into the barn, dragged himself to an empty stall, and dropped wearily upon a mound of hay in one

For over an hour he slept and rested. When he awoke the urge to drive on possessed him again and he tried to rise to his feet. But by now his wretched physical condition began to tell. He struggled upward, but his legs buckled and he fell heavily back to the floor of the stall. Again and again he tried to rise. But finally, after one last desperate lurch, he gave up and lav there quiver-

He was sicker than he had ever been in his entire life. Always he had been loved and cared for with tenderness, and these past eight days of ordeal, day and night, in all kinds of weather, had taken its toll. Gaunt and emaciated, his once-proud coat matted and soiled, his paws raw and bleeding, and his great jaw slack with sheer exhaustion, he lay there feeling that he would never arise again.

Yet, when he was discovered the next morning by the farmer's 12-year-old son, and the boy bent over him in surprise and quick compassion, he managed to struggle to his haunches to face the youth, a snarl of fear and distrust in his parched throat. But when the boy brought him some bread and milk and he had eaten, his hackles gradually

fell back along his spine and he permitted the boy to rub his ears.

For several days he remained in the stall, regaining his strength by resting and consuming the food the boy brought him, until one day he lurched to his feet and followed his young benefactor outside into the sunlight where the warmth baked out some of the stiffness in his tired joints.

After that he and the boy were constant companions. All that autumn they romped and fished, played and hunted together, and the boy taught him to herd the cattle and they worked as a team. Each night he slept in the stall and each morning, restless at five o'clock, he would scratch at the back door of the house.

While the boy was at school that fall and winter, he took up the family life and delighted the boy's mother and father by becoming a fine herder and companion, and they bestowed, in their measure, the same fondness for him as did the boy. They wondered at first over his past, but as the weeks and months passed and he had so fully accepted them and their existence, their speculation waned and it was as though he had been with them forever.

The shepherd's reign was complete and he seemed to have forgotten his former obsession for his original home until one spring day, as he drove the cattle across the road, a car screeched to a stop and a shout with a familiar ring to it brought him to a sudden halt.

Wonderment crept over him as the man and the woman got out of the car and advanced toward him, then recognition and excitement, and with a sudden joyous bark he bounded to the side of the couple, nuzzling the out-

## **Press Praises Elks National Home**

"The Elks National Home at Bedford is like a big private hotel.'

That was the headline on a feature article that appeared recently in the Roanoke, Va. Times.

Staff writer Susan Lewis of the Times toured the Home, talked with many of the 264 residents, and found that "They think of the Home as a real home housing a large family of Elks." Life at the Elks National Home, Miss Lewis reported, "is one of ease and luxury spent among friends."

The article pointed out that each resident has a private, outside room that is serviced by a maid and furnished with a bed, bureau, desk, easy chair, and rug and equipped with a lavatory and a walk-in

Then, during the Christmas season, the Bedford paper presented a story about the Home's Christmas decorations, which at-

tract thousands of visitors each year. Most of the 30 column inches devoted to the story was a description written by Thomas J. Brady, Home Superintendent. Verbally he took readers along the drive where numerous lighted trees and a great variety of other decorations presented a dazzling display. There was a replica of "Grandma's house" with cutout figures representing a visiting family, gift-laden car and all. There were cutouts of the shepherds with their flocks and the Wise Men. Santa and his reindeer were there. and still more.

Not only was the description of the Home's decorations printed but an editorial praised them as well. The writer noted that the Elks National Home is a community asset the year around, but that this fact becomes especially noticeable at Christmas when the decorations are shared with everyone.

stretched hand of the woman in delight while the man bent at her side rubbing his ears.

Emotion overcame him. For a moment or two he made over his former master and mistress with eagerness and tenderness. Then his excitement could not be contained and he sprang up and raced round and round them playfully while he barked out his pleasure over their reunion. The woman laughed joyously and he shortened his leaps and squirmed to her feet and nudged her with his nose, begging for further attention

And so he was sitting there on his haunches at their feet while they spoke to him and stroked his head and he whimpered softly in his joy at being reunited when there came the clear shrill whistle from toward the farmhouse and he sprang to his feet with a whine in answer. He even trotted a few feet toward the farmhouse but then paused and began to retrace his steps as the old obsession drew him back toward the couple.

It was a strange feeling that overcame him. Indecision engulfed him and his eyes sought the couple standing watching him from beside the car while his ears remained alert for the sound of the whistle.

Again the whistle, and with hesitant compulsion he covered half the distance to the house in short nervous leaps. Then abruptly he stopped and sat down on his haunches. He wished to go back to the couple, and yet something compelled him to return to the house. In his confusion he just sat there and listened while he looked long and steadily at the couple on the road.

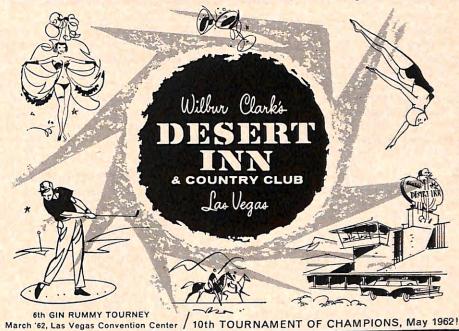
He was upset and depressed. He began to pant and looked with appeal to the man and woman beside the car but they gave no outward evidence of their feelings. The whistle sounded again, this time closer, and his benefactor, the boy, came into view. He sprang to his feet with a joyous bark, bounded lightly, first toward the boy and then toward the couple, as though he wanted to be with both his old masters and his new. He was torn by his great affection for both and unable to make his own decision. All of a sudden he lay down and, putting his great head between his paws, began to whine softly.

At this moment the woman turned toward her husband and saw the perturbation in his eyes. She looked again at the shepherd and then saw the boy coming down the slope toward him. Then, turning back toward her husband, her eyes met his, and in accord they came to a silent decision. Together they walked back to the car and got into their seats. The man started the motor and let in the gears and without a backward look they drove swiftly down the road.

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# WRITES FROM WASHINGTON

FEDERAL INCOME TAXES will soon be pouring in, and the Internal Revenue Service already has a new magic computer system in operation. The headquarters of the system is the National Computer Center at Martinsburg, W. Va., and there will be nine satellite centers, one for each IRS region. The first, already in operation, is at Atlanta. In a few years the entire country will be under the ADP (automatic data processing). Gradually, on magnetic tape, a master file of the accounts of every taxpayer will be established. The great growth of income tax returns compelled the Bureau to shift to electronic aids. At the time of World War II there were some 20 million tax returns. Now there are 95 million. By 1980 it is estimated that 135 million persons will be filing returns. The new system will speed up auditing, refunds, bills, inquiries, and other matters between the IRS and the taxpayer. Each taxpayer will have a number for identification purposes. Individual taxpayers will use their social security numbers; those not on SS will be given numbers.

PUBLIC WELFARE SHAKEUP is coming under the Administration program to eliminate waste and fraud. The objective is to get more families on relief back to self-support. Health, Education, and Welfare Secretary Abraham Ribicoff wants more and better-trained welfare workers. He wants the states to track down fathers who desert their families. There are 463,000 children getting relief because their fathers have run away. The total welfare bill last year was \$4,130,412,000. The Federal government share was \$2,095,431,000.

BLACK military belt buckles have been ordered for all services by Lieut. Gen. Andrew T. McNamara, director of the new Defense Supply Agency. He said each branch of the armed services wanted a different type of buckle, including one from the U.S. Marines which Gen. McNamara said was "a kind of open-faced design I suspect they use for opening bottles." The general said the buckles would be of a stamped design good for nothing except buckling.

WASHROOM ON THE ROOF is attracting attention at Washington's famous National Cathedral. The beautiful

structure, under construction since 1906, now has workmen completing the main spire and sections of the roof. There are no elevators in the lofty cathedral, and many man-hours would be lost if workmen had to climb up and down the ladders and stairs. So a washroom was put up on the roof, and visitors ask guides about the funny-looking "hut."

ECONOMY IN MEDICAL RESEARCH has flamed into a burning issue on Capitol Hill. In the cut-back move to reduce federal spending, \$60 million was lopped off the medical research program. Rep. John E. Fogarty, R. I., and Senator Lister Hill, Ala., who head the Congressional Committees which handle appropriations for the National Institutes of Health, have lodged firm protests. Some \$16 million is to be taken from cancer research, which means trial of 23 new anti-cancer compounds must be postponed.

FALLOUT SHELTERS in Washington are being intensively studied by experts. Various locations in the downtown district can accommodate 100,000 persons. Tunnels and sub-basements could give protection to added thousands. Many Government departments, however, have no protection for workers in case of atomic attack.

MOSQUITOES THRIVE ON DDT, say scientists returning from Central and South America where they are trying to wipe out malaria. So much of the insecticide has been used in San Salvadore, for instance, that not only mosquitoes but fleas and other bugs are immune.

G.I.s AS SERVANTS will stay on the job at Ft. McNair in Washington regardless of complaints from Congress. Some 25 enlisted men mow the lawns, make beds, cook, and even shake martinis for officers. Col. H. E. Townsend, commanding officer, said "We've been doing this since 1809, and I doubt if we are going to change now."

ELECTROSTATIC MAIL SORTING is top goal of the Post Office Dept., and research scientists are working on the problem. A colorless plastic which will be sprayed on letters will take an elec-



TOMMY WEBER PHOTO

trical charge. Then by means of an electric eye and computers the mail will be sorted at high speed.

GIANT MOBILE LOUNCES at the new Dulles International Airport may turn out to be \$4.6 million worth of white elephants according to airline officials. The big waiting rooms on wheels accommodate 90 passengers. They will roll out on the runways and transfer passengers to the planes without stairs or escalators. Each lounge costs \$240,000. Some airline officials think they will be more bother than they are worth.

POTOMAC PRETZELS . . . The new National Library of Medicine, just dedicated here, will house the greatest collection of medical literature in the world, some 1.2 million volumes. It's a \$7 million project. . . . Commercial banks under Government regulations may soon be paying 4 per cent on savings. . . . The last trolley in Washington will be replaced by buses on June 17. . . . Philippine Ambassador Carlos Romulo says a good diplomat is one who can yawn without opening his mouth. . . . Census says there are 88 men for every 100 women in Washington. . . . Parking in a "no standing" area now costs \$10 with another \$20 fee for towing a car away. If the car is not claimed in five days it's another \$10 fine. . . . A bill before Congress will ban mail-order sale of guns to juveniles. . . . Government officials traveling on business are urged to go tourist or coach instead of first class. . . . A wholewheat wafer has been developed by the Government which will keep a person alive in a fallout shelter for two weeks.

## Why They Fail

(Continued from page 7)

Location goes far deeper than that. Some leases are signed for as long as ten years with no evident thought as to prospective zoning changes. The erection of a school, public housing, a power plant, or airport may drastically change a neighborhood for better or worse business.

An extreme example of neglect is an lowa service station which enjoyed a substantial truck business on a through highway route. It began to suffer when the highway was torn up for repairs, slowing traffic and diverting customers to different routes. The owner was forced to use his savings to keep the business going. The repairs went on for a year. When they ended and the last "construction ahead" sign came down the owner was virtually broke and he watched, as a wrecked mariner awaits expected rescue, for the lifesaving traffic flow to begin. There were cars and a few small trucks, but it was local farm traffic. Most of the big smoking diesel tractors had disappeared.

Too late he learned why. During the year he had "valiantly" held out there had been constructed 40 and 75 miles away two links connecting faster traffic routes. If he had gone to his county engineer's office as long as five years before he could have learned about the plans for the links; two years earlier he could have learned of contract letting and completion dates.

Was this poor location, poor management, or poor judgment? Whatever it is, it is not uncommon. And it is typical of the avoidable inexperience and incompetence which account for 90 per cent of all business failures.

Knowledge of buying and selling is fundamental because no business is so fully integrated as to be independent of purchases from other producers. Certainly no business can exist without a market. Anyone familiar with bigbusiness management appreciates that the traditional sales manager is now quite obsolete; he has been replaced by a director or vice-president of marketing who is responsible for the whole function - advertising, promotion, test campaigns, packaging the product, organization of selling staff, setting goals, and maintaining controls on every phase of marketing. The whole concept of the back-slap and the funny story has vanished. The marketing director doesn't even have to smile. All he has to be is right.

So with purchasing. In big business the buying staff has had its responsibilities magnified many-fold. It is no longer satisfactory to select what is offered in the market; buying, in effect,

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from a catalogue or displayed merchandise. The purchasing manager must often create the supply of the component he needs. He is responsible for quality. He must anticipate needs months in advance and set up a distribution and storage system throughout the corporation to insure availability without excessive inventory.

The problems of small business may seem simpler but the principles are the same. Adding two and two is fundamentally no different from adding long columns of five digit figures. Small business has much to gain from studying big business. Purchasing, often neglected, can be a key to profits in small and big companies alike.

By far the most frequent cause of failure is vaguely described as financial. This is a cloudy area; a catch-all for excuses. Did Jones fail because of lack of sales or lack of capital? Was it the burdensome debt that sank John Bak-

#### STILL ANOTHER

We have been advised that another Member of Congress was omitted from our list of "Elks in Congress" (October issue). He is Representative Frank A. Stubblefield, a member of Paducah, Ky., Lodge.

er's Tennessee drug store or maybe something else, like bad judgment? Baker had an unusual opportunity to investigate before investing. He worked as a drug salesman and could make personal observation of many profitable, losing, and break-even stores. He could, if he desired, find out what made them what they were. Before buying he worked two years in the store he finally purchased. He should have known it inside out. He may have known the store. He didn't know himself.

He assumed, as many do, that it is possible to take over a going business and let the business run itself. It isn't. A small business is a personal business. That is its great advantage over big business. And a personal business means the boss. If he isn't minding the store the business isn't really operating. Baker didn't like the long unrelieved hours-and 12 or 14 hours is a long, long work day. From time to time he closed up for a few hours to take a break. At other times he hired high school students to fill in for him. He couldn't bring himself or his wife to reduce personal living expenses until the \$10,000 inventory mortgage he assumed was paid off. The payment began to lag. He got disheartened. Eventually he lost his shirt and the failure went down in the statistical tables as due to lack of capital.

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I doubt that it was. A new buyer taking over from the creditors made only a few minor physical alterations. But he was willing to put in the hours of store tending that made it a personal business. In five months he pushed weekly sales from a losing \$600 to a profitable \$800. Where his predecessor went bankrupt for \$18,000 for "financial" reasons, he seems assured of making a good living.

It is strange how frequently people who go into business are willing to lay on the line all they can borrow plus every cent they've saved in perhaps ten years of effort but are unwilling to modify standards of living until the enterprise is off the ground. Again and again, credit reports write the epitaphs of projects which had every chance of success with a little sacrifice by the owner. This generation is not softer than its predecessors; the rate of failure has not materially changed. But the need for failure is far less today than it used to be. Today the causes of failure have been thoroughly analyzed. Anyone intelligent enough to succeed in business can examine, study, and learn from them the avoidable mistakes.

One of the lessons to be learned is that business ownership is far more than rewarding; it is far more demanding than a temperamental actress. When neglected it becomes depressed. When its assets are used to support luxuries it breaks out with vague ills, complains of headaches and dizziness, and begins to lose weight. There are probably several hundred neophyte business owners who, this past summer, never related the new motorboat and long weekends of family fun with the concurrent increase in accounts receivables, in suppliers pressing for payments, and a larger than seasonal drop in sales. The chances are they blamed it on the waning recession or even on phases of the moon. Rarely do men have the courage to look to themselves for causes of failure.

Probably the classic example of an excuse for bankruptcy occurred a few weeks ago in the South when a small manufacturer blamed his troubles on the inclusion of his community in a disaster area by the President. This, he said, alarmed his creditors and they closed in on him.

The fact is, creditors rarely push a man to the wall. Their very real concern is to keep the business alive and healthy, and only as a measure of desperation do they lower the boom. Virtually every factor contributing to the success or failure of a business, except a crippling or debilitating illness, is not subject to outside pressures like creditors but can be controlled or anticipated by the boss.

The one he has most difficulty controlling is himself. He may be lazy or greedy or unable to make decisions. He may have a closed mind, refusing to seek or heed advice. He may by nature be optimistic or pessimistic, or he may simply be not particularly bright. Any one of these is a serious and sometimes fatal handicap. But a more common fault, often counted a virtue, is an overdose of derring-do.

Expansion takes courage. It also takes common sense analysis and factfacing. It should never be a recourse of desperation. An Iowan I'll call Harry Adams was doing well in wholesaling, retailing, and repairing kitchen equipment. A discount house opened in his trading area and high-profit retail sales dropped off. Sensibly he sought ways to make up the losses eating into his slender capital. He believed volume is the key to profits and that diversification not only increases volume; it spreads risk.

So Harry, happy with an image of himself as bold, enterprising, and uncowed by the specter of a discount house-and sustained by liberal terms from suppliers-stretched his slim capital and himself, already extended to serve one business, to cover two. The first spurt in volume was encouraging. Harry rushed even faster back and forth from one shop to the other. He thought he had it made. Then something snapped. Tired, peevish, with his capital drained to the vanishing point, he tried to recoup with cut-price sales, though every dollar he took in plunged him deeper into the red. Suddenly it was over. He was bankrupt. It cost him \$22,000 to learn that expansion and diversification have the same compelling requirements as a new business.

This may seem like a small sum. It was all this man had. Another company started in 1956 with \$20,000 cash, and by pushing on volume in five years was doing \$1,000,000 a year. Just after it topped a million it went broke; it grew too fast for its capital.

Though many experts regard new competition as beyond the individual proprietor's control, he is far from helpless in meeting it. In a big city neighborhood, 25 small meat, bakery, grocery, and delicatessen stores operated with varying prosperity for more than a generation. Then a supermarket was announced by a large chain. It was more than a year before that supermarket was finally opened. Every competitive business in the area had ample warning; it took no crystal ball to anticipate a major revolution in shopping patterns. Yet not one of these markets took a single step, either to sell out while the records showed profitable operations, to solicit new customers by promotion and sales calls, or to win new customers and build loyalty by modifying prices in advance.

When the supermarket opened they were all caught as flatfooted as if it had happened overnight. By the time they recovered from the initial shock, large chunks of their customers had gotten used to the new market; had accepted the burden of cash and carry and had adopted a new buying pattern. To get them back as customers the older shops resorted to price cutting and in general tried to imitate the supermarket. It was a disastrously-long year before they made appreciable progress in getting back business needlessly lost overnight.

The hazards of small business are no greater than the hazards to happiness or even to life itself. But they are sufficient that one of the largest lenders to (and strongest supporters of) small business, the Bank of America, admits candidly that it tries to discourage the venturesome whenever possible. It forces a loan applicant to look at himself as frankly as possible, to appraise his talent and assets and to stack them up against the needs of the chosen business.

Lender's methods on Bank of America's West Coast differ little from the East Coast, where First National City Bank has 500,000 small business loans -or in the hundreds of alert institutions in the continent between. Most of them will discuss step-by-step problems with an ambitious young entrepreneur. Usually they have been exposed to just about every form of enterprise imaginative man can conceive, and are wise in pitfalls. They want their clients to think before they leap. But if the prospects appear favorable, the bank will usually leap with them.

The extent to which banks go to help clients prevent failure through using horse sense and readily-available information is seldom cited by the Soviets as characteristic of capitalism. Some banks compile lists of what to do to fail and what to do to succeed. Many have analyzed various types of business. Careful study of the results can be rewarding.

Businesses with the highest failure rate are those calling for large investment and operating costs, extensive inventory, special skills and management know-how, and expensive or widelyvaried merchandise. Typical lines are: apparel, sporting goods, home furnishings, camera and photo supplies, appliance, radio/TV, lumber and building materials.

A quite different type has the highest discontinuence rate (distinguished from the preceeding-though often no less disastrous-to include sellouts, closeouts, and failures without creditor loss). These are small eating places, service stations, second-hand stores, used-car dealerships and mail-order vendors. Businesses such as these appear at-





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tractive because they are easy to get into, call for low investment, and require no specialized skill. The merchandise is standard and easily liquidated, and most people think no special talent is needed.

Some banks have access to material on many pertinent and practical problems facing the neophyte businessman. They deal with primary information on how to measure sales per square foot; basic factors in managing a small business, credit and inventory control. Some of them, too, have special experience in certain popular types of business ventures and will make this experience available-or point out other sources of it-on request.

Bowling alleys, for example are widely regarded as a sesame to wealth but in reality a venture replete with risk and requiring special aptitudes rarely found in the average business experience. One of these is a capacity for organizing groups of people into bowling leagues and to operate them pleasurably, successfully, and without friction year in and year out. League play is the heart of the bowling business.

It also takes money. Without pinsetters the investment in a 12-lane alley averages around \$300,000. Pinsetters may be leased or bought-for \$8,000 each. Refreshment facilities may run from \$10-50,000. But no amount of money will replace the essential ability to lead and organize.

The camera and photographic business appeals widely to hobbyists who believe their own enthusiasm and indulgence extends to all people who own cameras, and who also and rightly believe it to be a high-profit operation with steady repeat business. Initial financing of \$30,000 is usually required to open a photographic store with anticipated volume of \$100,000. Because of rapid technological changes, buying ability is a prime requisite and must be backed by technical knowledge. Sales

CAMERAS AND FILM



people must be skilled demonstrators. A knowledgeable customer dislikes dealing with an uninformed clerk. A good film processing service is usually essential - skilled laboratory workers. really good ones, are quite rare-and fast service is mandatory.

Obviously, a small businessman must not only provide the special requirements of an individual business such as these; he must be endowed also with the general and broad qualifications for owning and operating any kind of business.

One of the least-known pitfalls of all in starting a small business is failure to appreciate the tremendous gulf which separates the responsibilities of employee and boss. This is perhaps the least-appreciated fact of many which complicate our increasingly complex business society. Last summer this vast difference was most appropriately recognized for the first time for big business when the American Management Association established an affiliate, the Presidents' Professional Association, with membership limited to chief executive officers. In so doing Lawrence A. Appley, AMA president, described the responsibilities of the chief executive officer of any business, or institution, as unlike those carried by any executive on any other level. The head of a business-the boss-is a man alone, one who cannot share his responsibilities with subordinates but only with others carrying the same burden. They could, Mr. Appley said, share them through the Presidents' Professional Association. Within a few weeks some 300 had joined.

Such responsibilities are the same in big or small business; it is simply a matter of degree. The boss-the owner -must have qualities at least matching those the classic Greek poets ascribed to their heroes and gods. He must respect debt but not fear it. He must be generous and warm to his employees but willing to ruthlessly weed out incompetency. He must be forceful, determined, and strong but on important decisions seek the counsel of his banker, accountant, and lawyer. He must be willing to take risks but must fully investigate before investing. He must meet big business competition by providing what that competition does not, but he must emphasize his products which sell best and most profitably. He must constantly "mind the store" vet get around with his colleagues and competitors so he can learn to improve his policies and practices.

On second thought, it is doubtful if even Zeus could have qualified as a small business operator. He was much too autocratic, much too eager to hurl a thunderbolt when displeased. The successful small businessman doesn't hurl thunderbolts. He casts bread on the waters. And when and if it returns to him, as is promised, his rewards, spiritual and temporal, can be very rich indeed.



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Maggie Woods and pupils in her special education class.

Elks National Foundation Grants for study and training in cerebral palsy therapy are usually one-time offerings. Commonly, for example, a recipient who is already professionally employed in cerebral palsy work is given assistance for attending a summer school session. In a few cases, however, successive grants have been made.

Miss Maggie Woods teaches a special education class at the Ann Daly Center of the Hilltop Drive School, Chula Vista, Calif. In 1959 and again in 1960 she received grants of \$300 to study at Columbia University in New York, with applications for both endorsed by San

Francisco, Calif., Lodge. In 1961, with an application endorsed by Hayward, Calif., Lodge, she received an additional \$350 grant for further study at Colum-

At the Cerebral Palsy Clinic in Syracuse, N.Y., John F. Cawley has also been working with children and has been doing advanced work at Syracuse University. In 1960 he received a grant of \$180, then a supplementary grant of \$120. In 1961 he was able to devote another summer to study with a grant of \$420. All three grants were made under applications endorsed by Norwich, Conn., Lodge.



John F. Cawley and children at the Syracuse Cerebral Palsy Clinic.

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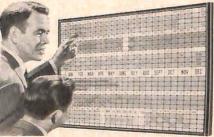
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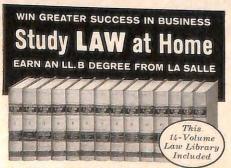
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#### FREEDOM'S FACTS

## **Red Pattern for Latin America**

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All loyal Americans agree that communism is our greatest menace. Our individual liberty is at stake; our collective security and way of life are being challenged. We cannot meet that challenge effectively without first being informed about the adversary's motives and methods. Toward that purpose, The Elks Magazine presents excerpts from Freedom's Facts, monthly publication of the All-American Conference to Combat Communism.

BLAS ROCA, the communist chief in Cuba, has given us a good look at the program communists are now promoting throughout Latin America.

The pattern is worth keeping in mind as you read newspaper reports of unrest, revolt and *coup d'etat*. For the pattern moves ahead step by step. Judging one step by itself and out of context may lead to false reassurances.

Here is the pattern as Blas Roca presents it: (1) Form a united front of the working class, petty urban and national bourgeoisie built "around a

clear-cut program of struggle against tyranny and imperialism" and for "reconstruction to improve living and working conditions." The "petty and national bourgeoisie" are native capitalists.

- (2) Form a people's militia based upon the workers and poor peasants. Use this militia to seize power and to maintain state control once power is gained.
- (3) Expose the links between the national bourgeoisie and land owners on one hand and the imperialists on the other.
- (4) Nationalize United States-owned properties. (5) Nationalize properties held by the national bourgeoisie.
- (6) Establish agrarian reform; that is, confiscate large estates and give small land parcels to some peasants; put others on cooperative or state-operated farms.
- (7) Engineer the complete take-over by the government of the banks, transportation, and foreign trade.
- (8) Set up government organizations to run the economy.

The key to the success of this revolution, says Blas Roca, is in convincing peoples of Latin America that they cannot improve conditions "without taking the socialist path."

Once this decision is taken, communists need only push here and pull there and guide a little somewhere else, then

finally demonstrate that only they—the communists—know how to rule the new society.

To force this basic decision for socialism, communists promote hate-America and hate-American-business feeling. To force this decision, they seek to create as much chaos and confusion as they can.

The challenge free peoples face is tremendous. We must show peoples of Latin America that they can progress rapidly in freedom. The impact must be made not only upon government officials, but upon the common people—the ones communists exploit and form into the militia which can give the

Reds the power they seek.

Latin Americans seek only realization of their aspirations, hopes, ideals, and dreams. They deserve better than what the communists have in store for them.

#### Straws in the Red Wind

URUGUAY — Communists have opened a research center in Montevideo to popularize Marxism-Leninism in Uru-

guay and to apply it to the problems of the country. Reds will arrange courses, study circles, lectures, and seminars, and will publish various books and papers to gain this end.

COMMUNIST PARTY MEMBER-SHIP is going up, says Moscow. Italian Communists report 120,896 new members from January to June 1961; there are 874 new Communists in Britain; and the Indonesian Communist Party has reached a total of 2,000,000—the biggest organized party in the country.

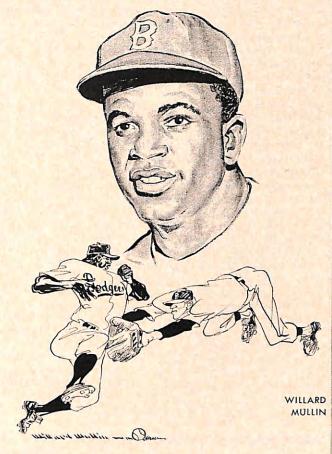
VIOLENT REVOLUTION? Yes, says World Marxist Review (October 1961). This publication of the World Communist Movement declares, "The working class, naturally will do everything to come to power by peaceful means, while at the same time being ready to use violence should this be necessary. . . . The Communist Parties consider it essential to master all forms of struggle and, whenever necessary, be able quickly to change them."

The All-American Conference to Combat Communism includes some fifty national organizations, including the B.P.O.E. Subscriptions to Freedom's Facts may be ordered from All-American Conference, 906 Edmonds Bldg., 917 15th Street N.W., Washington 5, D. C. for \$3 per year. Please note your Elks membership.

## **Jackie** Was a **Smart** Gambler

By PEE WEE REESE

ALL-TIME BROOKLYN DODGERS SHORTSTOP



JACKIE ROBINSON, with whom I played in Brooklyn for ten years, was the best base runner I ever saw. This takes in 20 years in the game and includes my former roommate, Pete Rieser, who still holds the major-league record of stealing home seven times in one season.

Robinson was smart and a born gambler, a pretty tough combination to beat. He knew when to run and was moving at top speed practically after taking three steps. There's no telling how many bases he could have stolen if he would have run every time he got on.

He didn't, though. He'd never go when he was 'way behind or ahead. But once he decided to go for the extra base, everyone in the park knew that he was figuring just that. It was all right if you were just sitting and watching all this, but if you were the outfielder you'd rush your throw, or if you were on the tagging end you'd get just a little more excited than on a regular runner.

I remember Robby was on third one night in Ebbets Field when we were playing the Phillies. Russ Meyer was pitching, and they got Jackie trapped

between home and third. Before they knew it they had their whole team in there, trying to head him off.

Meyer was the last man to handle the ball. He dropped it, and as Robinson started past him he tried to tackle him. For a while it looked as though it would be a real scramble, but we had some pretty good umpires on that game and they headed off any real trouble.

Later we got Meyer in a deal from the Phillies. He helped us win a pennant, and we all became good friends.

I saw Robinson go home dozens of times, but that one night sticks in my mind. Frank Dascoli was the umpire behind the plate, and when Jackie and Russ started to bump each other he got between them. Everyone was shouting, but suddenly Dascoli stopped, turned around, and started feeling around in the dirt at home plate while the two players kept the argument going over his head. Next day we asked Dascoli what he was looking for.

"One of those blankety-blanks," said Dascoli, "tore a button off my jacket when they started to pull at each other. I didn't want to lose it because I wouldn't know where to get another."

-As interviewed by Harold Rosenthal

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## In the Dog House

(Continued from page 21)

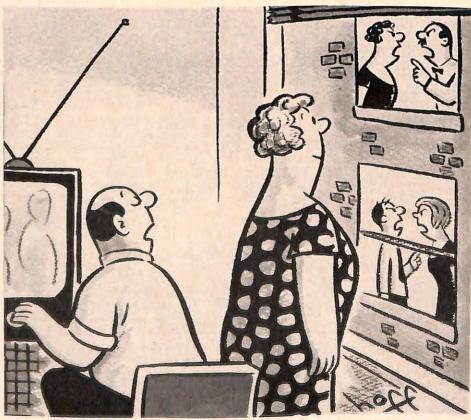
observe all the courtesies of diplomacy, he was firm and confident in negotiating the treaty which opened Japan's ports and guaranteed the safety of American citizens. It has been said that this was one of the chief diplomatic achievements of the 19th Century.

Now how much suki yaki and sake were consumed following the signing of the treaty was never revealed, but we do know that entertainment was given by both Americans and Japanese. A feature of the festivities was an exchange of gifts, including a number of small dogs given to the Commodore. To the Americans these were curiosities, but to their hosts the dogs were symbols of national significance. Royal custom dictated that the Imperial gifts always consisted of rice, dried fish, and dogsnative spaniels or chin dogs (chin chins these were called). Two of the dogs were intended for President Fillmore. The Commodore later sent two to Queen Victoria. There is no record of the Queen or the President ever having received their gifts, and whether the two intended for the President were refused we do not know. But we do know that two Japanese spaniels were in private hands in this country at a later date. We also know that Commodore

Perry gave two to his daughter, a lady who subsequently became Mrs. August Belmont, wife of the noted financier.

The Japanese spaniel is an old breed, so old that there are no records to furnish a clue to its original ancestors. The dog is not a spaniel and bears no relation to any of the spaniels. If anything, he is a modified Pekingese, another toy dog but a Chinaman from 'way back. He very likely also carries the blood of another Chinese dog in his veins, the pug, and possibly still another dog that you'll never see, the happa. These and similar short-faced Oriental dogs are evidently members of an ancient single family. Like so many things that are Japanese there is little doubt that their spaniel could trace his family back to China.

But he has been in Japan for many, many years and long ago was so firmly established in the affections of his masters there that he is pictured on ancient pottery and images of him are seen in some of the older temples. Many ancient Chinese embroideries also show pictures of dogs resembling the spaniel. There is no documentary evidence but there's accepted belief among many breeders that the breed began in Japan with the presentation of a



"I don't feel like watching the fights. I'd rather watch a Western." THE ELKS MAGAZINE

pair of spaniels by the Emperor of China to the Emperor of Japan. Although this is legendary, like many stories of its kind is very likely founded on some remote but related incident.

The dogs given to Commodore Perry were larger than the ones you'll see today. The modern Japanese spaniel is a dog averaging about seven pounds but there is no standard specification as to height, which is likely to vary from five to nine inches at the shoulder. Breed enthusiasts prefer the small dog the smaller the better. They are officially classed by the American Kennel Club, governing body for purebred dogs, in the toy dog group.

Although the breed is not widely distributed, it steadily holds its place about half way on the list of the more than 100 registered breeds. He's a pretty little dog, usually black and white. Very black and very white. Variations are white with red or lemon markings and brindle. His coat is long, very profuse, and silky, and it should not be wavy or curled but should "fluff" out from his body, particularly around his neck to form a thick mane

He has a supercilious, be-damned-toyou expression and in fact is a haughty little aristocrat. He's a sensitive little tyke, easily offended, at which time he'll act like a spoiled prima donna, but he's quick to respond to affection. More than most dogs his likes and dislikes are pronounced, and his breeders say that he usually has an uncomfortable memory of anyone who tries to push him around. It's also claimed that he seldom, if ever, forgets a friend or anyone he likes. Small as he is he makes a surprisingly good companion. He's lively, unusually intelligent, and with the right kind of boss responds quickly to training.

He's a clean little fellow and by no means a sissy, despite his ornamental appearance which actually makes him one of the handsomest of all dogs. He's physically a tough little character, although he is sometimes found to be more than a mite susceptible to distemper. This, of course, scored against him before there were such things as inoculations to ward off that disease. But then who, if he or she values their dog no matter what the breed, would not take the precaution of having it inoculated?

Whether the dogs that Perry sent to England were the only English ancestors of the Japanese spaniels there is unlikely. The introduction of the original pair created a wave of interest in the breed, and subsequent years saw a number of importations of these dogs. Today they have been adopted and bred in many other European countries. The dogs that the Commodore kept in the United States, while greatly adHIS BOOK AIDS CRIPPLED CHILDREN

In September, 1959, a book entitled The Best of Dogs in Peace and War first went on sale. Its author, Harold K. Jensen, is a Past State President of the North Dakota State Elks Association.

In the December, 1959, issue of THE ELKS MAGAZINE, a notice about the book was published, and it included these words: "All profits from sales of the book go to the Crippled Children's School, Jamestown, N.D., for purposes of research and study.

Recently Mr. Jensen wrote to the editors to thank the Magazine once more for publishing that notice. Excerpts from his letter follow.

. . . The notice in The Elks Magazine certainly caused a tremendous influx in orders for the book. Many of those who sent for it included small or big donations to the Endowment Fund. In addition the Fund has received three bequests from wills. From all the profits from the book sale, donations, and bequests, the Crippled Children's School Endowment Fund as of November 18, 1961, was \$26,322.70. The crippled children owe a great deal to the Elks throughout the United States who made the Fund what it is today. . . .

mired, did not at first inspire a largescale movement on the part of breeders or the public in their favor. But toward the end of the 19th Century, during the so-called Gay Nineties, almost every ship coming from the Orient brought one or more dogs here to find ready buyers. In later years, due to the recent war with Japan plus other factors detrimental to distribution of the breed, specimens became scarce. Importations being shut off, breeders both here and abroad had to rely upon their own dogs to further improve the breed, so today in this country and abroad there are home-bred dogs as good and perhaps better than many to be found in Japan.

Curiously enough, the war seriously curtailed their breeding in Japan, resulting in a shortage of good specimens

in their own native land.

In matters of religion, the Japanese are a tolerant people, and it is not surprising to find that due to an Emperor having been born under the sign of the dog-according to the Japanese zodiac -our little friend became an object of worship. This was natural for them in view of the fact that for centuries past the Emperors of Japan were believed to have been direct descendents of the gods.

Among other curious items relating to these dogs is the custom of native breeders to feed growing pups alcohol to stunt their growth and the practice of keeping them in bird cages.

If you have a question about dogs, drop me a line at THE ELKS MAGAZINE, 386 Park Avenue South, New York 16, N. Y. I'll be glad to help you-but no medical questions, please.



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## On Elkdom's Anniversary

Upstairs in Military Hall on New York City's Bowery, hard by the theatrical district on Broadway where they made their living, a small group of men took a vote on the evening of February 16, 1868, and the Benevolent and Protective Order of Elks came into being.

Sometime during this anniversary month or next, 94 years after that meeting broke up, the 2,000th lodge of Elks will be organized in some community in the

It is unlikely that many of the members of this newest lodge will be "members of the theatrical, minstrel, musical, equestrian, and literary professions" as the Founders described themselves. The chances are that most of them will be businessmen, doctors, and lawyers for, while the Order of Elks still counts among its members many men who are identified with the theatrical and musical worlds, it has been many years since the Order and the theater were closely linked.

A lot of things besides gaslights have passed away in the intervening years. There have been vast changes in the wake of wars and from the advance of science. The Order of Elks has changed, too, but only in ways that would enhance their pride and wonder in the fraternity they founded, were those first Elks to walk among us today.

They would remember the benefit performances they staged long ago for the widows and orphans, and would note with pride that the Order they founded today raises and spends more than \$8,000,000 each year for the relief of suffering, for aid to handicapped children, for programs to develop the best in our youth, to send deserving youngsters to college.

Those men who lived a precarious existence would surely be delighted to know that the Order they founded created the Elks National Foundation to which generous Elks have contributed funds now worth almost \$11,000,000, the income from which is used for a wide variety of splendid philanthropies.

In our Elks National Service Commission's fine program that brings comfort to our hospitalized veterans throughout every year, those first Elks would see the fruit of the seeds they planted 94 years ago.

They would rejoice to hear the Order of Elks speaking out with faith and conviction for the American ideals of freedom and against freedom's foes.

And, for sure, they who first were brought together by their need for companionship would be glad that their heirs, who go about doing so much good, are faithful, too, to the Elk tradition of good fellowship.

From a single lodge of 15 members to 2,000 lodges with more than 1,300,000 in 94 years-there is the evidence of the vitality of the Benevolent and Protective Order of Elks, a vitality that is rooted in the fidelity of generations of Americans to the high principles of Charity, Justice and Brotherly Love. May these principles never change.

## Private Capital for Underdeveloped Areas

Enormous amounts of capital will be needed if the underdeveloped areas of the world are to succeed in their quest for economic progress and the higher standards of living to which they rightly aspire. Governmental assistance in the form of loans and grants will provide much of the needed capital, as will various international agencies set up for this purpose.

One of the greatest potential sources of capital, however, is private foreign investment, yet instead of providing the friendly climate that will attract this capital, many underdeveloped areas

appear to be hostile to it.

If the people of the underdeveloped countries would delve more deeply into our economic history they would learn that when this country was an underdeveloped area, lacking capital, it was private foreign investors who supplied capital in huge amounts to help build our industries and develop our natural resources.

Without this private foreign investment, the economic development of this country would have been greatly retarded, despite the riches with which nature had endowed us.

Gerhard Colm and Theodore Geiger in the second edition of The Economy of the American People, published by the National Planning Association, point out that as late as 1914 private foreign investments in this country exceeded \$7 billion, or about \$35 billion

in today's prices.

They add that this was by no means the total of such investment, as the \$7 billion figure does not cover capital that had been repatriated prior to 1914, nor capital lost in such ventures as railroads that went into bankruptcy but remained in business to serve us.

Interestingly enough, most of this foreign capital came from England, the country from which we had so recently won our independence and whose troops even more recently had burned

the White House. Yet our people were sufficient realists to overcome what suspicions they may justifiably have had and welcomed the investments of Englishmen who saw a chance to make a profit by putting their capital to work in America.

Of course, the American people themselves generated most of the capital needed for industrial expansion, but they knew that foreign capital would speed the process immensely.

So they welcomed foreign investment, and it helped to build our railroads and canals, mills, mines, and other plant that made jobs, raised the standard of living, and created the wealth that went into homes, schools, churches, hospitals, sewers, water systems, and all of the other abundance so widely shared in our country.

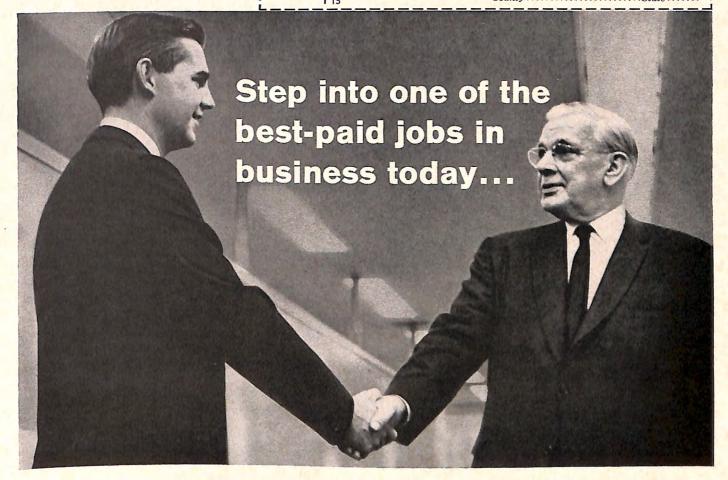
Private investment capital should be encouraged to play a greater role in promoting world peace through wider prosperity.

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FILTER-BLEND up front, ahead of a pure white filter, is the real heart of Winston's big taste difference. Rich, golden tobaccos specially selected and specially processed for good filter smoking. Yes, Winston's got it up front. One pack is all the proof you need. Smoke Winston.

Also available in crush-proof box.

R. J. REYNOLDS TOBACCO CO., WINSTON-SALEM, N. C.

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