

THE
Elks

MAGAZINE
MAY 1970

in this issue:

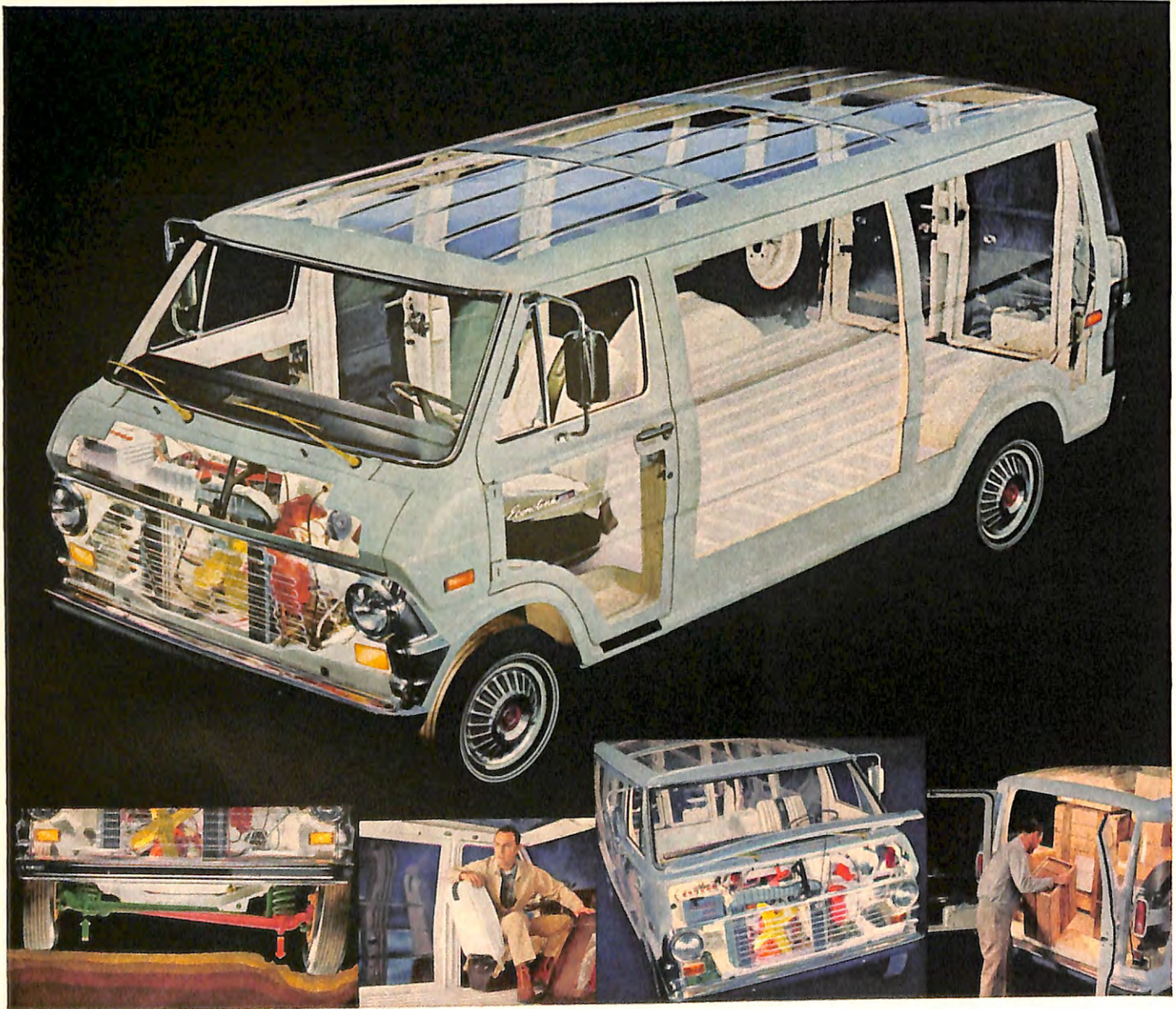
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MAY 1970

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It's All True	BILL TRUE	8
10 Keys to Profit and Growth—PART I	J. L. SLATTERY/R. GOSSWILLER	9
Forecast for the '70's—PART II	J. L. SLATTERY/R. GOSSWILLER	14
It's Your Business—PART III	J. L. SLATTERY/R. GOSSWILLER	16
News of the Lodges.....		17
"A Good Investment Tip" A Message From the Grand Exalted Ruler		23
1970 Youth Leadership Winners		24
He Who Fishes Foremost	GEORGE SESSIONS	25
Elks National Service Commission		29
Around Washington		30
For Elks Who Travel.....	JERRY HULSE	32
Lodge Visits of Frank Hise		34
Elks Family Shopper		36
Showcases for the Order		48
A Day For Remembering	LUCILLE J. GOODYEAR	49
Candidates for Grand Lodge Offices		54
Elks National Foundation—"The Joy of Giving"		59
The Elks Magazine Editorials		60

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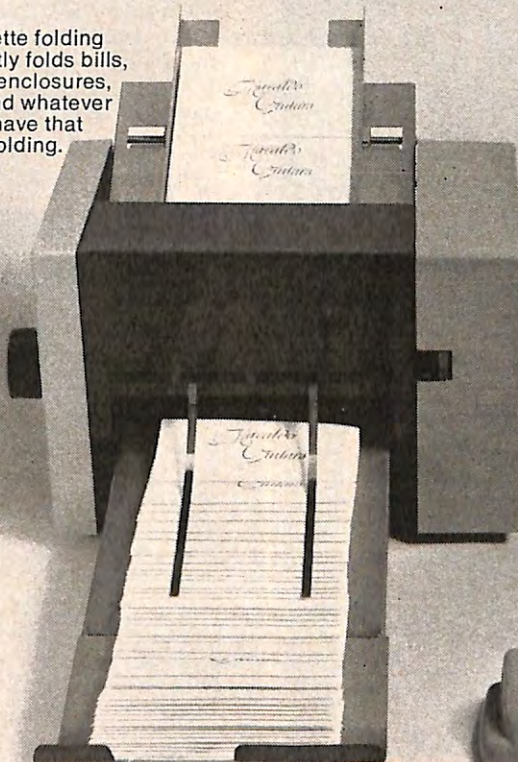
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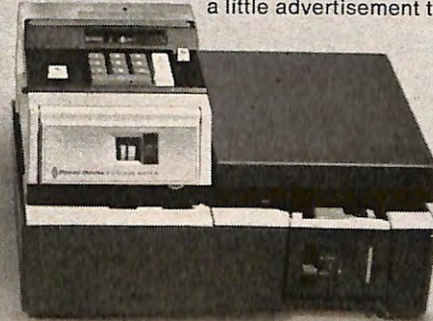
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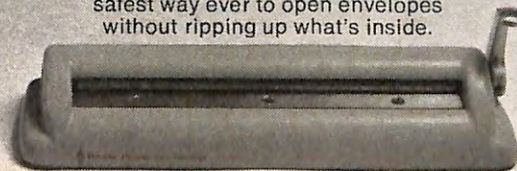
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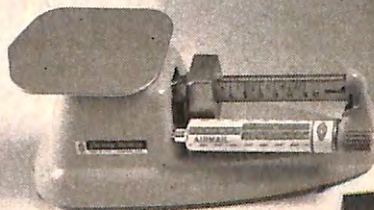
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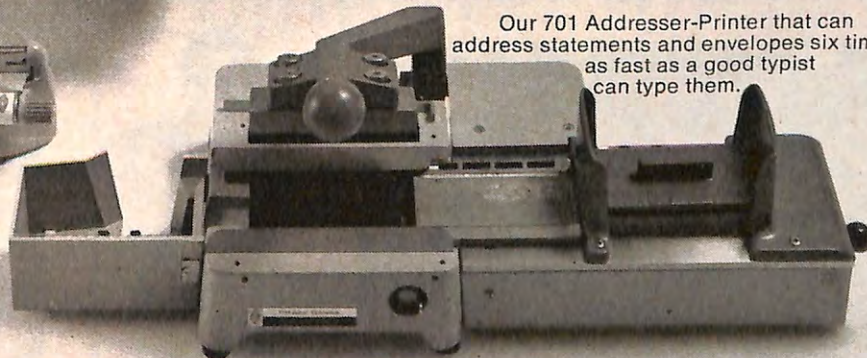
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Swing music, like rock today, was the expression of a generation, of boys and girls growing up in the 30's and 40's. In "How It Was to Be Young Then" the editors of Time-Life Records take you on a nostalgic visit to the Swing Era. You'll see how it was and what the music was all about. You'll see how youth got "in the groove," how eating goldfish, bubble-gum contests, jukebox parties, the soda fountain, a date and, of course, the big bands all played their part in growing up. Those were the days when beer was a dime a mug, and the roadster with a rumble seat was a favorite. It's all captured in exciting pictures and words in "How It Was to Be Young Then." Examine it for 10 days free. Find out how on the opposite page.



The Saturday-night prom brought out boys in tuxes and girls in full-length evening gowns, dancing sedately under the watchful eyes of the prom chaperons.



Trombonist Glenn Miller led one of the great groups that made the brilliant Swing Era glitter.

Below: Part of growing up was the chance for quiet talk, tender moods at weekend parties.



Sweater and skirt, bobby socks and saddle shoes were the "in" costume for teen-age girls, while the zoot suit (right) was mandatory for a young man who was "in the groove."



FREE TO *Elks* READERS WHO LIKE SWING MUSIC

FREE—10-day trial of the three-record album "The Swing Era: 1940-1941" (30 hit tunes on 12-inch stereo LPs)
FREE—10-day examination of the picture book "How It Was to Be Young Then" in the big-band Swing Era

Remember the great music of the Swing Era?

- Artie Shaw's *Begin the Beguine*
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- Tommy Dorsey's *Opus One*
- Benny Goodman's great *Let's Dance*

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THE BEST-LOVED SWING MUSIC

Your album will take you on a nostalgic — but lively! — journey back to those golden days just before America entered World War II, when Roseland was jumping and Harlem's Cotton Club echoed with the sounds of Duke Ellington and his band. You'll hear "Stealin' Apples," played just as it was by Benny Goodman at so many college proms. You'll hear "Moonlight Serenade" and "In the Mood," played just as they were by Glenn Miller at Frank Dailey's Meadowbrook or the Glen Island Casino.

Those were the golden days for the swing bands, as they played their way into the hearts of millions of Americans. And your album will bring you 30 of the hits that captivated the country . . . yours to enjoy again and again, played just as they were—but with the magic of modern high-fidelity stereo.



BE OUR GUEST

Listen to these 30 superb recordings and enjoy "How It Was to Be Young Then" for 10 full days as a guest of Time-Life Records. There's no cost, and you are under no obligation. Just sample this album-and-book package. If you are not delighted, simply return it, and that will end the matter.

But, if you are as delighted as we think you will be, keep "The Swing Era: 1940-1941" and enjoy a second pleasant surprise! The three 12-inch long-playing records in this great package have been recorded to the most exacting technical specifications. They are the highest-quality vinyl, identical to stereo records selling for \$4.98 and more *each*; you might expect to pay \$15 for the three records alone, *without* the hard-cover book. Yet, because Time-Life Records has ordered these recordings in one large economical pressing, and because we sell direct to you without the cost of retail outlets or salesmen, we can offer this three-record album for just \$11.95, plus shipping and handling, in stereo, with the Time-Life Records book "How It Was to Be Young Then" included at no extra cost. Just mail the attached postage-prepaid reply card today, and we will mail you your album for 10 days' free trial.

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Benny Goodman version of *Stealin' Apples* • *Let's Dance*

Artie Shaw version of *Temptation* • *Frenesi* • *Stardust*

Les Brown version of *Bizet Has His Day*
Bob Crosby version of *South Rampart Street Parade*

Duke Ellington version of *Take the "A" Train*

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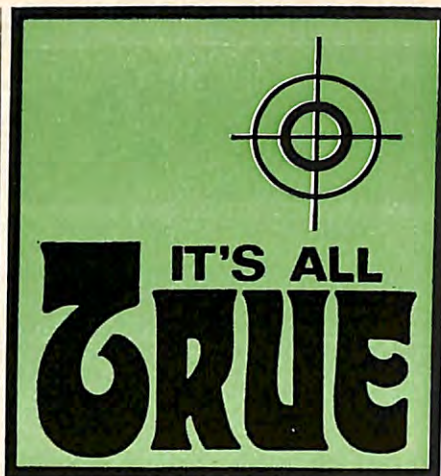
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Don't Be Confused on Golf Club Shafts!

Hickory to steel to fiberglass to aluminum to stainless steel to "special" lightweight steel. The golf club industry has moved rapidly in the past few years—with advanced technology—to bring the latest materials to the building of golf club shafts. And it's all for the good.

But somewhere in the process a lot of confusion has sprung up in the mind of the individual golfer about shaft materials. It's understandable.

Here's a rundown on the various shaft materials and what they can do, and not do, for the golfer.

Steel Shafts—First material to replace old, reliable hickory, steel revolutionized the golf game. It's still far and away the most often used shaft material. It's durable (although the chrome finish can peel), relatively inexpensive although quite heavy compared to other shafts. For the average golfer, still a good material.

Fiberglass Shafts—About 10 years ago fiberglass was introduced. It offered light weight, dur-

ability, a "softer" feel and was lightning proof. Many golfers felt fiberglass improved their game because it was more forgiving a material than steel; a bad shot didn't sting their hands, for example. Many doctors have recommended fiberglass shafts for those with orthopedic problems. Though slower to gain wide acceptance than steel, fiberglass remains an excellent shaft material. And one major maker of fiberglass-shaft clubs is getting ready to introduce a new glass shaft that will be much lighter yet with increased torsional strength.

Aluminum Shafts—Biggest advantage of these shafts, which have been around for a couple of years now, is their light weight. This allows greater weight to be built into the clubhead without increasing overall club weight. Result: an increase in clubhead speed. Many average golfers have found aluminum can help their game.

Stainless Steel—This was to be the "in" shaft material for 1970 but problems at a major manufacturer of golf shafts have held down the number of stainless steel shafted clubs to appear this year. Not quite as light as aluminum, stainless steel has the obvious advantage of being virtually mar-proof and still is lighter than regular steel.

"Special" Steel Shafts—Under various trade names, special lightweight steel alloys have been recently introduced as shaft materials. They offer lightness over regular steel, with the same advantages claimed for aluminum—mainly increased clubhead speed. Look for more of these special steels to be introduced.

So what's the best shaft for you to use? The one that suits your own game. Only trying several kinds will give you the answer, and your golf professional is still the best man to see.

Whatever shaft you use—may your ball fly straight and true in 1970!

TIP OF THE MONTH

If you're bothered with the common weekend golfers' bugaboo, the slice, one cure can be correcting your address of the ball at the tee. Make sure your club face is square to the target line before you begin your backswing. If your club face is "open," you'll slice. And, by the way, if it's "closed," you'll hook!

small business in the 1970's



THE SCENE was the Franchise and Business Opportunity Show at the Hilton Hotel in Chicago last February. The couple in front of us were young; he was probably about twenty-five, his wife was probably no more than twenty-two.

"Honey, maybe you should quit your job and go into business for yourself," she said. "Look over there, see? You can even have your own business in computers!"

Then they went on their way, so that's all we can tell you about them. We have no way of knowing whether that young man—perhaps with his wife taking an active role in the venture—will be one of the many young men who will start up in business for themselves in the 1970's.

And many young Americans will do exactly that—in spite of the statement, made in an article in *Fortune* last February, that self-employment and small business "are declining institutions" in the United States.

What does the decade of the 1970's hold in prospect—promisingly or threateningly—to those who already are small-businessmen and to those who will be joining their ranks in the years just ahead? And what can the small businessman, be he newcomer or veteran, do to improve his chances in the 1970's?

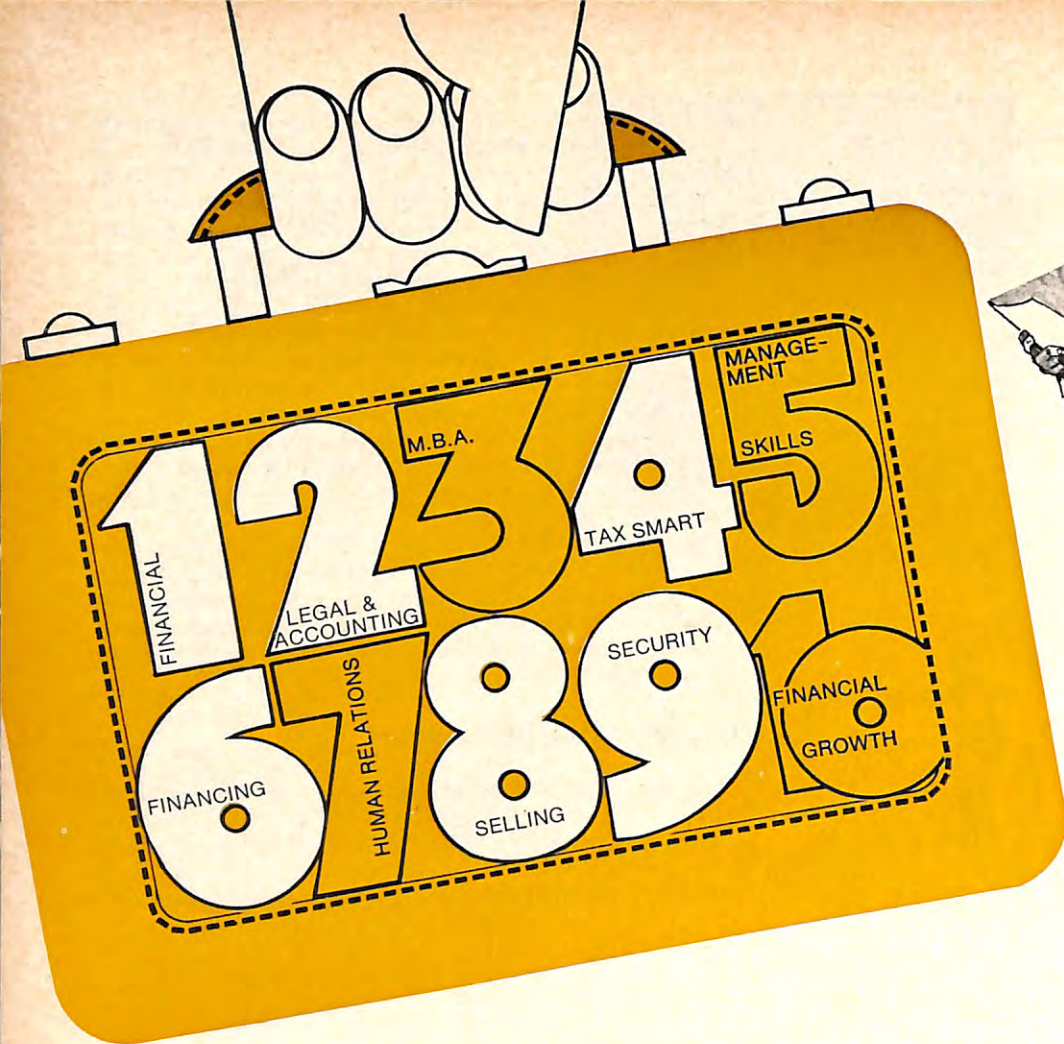
A Glance at the Big Picture

Last year Paul McCracken, chairman of the President's Council of Economic Advisers predicted that America's gross national product might well reach \$1.5 trillion by 1980. But a scientist who spoke last January at Northwestern University's all-night "teach out" program on environment

PART I 10 keys to profit and growth

By James L. Slattery and Richard Gosswiller





and population said that the American nation could destroy itself through efforts to expand its gross national product year after year, decade after decade.

It has been reported that General Motors feels that the market for automobiles will keep getting bigger throughout the 1970's. On the other hand, it has been reported that Ford Motor Company believes that it soon may have to begin shifting over to new kinds of transportation products and systems, as the public clamor against air pollution from car exhausts gains in volume.

The year 1968 saw the lowest number of U. S. births on record, but the highest number of U. S. marriages on record. Last January the *Journal of the American Bar Association* carried an article by Richard D. Lamm, a member of the Colorado State legislature, in which the possibility of legally compulsory limitation of family size was carefully considered.

In February of this year, the month in which this article was being written, the American economy definitely seemed to be in an inflationary recession. And there was much loud disagreement among experts in economics and finance as to what should be done.

As these examples suggest, the decade of the 1970's will be an unprecedentedly complicated one for the American businessman. The small businessman who doesn't try hard to foresee major changes and the effects they may have on his business is playing Russian roulette with his financial future. The fact that he's "just a little fellow" won't protect him from the consequences of inflation, labor unrest, foreign competition, technological advances, population shifts, fluctuations in big-industry inventories, changes in interest rates, and so on and so on.

"But what can I do?" the small businessman asks. "How can I predict the future?"

Obviously he can't accurately forecast the future, who can? But that doesn't mean that he can't make intelligent predictive judgements about the future in ways that can help prepare him for whatever actually comes about.

Let's make a try at this right here.

Decade of the New Technology?

Last January it was suggested by Rhett W. Butler, director of world trade for the Chicago Association of Commerce and Industry, that the 1970's be called "the decade of the new technology."

The name seems apt. During the 1970's technology will almost certainly be applied on a scale far beyond even that reached in the 1960's. Remember that the whole world is moving toward industrialization, and this requires technology.

But the world is also becoming worried about the environmental deterioration which industrialized societies have caused. One result of these opposing trends will be the development of new kinds of technology and some of these are likely to hold bright opportunities for some small businessmen who are alert and knowledgeable.

One area in which technology will surely expand is that of health-service fields. Dr. John Jacobs, director of Northwestern University's Biomedical Engineering Center, has predicted a greatly increased application of electronics and other types of technology in medical and hospital services. More and more technology will be applied also in such fields as agriculture, urban renewal, transportation systems, law-enforcement methods, and business management.

You yourself may not be much interested in technology, and perhaps your own business is one that traditionally hasn't been very technological. But that doesn't mean you

can afford to ignore the effects that technological growth will be having in the 1970's. Some of them will almost certainly have at least indirect consequences for your business. For example, if your business isn't making some use of computerized methods by no later than the mid-1970's, then you might by then have started to fall dangerously behind your competition.

Education, Housing and Foods

Last January, Treasury Secretary David M. Kennedy, predicted that "increasing demand for well-trained highly-skilled workers will dictate greater emphasis on education and training." An increasing amount of education and training, in the 1970's, will be provided by commercially operated schools, many of them run on a franchised basis. A young man or woman needn't spend four years in college to become a skilled key-punch operator or to learn the essentials of computer programming. During the 1970's American education is likely to continue to be pretty chaotic, except in the area of commercially operated schools, commercial home study courses, merchandising, and so on. The whole area of commercially offered education and training looks to be an excellent small business field in the 1970's—for those small-businessmen who are qualified to operate in it. On the other hand, many market opportunities that previously existed in the colleges and in public and denominational school systems have (as of early 1970, at least) dried up because of financial problems those schools have been running into.

Last December, George Romney, Secretary of the Department of Housing and Urban Development, said that "housing is the greatest underdeveloped market in this country today". The tight money squeeze, along with other economic and financial problems, left the home construction industry in the doldrums as the new decade began, but certainly the 1970's as a whole will see enormous growth in the entire building-construction field. Even if your own business isn't exactly in that field, keep a sharp eye on what happens both in home construction and in other areas of construction. There are likely to be some fine small business opportunities of various kinds. (There will also be plenty of hazards for over-eager amateur investors in land-development projects!)

The 1970's will probably see a huge increase in the

amount of dining-out by Americans, and much of the money they spend will go to the franchised fast foods establishments. There'll still be plenty of spending on traditional restaurants, but not so much as to carry those that are inefficiently operated or stuck in bad locations. Changes in food-buying and food-consuming habits are likely to have at least an indirect effect, during the 1970's, even on many non-food small businesses.

Labor problems and personnel problems in general are likely to be substantial during the 1970's. This prospect offers both hazards and opportunities to the small businessman. The hazards include rising wage and salary expense, inventory and shipping difficulties resulting from strikes, production inefficiency caused by absenteeism, and so on. The opportunities include increased demand for efficient part-time help, for labor-saving equipment and methods, and for professional services (in such fields as accounting, training, personnel selection, etc.).

The whole field of franchising is expected to have immense and rapid growth in the 1970's. There are great opportunities here, but be careful if you decide you want to get into franchising, whether as a franchisee or a franchisor. There are, unfortunately, plenty of fast-shuffle operations in the franchising field, and their number is likely to increase because the immense enthusiasm for franchising will provide a supply of eager but careless would be franchisees. New laws and regulations affecting franchising are a quite likely prospect in the 1970's.

So much for a very quick and very incomplete glance at just some of the prospects, for good and for bad, that the decade of the 1970's would seem to have in store. The decade will be complicated, noisy, and often very confusing. But it will, on the whole, almost certainly be quite prosperous.

However, it can be ruinous to the small businessman who either can't or won't catch up with the era we're moving into. Although it is part of American federal law to provide help to the small businessman, neither the law nor the heavens above can save the small businessman who in the 1970's insists on trying to run his business as if "The Good Old Days" were still around.

What can you do to improve your chances of doing well, as a businessman, in the 1970's? We offer our answer in the form of "10 keys to Profit and Growth". Let's look at these now.



Have a sound financial program

Important reasons why more small businesses fail than large ones is that a big company has financial strength to carry it through bad times. But many small businesses could be financially stronger than they are if their owners gave more thought to the importance of building up financially valuable assets instead of operating in an "income drainpipe" fashion. Anything a company owns is an asset, tech-

nically speaking, but to be financially valuable a non-cash asset should have good sales value or borrowing-power value. Tilford Gaines, nationally eminent economist for Manufacturers Hanover Trust, in New York, spoke last January about the much greater problems that tight money economic conditions pose for small companies than for large ones. But a small company that has had the foresight to build up financially valuable assets will be in a much safer position, in such times, than one that hasn't.

Often it is the man who thinks of

his business as just a way of making a living who doesn't have a financial program for building income and assets. Lacking them in the seventies he may find himself unable to capitalize on unique and new opportunities for growth. Moreover, as money tightens and as business slows he may discover he has nothing to fall back on, and that he can't get a loan needed to carry him over. Then, not only will he lack income and assets, he may also soon lack a business.



Have competent legal and accounting services

We've stressed this point over and over again in our columns, so we'll simply mention it once more here. We know quite a few small businessmen who intensely dislike having to think about legal technicalities and who really don't understand the difference between bookkeeping and accounting. If you've not previously had your own business but are thinking of going into business for yourself, whether as a franchisee or otherwise, then be sure to have good legal and accounting guidance.



Start your personal M.B.A. program

Until fairly recently, most of the young men who entered graduate

small business in the 1970's

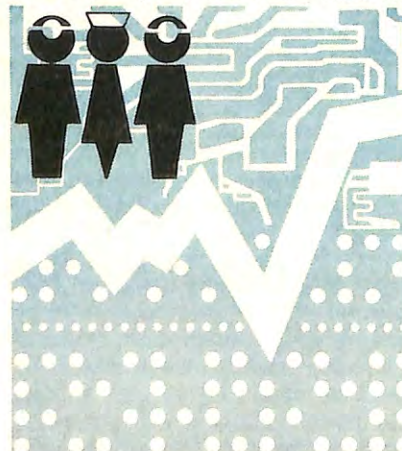
level business schools did so with the aim of joining large companies. But today some holders of good M.B.A. degrees look around for good small companies to get into.

Whether you're just starting out in business for yourself or have operated your own business for some years but are a good distance from retirement, you'd be smart to continue your business education. It may not be feasible for you to do this on a formal basis, but what's stopping you from carrying it out efficiently on your own time? In the 1970's the knowledgeable small businessman will have far better chances even to survive, to say nothing of growing, than will the man who has only a meager knowledge of business management, economics, finance, marketing and other important subjects.



Become tax smart

The first step in becoming tax smart is to recognize that there is such a thing as tax-avoidance strategy in business management, and that big companies use it eagerly and expertly. (Remember that tax



avoidance is completely legal, it's tax evasion that's illegal).

The lawyers and accountants understand tax-avoidance strategy, but they can't apply it effectively for you if the context of your business operations just doesn't provide any opportunity for applying it!

Some small businessmen go to excess in incurring the routine kinds of tax deductible business expenses. We know one small businessman who buys all sorts of completely unnecessary gadgets for his little firm just because he can use it as a tax deduction. Well, he could just go bankrupt and then he wouldn't have to pay any business taxes! By being tax smart we don't mean simply wasting money to keep the I.R.S. from getting it, we mean making productive uses of the tax-avoidance opportunities which the law offers you.



Periodically give yourself a management skills review

A couple of years ago we were talking to the owner of a small business who complained that his business had become "a big headache that's hardly worth the little money I get out of it." A few questions brought out some facts that showed that this businessman had far too limited a view about running a business. "What I like to do is to get out on the road and sell," he said. "To me, that's what it means to run a business."

Making sure that your business develops satisfactory sales income is of course fundamentally necessary. But unless you're a one man operation, your business needs a lot of other things as well, and it's up to you to see that it gets them.

You'll be wise to give yourself a periodic management skills review. Ask yourself such questions as these: "Do I give enough attention to overall financial planning and control?" "Am I keeping abreast of

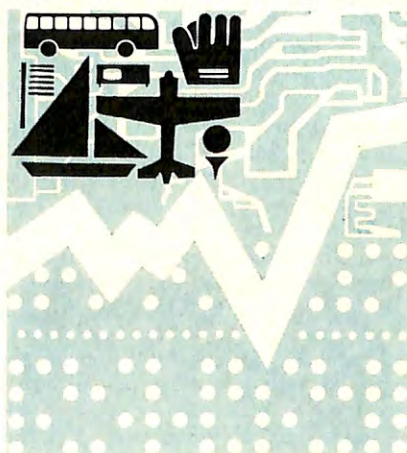
market trends?" "Are my supervisory methods adequate? Do I give instructions clearly? Do I delegate responsibility in a really efficient way?" "Am I on the lookout for new ways of cutting costs and expenses safely and efficiently?" "Am I alert to the possibility of human relations problems in my company?" "Am I building up business recognition and goodwill for myself in my community?"



Learn about sources of financing

Last December the federal government provided for an allocation of \$70 million to the Small Business Administration for distribution to Small Business Investment Corporations. The SBIC's were authorized by Congress in 1958, but many small businessmen still don't know much about them (or even about the SBA—the Small Business Administration). An SBIC is in business to invest in small businesses.

Your own business may well need financing sometime in the decade



ahead. The two basic kinds of financing are loan financing and equity financing (which is given in exchange for a share of ownership). During the tight money era we've been going through, plenty of small businessmen desperately needed financing, but couldn't get any! Learn about the sources and types

of financing that are available to the small businessman, and learn how to become well qualified to get financing. The time to learn all this is long before you actually need financing.



Develop

We will never forget one small company president who drove his business into the ground simply because he was utterly hopeless in the human relations area of personnel management. He employed both



union labor (in his production operations) and non-union clerical and sales people. He antagonized all of them, without intending to! The results were inefficiency in production and in routine administration, continual employee turnover, endless wrangles with the unions, and general confusion, which often caused errors that lost valuable customers. What could have been a very profitable business dragged along on a subsistence level for some years and then folded.

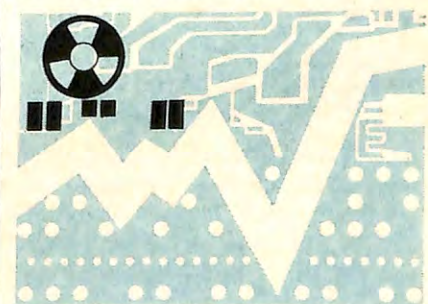
Remember that wages and salaries will almost certainly remain

high during the 1970's. Learn to select good workers and develop your skill in motivating them to do their jobs well. Big business spends hundreds of millions of dollars a year on these two basic efforts. You should at least give adequate thought and time to them for your own business needs.



Be modern and aggressive in marketing and selling

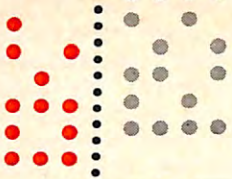
Be alert to changes in market trends. Remember that in today's fast-paced world a new fad or fashion that originates in London in February may generate substantial customer demand in your own community in just a few weeks. Also watch the signs that indicate slower and less obvious but often much bigger marketing changes, the kinds, for instance, that are instigated by major technological developments (such as computers) or by major socio-economic developments (such as the increasing influence of the younger generation.)



Don't waste any time moaning about big-business competition, look for small scale markets that will be profitable for you to get into but too small to attract the big companies.

Work constantly to build up your company's sales power! Use your increased knowledge of marketing to help you direct your selling efforts more efficiently. Learn all you can about modern methods for paring away the fat and waste from

(Continued on page 28)



A FORECAST FOR THE 1970'S

BY JAMES L. SLATTERY & RICHARD GOSSWILLER
PART II

small business
in
the 1970's

part II

On January 1 of this year the U.S. Department of Commerce predicted that the gross national product would rise at an annual rate of 7 per cent through 1975 and would reach \$1.4 trillion by that year. The Department also said that the median family income—figured on the basis of the purchasing power of year 1967 dollars—should rise from its present \$8,000 level to about \$10,000 by the middle of the decade.

These predictions may seem pretty attractive, and perhaps they'll come true. But the businessman, small or large, who takes a complacent view toward the decade that has just begun is likely to encounter some very unpleasant surprises.

Turbulent and Complex!

Undoubtedly there'll be some small businessmen who get through the 1970's not only profitably but quite serenely. We think that they'll be a rather small minority. The 1970's is likely to be an immensely turbulent decade, both in the U.S. and elsewhere, and its turbulence may have some pretty severe impacts on the operation of small businesses.

The turbulence which is likely to characterize the new decade will be of a very complex kind. Massive trends and counter trends, some already well under way, will generate plenty of froth and probably some pretty violent storms. For example, some of the trends toward the increase of the gross national product are likely to run into counter trends inspired by the movement to check environmental deterioration.

The overall costs of government will increase tremendously, though much of the increase will be at the state and local levels. This of course may create new tax demands on businesses as well as individuals. And what about inflation? At the middle of last March it seemed to be continuing. Expert opinion in the fields of economics and finance was bewilderingly at odds. And what about a recession? This too was a question to which various experts were giving various answers as the end of the first quarter of 1970 approached.

Only the most Pollyanna-ish of optimists would feel that the American society was not facing some pretty severe dangers as the 1970's got under way. Addressing the stu-

dents at Mount Holyoke College, a girls' school, some months ago, McGeorge Bundy, president of the Ford Foundation, said that "The question whether America will make it is contemporary and real."

That the American nation will indeed "make it" during the turbulent years ahead is a proposition we're going to accept. But plenty of small businessmen who aren't capable of navigating through rough socio-economic weather won't make it to the end of the 1970's.

There are hazards ahead, but also some splendid opportunities. Let's see what appears to be in the offing.

Technological Expansion

Look for enormous expansion of technology during the 1970's, both in the U.S. and abroad. Much of this will have its source in electronics. By 1980 it's likely that the U.S. will have become so "electronified" that by comparison today's utilization of electronics will seem primitively meager. A major development, almost certainly, will be greatly increased growth of complex systems of computers and communication networks in combination. One implication of this for small businesses and professional firms will be the increased availability of extremely efficient computer time-sharing facilities. Utilization of this resource can produce significant gains in expense control and in operating efficiency. The small business or the professional firm that fails to investigate the potentiality of electronic facilities will, in our opinion, be taking a serious risk.

The big movement to check environmental deterioration will have some substantial effects upon the growth of technology, but it's not easy at this time to say just what they'll be. However, some developments in this field should generate both some opportunities, and some dangers, for small businesses.

Cities, Housing, Transportation, Etc.

Last January, George Romney, Secretary of the U.S. Department of Housing and Urban Development, spoke of the need to "break through the technological barrier and develop new ways of achieving volume production of decent low-cost housing." He said that the 26 million



housing goal set by Congress in 1968 was "a reasonable statement of minimum needs over a decade."

Inflation and high interest rates depressed the homes construction industry in 1969 and in early 1970, but there was expectation of explosive growth in the housing market soon. Much of this should occur in non-urban areas, as more and more people join the flight from the cities.

Both the problems that trouble the cities and some of the efforts that will be made to solve those problems have significant implications for many small businesses. The same thing is true for the great changes that will almost certainly be occurring in transportation in the U.S. in the 1970's.

If you live in a small town, keep in mind that these developments may work substantial effects on your town's economy. Some small towns may gain new economic nourishment as the result of movement of many families not only from cities but from metropolitan areas as a whole. But some other small towns may lose out because of changes in transportation, relocation of industries, etc. The pace of economic change in the 1970's promises to be very rapid, and local economies may alter in quality far more quickly than in the past. Small businesses that aren't alert to signs of such changes may fail because they couldn't afford either to relocate or to adapt to radically changed market conditions in their area.

Franchising

Noting that the franchising industry had already climbed to a \$90-billion level, *Fortune* stated, in its March issue, that "the shake-out is already beginning." That franchising is almost certain to keep on growing in the 1970's seems a safe prediction. But some of the razzle-dazzle that still characterizes it will probably dwindle. Over-saturation in the field of fast foods franchising may already be here. If not, it's likely to be reached soon. But there are plenty of other green fields for franchising.

There are also likely to be some federal and state level actions to introduce more regulation into the franchising industry, which has so far been able to frolic in a pretty uninhibited way. Significant changes in the prevailing pattern of franchising arrangements may develop also from the increase of large scale professionally managed sponsor-

ship of franchising operations. One effect of this could well be a notable decrease in the amount of independence allowed to a franchisee in the larger and better run franchising enterprises. If you're interested in getting into franchising in the 1970's, either as a franchisee or as a franchisor, there should be plenty of good opportunities . . . provided that you go into it cautiously and intelligently.

Product Development and Marketing

Dan Kelly, a senior executive of the big advertising agency Foot, Cone & Belding, predicted early this year that the 1970's would see an unprecedentedly large and varied flood of new consumer-market products. And he said that there would also be an immensely increased barrage of marketing and advertising effort to promote their sale.

While expert opinion is not unanimous on the point, it may be that during the 1970's there will be much more youth market orientation even than in recent years. If so, one important consequence for businessmen could be an increased radicalization of consumer attitudes even in communities which continue to be conservative in their political and economic philosophies. (This may be a particularly important possibility for many small-town businessmen to keep in mind.) Trends in dress, personal appearance, entertainment, etc. are significant indicators here. You may or may not be in sympathy with some current trends in these departments, but as a businessman you can't afford not to be alert for the economic effects some of them may have, perhaps for your own business.

Employment, Wages, Benefits

Labor Secretary George P. Shultz has predicted that the labor force will rise from its present 85-million level to nearly 100-million by 1980. He also foresees a 50 per cent increase in the demand for professional and technical employes, who are already in short supply.

The decade is almost certain to see plenty of organized labor unrest and this will have consequences not only for employers of union labor but for many others as well.

The federal government will continue to be a major employer, but state and local governments will be expanding their personnel strength very substantially.

Be prepared for greatly increased expectations in the way of employee benefits. Since 1929, the average annual increase in wages and salaries was 3.9 per cent, but the corresponding increase for benefits was 9.6 per cent! During the 1970's a variety of pressures from the unions, from government policies, and from increased expectations felt by the labor force generally, will almost certainly both increase already traditional employee benefits and generate still new ones.

Health Services, Etc.

The signs are that major changes and expansions will occur in the field of health services and related services in the 1970's. Some of these developments will have direct implications for small business and for professional firms, others will have indirect effects. We advise you to keep an alert eye on developments in this area of the economy.

Fair Winds and a Prosperous Voyage!

That's our wish for you as you set out into the decade of the 1970's. There will be plenty of opportunities for you to profit from, and contribute to, the American socio-economy of the coming decade. Keep an alert eye out for weather signs, set your course wisely and be ready to change it when necessary, give wind to your sails and you can have fine sailing in the years just ahead of us. ■

part III

The Hardware And Software Of Modern Business Management

by James L. Slattery and Richard Gosswiller



It's Your Business!

How would you like to be able to get printed reports from your office—while you're riding in your automobile? Impossible? Not at all. The Smith-Corona Marchant Division of SCM Corporation offers radio teleprinter that can be carried under the dashboard of a car or truck. It costs \$875, and the transmitter required for sending information for it to print out costs \$1,500. (The system is approved by the FCC.)

Have you sometimes been ready to explode with exasperation at the length of time it often takes to get file-folders from their storage files? Then you'll be impressed, perhaps a bit awed, by the system used in the U.S. Army Records Depository at Fort Holabird. There they have "Randtriever I". Developed by the Office Systems Division of Remington Rand, this very elaborate system has a central control station with a human operator. By means of the equipment at her control station, she sends electronically a number-coded file request to the automatic retriever back in the file-storage area. The retriever, which travels along the storage-area aisle at 10 feet per second automatically finds and extracts the requested file and puts it on the retrieval conveyor, which delivers it to the central control station.

Does much of your sales income come from repeat orders? That's the source of about 65% of the sales made by the Ohio Steel Tube Division of Copperweld Steel Company. But the company's old system for handling repeat orders involved a lot of very routine and largely repetitive, but quite expensive, paperwork. At a cost of about \$20,000, they installed a sophisticated new system which makes use of a Friden 2201 "Flexowriter" and an Addressograph-Multigraph Multilith duplicator, with an operator for each of those two machines.

Have you sometimes had a need to dictate some material but were unable to do so because you were away from

your office? The Dictaphone Corporation offers its "Remote Memory Store" device, which allows a business or professional man to use a telephone for complete and completely automatic control of his dictating machine.

Do you need a system for fast on-the-spot customer credit checking? Electronic Computer Systems, Inc. (4471 N. W. 36th St., Miami Springs, Fla. 33166) has its "Veridata Model 100", which is a terminal unit that in about six seconds can check a customer's credit by querying a central location. The unit can be hooked up to EDP systems by standard telephone lines.

And what about the various forms you use in your business or professional practice? Are all of them of the old-fashioned kind that are designed for reading only by human beings? If so, then you may be incurring time-and-money waste you can ill afford. Have you heard about "OCR"? We're talking here about "Optical Character Recognition" one of two processes (the other being magnetic) by which machines can read specially-designed printed letters and numerals accurately and at high speed. Acme Datagraph Business Systems, Inc. (45 E. Wisley St., South Hackensack, N.J. 07606) specializes in the design of "OCR" forms, and they offer a brochure that explains their services.

Well, let's stop here and reflect thoughtfully on the fact that the equipment and systems we've mentioned are only a very few of the total number that are already available for increasing the efficiency of business management and of many aspects of the operation of professional practices.

Hardware and Software

The phrases "computer hardware" and "computer software" refer respectively to the physical equipment used in computer systems and to the various computer programs needed for using a computer, or an EDP (electronic data-

processing) system, which will include at least one computer.

By analogy, the terms "hardware" and "software" are being given broader use today. For example, we've heard some managers and salesmen speak of "training hardware" and "training software". Howe Folding Furniture, Inc. (360 Lexington Avenue, New York, N.Y. 10017) sells its "Coxco-Municator Series X", a programmable tape recorder which, in conjunction with the firm's "Coxco Responder", constitutes a piece of "training hardware". (The machine can also be used in conjunction with slide and film-strip projectors.) Well, just what is the "training software" for that kind of training hardware? It's the content of whatever training or information program may be developed, by some user of the equipment, to be put onto the magnetic tape used in the machine.

We can realistically speak about "accounting-systems hardware" and "accounting-systems software". An ordinary bookkeeping machine is an item of accounting-systems hardware, but an accounting system itself (or a subsystem included in it) will be an instance of "accounting-systems software".

A Modern Management View of Systems and Information

We'll take an artificially simple hypothetical example to illustrate the main points of this topic. Suppose that the "Smith Company" has as its only business activity the distribution, through five regional distribution centers, of the "Bloopers Framistans" which are shipped to Smith Company's central warehouse by the "Bloopers Mfg. Co." In Smith Company's home office there's a central EDP system, which is hooked by phone wires to: (a) a telecommunications remote-terminal installation in the central warehouse; (b) the telecommunication remote-terminals in the five regional distribution centers. Customer

(Continued on page 26)



NEWS

OF THE

LODGES

A HEARTY ALOHA from Brothers of Honolulu and Kailua, Hawaii, Lodges welcomed GER Frank Hise and his fellow meeting-goers the moment they stepped off their plane. Included in the greeting party were Honolulu ER Robert E. Paine and Kailua ER Stanley K. Paine (kneeling, fourth and third from left, respectively); Kailua PDD Warren Flagg (standing, fourth from left); PDD George T. Adams, Former Grand Est. Loyal Kt. Ray G. Medley, and DDGER Martin B. Crehan (standing, sixth, seventh, and eighth from left, respectively), all of Honolulu.



BEAUTIFUL HAWAII brings smiles of anticipation to a trio of most distinguished Elks—GER Frank Hise, and PGERs Horace R. Wisely and R. Leonard Bush—as they arrive with their lovely ladies at Honolulu Airport. Bedecked with masses of the Islands' traditional leis, the visitors—together with a group of fellow Elks dignitaries—recently flew to the lovely 50th state for a three-day meeting of the Grand Lodge Advisory Committee.



HIGHLIGHTING the GL Advisory Committee's recent three-day conference in Hawaii was a brief side trip to the lovely memorial which marks the final resting place of the Battleship *Arizona*, a victim of the Pearl Harbor attack of Dec. 7, 1941. The Elks' party included GER Frank Hise and his wife, Jerry; PGERs Robert G. Pruitt; John L. Walker; William J. Jernick; Horace R. Wisely; Raymond C. Dobson; William A. Wall; William S. Hawkins, and Hobart L. Blackledge; joining them for the visit to the memorial were their lovely ladies; Grand Secy. Franklin J. Fitzpatrick of Lynbrook, N.Y., Lodge, and a trio of Honolulu Brothers—former Grand Est. Loyal Kt. Ray G. Medley; ER Robert E. Paine, and Est. Lead. Kt. Paul Lynch.





GRAND ESQUIRE Marvin M. Lewis (center), a member of Brawley, Calif., Lodge, was feted recently by 250 Elks from throughout the state of California during "Marvin Lewis Night" ceremonies at Brawley Lodge. Sharing an informal pose with Brother Lewis during the festivities are ER Carl R. Russell (left) and the Rt. Rev. Msgr. George M. Scott, San Pedro, a former Grand Chaplain. A camera was presented to Brother Lewis by the PERs Association of Brawley Lodge, in appreciation for his years of service to the lodge and the Order; other activities included the reading of a proclamation signed by Brawley Mayor Lawrence Haas providing for the observance of "Marvin Lewis Day" in the community.



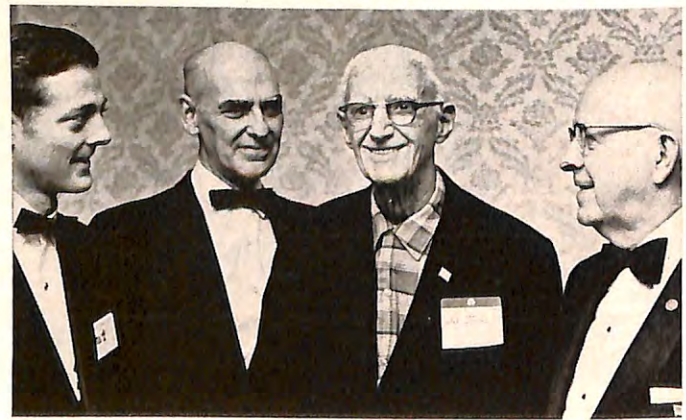
TURNING the first spadeful of earth during groundbreaking ceremonies at North Palm Beach, Fla., Lodge is Florida SP and Dr. R. Lamar Johnston, Vero Beach, as a group of dignitaries present for the occasion bear approving witness. Admiring Brother Johnston's technique are (from left) DDGER George McConnell, Lake Worth; North Palm Beach PER Carl Vaughn, building committee chairman; Brother Leonard L. Miller, in charge of construction arrangements; PGER William A. Wall; North Palm Beach ER Richard Gamache; PDD Robert Grafton, Riviera Beach, and VP Carl J. Hartman, a member of North Palm Beach Lodge.



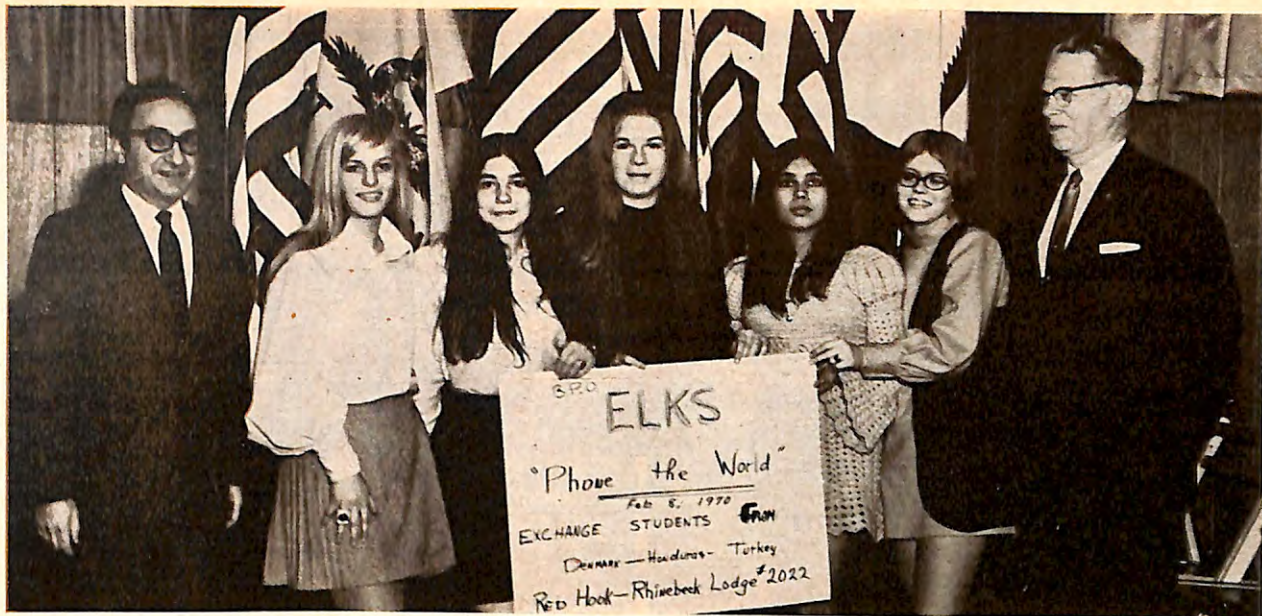
AMONG the many Elks and their guests assembled at Chicago (North), Ill., Lodge for a recent Elks National Foundation sports night dinner were two of baseball's "greatest"—Paul "Dizzy" Trout (left), former pitcher for the Detroit Tigers, and Gabby Hartnett (right), famed former catcher for the Chicago Cubs, and a member of baseball's Hall of Fame in Cooperstown, N.Y. Joining their distinguished guests for a photo recording the happy event are a trio of Chicago Elks: Grand Trustee George T. Hickey, ER Robert W. Reuter, and PDD Alex C. Birren—all of Chicago (North) Lodge.



AN OFFICIAL VISIT to Peekskill, N.Y., Lodge by SP and Judge George J. Balbach (third from right), Queens Borough (Elmhurst), prompted this semiformal photographic gathering of some of the dignitaries who were present for the occasion: (from left) PDD Martin J. Traugott, New Rochelle, a former member of the GL Americanism Committee; PDD James A. Gunn, Mamaroneck, a former Grand Esteemed Leading Knight; VP Patrick J. Minor, Peekskill; DDGER Barney J. D'Amata, Ossining, and PDD Michael J. Gilday, New Rochelle, a former Grand Tiler. Brothers Traugott, Gunn, and Gilday are also Past State Presidents.



BRISTOL, Connecticut, Brother Henry L. Young (second from right) flashes a delighted smile after being recognized in a recent ceremony as the oldest living PER of Bristol Lodge. Sharing a photo with Brother Young—who was honored at a recent Old-Timers Night—are (from left) ER John D. O'Neil Jr., Est. Lead. Kt. Vincent Garvey, and SDGER Arthur J. Roy, a Willimantic Elk, who recently became a 50-year member of his lodge. A number of Brothers from Torrington, New Britain, Winsted, Southington, Naugatuck, Willimantic, and West Hartford Lodges were also present for the event.



SEVERAL FLAGS form an appropriate backdrop for Red Hook-Rhinebeck, N.Y., Elks' "Phone the World" participants—five foreign exchange students who attend high schools in the area. The program arranges for post-holiday phone calls from the students to their families in faraway countries; this year's callers, shown with ER Emanuel Mangione (left) and PER Howard L. Laib, event chairman, are: (from left) Agnete Dissing of Denmark; Ibtihal Alyanak, Turkey; Abigail Rider, Finland; Regina Funes, Honduras, and Jana Kjaer, Denmark. The annual program is now in its sixth year.

LODGE NOTES

PRINCE GEORGE'S COUNTY, Md. The lodge-sponsored scout troop recently held a court of honor in connection with its first anniversary.

Ten additional boys were brought into the troop during the past year, nine of whom are still active. Each of the charter members advanced at least one rank in the course of the year.

The scouts' activities in 1969 also included three service projects for Prince George's County Lodge.

FORT WORTH, Tex. A total of 2,100 helping hands were recently extended by members of Fort Worth Lodge in their annual charity drive. The drive netted approximately \$12,000, and it is estimated that over 15,000 needy children will benefit from these efforts.

FARGO, N.D. Members of the lodge have reason to be proud of one of their Brothers, PER Frank C. Mirgain. Brother Mirgain, Dean of Engineering at North Dakota State University, Fargo, was recently named "Boss of the Year" by the Fargo Jaycees.

PLYMOUTH, N.H. The family of Brother Albert Gilbert was recently the recipient of a check for \$325 donated by fellow lodge members. The contribution—which represented proceeds of a lodge dinner-dance—was slated to help meet expenses incurred through the prolonged illness of a family member.

ER Russell L. Merrill presented the donation to Brother Gilbert and his family on behalf of Plymouth Lodge.

COLUMBUS, Ohio. More than 1,000 Ohio Elks are expected to attend memorial services scheduled for PGER Fred L. Bohn on Saturday, May 2, 1970. The eulogy for PGER Bohn is to be delivered by PSP E. Gene Fournace, Newark, currently serving on the Board of Grand Trustees. A distinguished member of the Ohio Court of Appeals, Brother Leonard J. Stern, Columbus, is slated to give the general eulogy.

PGER Edward J. McCormick will head the procession for the rites with other Grand Lodge notables, followed by District Deputies, state Elks officials, and other dignitaries. Those attending the service will be asked to sign a "Book of Memory" for future presentation to the Grand Lodge Archives at the Elks National Headquarters in Chicago.

NORWOOD, Mass. A tribute to 21 living former Presidents of the Massachusetts Elks Association—a small plaque commemorating their years in office—was given by association members recently. Four of the honorees—PDD's James A. Bresnahan, Fitchburg; Dr. Henry I. Yale, Peabody; John J. Murray, Fitchburg, and William H. Shaw, Adams—were unable to attend the ceremony; their plaques were forwarded to them for later presentation.

PLATTSBURGH, N.Y. Lodge members mourn the loss of one of Elksdom's oldest active officers, PER Thomas H. Smith. Brother Smith died recently at the age of 92; he was a charter member of Plattsburgh Lodge, and an Elk for 69 years. A room in the lodge's quarters had been dedicated to him a short time ago.

PER Smith is survived by his widow, Lillian, two sisters, and a brother.

BURLINGTON, Vt. A lucky Stray Elk—Bellevue Falls, Vt., Brother Floyd E. North—was named winner of an all-expense 15-day Hawaiian tour for two in a recent drawing. A total of \$28,000 was raised by the drawing, with the tour as first prize; the money is slated to benefit the Silver Towers Camp for Retarded Children, the state major project.

FROSTBURG, Md. Elks and their ladies recently hosted a night of recreation for the senior citizens of Frostburg. The evening's entertainment included performances by local talent, prizes, and refreshments prepared by the Elks' ladies. Among those attending the affair were ER Joseph Paletta and Brother Richard Kamauf, event chairman.

OXNARD, Calif. The lodge's riding group made its debut recently in a local parade. ER N. A. Pena led the group, flanked by PERs carrying American and Elks flags.



A STANDING TABLE—useful in the treatment of young cerebral palsy victims—is presented to Miss Mano Borg, physical therapist at Memorial Hospital in Long Beach, Calif., by Brothers Art Nesbitt, Floyd Miller, and Carl Porter of Long Beach Lodge's major project committee. The committee, under the supervision of Tom Kosley, have made 26 of the tables for patients between the ages of five and fifteen; they are now processing a number of requests for more. The tables—necessary for the patient to stand and coordinate arm movements—cost about \$80 to make, and about 10 hours to complete; they are mobile, with adjustable heights, detachable headrests, and sliding Formica tops, and are given free to the recipient.



A \$615 CHECK for the Massachusetts Elks Association scholarship fund—one of the largest single contributions ever made—is presented by Chelmsford ER Robert W. Murray (second from left) to DDGER Nicholas J. Mazzoni, a lodge member, as Herbert J. Dunn (left), state major projects chairman, and Massachusetts SP Joseph E. Brett look on approvingly. Past Exalted Rulers of Chelmsford Lodge raised the money for the contribution by staging a highly successful "Gay Nineties" Party.



A \$460 CHECK is presented to Mr. Joseph Ferrandino (right), of the Nassau County division of the American Cancer Society, by Levittown-Hicksville, N.Y., PERs Francis J. Mulligan (center) and Alfred Donegan. The gift—made in memory of Marie Donegan, Marge Seelinger, and PDD Henry J. Moltzen—represented the entire proceeds of a cocktail party and dance held by Levittown-Hicksville Elks to honor Brother Donegan.



TWO CHECKS for \$1,000 are presented by Omaha, Neb., ER C. Lee Brady Jr. (left) to Freddie G. Zander, Omaha, state Elks National Foundation Chairman, and state Secy. and PDD Chester O. Marshall, Kearney. The checks represent memorial funds for two departed Nebraska Brothers—PSP and PDD Max C. Stanley and PSP M. E. "Hap" Wilson, both of Omaha Lodge, who had devoted many years to Elklom on the state and local levels.



A SMILING father-in-law—Bennington, Vt., Brother Horton Bahan (standing, left)—joins ER John B. Harte in posing for a photo with his three sons-in-law, all recently initiated into Bennington Lodge. The new Elks are (seated, from left) John Masi, Charles A. Perkins Jr., and Leon V. Smith. The happy event followed on the heels of a recent tribute to Brother Bahan by his fellow Bennington Lodge members.



A PLAQUE honoring comedian Bob Hope's "devoted service to his country" is presented to his brother, Fred Hope, of Cleveland, Ohio, by GER Frank Hise. Brother Hise made the official presentation on behalf of the members of Warren, Ohio, Lodge, who arranged the award as a "testimonial of recognition" for the famed entertainer; the ceremony was held in conjunction with the Grand Exalted Ruler's recent visit to Warren Lodge.



WEST CHESTER, Pennsylvania, Mayor and Brother J. Herbert Chambers (center) flashes a proud smile after witnessing the initiation of two of his sons into the Order. The new initiates are Thomas (left), a councilman in the Borough of West Chester, and J. Herbert Jr. (second from right); joining them for a photo marking this great family event are PER and Trustee Henry P. Corcoran, the new Brothers' uncle, and another brother, Daniel, who has been a member of West Chester Lodge for some time.



A GROUP of young musicians—members of the Tacoma Youth Symphony—share a happy moment with their organization's assistant director, Mr. Ed Johns (fourth from left), and a benefactor—Lakewood, Wash., ER Don C. Shoemaker. The youngsters appeared recently at Lakewood Lodge to sell light bulbs to the Elks to help finance a summer trip to the Youth Symphony Festival in Zurich, Switzerland; lodge members responded both by purchasing the light bulbs and presenting a donation to further aid them in achieving their goal. (Lodge News continued on page 50)

THE THRILL of a meeting with a real major-leaguer—Sparky Lyle (center), of the Boston Red Sox—is reflected on the faces of the young members of Millinocket, Me., Lodge's Little League team. Shown with the youngsters and their hero of the evening is Coach Ernest Levasseur, a Millinocket Elk. The occasion: the lodge's annual Father-Son Banquet—attended by more than 300 Elks and their guests—which honored the team's 1969 town championship.



DES PLAINES, Illinois, Brother Jerry Schutzenhofer (left), lodge social and community welfare chairman, presents a check on behalf of the lodge members to Mr. Lloyd Swisegood of the Shady Oaks Camp for cerebral palsied children, near Fremont, Ill., as ER Ernest Kovarik and Mr. Swisegood's son Donald look on. Donald is representative of many young CP victims aided by such donations, whose progress has enabled them to participate in various camp activities.



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A GOOD INVESTMENT TIP

FINDING A GOOD INVESTMENT these days is a harder job for most of us than it was a short time ago. But there is one investment that is always good, regardless of the current state of the economy. That investment is the Elks National Foundation. It offers safety and high yield, an unusual combination especially in a growth situation.

ON THE SCORE OF SAFETY, every penny that has been invested in the Foundation by Elks since it was established in 1928 is still working to finance Elk benevolences. In fact, that penny has grown at least one-third because of the careful management by the Foundation's Trustees.

THE YIELD is an even better story. Let me illustrate it by taking my own State of Oregon as an example. Our Oregon Elks have contributed over \$316,000 to the Foundation since 1928. In that same time the Foundation has returned to Oregon \$147,000 in contributions to our eye-care program, scholarships for Oregon youngsters and other benefits. That's a return of 46 per cent.

BECAUSE THE FOUNDATION is doing so much to support Elk benevolences in every State in the Union, because it is such a fine investment, the Foundation is growing every year. That's the kind of growth situation that appeals to Elks.

TO EVERY ELK who has made a gift to our Foundation this year, my thanks. To those who haven't, I say do it now. You'll never find a better investment that pays more rewarding dividends than the Elks National Foundation.

Sincerely and fraternally,

A handwritten signature in cursive script that reads "Frank Hise".

Grand Exalted Ruler

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1970 YOUTH LEADERSHIP WINNERS



Sherry Oliver



Adrian Call



Antonia Ianniello



Randy Rountree



Kathleen Wright



Gary Wright



Sherry Lee Oliver, 18, of Moab, Utah, and Adrian Parker Call, 17, of Pocatello, Idaho, are the winners of the 21st annual Elks National Youth Leadership Contest. Both were sponsored by their hometown lodges. Each will receive a \$2,000 U.S. Savings Bond award, to be presented during the Elks national convention in San Francisco in July.

The winners of the nationwide competition among high school seniors were chosen for their outstanding records of leadership, citizenship, perseverance, resourcefulness, and sense of honor.

Second place winners of \$1,600 bonds are Antonia Beatrice Ianniello, 17, of East Rockaway, N.Y., sponsored by Lynbrook, N.Y., Lodge, and Randy Winsler Rountree, 17, of San Angelo, Tex., sponsored by his hometown lodge.

Third place winners are Kathleen Elizabeth Wright, 18, of Dubuque, Iowa, and Gary Williams Wright, 17, of Fairmont, W. Va. They will receive \$1,250 bonds. Both were sponsored by their hometown lodges.

Gerald L. Powell, Peru, Ind., was the GL Youth Activities committeeman in charge of the competition. Chairman of the committee is Michael J. McNamara of Brockton, Mass., Lodge.

The three judges who selected the national winners were Mrs. Helen Delich Bentley, chairman of the Federal Maritime Commission, and Senators George L. Murphy (R-Calif.) and Edmund S. Muskie (D-Maine).

Activities of many kinds hold great interest for Sherry, one of America's Outstanding Teenagers for 1970. She is editor of her high school paper, the Sage, which recently won an award from Quill and Scroll, student journalism honorary society. Her scholarship and leadership have led to membership in the National Honor Society, and to being named a delegate to Utah Girls' State last summer. Sherry is also a very active member of the Church of the Latter-day Saints, to which she devotes a great deal of her time.

Music looms large in the many activities which occupy Adrian; an accomplished artist on the cornet and trumpet, he has won many music awards, and twice attended, on scholarships, the Midwestern Music and Art Camp at Kansas University in Lawrence, where he was chosen king of the 1968 session. Also an Outstanding Teenager for 1970, he has been active in student affairs, serving as president of his high school's student body, and as president of the Idaho Association of Student Councils; he also headed his state's delegation to the National Association of Student Councils convention in Baltimore, Md. Adrian's popularity and leadership also won him the office of Governor at the 1969 Idaho Boys' State, which led to his serving as a counselor at Montana Boys' State; he also attended Boys' Nation in Washington, D.C. Like Sherry, he is an active member of the Church of the Latter-day Saints.

He Who Fishes Foremost

By George Sessions

THE TITLE OF this article really should be "THE COMPLETE ANGLER". But that one has been taken.

My concern has to do with why it is some fishermen do better than others at angling under the same circumstances. Do you know the answer? Have you been outdistanced by these super people?

Several possibilities come to mind:

- Type of bait
- Excellence of rod and reel
- Choice of lure
- Selection of location
- Awareness—experience
- Sensitivity
- Faith

Yet, probably none of these explain the phenomenon—or all of them do. No one thing does it. It's the *whole man*, with or without waders, hip deep in determination that does it. Or is it?

Not knowing why I have been skunked more than once by a fishing partner, the following is the result of a survey I have made of fishers who ought to know. Be patient with their answers. It is something like reporting upon love. The experience is rewarding but to examine the elements of the process is something else again.

Most of those interviewed had to dig deep into their creels of experience to come up with anything like a creeper. A familiar beginning was, "Well, I really don't know—but—"

Those contributing ranged widely in locale and in reaction to the query. Most took it seriously but David Keppel, Washington, D.C., Health Education & Welfare man, said, "I go fishing when I want to go. If the fish don't want to bite when I'm there, they can stay in the damp and dank and drown for all I care. I'll admit I fish what I want to fish with, not necessarily what makes the most sense. And I like the fun of using artificial lures. I often get skunked by the gent who is on the water at dawn with live bait, but I will be better tempered and won't smell like Gloucester, Mass. when I get home."

Keppel is hard to get the truth from but I guess he is saying that fishing the hard way has its price. He just isn't a meat fisherman and likes it that way.

George Nuttal, retired Navy Warrant Officer, of San Diego, California, has time to work at it and does it well. When he goes he goes for the

(Continued on page 27)

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(Continued from page 16)

orders come by phone or mail into the regional distribution centers. From each order received a punched card is developed, and a punched card is also developed for each order shipped out. Similarly, the central warehouse punches cards for each shipment it receives from Blooper Mfg. Co., and for each shipment it sends out to one or another of Smith Company's regional distribution centers. And in Smith Company's home-office administrative offices, a number of other punched cards are prepared for various general accounting and financial purposes.

A master computer program embracing a number of complicated sub-programs will have been developed for operating the whole system automatically. Let's see what will happen.

The regional centers feed their daily batches of punched cards into their remote terminals and the data from those cards whizzes off by phone wire to the company's central EDP system. The warehouse feeds its daily batches of punch cards into its remote terminal, and the data from those cards too goes into the central EDP system.

Under the guidance of its master computer program, if it's been designed in the way we'll assume here, the central EDP system automatically does all of the following things. It determines the current inventory levels both for each of the regional distribution centers and for the central warehouse and for the company as a whole, and it determines the accounting values of those inventories. From the orders received

(Continued on page 58)

Obituary



PAST DISTRICT DEPUTY Frank T. Lynde, a member of Antigo, Wisc., Lodge, died Feb. 13, 1970, at the age of 74.

Brother Lynde served as Exalted Ruler of Antigo Lodge for the 1935-1937 lodge years, and was appointed District Deputy Grand Exalted Ruler of the state's Northeast District for 1937-1938.

PDD Lynde also served as President of the Wisconsin Elks Association for 1940-1941, and as Chairman of the GL Committee on Credentials for the 1958-1959 lodge year. He was an Honorary Life Member of Antigo Lodge.

Survivors include his widow; a son; a daughter; one brother, and two sisters. Memorial services were held for Brother Lynde Feb. 16, 1970, by members of Antigo and Green Bay Lodges, with interment at Antigo Catholic Cemetery.

(Continued from page 25)

day and usually brings home a bag full. I asked him what makes the difference and he came right back with the answer, "patience." To fish, according to George, is to relax and wait. "The nervous reservist," he says, "is likely to come home empty handed. Easy does it. A guy has to block out enough time to go fishing right."

And yet, George is a cat on a hot tin roof about other matters. What makes the difference when he goes fishing?

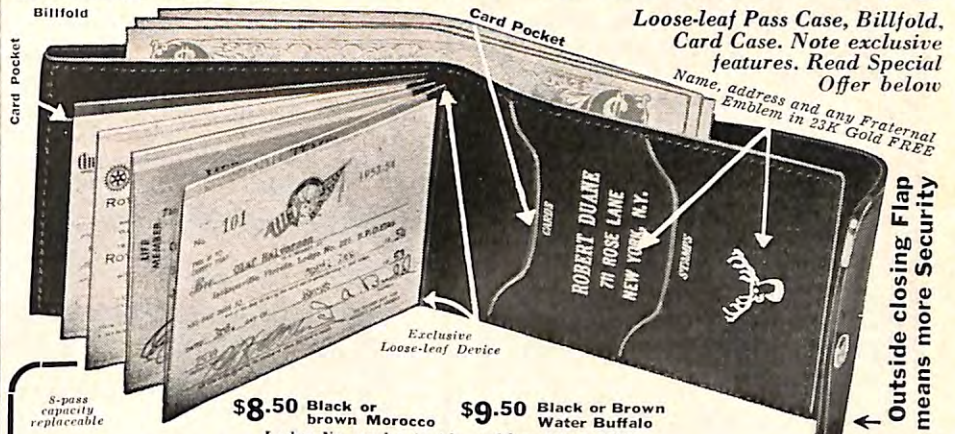
I asked one of the greatest fishers I know and he said, "Impatience makes the difference." It was Levi Young, of Phoenix. "Too many fellows overwork the same hole," he pointed out. "With trout, particularly, a few casts will suffice. If you don't hit, move on. It's likely you're in the wrong place or the spot is spooked. Keep moving to get the maximum number of tries."

How about that? Two successful fishermen sharply opposed in the matter of piscatorial approach.

I met Mr. and Mrs. George Cheverson, of Canada, in Arizona's fish-famous Oak Creek Canyon and dared interrupt their early morning stream-side activity. The discussion was rewarding. George, a recently retired Ford Motor Company quality control executive, had fished in

(Continued on page 58)

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Flag Day 1970

Flag Day, 1970, should be more than a "routine" traditional and mandatory observance of the anniversary of our flag—the beautiful symbol of our nation. As one of the minimum goal programs for Americanism, we urge each lodge to demonstrate what good citizenship really means by honoring one or more distinguished people of the area who have devoted years to being good Americans, and do it as part of an expanded Flag Day service.

These are people who have been involved in various civic, patriotic, or educational programs of benefit to all, and are typical of the contribution of good citizens who, over the years, have made the United States of America a wonderful place in which to live.

If you honor one or more of these good citizens with a program of recognition, a citation of achievements, and with the presentation of an American flag in connection with your Flag Day observance, you will find the entire community interested in the event. Each new Exalted Ruler should use his own initiative and the resources of his community to make this one of the first outstanding events to be sponsored by his lodge during his year in office.

Good Elks everywhere honor our flag as Proud Americans!

Edward L. Harbaugh, Chairman
GL Americanism Committee



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10 Keys

(Continued from page 13)
your sales operations. And how about customer conservation—have you been giving enough attention to that?



Pay attention to the security problem

Whatever the reasons may be, the fact is that just about every kind of theft and fraudulent practice is on the rise in the U. S. Don't count on the new law and order campaigns to cut it down, at least not soon. And don't become so overly preoccupied with the more obvious kinds of business crime, such as banditry, that you overlook the others: embezzlement, bad check passing, fast shuffle phoney franchises, internal theft of equipment and supplies, and so on.

Carefully review your insurance program to see that you are adequately protected from losses from criminal acts of any kind. And make sure that you have a good system of internal controls: good bookkeeping, good inventory auditing, good general accounting and auditing. If your business is of a kind that invites burglary or hold-ups, learn all you can about professionally recommended ways of safeguarding yourself from these hazards.



Plan for financial growth!

For many Americans the term small business calls to mind the

Mom-and-Pop store. That type of business is still important in America, but it's not the ideal kind of small business today, even though it represents the most that many small businessmen can handle.

The outstanding single difference between big-business attitudes and the traditional small business point of view is that big companies are dominated by the idea of growing!

If you're starting up in business, or if you've been in business but are far from retirement, you'll be wise to aim at financial growth! That's almost certainly the best aim you can have if you want your business not only to survive during the tricky decade of the 1970's but operate with increasing profitability. We know many a small businessman who has said "I don't want to get any bigger. Too many headaches."

Well, what he wants is one thing and what the economy of the 1970's may permit for him may well be quite another thing.

We're not suggesting that you expect to duplicate the amazing financial success of an entrepreneur like H. Ross Perrot, the Texas computer tycoon who started out with



\$1,000 and became a billionaire in only eight years.

We do suggest that you work out a carefully planned and quite realistic program for steady financial growth of your business during the 1970's. The successful execution of such a plan can do all of these things for you: build strength and safety, increase your chances for getting loans and investment capital, improve your relationships with your suppliers, increase your chances of selling your business at a satisfactory price, improve your management skills and enhance your business reputation.

The 1970's will be full of problems, some of them quite new both to big business and to small business. But they also will be full of opportunities for profits.

Use these "10 Keys to Profits and Growth" to make sure that you get your share of those profits. ■



ELKS NATIONAL SERVICE COMMISSION



Ohio State Elks Association recently contributed \$250 for veterans' rehabilitation at the Ohio Soldier's Home in Sandusky. PDD L. L. McBee of New Lexington, right, is shown presenting the check to ER Earnest E. Roehrs of Sandusky.

A man who was an orphan with no known relatives, a veteran, and a mental patient for five years became economically independent for the first time in his life this past summer.

A small achievement it may seem to some, but for those who know the heartbreaking struggle with loneliness, alienation, and lack of confidence that all mental patients contend with daily it is a personal triumph for the veteran as well as the professionals and non-professionals who helped him find his way.

Although this particular patient had all the resources and support of the Chillicothe, Ohio, Veterans Administration Hospital, perhaps his greatest lift came from the Ohio Elks Association.

For patients nearing discharge, the Elks provide monthly entertainment programs, summertime picnics at a community park, Christmas dinner and an annual Flag Day celebration at the Elks lodge, plus yearly conferences on employment problems of the mentally restored, sponsorship of a Committee on Employment of Restored Veterans (CERV), and an Indigent Patient Fund to bridge the gap between hospital living and the first pay check.

In addition the Elks follow through by working to broaden employment opportunities for discharged patients. CERV reaches out to employers in the area, bringing them together with patients for simulated job interviews, which serve to overcome employer as well as patient fears and misconceptions of each other. And, on occasion, these interviews have led to employment of eligible patients.

All this is a result of a cooperative voluntary effort on the part of Ohio Elks Association and members of the Chillicothe Lodge.

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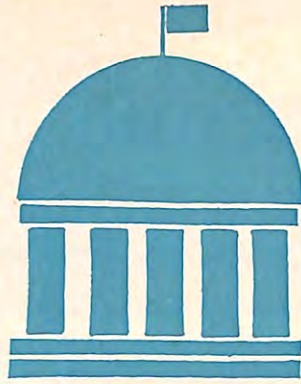
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AROUND WASHINGTON

SENATOR IN A NIGHT SHIRT. Senator Richard S. Schweiker of Pennsylvania is now entitled to wear a night shirt and silk top hat every Groundhog Day since his induction into the Slumbering Groundhog Lodge of Quarryville, Penn. He wore the lodge costume for the first time in the auditorium of the Senate Office Building when he was made a member of "the oldest organization of its type." It meets once a year to observe Groundhog Day.



POLLUTION has become a prime target for attack. The President and Congress are agreed that action must be taken to clean up the nation's water and air before it is too late. Multi-billion dollar programs are in the works, including one to help local communities build more sewage disposal plants.

A GUARD ON EMBASSY ROW is now maintained by a special protective force arranged by the State Department after embassies, legations and chanceries protested about robberies and burglaries.

DO-SI-DO IN THE PENTAGON. Many bachelor girls here sit home lonely at night because their sex outnumber the men. But some have found square dancing is the way to a man's heart. Nothing could be more removed from the sophisticated cocktail circuit than the sight in the Main Concourse of the Pentagon every Tuesday night. The Bachelors and Bachelorettes, who gather for an old-fashioned hoe-down, are one of an estimated 135 square-dance clubs in the Washington area. No drinking is permitted. Ten couples have met and married in the

two years since the club was formed to help single people meet.

VIOLENCE IN THE SCHOOLS here reached a new peak when a 15-year-old boy was shot to death in a junior high school. Police and other government monitors now patrol the city's 46 public schools.

THE HORSE ATE THE CAKE at a recent birthday party here. But it was all right. The carrot cake had been specially baked for Blackjack, a retired Army horse, by Mrs. Nancy Shadow, wife of a retired Army colonel. It was the 23rd birthday of Blackjack, who is stabled at Fort Myer, Va.

AMERICAN TROOPS have been stationed in Europe as part of the NATO defenses for more than 20 years. But sentiment is growing in the Senate for the proposal of Senate Majority Leader Mike Mansfield of Montana. He wants to start bringing home some of the 315,000 men who are still over there in Germany, England, Spain, Italy and elsewhere.



AFTER DARK IN WASHINGTON is a time when more and more folks prefer to stay home. Downtown restaurants complain that business has slacked off because their customers are afraid to walk the streets at night. Crime figures for 1969 reveal that armed robberies increased 44 percent to a record high of 7071, or an average of almost 20 a day.

A SEXY MOVIE, replete with violence, that has become the talk of Capitol Hill was made not in Hollywood or

Sweden but by the U.S. Treasury Department. "That's What It's All About" has gunplay, buxom girls, and high-speed motor boats with scuba-diving federal agents as its heroes. The Treasury made the movie to punch home its point that gun-control laws curb crime. Congressional critics who have seen it, however, complained that it was overdramatized, uninformative and immoral. The film has been withdrawn from distribution after being shown about 50 times in 30 cities.



BURNING BRAS. Women's Liberation, a new national organization of mini-skirted young women, has become active here. Members of the Washington chapter have interrupted hearings of a Senate subcommittee investigating birth control pills with shouts of "Why isn't there a male pill?" They are campaigning for equal rights, pay and status for women. However, they have not yet gone as far as their sisters in other parts of the country who have burned their bras in public to protest the treatment of women as sex symbols.

GET THEIR GUNS is the goal of Metropolitan Police Chief Jerry V. Wilson, who recently started "Operation Disarm the Criminal" to remove guns from known criminals. Assigned to help him are 50 federal agents.

THE NATION'S 31 AIRLINES, under pressure by the Nixon administration, have agreed to install pollution control devices on their 1,000 jetliners, beginning this spring. They have promised to complete the job by Dec. 31, 1972, two years ahead of the deadline they had originally sought. HEW Secretary Robert H. Finch said that this agreement eliminates any need for legislative action. Pollution control advocates in the government were pleased over this accomplishment. But they recognized that their biggest problems still remain unsolved. While the smoke emitted from jet planes on take-off and landing is a nuisance, they said that it did not pollute the atmosphere anywhere near as much as cars and factory chimneys.

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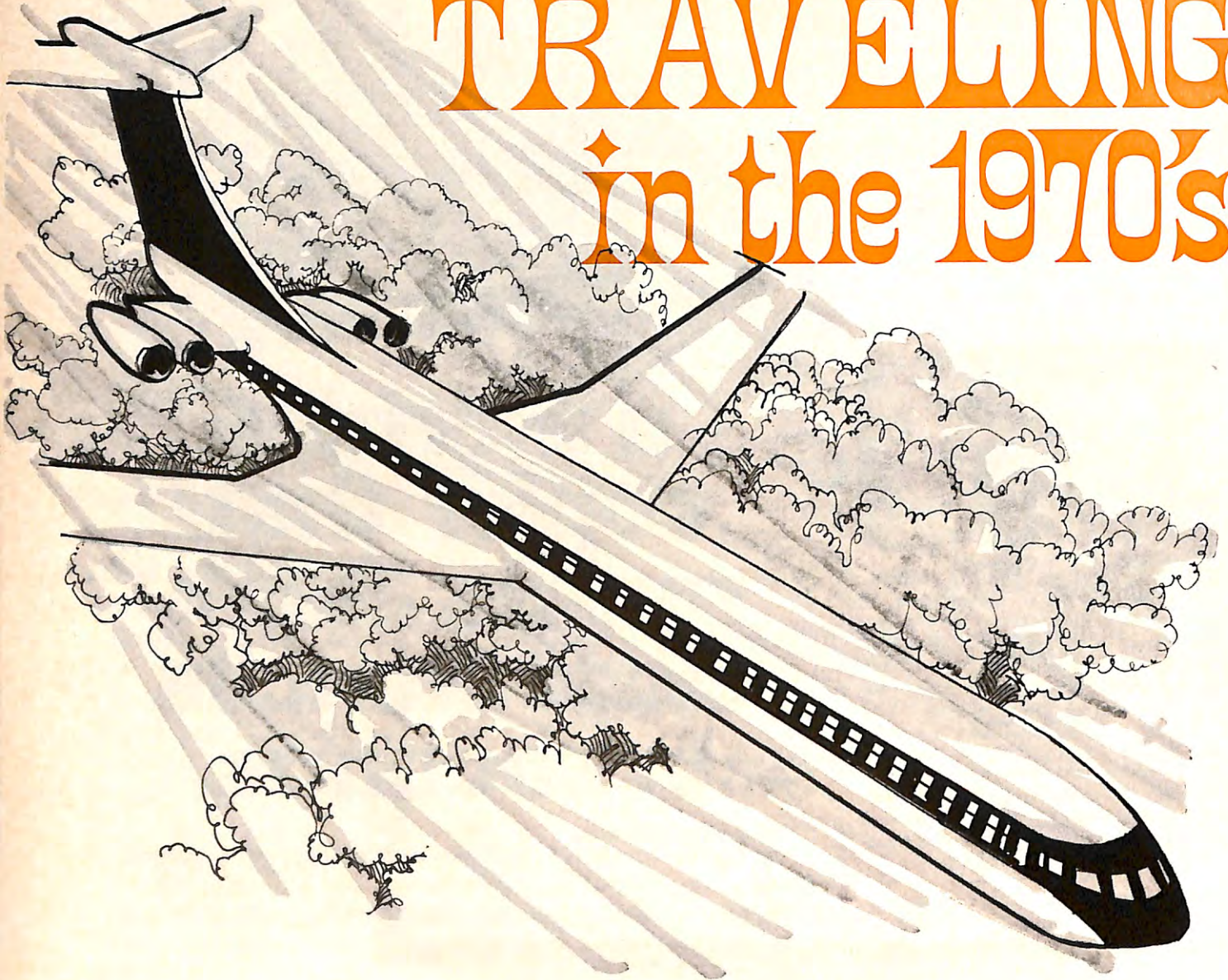
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ELK-5

FOR ELKS WHO TRAVEL:

TRAVELING in the 1970's



By Jerry Hulse

FOUR MONTHS AGO, on a crisp January evening, the decade of mass transportation was launched at New York's Kennedy International Airport. Lumbering down the runway, a Pan American World Airways 747 jet with 382 passengers took to the skies on the first commercial hop of the jumbo jet age. A few days earlier the Boeing aircraft was christened by Mrs. Richard M. Nixon, while a month before this, newsmen and travel writers gathered in Seattle for a preview ride on the huge new jet. Outside the Boeing plant they boarded the \$20 million 747, the world's largest commercial jet transport, for a 2,422-mile flight to New York.

If indeed the Soaring Seventies is to be the decade of mass transportation, the 747 then launched this exciting new

era. Flying in the 747 is like soaring into the skies from a lounge in your living room. Gone is the sensation of being buttoned up in a metal tube. Instead, passengers relax in wide new seats and stroll the jet's roomy aisles. (Anyone hiking down one aisle and up the other will cover half again the length of a football field.) Writers on board the preview flight faced only one problem: getting used to the spaciousness of the plane and the sensation of having never left the ground. Fourteen stewardesses prepared cocktails and drinks at half a dozen galleys while the passengers watched the blinking lights of the 747's inertial navigation system, a system which Boeing says makes its jet the safest airliner ever to fly.

The 747, though, is one of only three types of jumbos which will carry record new passengers through the Seventies.

There will also be Lockheed's L-1011 and Douglas' DC-10, both tri-jets. (Boeing's 747 is powered by four engines). They will carry approximately 275 passengers at about the speed of the 747. Several weeks ago I spoke with Jackson R. McGowan, the president of Douglas Aircraft Co. McGowan predicted that the greatest problem facing air travel in the 70s will involve crowding—both in the skies and on the ground. He said air congestion will be reduced, however, through the use of new navigational aids which will allow commercial jets to fly "closer safer." Said McGowan: "If you know another jet is only five miles ahead, but you know exactly where he is, this is what is important." He predicts that weather, one of the big bugaboos of flying, will no longer be a problem. With the use of automatic devices, low fog and clouds will pose no diffi-

culties. "The big hangup in the future may face the pilot after he's on the ground," said McGowan. "Getting down will be a cinch. Trying to find the terminal in the fog will be another matter."

McGowan said air traffic controllers will be assisted by satellite surveyors beaming back information on approaching jets, "helping the controller to track an aircraft to within a few feet of its actual position." On the other hand, preparing airports for the soaring seventies will be a multi-million dollar undertaking. "A modern airport costs from \$300 million to \$1 billion to build today," McGowan said. "Take Los Angeles International: it's probably one of the best airports in the world today. To prepare for the big new jumbo jets and all the accompanying changes will probably cost Los Angeles taxpayers \$100 million more."

One of the worst airport problems will involve terminal facilities and axis roads. McGowan believes satellite terminals may be the answer—terminals spread around a city. He pointed to New York's Westside and Eastside terminals as examples. "Passengers in the future will check into a terminal near their home and then either board a bus, STOL aircraft or helicopter for the trip to the airport. Motorists who insist on driving to the airport will have to park some distance away. Los Angeles has already put the plan to work with off-airport parking. After leaving their cars passengers are delivered by bus over private roads to their terminals." As for the new jumbo jets—Douglas' DC-10, Boeing's 747 and Lockheed's 10-11—McGowan believes passengers will feel more secure than in the present jets. "They'll be able to walk around the airplane with ease. It will take away the feeling of being squeezed." Douglas' DC-10 can, if necessary, fly on a single engine. Should the tri-jet lose two engines, say en route to Hawaii and at its precise point of no return, it could continue on or return to the mainland (depending on the most favorable winds) simply on one engine. Should the autopilot cease functioning three others will be on standby.

McGowan said the DC-10 is being designed more for the passenger than the 747 was. "This means it will be a more comfortable airplane." (The DC-10 will be flying commercially by the end of 1971.) To get an idea of its hugeness, the marvelous and dependable old DC-3 of World War II would fit snugly inside the topside engine with only the nose and tail section protruding. Before the end of the 70's stretch versions of the DC-10 no doubt will be carrying 500 passengers and a stretched 747 will take on perhaps 700 persons. "And eventually we'll have jets hauling 1,000 passengers, although not in the

70's," McGowan said. As for filling the big jets, this may be a problem—at least in the beginning. "A merging of airlines in the 70's is more than likely. It will be an economic necessity. The 70's will be the era, eventually, of mass transportation by air." This brings up one problem which worries McGowan: Will the airlines be able to maintain a feeling of graciousness and hospitality? "I hope we can keep alive the feeling we have now—that the passenger really is welcome aboard the plane. How, though, do you keep your employees from looking at these great plane-loads of passengers as just so much cattle?"

Later I spoke with Lockheed vice-president K. E. McMullen about the jumbo age. One of the biggest changes McMullen forecasts for the 70's involves air fares. New York to Los Angeles probably will be \$50 . . . round trip to the Orient will be \$300 to \$350. "In other words, the jets will be bigger and travel will be cheaper," McMullen said. "Two weeks in Europe—even from the West Coast with jet fare both ways, hotels—the whole package—may run as low as \$500, even less. Filling the big planes will no doubt be a problem in the beginning. The 747 is in for some headaches. It is first and will have to put up with all the improvements—the waiting, that is, for improvements. The only airport really prepared for the 747 in the whole world is Orly in Paris. People on the ground will be the single biggest problem in the jumbo age—the traffic, parking, ticketing, baggage handling. The technology is not there yet. The airports are owned by others. I mean others than the airlines themselves. Many haven't considered the problems. It's going to take a lot of planning. The best airport in the world is Dulles. They have plenty of parking. Their 'people carriers' are marvelous. They're thinking ahead at Dulles. Now they're building, or they're going to build, multi-deck parking. Not only that, they've plans for a rapid transit system from downtown Washington, D.C."

Traffic around the airports, at least during the first years of the 70's, will be horrendous, McMullen said. "A lot of people will be flying who never flew before—15 to 20% increase a year all during the decade." Lockheed's 10-11, unlike the 747, will be able to get in and out of smaller airports such as LaGuardia, Midway and Hollywood-Burbank. McMullen agrees with Douglas president McGowan that the big airplanes will take away the fear of flying. "Passengers won't feel as if they're being stuffed away inside a fuselage." McMullen forecasts the use of VTOL aircraft which will "rise quietly and take off (once at altitude) swiftly." This would eliminate the necessity of the huge airports today—except, that is, for the SST.

As for the SST, Lockheed is thinking of a supersonic, but something in the range, perhaps, of Mach 1.1, or about 900 m.p.h. "The problem is sound. Unless you can fly over land at top speed—and this causes a tremendous sonic boom—then the airplane isn't really practical. It would be good for over ocean flying only. The plane we have in mind could fly over land in the low supersonic range which isn't accompanied by all the noise."

American airplane manufacturers agree that two problems facing the Anglo-French-built Concorde SST are noise and economics. One engineer said the jet "will be loud and not very cheap to operate." Nevertheless, the Concorde will be flying by in 1973, crossing from Paris to New York in only 2½ hours. First in the skies with an SST, though, will be the Russians with the Soviet-built TU-144. It is scheduled to be flying sometime next year. On the other hand, the United States' long-discussed SST probably won't begin flying the commercial air lanes until the late Seventies. The American SST will be the biggest supersonic in the skies.

With the Seventies, never will travel be quite the same again. The Seventies will be a decade of new comfort as well as one of mass transportation. Magnificent new hotels are on the rise everywhere; the dreary red tape of entering and leaving a country is being eliminated to a degree; ground transportation is being improved and the tourists themselves are learning to take it easier—avoiding the "it-must-be-Tuesday-this-is-Brussels" routine.

Still, there are huge problems to be overcome. Getting off the ground may prove to be the biggest thorn of the Seventies. That is, making sure you get to the airport on time. Passengers are constantly missing flights at Kennedy and L.A. International because of the horrendous traffic jams around the airports. Prediction: in the Seventies passengers will be leaving their cars miles from the airport, boarding helicopters capable of whooshing through the skies at better than 250 m.p.h.

Prediction: During the Seventies South America at last will come wide awake to the earning power of travel. It possesses what some believe to be the mightiest tourist attraction in the entire world—Peru's legendary Lost City of the Incas, Machu Picchu. Yes, and the Pacific, already stirring, will greet untold millions. Already Hawaii is only five hours and \$85 from the U.S. mainland. This year Americans will be traveling to Japan for Expo and to Germany for the Passion Play at Oberammergau. During the Seventies they'll take to sea during the greatest cruise boom in history, the steamship being one of the last truly peaceful *islands* left in the world today. ■

LODGE VISITS OF

Frank Hise



Past Grand Exalted Rulers and their wives are shown on their arrival at the Honolulu Airport. On hand to greet them were a group of local Elk officials. From left to right are: Jerry and GER Frank Hise, Nita and PCGER Leonard Bush, Kay and PCGER Horace Wisely, DDGER Martin Crehan of Honolulu, PDDGER Warren Flagg of Kailua and PDDGERs Ray Medley and George Adams of Honolulu.



Elk PCGERs are met at the airport by Hawaiian Exalted Rulers. From left to right are: PCGER R. Leonard Bush, ER Robert E. Paine, Honolulu; GER Hise, ER Stanley K. Payne, Kailua, and PCGER Horace R. Wisely.



GER Frank and Mrs. Jerry Hise are shown together during their tour of the Arizona Memorial in Pearl Harbor.



During his visit to Lincoln, Neb., Lodge, GER Hise was treated to breakfast prior to a football game. Shown with him are PCGER H.L. Blackledge, Bro. Bill Wood of Lincoln (standing), and Dick Perry, sports-caster for radio station KFOR.

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For more information call Mr. Brown collect at (202) 833-8822.

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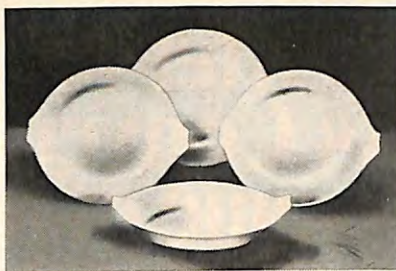
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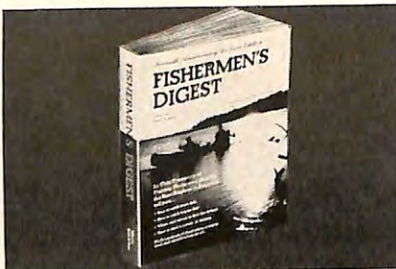
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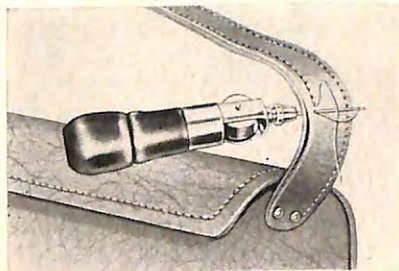


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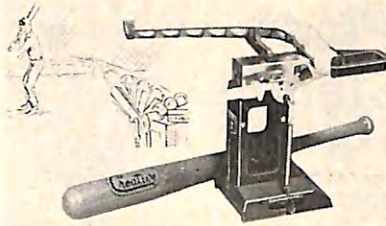
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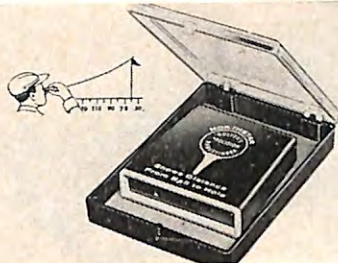
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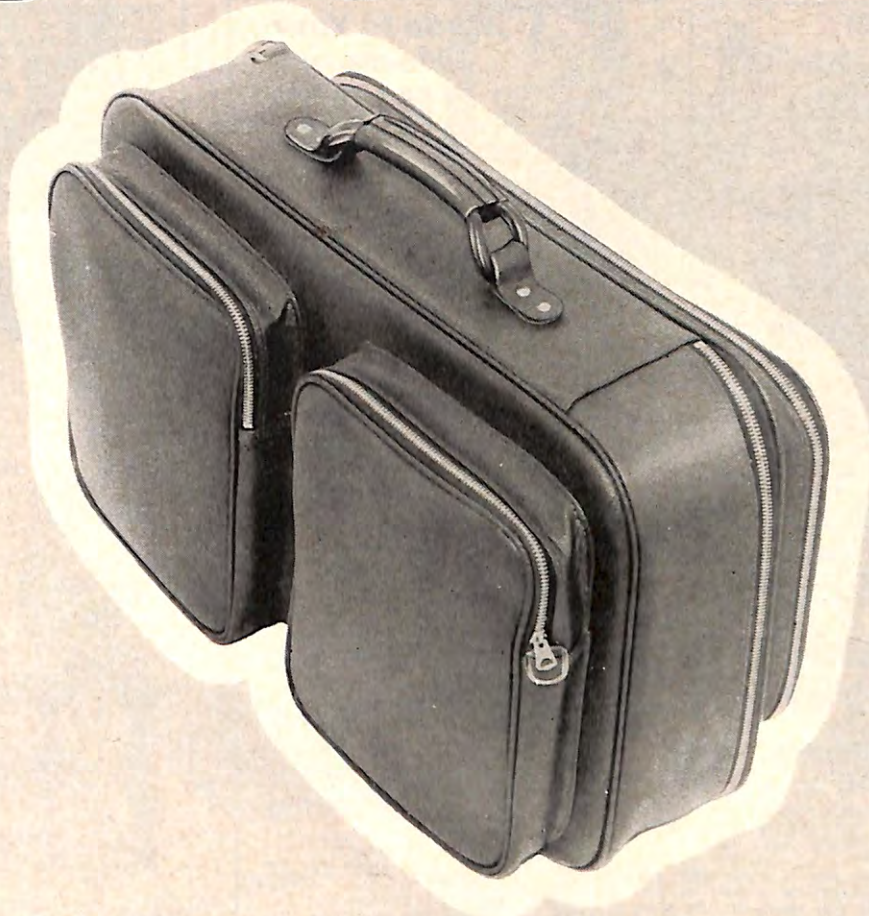
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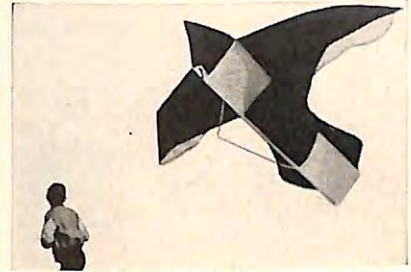
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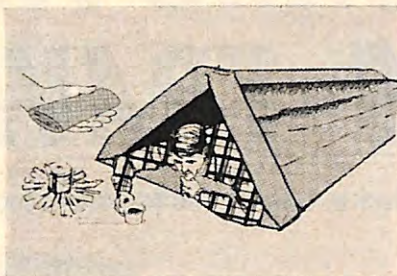
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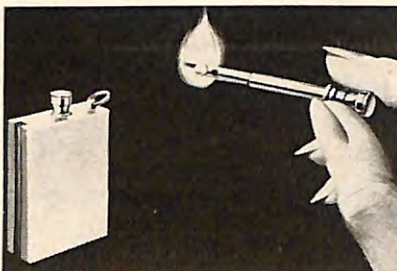
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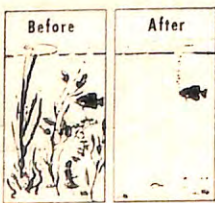


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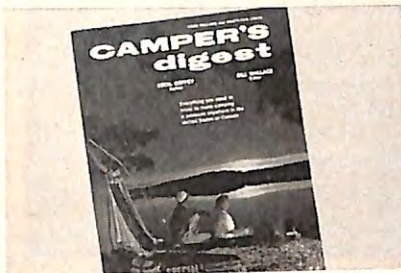
Just press the button valve for bubbling water!



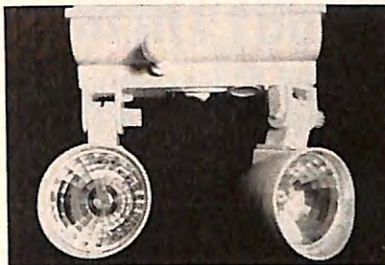
It's fun for kids to use in summer and so convenient for outdoor family living! Saves a lot of kitchen traffic at the same time! It's also ideal for camp, beach cottage or patio! Heavy-duty, non-rusting all metal fountain with baked enamel and chrome finish. Instantly attaches to any outside faucet. The TWO-COUPLING feature allows you to connect your garden hose without disconnecting the drinking fountain! Deluxe metal and baked enamel hygienic cup and guard unit. Lifetime brass valves. Prompt delivery. Satisfaction guar. \$7.95 postpaid.

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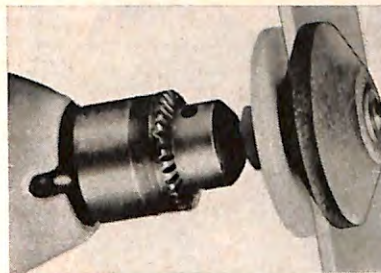
SET AN ORGANIZED BUFFET with silverware, napkins, salt and pepper neatly positioned in compact, sectioned tray. 13" x 14" wipe-clean poly tray holds complete silverware service for 24, leaves more room for food on table. Handsome walnut-grained finish. #17582, \$2.49 ppd. Breck's of Boston, H74 Breck Bldg., Boston, Mass. 02210.



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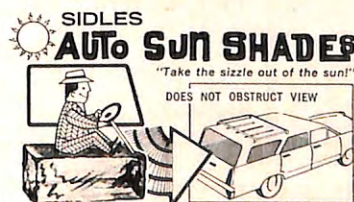
AUTHENTIC COATS OF ARMS, direct from England, are reproduced in relief and color on oak wall shields. 7" x 6". \$12; 12" x 10". \$25; \$14" x 12". \$30; 22" x 18". \$60. Ppd. Check returned with free Heraldry book if arms not traceable. Alexander Sales, U.S. Distributor for York Insignia, Dept. 405, 26 So. 6th Ave., Mt. Vernon, N.Y. 10551.



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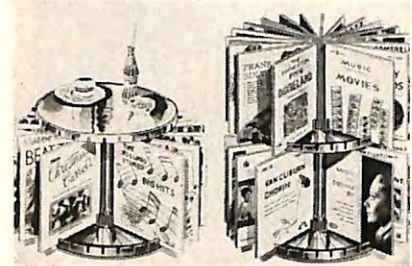
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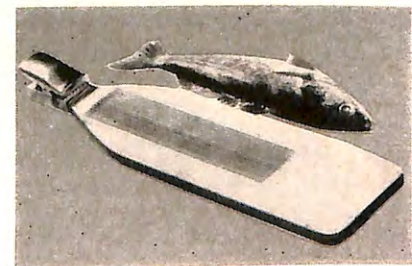
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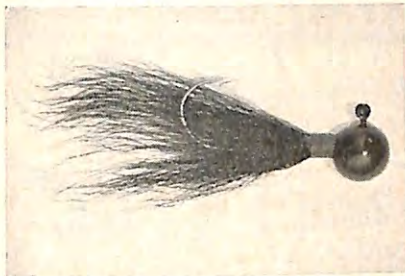


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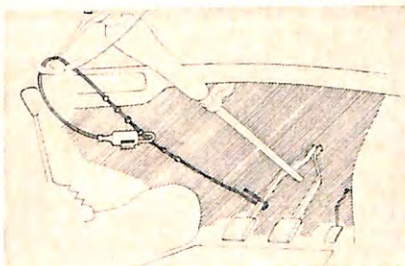
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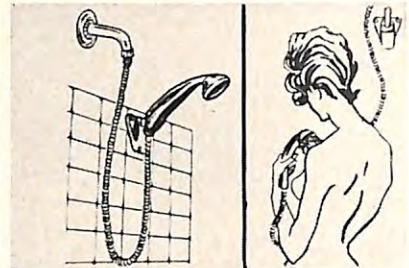
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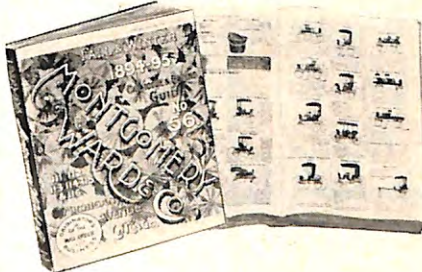
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SHOWCASES FOR THE ORDER

1968-1969 BULLETIN WINNERS ANNOUNCED

The 1969-1970 Lodge Bulletin Contest, sponsored by the GL Lodge Activities Committee, has again produced many fine examples of fraternal journalism. The excellent reporting of local Elk activities and the generally high quality of the lodge publications were most impressive, according to PDD Lloyd Chapman, contest judge.

Brother Chapman, an El Dorado, Kan., Elk, served as a member of the GL Ritualistic Committee from 1960 to 1967, and as chairman of that committee for 1967-1968. Augusta, Kan., PDD K. R. Larrick was the competition chairman.

The winners, grouped according to lodge membership, are as follows:

- A—MORE THAN 3,000 MEMBERS**
- 1—Long Beach, Calif.
 - 2—Lake City (Seattle), Wash.
 - 3—Springfield, Ill.

- B—1,001 to 3,000 MEMBERS**
- 1—Midland, Mich.
 - 2—El Cajon, Calif.
 - 3—Appleton, Wisc.

- C—601 to 1,000 MEMBERS**
- 1—Mainland, Tex.
 - 2—Westchester, Calif.
 - 3—Paterson, N. J.

- D—301 to 600 MEMBERS**
- 1—Harlingen, Tex.
 - 2—Belmar, N.J.
 - 3—Glen Burnie, Md.

- E—FEWER THAN 300 MEMBERS**
- 1—Woodbridge, Va.
 - 2—Fairfield, Calif.
 - 3—Glenwood Springs, Colo.

Lodges with publications that received honorable mention are:

MORE THAN 3,000 MEMBERS—Fort Lauderdale, Fla.; Ballard (Seattle), Wash., and Gateway (Portland), Oreg.

1,001 to 3,000 MEMBERS—San Rafael, Calif.; Des Plaines, Ill.; Detroit, Mich.; Salt Lake City, Utah, and Mesa, Ariz.

601 to 1,000 MEMBERS—Neeah-Menasha, Wisc.; Littleton, Colo.; Hays, Kan., and Pittsburg, Calif.

301 to 600 MEMBERS—Victorville, Calif.; North Palm Beach, Fla., and Biloxi, Miss.

FEWER THAN 300 MEMBERS—North Shores, Calif., and Bowie, Md.



A



B



C



D



E



“A Day for Remembering...”

by Lucille J. Goodyear

“LET US STREW FLOWERS. . . .”

Originally, Memorial Day was a day set aside to honor and remember Union soldiers who died in the Civil War. And it was an idea that was actually inaugurated in a Confederate cemetery.

On May 5, 1868, General John A. Logan, as commander-in-chief of the Grand Army of the Republic, issued the following order: “The 30th day of May, 1868, is hereby designated for the purpose of strewing with flowers or otherwise decorating the graves of comrades who died in defense of their country during the late rebellion, and whose bodies now lie in almost every city, village, hamlet and church yard in the land.”

This special observance was first dedicated to honoring the Union war dead, but has since been adopted as a national holiday to commemorate the heroic deeds of all Americans who have given their lives in the service of their country.

When the Civil War broke out, Logan, a native of Illinois; was serving as an Illinois congressman in the United States House of Representatives. True to his loyal patriotic inclinations, he resigned his congressional seat to fight in the War, beginning with the first battle of Bull Run in 1861.

After Bull Run, he set about organizing the 31st Illinois Regiment of Volunteers, of which he became colonel. As the War continued, his military career became more and more notable and he quickly rose to the rank of major general of the volunteers in 1862.

During that year he fought in all the Western campaigns under General U.S. Grant. At the siege of Vicksburg he further distinguished himself, and was with Sherman in the taking of Atlanta and the March to the Sea.

When the war ended he returned to Illinois, where he again became a prominent figure in politics. In 1866, he helped organize the Grand Army of the Republic and was appointed its first National Commander. According to Logan, the GAR was a veterans' organization, formed for the purpose, among other things, “of preserving and strengthening those kind and fraternal feelings which bound together the soldiers and sailors and marines who united together to suppress the late rebellion. . . .”

As the commander of the GAR, Logan had planned to visit the scarred battlefields and cemeteries of Virginia. When his congressional business prevented his taking the proposed trip, he dispatched his wife as his representative.

Upon her return Mrs. Logan reported how she found the Confederate graves lovingly cared for, decorated with flags and floral wreaths, by the Southern ladies in observance of a “Decoration Day”.

(Continued on page 57)



A SPECIAL AWARD—in appreciation for the part played by the lodge in the establishment of medical and first aid facilities at the newly completed Copper Council Scout Camp—was recently given to members of Miami, Ariz., Lodge. Presenting the award to ER Marvin L. Fair (second from right) is Superior Court Judge Robert E. McGhee (center). Witnessing the ceremony are (from left) Mr. Bob Murray, Brother Kenneth Whiteaker, and Est. Loyal Kt. Charlie Webster, youth activities chairman.



A NEW CLASS of candidates, initiated recently into Walla Walla, Wash., Lodge, is well represented by this group of sons—and one father—who pose proudly for a souvenir photo with their sponsors. The proud fathers and sons are (from left) Owen Jones and son Richard; Dr. Ralph Stevens and son Richard; Don Maxson and father LaVerne; Delbert Dodd and son Delbert Jr., and John Abajian and son James.



"AN OUTSTANDING CITIZEN of the Year" award is presented by Santa Monica, Calif., PDD Virgil B. Kingsley (center) to a smiling civic official, Colonel and Brother Aubrey E. Austin Jr. (left), a member of the lodge and president of the Santa Monica Bank. ER Norman Lopez looks on proudly. The event was attended by large delegations from civic, church, fraternal, and veterans organizations.



CONGRATULATIONS are in order for a trio of Boy Scouts—representatives of Troop 62, sponsored by Ely, Nev., Elks—for earning seven Eagle awards in nine years. On hand to salute the youngsters are (from left) Assistant Scoutmaster John F. Anthony, Scoutmaster Bill Affleck, and Brother Don West.



A PROUD group of youngsters and their elders pause for a souvenir photo marking the occasion of the third Eagle Scout rank awarded to Troop 20—sponsored by Great Falls, Mont., Lodge—in one year. PER Sidney Bachelder (left) presented the award to Scout Tom Harris as ER Lloyd Murray and Scoutmaster Anthony Cort—along with a group of fellow scouts—looked on.



AFTER COMPLETING a program of total liquidation of their 20-year-old bond obligation and the presentation of a permanent plaque—honoring those who donated all or part of their holdings to the lodge—Torrington, Wyo., Brothers gather for a photo marking the occasion. They are (first row, from left) Secy. C. F. Foster; Tiler Lorenzo Phillips; ER Clancy Skillette; In. Cd. Charles Blakely, and Est. Loyal Kt. John Ritchey, and (second row) Trustees Kenneth Brooks; Irl Leach; Dr. George Glover; William Coffee, and Jack Scott.



A FATHER-SON INITIATION—a “first” for Las Vegas, Nev., Lodge—occurred recently with the initiation of Brother Kirk Hoopes (right). Shown congratulating the new Elk is his proud father—ER J. Gordon Hoopes.



THE FIRST member of Auburn, Wash., Lodge to receive an Able Toastmaster certificate—Treas. Robert F. Catlyn (left)—accepts his award and congratulations from ER George M. Martin. The award was given in connection with the lodge-sponsored Toastmasters Club.



A GROUP of Past Exalted Rulers of Alameda, Calif., Lodge—27 of the lodge’s 32 living PERs—pose for a photo marking a dinner held recently in their honor. ER Donald L. Landreth (background, far right) smiles approvingly. PER L. R. Weinmann (seated, far left)—Exalted Ruler for the 1914-1915 lodge year—presented Alameda Lodge with a silver gavel on this occasion.



CEREBRAL PALSY DAY—proclaimed by Norwalk, Calif., Mayor and Brother Pete Fogarty (left)—was observed recently in ceremonies at Norwalk Lodge. Visiting with Brother Fogarty during the evening is young Tommy Hernandez, one of many youngsters aided by the Elks, and Brother Dick Sekella, lodge CP chairman.



A CLASS of candidates was initiated recently into Milwaukie, Oreg., Lodge—in honor of GER Frank Hise—by ER Harvey Sargent (center). Flanking Brother Sargent are a special guest, Corvallis Brother Ted Hise (left), brother of GER Frank Hise, and one of the new Elks—ER Sargent’s father, Walter.



EVERETT, Washington, Esq. Jim Hueston (left)—a former polio patient once aided by Idaho Elks and now fully recovered—accepts an award marking his donation of \$1,000 to the Washington state major project. Joining Brother Hueston in a photo taken after the ceremony is former Grand Tiler Dr. J. Robert Brooke, Tacoma.



A CLASS of candidates pose for a souvenir photo after their recent initiation—in honor of Grand Exalted Ruler Frank Hise—into Phoenix, Ariz., Lodge. Joining the initiates are ER Jack W. Merrell (fourth from left), DDGER W. M. McMillon, Phoenix, and a group of lodge officers.



BEAVERTON, Oregon, Lodge's Vietnam War Memorial was the site of a recent visit by a quartet of distinguished Elks. Posing for a photo in front of the memorial are (from left) PGER Horace R. Wisely; DDGER Leo G. Rease, Lake Oswego, Ore.; Beaverton ER Earl Marquart, and GER Frank Hise. The memorial was dedicated by Gov. Tom McCall to all Oregon servicemen who have lost their lives in Vietnam.



OLD-TIMERS NIGHT was celebrated recently at Heppner, Ore., Lodge with the "spotlight" shining on PER F. W. Turner, a member for 61 years. The honoree is surrounded by a large group of Brothers with 30 or more years' membership, representing 1,688 years of Elkdom.



◀ **CARMICHAEL, California**, Elks recently held their first Eagle Scout recognition dinner. Displaying an award certificate and American flag are (from left) Brother Don A. Allen Sr., lodge Americanism chairman; Carlyle Reed, publisher and editor of the *Sacramento Union*—Sacramento's oldest daily newspaper in continuous publication, which once included Mark Twain on its staff; scouts Bruce Burgess and Ron Browder; Carmichael ER John J. Dittmer; scout Don Larson, and Brother Mike Chemich, lodge scouting chairman.



HONOLULU, Hawaii, ER Robert E. Paine (right) joins PGER Horace R. Wisely and GER Frank Hise beside a memorial to the Battleship *Arizona*. Shown with the trio is a beautiful 11 O'Clock floral piece consisting of white mums, encircled by vanda orchids—with birds of paradise forming the hands of the clock. Tei leaves and cattleya orchids cover the base.

◀ **A PROUD PER**—Lemuel J. Smith (left) of Oceanside, Calif., Lodge, congratulates new Brother Joe DiRosa upon his initiation into the Order. The plaque displayed by the new Elk and Brother Smith—his sponsor—was presented in recognition of Brother DiRosa's becoming the 1,561st member of Oceanside Lodge No. 1561.



HAWAIIAN ALOHA TOURS

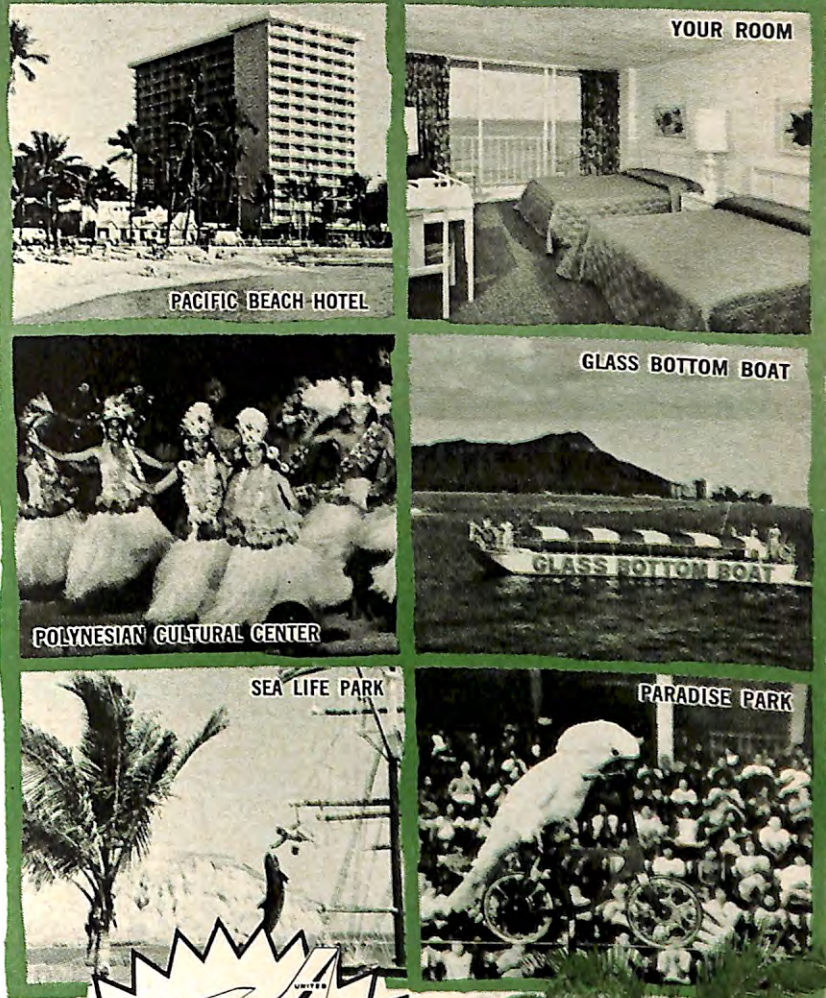
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Maryville, Mo., Lodge presents Wayne A. Swanson for Grand Trustee



At a regular meeting of Maryville, Missouri, Lodge No. 760 held on the 17th day of March, 1970, the following resolution was unanimously adopted:

WHEREAS, Brother Wayne A. Swanson has unselfishly served Maryville Lodge No. 760 for the past twenty-one years in various capacities, including the office of Exalted Ruler, member of the Board of Trustees and Secretary; and

WHEREAS, he served the Missouri Elks Association as its President in 1962-63, and for seven years as Finance Chairman of its Mobile Dental Units Major Project, including four years on the Board of Management, and as Chairman of a general revision of the By-Laws of the Missouri Elks Association; and

WHEREAS, Brother Wayne A. Swanson

has served the Grand Lodge as District Deputy Grand Exalted Ruler of the Northwest District of Missouri, and a member of the Committee on Credentials for five years, of which he was Chairman for two years; NOW, THEREFORE BE IT RESOLVED That Maryville Lodge No. 760 is honored to present to the Grand Lodge Convention to be held at San Francisco, California, in July, 1970, the name of Wayne A. Swanson as a candidate for Grand Trustee of the Benevolent and Protective Order of Elks of the United States of America for a term of four years.

Donnis D. Davis
Exalted Ruler

George I. Williams
Secretary

Newton, Mass., Lodge presents W. Edward Wilson for Grand Trustee



The following resolution was passed at the 1173rd regular session of Newton Lodge #1327, Benevolent and Protective Order of Elks:

WHEREAS: Brother W. Edward Wilson has served Newton Lodge #1327 since his initiation on the 28th day of May 1953 in all committees of the chairs and the high office of Exalted Ruler in the year 1962-63 and as chairman of the Lodge building fund in the year 1965-66, is active in promoting ritualistic excellence both as an officer and P.E.R.; and

WHEREAS: He also served in record fashion for two years as chairman of the Elks National Foundation Committee of the Massachusetts State Elks Association; is presently on the Advisory Board of the Massachusetts Elks Charity Fund Committee, and a Director of the Massachusetts Scholarship Fund Inc. and is in his fifth year as Executive Secretary of the Official New England Elks Tour Committee and

WHEREAS: He has served two years on the Grand Lodge Auditing and Accounting Committee and is now serving with distinction his third year on the Grand Lodge Americanism Committee; and

and fifteen years as a director of the Newton Boys Club, Inc.; a Major in the Greater Boston Community Chest Campaign, Past President and charter member of the Board of Governors of the Riverside Golf Club, Inc.; member of Knights of Columbus, General Chairman of the Building Committee of Corpus Christi Church, Auburndale; and

WHEREAS; In business life he has been retired since 1968 from Northrop Corp., Nortronics Division where he was employed as Purchasing Agent; is engaged on a part-time basis as Engineering and Purchasing Consultant; is a Director of the Foundation for Independent Business Advancement Inc. NOW THEREFORE, BE IT RESOLVED that Newton Lodge #1327 is honored to present the name of W. Edward Wilson to the Grand Lodge Session to be held in San Francisco, California in July 1970, as a candidate for Grand Trustee of the Benevolent and Protective Order of Elks of the United States of America for a term of four years.

Joseph W. Dermond,
Exalted Ruler

Charles B. Burgess,
Secretary

(Continued from page 49)

She was greatly impressed by the honor paid to the war dead of the South.

Later while addressing a large convention of GAR members, Logan reported his wife's findings and ended his speech with the following suggestion: "Let us strew with flowers the widespread graves of our fallen comrades in arms who gave their all . . ."

The idea was immediately endorsed by the GAR and in response to the aroused enthusiasm, Logan, on May 5, issued "General Order #11," designating the following May 30 as a day for remembering the Union dead. The date May 30 was selected after it was discussed and decided that flowers are generally at their loveliest at that time of the year.

As Logan observed the day that year he expressed a hope that it would come to be observed annually. A few years later the holiday date was fixed as May 30 of each year as Memorial Day, or "Decoration Day" as it is called in some parts.

Memorial Day is now annually observed in all parts of our nation. It is also observed at all of our military posts and overseas stations, as well as all United States naval installations and vessels at sea. The American flag is flown at half-staff until high noon in remembrance of all the war dead, at which time a military salute is rendered by the band, immediately followed by a 21-gun salvo. The colors are then raised to full top of the flag staff.

Perhaps one of the most impressive observances is that held in Arlington National Cemetery, Washington, D.C., at the Tomb of the Unknown Soldier. The President of the United States or his representative is always in attendance as the Army Honor Guard pays formal honors to the Unknown Soldier.

In the South, the date of Memorial Day varies, it is as early as April 26 in Alabama, Florida, Georgia, and Mississippi; May 10 in North and South Carolina; May 30 in Virginia and Texas; and June 3 in Kentucky, Louisiana and Tennessee.

Perhaps Logan expressed it best when he said, "Let no vandalism of avarice or neglect, no ravages of time testify to the present or to the coming generations that we have forgotten, as a people, the cost of a free and undivided republic."

May we never forget! ■

STATE ASSOCIATION CONVENTIONS

STATE	PLACE	DATE
Kansas	Wichita	Apr. 30, May 1-2-3
Oklahoma	Oklahoma City	May 1-2-3
Wisconsin	LaCrosse	May 15-16-17
Vermont	St. Johnsbury	May 22-23-24
Georgia	Jekyll Island	June 10-11-12
Nevada	North Las Vegas	June 11-12-13
Montana	Livingston	July 22-23-24-25



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Age _____

(Continued from page 27)

some of the great places including the virgin waters of the Algoma District north of Sault Ste. Marie. One flies in by bush pilot to search out the exciting grey lake trout and "specs" (brook trout) found in the feeder streams. Cheverson was great to talk with but was as cagey as a Vermonter about his fishing secrets. "It's bait appeal," he said, "blended with good luck."

No hesitancy on the part of Dorothy Cheverson, however. She had caught two nice rainbows while George was rigging his bait appeal. "How come you get them just like that," I asked.

"Oh George is the *real* fisherman," she said tactfully. (She had another on the line and George came over to take it off—possibly one of the reasons he was having a hard time getting started on his own.)

I next tested out Bob Zwirz. You know him to be an honest man, terrific at catching 'em and prolific at writing about the art. He says, "Two things defeat most fishermen. One is a lack of knowledge regarding *reading the water*. This is tremendously important in fresh water rivers, streams and lake fishing. Secondly, fellows fail because of lack of correct analysis of water depth, as pertaining to season of the year and water temperature."

And then there was Izaak Walton who, through the person of Piscator in the COMPLETE ANGLER, professed, "Angling is an art, and an art worth your learning. The question is whether you be capable of learning it—for angling is somewhat like poetry, men are to be born so."

Well, there you are. The opinions of all of the above folks are to be respected. If you have long wondered why others do better than you do with rod and reel, this survey has brought you the answers. Or has it? Good fishing! ■

MOVING?

Please give as much advance notice to your Lodge Secretary as possible, with this information:

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MEMBER'S NUMBER

ADDRESS

CITY

STATE

ZIP

IMPORTANT!

- ATTACH ADDRESS LABEL
- FILL IN NEW ADDRESS ABOVE
- PLEASE PRINT CLEARLY
- GIVE FORM TO LODGE SECRETARY

ATTACH PRESENT
ADDRESS LABEL HERE

Hardware

(Continued from page 26)

punch-card data received from the regional centers, it develops monthly (or perhaps weekly) sales-analysis reports. And from the orders shipped card data it develops daily, weekly, etc., accounts-receivable values for the firm's accounting and financial purposes. It also performs comparable accounting functions with respect to the warehouse operation and Smith Company's accounting-relationship to Blooper Mfg. Co.

And besides doing all these things, at electronic speed for the most part, the central EDP system will also be doing the following useful chores: (a) handling the company's payroll book-keeping, accounting and check-preparation, if it's worth handling that way; (b) making tax computations; (c) developing the firm's corporate accounting and financial statements; (d) making analyses that will be helpful in the firm's short-range and long-range overall marketing-planning and financial-planning-and-control.

Are we being fanciful in presenting

that example? Not at all. Far more elaborate integrated systems are actually in use in many large companies and in some medium-sized ones. But as our hypothetical example might suggest the subject of integrated-systems management is quite complicated. If you'd like to learn more about it and are prepared for really serious study two excellent books are: (1) *Business Information and Accounting Systems* by Wallace M. Carrithers and Ernest H. Weinwurm (Charles E. Merrill Books, Inc., Columbus, Ohio), 1967; 734 pages, \$12.50; (2) *Integrated Data Processing Systems* by E. Jerome McCarthy, J. A. McCarthy, and (editor) Durward Humes (Wiley, 1966; 565 pages, \$8.95).

Potentialities for SMALL Firms

To achieve, or at least to approximate, integrated-systems management is a realistic goal for many medium-sized and small manufacturing, distributing and merchandising companies.

However, there are some cautionary general principles to be kept in mind here. The small business or professional firm must stay within its weight class in undertaking to make use of management hardware and software. This includes not trying to use the kinds of hardware and software that call for more management knowledge, skill, and attention than the firm's management group can give to it. Next, it's sensible to use the simplest and most inexpensive equipment and systems that will really be adequate—and sometimes these will be conventional rather than sophisticated. Third, there's no point in trying to make a total conversion from conventional systems to the sophisticated ones. Even the large companies have moved step-by-step in their conversions. Fourth, your present systems and the costs and expenses and the income and profits you have been developing should be carefully reviewed (perhaps with the help of an outside consultant, and certainly with the guidance of your accountant) before any major changes are made. ■

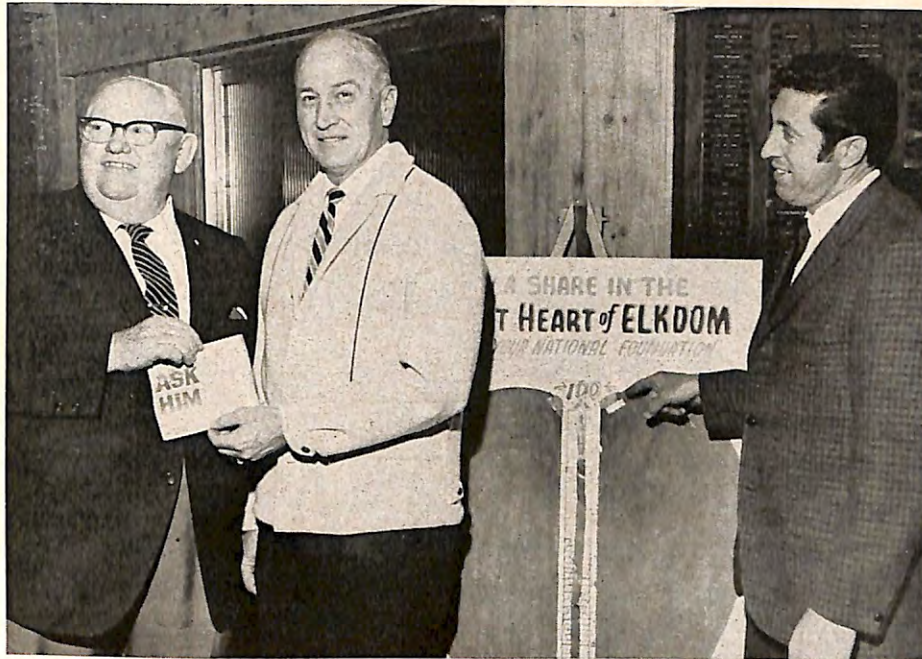


The beautiful floral piece shown above was placed at the memorial erected to the memory of the men who gave their lives for their country aboard the Battleship Arizona during the attack on Pearl Harbor on December 7, 1941. In his remarks regarding the presentation GER Hise said, "Our duty lies clearly before us: to keep America strong and free. To that end I pledge our Order to these men and to all who sacrificed their lives for their country". Present for the ceremony were members of the Grand Lodge and Brother Elks who were in Hawaii to attend the GL Advisory Committee's recent conference.



ELKS NATIONAL FOUNDATION
2750 Lakeview Avenue / Chicago, Illinois 60614

"The Joy of Giving"



ER Joe Namnam (right) of Inglewood, Calif., Lodge, points to the one hundredth membership subscription to the Elks National Foundation purchased in his lodge this year. Club Manager Babe Adams (center) purchased the subscription from Foundation Chairman Ted Ludolph (left) who is expecting to sell many more of them.



At Colorado Springs Lodge, State National Foundation Chairman Edgar McMechen (left) of Lakewood, accepts fourteen \$100 checks from ER Marvin H. Flinn. These checks represent a \$100 participating membership donation from each of the elective and appointive officers of the lodge. Looking on with pride are Secy. Andrew B. Wisby (left) and PSP John Godec, Jr., who are co-chairmen of the lodge's National Foundation Committee.

How to make an addressing system out of your mailing mess.

You already have a typewriter.

The typewriter you're using now to type out all those envelopes starts a Scriptomatic addressing system. You don't need a special imprinter to stamp out an indestructible metal plate that stands a 25% chance of being indestructibly incorrect within a year. You type names, addresses, and changes yourself. Right now, right there, on your own typewriter.

Just add a 5¢ Scriptamaster.

The Scriptamaster® is what you put in your typewriter. And the 5¢ includes what it costs you to type it. It's the same size as a computer card. It's color-coded for easy filing. Scriptamasters are guaranteed for at least 150 mailings. That's about three times as many as most people make before changing or eliminating a name in the average mailing list.

Then add a Scriptomatic Addresser.

Frequency of mailings and the number of pieces determine which of 11 different Scriptomatic Addressers you'll need. The fastest gets out 7250 pieces an hour. Even the slowest is 25 times faster than the best typist, typing the same addresses, over and over, every time you make a mailing. You're already half-way toward having an addressing system: you have the typewriter.

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Company

Address

City State Zip

E-4

Fifty Years of Broadcasting

The broadcasting industry is celebrating its Fiftieth Anniversary this year. That may sound like a long time, and yet it seems only yesterday that we were sitting around at 2 o'clock in the morning trying to pull in Los Angeles on the battery set or fiddling away in our room upstairs hoping to get a signal from the crystal set.

Broadcasting has indeed come a long way since those days of pioneering effort. Instead of a distant city, we now are in radio communication with the moon and pick up signals from celestial bodies, of mysterious nature, at a distance that staggers imagination.

Not only radio has become a household commonplace, but so also has its companion medium, television. In an age when marvel crowds upon marvel today's miracle loses its dazzle almost before sunset. A few weeks after man first set foot on the moon his second trip proved boring to some, so accustomed have we become to the incredible.

So, though we may have grown accustomed to broadcasting, to hearing words and music and to seeing pictures brought to us through the air, we ought nevertheless to be appreciative of the service that broadcasting and broadcasters render to us. It will be good for us to pause a moment to savor once more the astonishment experienced when radio was a novelty. The

sense of miracle will be more elusive for those who grew up in a world where radio and television were facts of everyday life.

Broadcasting has had an active role in the history of this half-century, and the Order of Elks can point with pride to its part as a pioneer in the development of radio, when it participated in one of the earliest nation-wide broadcasts.

The Elks had taken the leadership of a successful campaign to raise money, with the help of school children, for the restoration of the historic Frigate, "Old Ironsides." In recognition of this Grand Exalted Ruler William H. Atwell, at the invitation of the Secretary of the Navy, delivered the principal address over Radio Station WEAJ, New York City, on a program that was carried on a national hook-up of 28 stations on October 18, 1925.

The Elks have enjoyed the support and cooperation of radio and television for our many benevolent and patriotic programs over the years and are grateful for it.

In hailing broadcasting's Fiftieth Anniversary, we extend best wishes for the future, with the hope and expectation that broadcasters will make wise use of their tremendous potential for making that future a better one for all men.

The UN Honors Lenin

When UNESCO voted to celebrate the April centenary of the birth of V. I. Lenin it committed a blunder that will surely arise to embarrass the world organization in time to come. The celebration was in the form of a symposium, voted by UNESCO when a large number of members abstained, not wishing, presumably, to offend the Russians, although no such consideration extended to the United States, which opposed the proposal.

Lenin's niche in history is secure as the ruthless revolutionary who founded the communist dictatorship in Russia. The UNESCO symposium to honor him for his educational, scientific or cultural attainments was a bad joke. If it was farcical that UNESCO should lend itself to such fakery it was downright immoral for the UN Commission on Human Rights to join in honoring the man responsible for depriving more people of their human rights than any other person in all history.

The action of the UN agencies must have been heartening news, indeed, to the writers and other brave spirits who have been imprisoned in recent months in Russia because they dared to speak out against the tyranny of the ruling clique and demand freedom not just for themselves but for all the people.

The United Nations has become increasingly a disappointment to thoughtful people who have looked to it for the leadership that would bring peace to the world. An important reason for this growing disillusionment is the persistent ideological bias that the UN, and particularly the present Secretary General, have manifested in connection with Biafra, the Israeli-Arab conflict, the sustained campaign against South Africa to name a few examples. This latest obeisance to Moscow can only do further damage to an international agency when its prestige should be strengthened instead of diminished.



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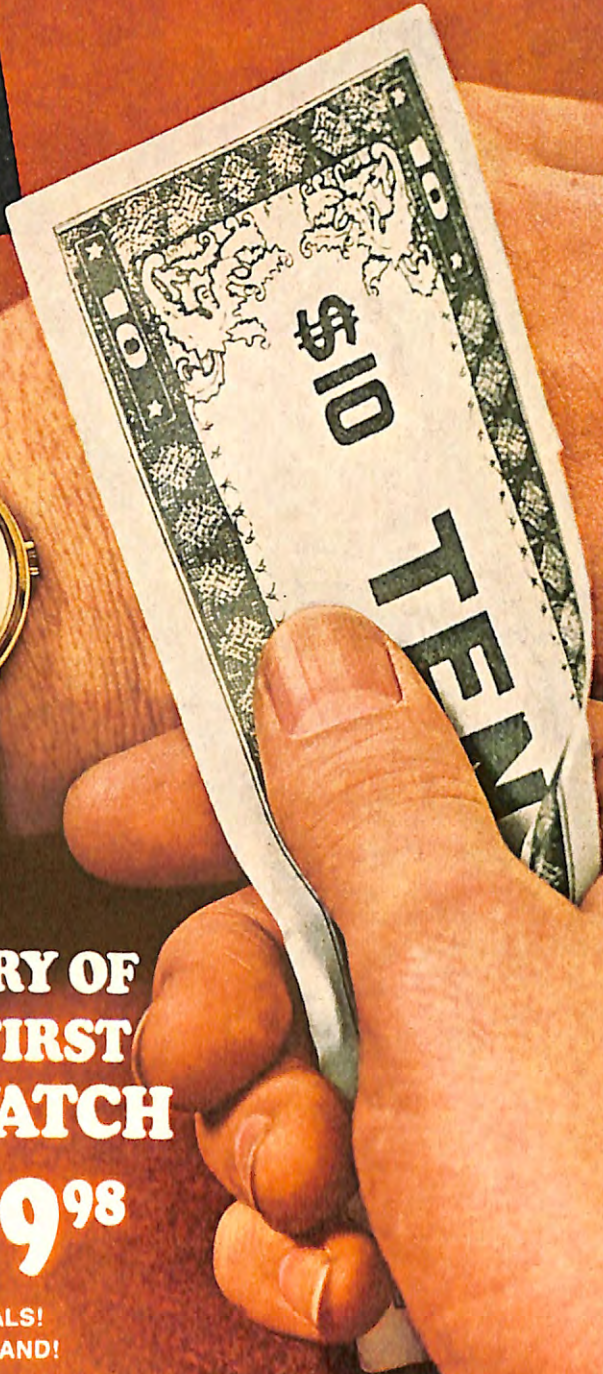
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