

the
Elks
magazine
December 1971



For Mercy,
Pity, Peace, and Love
Is God, our father
dear, And Mercy,
Pity, Peace, and Love
Is Man, his child
and care.

Wm. Blake 1789

ANNOUNCING EMPEROR'S

Here is Emperor's DO-IT-YOURSELF SPECIAL for Christmas

Model 120 as shown
solid $\frac{3}{4}$ " genuine black walnut
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- Breakfront swan neck and finial
- Full length waist door with curved arch
- Curved arch face door
- Decorator sculptured base
- Floor levelers

Emperor enhances the charm of cherished grandfather clocks with original designs worthy of the finest settings. Fine craftsmanship and clock movements imported from West Germany give Emperor Clocks a warm, rich beauty and lasting dependability. The entire Emperor Clock line is sold three ways . . . completely finished clocks with movements installed, assembled unfinished cases without movements and do-it-yourself kits without movements.

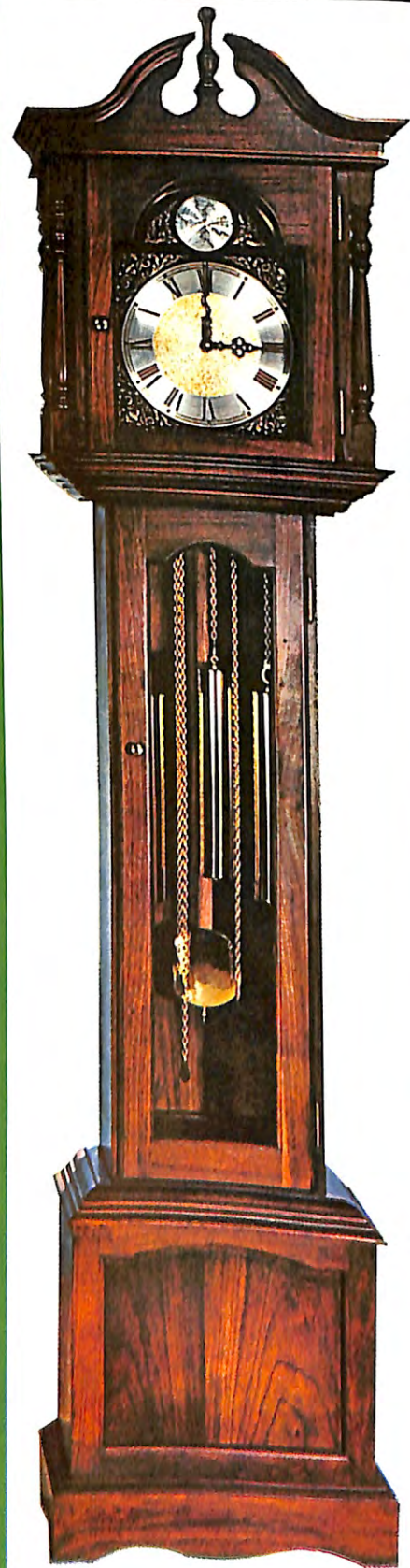
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Order now for prompt shipment - Offer good through December 31, 1971

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Black Walnut
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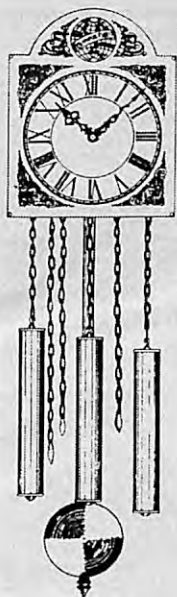
CHRISTMAS HOBBYIST SALE!

EMPEROR GRANDFATHER CLOCK MOVEMENT FOR MODEL 120

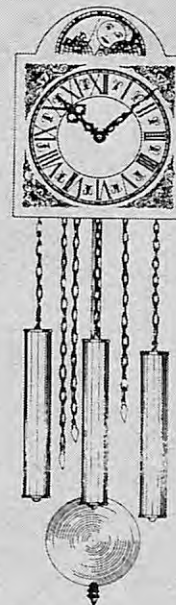
MODEL 100-M WEIGHT-DRIVEN EIGHT-DAY

The Emperor Clock Movement is manufactured by famous West German clocksmiths, now in their third generation of producing the world's finest clock movements. The solid brass dial is surrounded by embossed overlays. The face has a high, permanent polish with serpentine hands. In the arch above the dial face is a shaped aluminum world with the words "Tempus Fugit" inscribed in black enamel. Or, if you prefer, choose the moving moon dial with lunar calendar.

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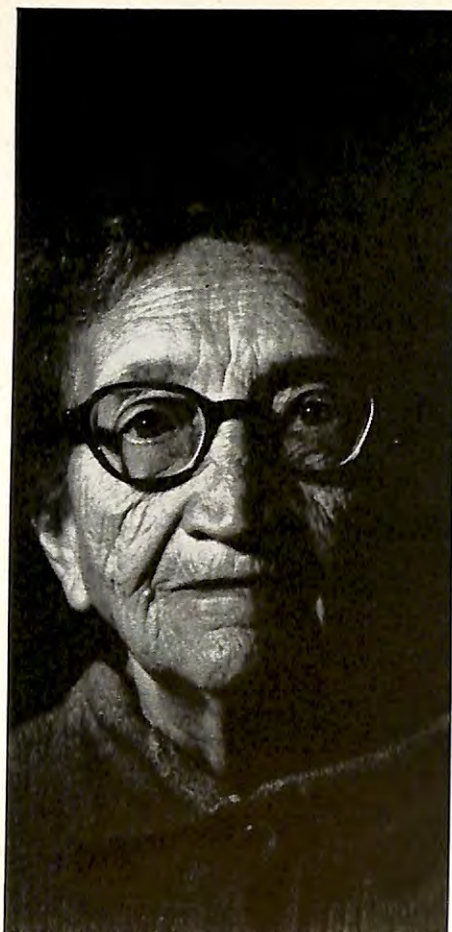
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THE *Elks* MAGAZINE

VOL. 50, NO. 7

DECEMBER 1971

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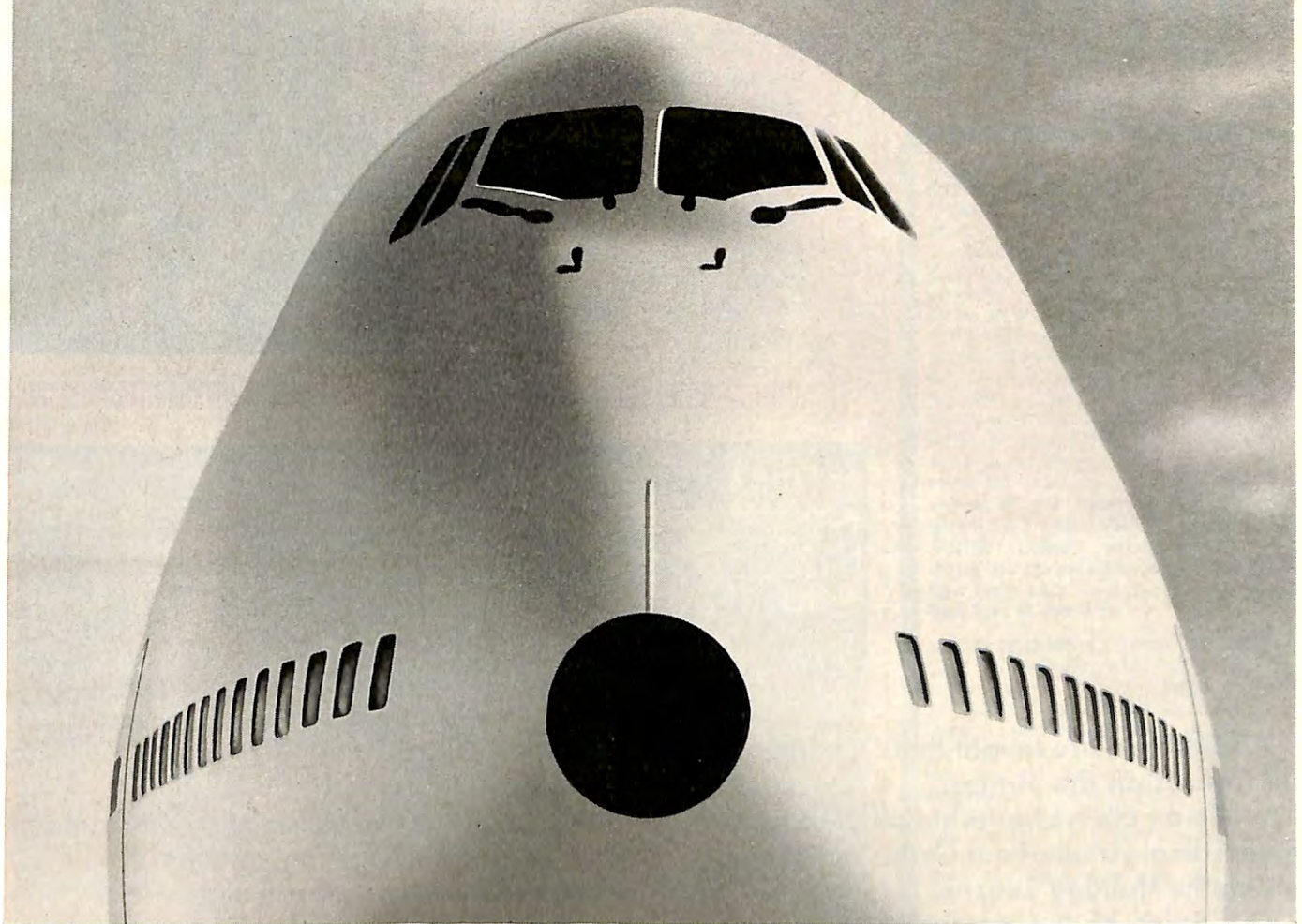
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CHARITY

AS ELKS we are taught that "Charity is the greatest of all the virtues."

While an Elk is charitable all year around, this cardinal virtue of our Order is highlighted during the Holiday Season.

The Spirit of Giving seems to swell and throb at this time of year. Food baskets for the needy have been an Elk tradition for generations. Some lodges annually provide shoes or clothing for underprivileged children. Nearly every lodge plays host to the youngsters with

a visit by Santa bearing gifts or treats for everybody.

To Build Pride Of Elkdom we must let this Holiday Spirit of Giving abound. We must share our time, our efforts and our talents to be charitable to all mankind in thought, word and deed.

On behalf of the Grand Lodge family, my wife, Rita Jane, and I sincerely wish for you and your loved ones a most happy Holiday Season.

Fraternally,

E. Gene Fournace
Grand Exalted Ruler

"Build Pride Of Elkdom"

ELKS NATIONAL FOUNDATION
2750 Lakeview Avenue / Chicago, Illinois 60614



"The Joy of Giving"



ONE OF THE GREATEST "joys of giving" is in receiving letters of thanks from those who have been aided with grants from the Elks National Foundation. A number of students have written to express their gratitude for emergency scholarship funds. Some of their comments are quoted here.

"You have helped greatly to brighten a very dark year for my family."—**Karin Winters, Graymont, Ill.**

"When I become of age, I hope that I will be found worthy and can become an Elk."—**Joseph A. Nichols, Florence, S.C.**

"I had the good fortune to meet some of the Elks of Oakland (Calif.) Lodge, and almost without relating my family's situation, they clearly understood and offered to help. . . . I knew they meant what they said."—**Joseph T. Richards Jr., Lafayette, Calif.**



A \$1,000 National Foundation certificate was presented to PGER Glenn L. Miller during his visit to Pompano Beach, Fla., Lodge earlier this year. ER Wilfred Weed made the presentation on behalf of the officers and members of the lodge.



Members of Brunswick, Me., Lodge received their paid-up certificates from Foundation Chairman Bertrand A. Lacharite (right). The recipients were (from left) Theodore J. Kessler, Gilbert A. Hughes, PER William J. May, ER Edgar S. Hutchins Jr., PER Alban G. Hannigan, Charles W. Cunningham, and PER J. Carlyle Wiley.

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harvesting

By E. Jervis Bloomfield



the ocean floor

"STEP RIGHT UP, folks, have a lunch, have a sandwich—all kinds of sandwiches! Deep fry bango, devilburger, musselburger, sea lettuce sandwiches, and say, we've got candied kuruma, folks! Step right up!"

The grinding of a carnival lunch-counter man, 1980?

Well, perhaps not with those particular exotics, but the suggestion is that man must increasingly turn to the oceans as a source of food; while fish farming, or aquaculture, definitely seems the wave of the future.

The carney's wares were chosen with intent: the bango, or milkfish, is already being raised on 600,000 acres in Asia; the octopus, alias devilfish, is prized in many parts of the world, and Japanese consumption has exceeded a billion pounds a year; cultured mussels probably set a record for the productive use of tidelands; laver, or sea lettuce, occupies 57 per cent of an aquaculture area in Japan which supports 300,000 people; the kuruma-shrimp, under intensive culture, fetches up to \$4.00 a pound.

The world is unfortunately custom-bound in its eating habits. Orientals and southern Europeans have treasured recipes for octopus or squid but, when an octopus came into our hands, we put the meat through a grinder and fried the patties. Our "devilburgers," though, had a delightful suggestion of shrimp.

The true fish aficionado needs no coaching but, to those who look on the offerings of their Izaak Walton as another chore, one word: Approach the task with joy. Don't overcook; avoid boiling—you lose nutritional values; if baking, not too hot an oven.

We lunched on "beachcomber stew," once, with a recluse in a cabin along a lonely stretch of beach. Rock oysters, clams, limpets, mussels, and other gleanings from along the edge of tide-water blended with farm milk, diced new potatoes, minced onion and celery. A superb chowder. Imagination.

Take, for instance, a goodly red snapper. Cut deep vertical gashes; butter and season; stuff the slits with chopped celery, green pepper, parsley. Whump up a sauce with butter, flour, sautéed minced onion, stewed tomatoes and baste as you bake.

A center cut of salmon may be steamed or simmered—not boiled—and

served with an imaginative sauce. If the weather is hot, give yourself time to chill the fish and garnish the platter with pickled beets, cucumber, hard-cooked eggs, and whatever else your artistic soul desires.

Well-heeled epicures whose appreciation of turtle is confined to soup might consider a Society for the Preservation of the Sea Turtle. The green turtle runs up to 4 feet while the leatherback can reach 8 feet and weigh almost a ton. These once lived in tropic seas in prodigious numbers but have been sadly depleted. The vulnerable period is when the females come ashore to lay their eggs in the sand.

Besides the soup, turtle meat makes a fine stew while beach types barbecue it before an open fire. The eggs are good eating too.

For the hungry masses of the world, however, the most hopeful development is FPC, fish protein concentrate. It can be manufactured from any marine animal life and the human body benefits equally from the essential amino acids whether they come from bullhead or bull. This "fish flour" is an odorless, tasteless food supplement, 75 to 90 per cent protein, with splendid keeping qualities. It can be used in a wide variety of soups, gravies, bakery goods, and beverages. So bland it is that relief agencies have reintroduced the maritime flavor into concentrates destined for fish-favoring South-East Asians.

The value of FPC has been known for a decade but North America has been slow on the uptake. The Federal Government in collaboration with private industry, however, has now invested \$2 million in a pilot plant at Aberdeen, Washington. Using Puget Sound hake, (related to Atlantic cod), they should be in production this year. Last year, Cardinal Proteins Limited inaugurated their Canso, Nova Scotia, operation with a banquet at which everything but the Portuguese Mateus wine was spiked with FPC. A spokesman said they planned on 20 million pounds a year; a pound at 45 cents would provide as much protein as \$8.25 worth of steak.

The reservoir for all these food values is the approximate 317 million cubic miles of water in the oceans. The sometimes incredibly prolific biological activity is unevenly distributed, being concentrated largely along the coastal

shelves, to the north and south where cold air causes upwellings of mineral-laden waters, and in the turbulence where currents clash. Salt water is a pregnant brew, with all the atmospheric gases, chlorine, sodium, magnesium, calcium, carbon and all the other elements of creation.

The chain of life, as on land, starts with the chlorophyll in plant life, the phytoplankton and algae. The zooplankton, mostly minute animals and first line browsers, are linked in name with the plants by the Greek *planktos*, meaning drifters.

The algae include the seaweeds, usually with some form of anchorage.

"Food pyramid" is an expression much bandied about these days by environmental writers. Roughly speaking, the minute plant life is supposed to be eaten by zooplankton, they in turn by little fish, by bigger fish, by biggest fish.

Though basically true, nothing is that simple.

Take the bewildering number of species which may affect the career of a herring: He may be eaten by any of a score of carnivorous fishes as well as by squids, seals, or whales; the eggs and young may be food for some plankton, including arrowworms; then the herring may eat the arrowworm who ate his youngsters and the prey has become the predator. "Food web" is a better term.

And what does all this frenetic activity mean to the future of man's food supply?

Estimates of the maximum sustainable sea harvest run from Paul and Anne Erlich's 70 million metric tons, in their *Population/Resources/Environment*, to that of Dr. Wilbert M. Chapman, quoted by Dr. C. P. Idyll in his *The Sea Against Hunger* "the ocean is producing at least 2 billion tons (metric) per year of organisms of size and form that are capable of practical harvest by man . . ."

With such guesstimates let's not worry about converting the 2,204-pound metric ton into our 2,000-pound ton. Today's harvest is nearing the lower limit. And, whatever the limit may be, the only way to go beyond it is by massive farming of salt waters.

Fishing is an essentially primitive industry.

In view of the astounding sophistication of today's techniques this oft reit-

erated statement may sound naive. Consider, we hear, the fathometers, electronic scanners, acoustical tracking devices, nylon nets, and superior handling equipment. When the Soviet's 532-foot factory ship *Konstantin Sukhanov* puts out, surrounded by her flotilla of two score 180-foot SRT trawlers, it's a major naval operation.

But, whatever the flag, the philosophy is the same: find the fish, bring home the fish. Superior techniques only guarantee fewer survivors. It is still hunting.

With the chaotic state of maritime law the outcome has been inevitable: international friction, depletion of stocks.

Some bilateral or few-nation treaties have been a success. Others, such as the International Whaling Commission which seems unable to keep creation's largest mammal—the blue whale—from extinction, have had a dismal failure.

By the mid-sixties Japanese tuna operations were losing money; cod, halibut, Atlantic salmon, ocean perch and haddock have all been overexploited in the vicinity of the Grand Banks.

As stocks dwindle, tempers fray, "in-

cidents" proliferate, Americans impound Canadian and Japanese vessels; Canadians board Russian; Ecuador and Peru seize all comers—clear out to 200 miles.

Whatever the nationality, in farming your own coastal waters you have control of your stock, are close to your own processing plants, are sure whose field it is you till.

The threat of massive oceanic pollution will have to be solved at the international level but if a nation, indulging in aquaculture, fouls its own estuaries and fills in its salt marshes—those powerhouses of biological activity—it has no one to blame but itself.

Though there are parallels, we find notable differences between the harvesting of land and sea. Marine biology is fantastically involved, the aquaculturist started 10,000 years behind his landward brother, and his heartfelt cry is for more research.

On land the farmer sows his seed, breeds his stock, knows what he's getting and can improve upon the genetic lines. With the aquaculturist this advantage is largely missing though much

progress has been made with oysters and with shrimp. Usually, though, the farmer still has to depend on natural regeneration or the collection of the young.

Land-based hatcheries for sport or commerce are another-colored fish. There we take the eggs, raise the fry, and turn them loose with a prayer that they'll grow up to get themselves snaffled by hook or net.

The seaweeds have been tricky customers. They propagate by minute spores and what we harvest is not seed, fruit, tuber, nor root but the leaves. Sea lettuce is well named.

For 300 years Japanese farmed their laver (sea lettuce) but every March all uncropped plants disappeared. For six months not one sign. Then suddenly it would start to grow on the *hibi*, the rough blocks they had learned to plant upon the bottom.

British botanist Dr. Kathleen Drew solved the microscopic mystery: the first generation spores bored into bivalve shells, grew filaments, and half a year later released the alternate generation spores which would again start the laver. This discovery enabled the industry to boost production and the Japanese have raised a monument to the memory of Kathleen Drew at Uzuchi.

Dr. Motosaku Fujinaga made a real breakthrough from egg to finished product in Japan's important shrimp industry. Ripe females, carrying up to 1,200,000 eggs, were bought from fisherman and the painstaking work began.

This shrimp passes through no less than *twelve* very small and delicate larval stages, each with its own imperatives for food and water.

Pseudoscientific writers and skillful novelists, such as Arthur Clarke in his *The Deep Range*, have envisioned a hunger-free world through the harvesting of plankton but this is probably a dream beyond our reach. The total bulk is tremendous but the soup is thin. Besides, the organisms are indiscriminately mixed and the plentiful diatoms are encased in silica, the main ingredient of glass.

Dr. Merriman, of Yale, has said: "... the harvesting of plankton crop would require the filtering of stupendous quantities of water and would demand such an enormous output of energy that any large-scale process of this sort is completely impractical . . ."

Seaweeds seem our most promising prospect in the plant life of the sea. Low in nutritional value, their proteins not the animal amino acids, they are rich in trace elements: some species have 300 times more iodine and 50 times more iron than whole wheat.

Coastal inhabitants have long real-
(Continued on page 15)

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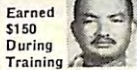
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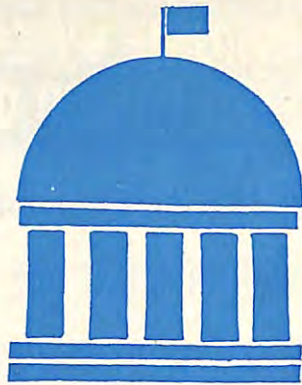
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AROUND WASHINGTON



BASEBALL BUFFS here were thrown into a sorrowful mood when the American League Club owners approved a transfer of the Washington Senators to Texas, leaving the nation's capital without a major league baseball team for the first time in 71 years. Two angry members of Congress, Senator Sam Ervin of North Carolina and Rep. Emanuel Celler of New York, reacted by introducing legislation that would end the antitrust exemptions enjoyed by professional baseball and football.

HIGHWAY ACCIDENTS cause about half of all deaths among youths in the 15-24 age group, the National Transportation Safety Board reported. It questioned the effectiveness of present driver training programs and recommended a two-year probationary licensing period for drivers under 21.

500,000 PEOPLE have requested the U.S. Postal Service to protect them from receiving pornographic material in the mail. Under a new law which went into effect February 1, anyone can have his name placed on a list the Postal Service keeps of citizens who do not want to receive advertisements for smut. A dealer in pornography who mails such material to anyone who has been on the list for 30 days is subject to a \$5,000 fine and five years in prison.

DETERGENTS containing phosphates are in again. The government acknowledges they pollute the waterways but it

has sharply reversed its policy of trying to discourage their use. Now it is telling American housewives they should return to using them because they are less objectionable than cleaners that contain caustic soda or the chemical NTA. Both of these are harmful to humans, it was reported. The new solution, some officials suggest, is to build sewage treatment plants that eliminate the phosphates from the environment.

CHRISTMAS TOYS. The Food and Drug Administration has conducted a campaign this year under the Child Protection and Toy Safety Act to try to get safer toys on the market for this Christmas shopping season. It reports that manufacturers have voluntarily corrected 60 types of toys identified as potentially hazardous. About 150 individual toys have been banned. The FDA's problem is a shortage of the money and people it would need to enforce the ban.



AIR FARES for trans-Atlantic passage are expected to plummet after February 1. Lufthansa triggered a possible price war by refusing to go along with the new fares fixed by the International Air Transport Association for the 25 scheduled airlines flying the North Atlantic. It will offer a round-trip between New York and anywhere in West Germany for \$210 in the winter and other off-season period, and \$270 in the summer. Other air lines are preparing to cut prices to meet the competition.

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MOST U.S. SENATORS so enjoy belonging to what has been called "the world's most exclusive club" that they stay in the Senate until they die or are defeated. But four have announced plans to retire at the end of the 92nd Congress a year from now. They are Senators Clinton P. Anderson of New Mexico, John Sherman Cooper of Kentucky, Fred R. Harris of Oklahoma, and Len B. Jordan of Idaho.



EXERCISE is important for staying healthy. For those who would like to know the right kind and right amount for them, a free booklet on physical fitness can be obtained by writing to Box X, American Medical Association, 535 North Dearborn Street, Chicago, Ill. 60610.

U.S. SPACE PROGRAM will produce direct benefits for millions of people during the Seventies, according to the General Electric Corp. It predicts that the risk of mid-air collisions will be reduced dramatically through use of communications satellites for air traffic control. And that large schools of fish will be pinpointed by the satellites, helping in the world-wide fight against hunger.

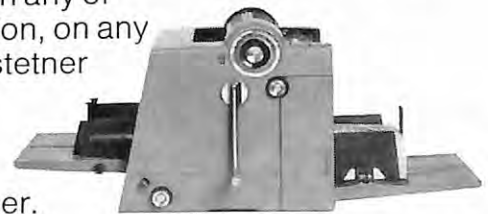
100 MILLION JOBS by 1981. That is President Nixon's goal which he hopes to achieve by a new tax reform plan he will send Congress next year. It will propose tax incentives to create the jobs. An increase of 2 million jobs a year over the decade would be necessary to meet the goal. There are slightly more than 80 million jobs today.

ANTI-SST VICTORY. Opponents of the controversial supersonic transport airliner wondered, after Congress finally killed the project, whether the White House would try to revive it at a future date. They were relieved when the President's Office of Science and Technology released the report of a scientific review board commissioned by the President. Kept secret until the debate was over, the report warned that the SST could cost the taxpayers up to \$5 billion and advised the government to stop subsidizing its development. "Other reports recommended continuation of the program," a White House scientific adviser commented. But the opponents were confident that the administration has decided to call it quits.

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DEAR (DEPARTMENT STORE) SANTA:



by Frank L. Remington

"WHAT DO YOU want for Christmas, little one?"

Department store Santa Clauses ask this question innumerable times in a single day. Yet, each answer is a new experience. A toothless grin, a shy request for a doll, a little tyke who breaks into tears and clings to mamma on his first trip to Santa's toyland—all these make a typical day for an average Santa Claus.

Although enthusiastic about their work, most department store Kris

Kringles suffer the occupational hazards of the trade. Last year they reported a variety of casualties ranging from having their beards suddenly and violently wrenched from their bleeding chins to receiving the kicks and punches of disappointed small fry. One youngster even whipped out a cigarette lighter and converted Santa's beard into a flaming torch.

In Detroit last year, one little boy reduced Santa Claus to a quivering hulk. He was delivering his list to Santa and the old fellow was nodding at each item. "You'd better write it down," the lad suggested.

"Oh, that won't be necessary," Santa smilingly replied. "I'd never forget a nice little boy like you. Santa Claus never forgets."

A couple of hours later the same little boy made his way into another department store and headed for the smiling, bearded gentleman. "Aha, said the completely unsuspecting Santa, "and what would you like Santa to bring to your house?"

"See, I knew you'd forget," howled the youngster, kicking Santa in the shins. "I told you to write it down."

To most of us walking into a busy store to do our Christmas shopping, Santa Claus is just another guy earning his living. He's that to be sure—and much more. He's the most important man in the world to millions of youngsters—a fact he must never forget. And it's sometimes difficult to remember, especially when his adulators drive him to the brink of physical exhaustion, exasperation and even despair.

Fortunately, this doesn't occur every day. Even so Mr. Claus encounters a hatful of woes. After bouncing a couple hundred kids on and off his knee each day, one practitioner of the St. Nick profession could scarcely walk by the end of the day. A doctor diagnosed the case as a bad attack of "Santa's Lap," and warned the patient that his knee just wouldn't take the traffic. So the store came to the rescue with a little seat that swung out over Santa's lap.

On his first day at work, the Santa Claus at a Los Angeles department store had his pocket picked of his wallet and watch. The same morning he was embarrassed to the toes of his shiny black boots by the skeptic dreaded by all Kris Kringles—the little beard tugger. "This boy came up to me," the hapless St. Nick recounts, "and said he wanted to pull my whiskers."

"I said okay, if I could pull his hair, figuring a little child psychology would scare him off. Instead, he gave my beard a tremendous yank. Down it came, mustache and all—clear to my Adam's apple."

On the other hand, a cuddlesome little girl in Philadelphia stood back and

studied Santa for some time. Then she tiptoed up to him and with a look of adoration whispered, "Santa, will you promise me you will never shave?"

One thoughtful little lass climbed on Santa's knee and presented him with a safety razor and an aerosol bomb filled with shaving cream. Completely miffed when the old gent firmly declined to use the gift on the spot, the little lady squirted him all over with shaving cream.

In Pekin, Illinois, a Kris Kringle was victimized by a band of "enlightened" youngsters. They lay in wait for Santa to appear in a street parade. When he came on the scene, the little monsters snowballed the old boy right off the street and out of his honorable profession.

Trouble plagues Santa Claus in so many forms that it is a wonder he ever leaves the North Pole. In St. Louis, a harrassed Santa inadvertently dropped a four-year-old from his lap and wound up paying a \$10,000 judgment. An unsympathetic judge ruled he had shattered the kid's faith.

Santa Clauses the nation over un-animously agree that they must never relax their vigilance for a moment because children are unpredictable. Innocent and shy as they appear, they may have mayhem, or worse, on their minds. And that's not to mention the questions, often embarrassing, that they may spring. There's no telling what their inquisitive little minds will ask. "Santa," one tyke asked, "if you bring all our gifts, who the heck buys all the toys I see in the stores?"

Accompanied by a plump mother, one young miss sat on Santa's lap and enumerated the usual requests for dollies and such, then blatted out at the top of her voice, "And for goodness sakes, please bring mamma a new girdle." Blushing fiercely, mamma snatched the tot and exited in a hurry.

Kids ask for everything from live elephants to baby brothers and sisters. One six-year-old girl in San Francisco asked for a pair of boxing gloves. "The boys in the first grade are getting too fresh," she informed Santa. "The next kid that gets smart, I'll biff him one." A couple of years ago one youngster asked for a new daddy because hers was "wearing out on top." Another lassie requested a wedding gown "so that I can marry my daddy."

One of the strangest requests a Santa Claus ever received came from an eight-year-old-boy. Eliciting the items he wanted for Christmas, he wound up with a request for \$500 in cash. Puzzled, Santa asked him why he wanted all that money.

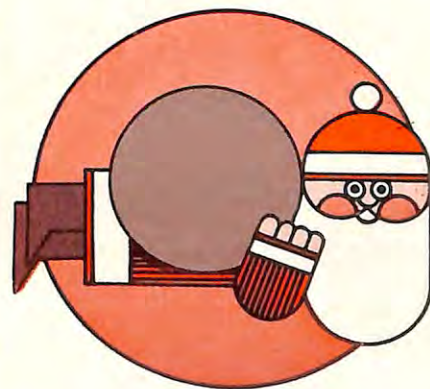
"Well, sir, Santa," he said, "after this year I'll not believe in Santa and I'll want the cash to purchase my own gifts."

Selecting the right man to fill Santa's boots is a painstaking project. The final decision comes only after hundreds of applicants have been carefully screened. Usually sixtyish, the average St. Nick boasts a ruddy face, a prominent paunch and a benign air. Above all, he has an abundant fondness for children.

Doubting Thomases occasionally bring Santa a trying moment or two. One Santa Claus tells of a young man who held grave doubts as to Santa's true identity. Being precocious, he investigated the whole matter to his own satisfaction and pronounced: "Santa, you are all right."

Pressed for an explanation, the youngster told his story. "When I was in here the other day, I swiped one of the hairs from your beard. My granddaddy has a white beard, too, and I pulled out one of the hairs. My daddy is a doctor and has a microscope. I put both hairs under it and they were both alike. Santa, you are real."

Actually Santa Clausing is a serious business. Far too many Kris Kringles are inexperienced or disinterested individuals who muff the job and shatter childhood illusions. The following suggestions are offered those who may be donning the red suit, white beard and wig this year at a child's Christmas party
(Continued on page 43)



Lodge Visits of E. Gene Fournace



The annual fall meeting of the Indiana Elks Association held in Indianapolis was attended by GER and Mrs. Fournace (third and fourth from left). An entourage of distinguished guests included (from left) Grand Trustee and Mrs. L. E. Gerber, South Bend; PGER and Mrs. Glenn L. Miller, Logansport, and ER and Mrs. Robert B. Johnson, Indianapolis.



Monsignor Nicholas Wegner, director of Boys Town and a member of Omaha Lodge, greeted Brother and Mrs. Fournace when they arrived for a tour of the school and its facilities during their visit to Nebraska. He presented the Grand Exalted Ruler with a certificate making him an honorary member of Boys Town.



Wheeling, West Virginia, Lodge was honored by the presence of GER E. Gene Fournace at the 63rd State Elks Association convention held in Wheeling. Among the distinguished guests were (from left) outgoing SP Ralph H. Barnes, Wellsburg; GER Fournace; SP Douglas W. Gregory, Martinsburg; PGER Wade H. Kepner, Wheeling, and Thomas A. Goodwin, Wheeling, GL Judiciary Committee Chairman.

Highlighting the fall meeting of the Nebraska Elks Association in Omaha, PER C. Lee Bradey and ER Jack E. Nelson (right) presented Brother Fournace with a "Go Big Red" jacket and hat.

Harvesting the Oceans

(Continued from page 8)

ized their worth. In Edinburgh, street vendors used to cry: "Buy dulse and tangle!" In Wales laver is used in salads or made into laverbread. Irish moss is eaten in Wales and Scotland while the Soviets promote "sea cabbage."

Seaside farmers, too, have long known the value of seaweeds for soil and livestock.

In North America its production is concentrated in California, New England, and the Maritimes. Irish moss and dulse are the more important species, the former for gels and the latter for food.

California, too, is the leader in harvesting the giant kelp, gathered for the algins used in the food industries and for stock feed. Mechanized barges cut the kelp at the legal four feet below the surface and the plant regrows remarkably rapidly.

Men have long noticed how fish school around a submerged wreck, the greater amount of surface giving minute life forms foothold to start a localized web of life. This has prompted some to dump old car bodies and even try fish "apartment houses" to build up permanent populations of fish in what might be called "voluntary domestication."

Obviously no one is anxious to spend capital and energy on installations such as these nor on the more expensive pounds, ponds, pools, and other facilities without assurance that he will reap the fruits of his labor. Most nations, by law, survey foreshore, tidal flats and shallows for some form of license, lease, or ownership.

Nowhere is the property principle better recognized than in the shellfish industries.

The culture of oysters is highly sophisticated in North America, the Orient, Europe, and the Antipodes. Japan pioneered raising them on sticks in the mud and then on ropes hanging from rafts. And they even pamper the larvae with special planktonic cultures. Growth rates shot up, predation was reduced, deeper water utilized, and crops of over 15 tons an acre have been reported.

Mussels are farmed in France, Holland, Italy, and Spain. With a system similar to that for oysters, the Spanish have recorded an astonishing yield of 250 tons of meat per acre.

Clams are likewise cultured and trials are being made with other mollusks such as scallops, abalones, and octopuses—and yes, both squid and octopus are shellfish which have lost their shells.

Once we get beyond the anchored seaweeds and sedentary—at least in their later stages—and get to the livelier

crustaceans and fishes, we meet the problems of fencing or herding. Our stock have become "involuntary captives."

Confinement may be net—or grille-walled lagoons, pounds, sea-level holding ponds with tidal gates, or above-tide tanks or pools with their pumps—the latter an expensive proposition.

The lagoons of coral atolls offer a splendid prospect while bays and inlets we shall mention later.

For some species the bubble curtain, air escaping from a perforated pipe upon the bottom, promises to be effective and technicians are experimenting with both accoustical and electric impulse barriers.

The widely cultured shrimp is the crustacean most suitable for farming and has a high market value. It is far from a fussy eater, thriving on any minute plant and animal life, bacteria, and even mud. It is both scavenger and cannibal.

These are an important industry in the Philippines, the weak link being the capture of the sugpo, or young, a tedious manual task. Six weeks in the nursery ponds, with periodical renewal of sea water through sluice gates and sometimes with supplementary rice bran, and they are moved to the rearing ponds. Six months from their capture they are six

inches long and ready for the market.

As already mentioned, shrimp culture is also a prime Japanese industry. It has been tried in the United States but has not yet proved profitable.

Many attempts have been made to farm those two delights of the gourmet, the lobster and the crab. Results have been disappointing.

All this talk of oyster and shrimp and other carriage trade delicacies should not shadow the Spanish experience of 250 tons of mussels to the acre nor the high promise of the protein concentrate. The nutrients are there, coastal marshes and shelves have both the richest biological communities and are the logical starting point for large scale aquaculture. It should be possible to augment the world's supply of animal proteins on a massive scale.

The most easily handled, least labor intensive undertakings may likely lie in the realm of orthodox fish. Vast tonnages of chosen species could be raised in coastal compounds throughout the world. The more surplus, above retail market demand, the better. It can all be turned into fishmeal for livestock or, by a refinement of that process, into the valuable FPC.

An experience of the British during World War II taught a lesson and gave

(Continued on page 25)

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by Jerry Hulse

IN THE WIND'S EYE



WITH THE CRUISE SEASON in full sail again, I got to thinking that perhaps ocean voyages aren't for everyone after all. I have in mind those military troops who, during wartime, find themselves overseas after a long "cruise" and not particularly happy with the destination. I suspect that none of them are queuing up for a repeat performance. On their journeys, instead of bingo parties the lads played poker and in place of the widely acclaimed gourmet meals they faced the same dreary, unimaginative menus they'd become accustomed to during basic training. How are you going to convince somebody who has undergone that traumatic experience that they should get themselves involved in Act II?

Obviously, the assignment is a difficult one, but one I feel is worthy. For one thing, cruising is enormously dissimilar from ordinary ocean travel. Secondly, with resorts the world over constantly being overrun with high rise hotels and Col. Sanders' snack stands, the cruise ship is one of the last ave-

Worming your way through the South Seas or walking the waters of the Atlantic, cruising can be both passage and port.



nues of escape in a jet weary world. To those troops still haunted by the unpleasant memory of a military voyage, let me caution you: there is no comparison whatsoever with life aboard a modern cruise ship. First of all, the meals are genuinely grand, drinks are cheap, the entertainment is free and, not to be discounted, there are those girls in their bikinis reposing around the swimming pool. There is, in addition, the welcome surcease from our overcrowded world of too many automobiles, noxious air and myriad other frustrations. Indeed, the experience is contagious, as one senior citizen discovered when he set sail around the world a few weeks ago. So impressed was he by the episode he's planning a second cruise, already. "Why is it so difficult," he said, "to get the older fellow who must travel alone to take a cruise? Last winter I forced myself to break away from the routine and take a long cruise around the world and I heartily recommend it—especially for middle-aged men and women who live alone." His

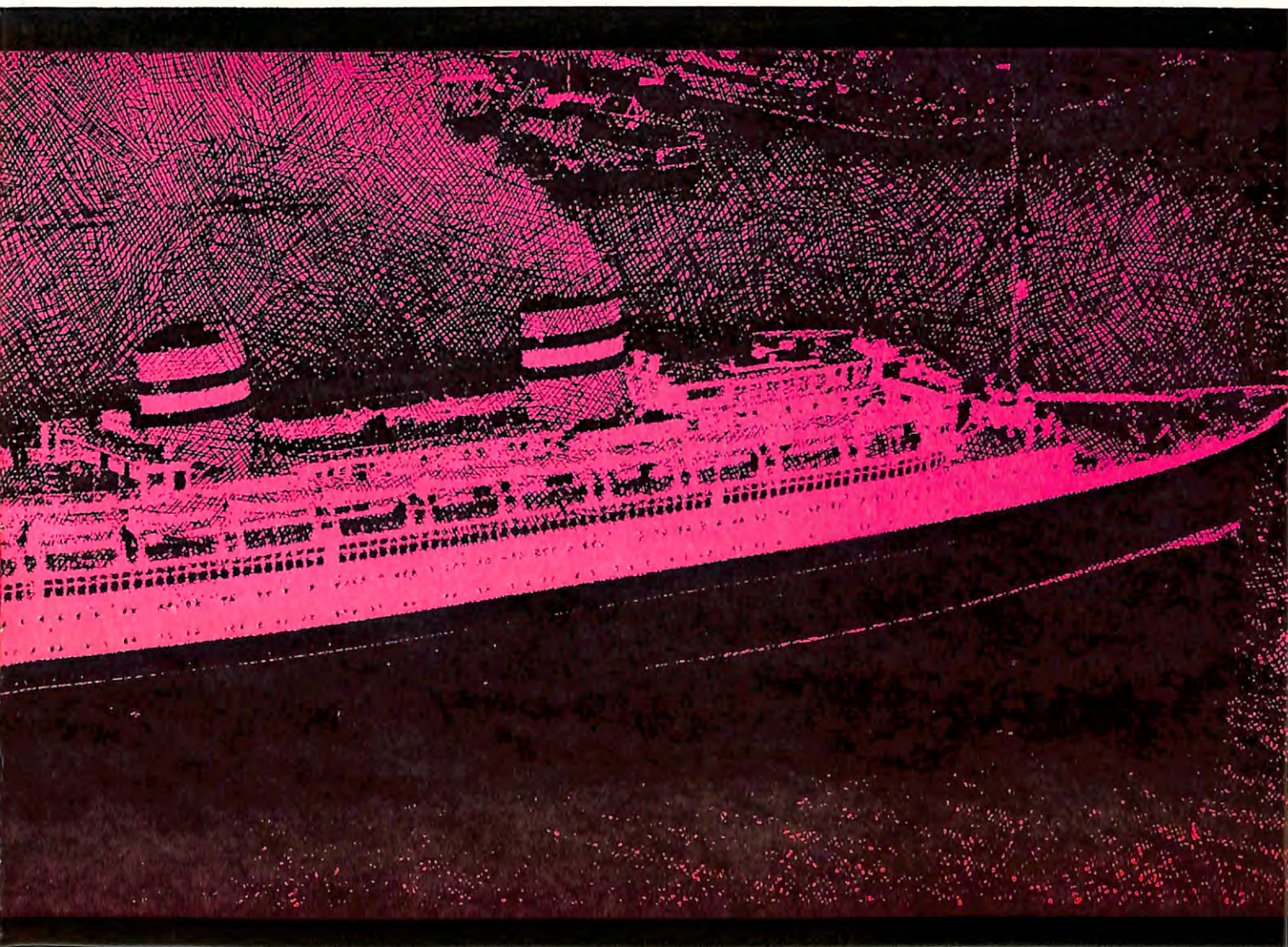
total tab amounted to slightly over \$3,000 but he figures he would have spent at least a third of the sum staying home and doing nothing but watching television. Instead of TV, he saw Hawaii, Fiji, Australia, New Zealand, Africa, Europe. "I'm sold on cruising," he said on his return. "In fact, I'm talking a friend into going with me next time. As some of us get older we dream of just one more fling. To all those dreamers I say, take a long cruise!"

Unlike the Los Angeles man, who intends to make cruising an occasional intermission in his life style, there is a growing group of others who are beginning a new fad: cruising 12 months of the year. In other words, they're making the ship their home. One 82-year-old woman I met from Des Moines insists that few resorts or hotels could possibly provide similar luxury at the price she pays for cruising—roughly \$35 a day, including room, board, entertainment and, importantly to her, companionship after the loneliness of living by herself. None of this takes into consid-

eration such fringe benefits as a doctor who is constantly on call, maid service and the excitement of new ports in a never-ending, changing drama.

As the current cruise season gets under way dozens of ships will be making waves out of U.S. waters, dropping anchor in such romantic ports as Bermuda, the Caribbean, Mexico, Hawaii, the South Pacific, Japan, Hong Kong, the Mediterranean and South America. As 1971 comes to a close and the New Year begins, Americans will be embarking on a record-breaking cruise program—extending all the way into next summer, according to an Elks survey. Big ocean liners will be circling the world—doing the grand tour in 90 days or more—while others will remain closer to home, offering a series of three-day breaks in the routine.

Dozens of inexpensive plans are scheduled, including a five-day fling aboard the Queen Elizabeth II priced at \$205. At the other extreme the SS France—longest and largest passenger
(Continued on page 42)



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Belleville, Illinois, Lodge was awarded its second consecutive Blue Military Airlift Command PRIDE Achievement Award in recognition of the attention the lodge has shown to wounded veterans returning from Southeast Asia to Scott Air Force Base. This is the fifth year the lodge has maintained an active program at the base. The lodge recently donated electric razors, shaver head cleaner, and shave lotion to the men. Some of the recipients were (first row, from left) AMH Larry Karr, USN; T. Sgt. Lloyd Reeck, USAF, and S. Sgt. Philip Minnici, USAF. Officials present were (second row) T. Gundlach, ER Roger Wagner, Major Wegs, R. Kurtz, J. Moreiko, and 2nd Lt. Lathren.



"Ted" Altier (second row, fifth from right), Minnesota Elks Association hospital chairman, and his seven sons were darts-throwing opponents of the wheel chair patients at the Minneapolis Veterans Hospital. This is the sixth consecutive year the family has participated in the program.



Bloomfield, New Jersey, Lodge recently entertained and served dinner to 50 veterans from East Orange Veterans Hospital. Grosvenor Robinson, veteran, received attention from (from left) PER Anthony Giordano; PER Peter Montuori, veterans committee chairman, and ER Louis Bonneford.



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OF THE

LODGES

MONUMENT DEDICATION SERVICES for the late PGER John S. McClelland were held recently at Westview Cemetery in Atlanta, Ga. The Atlanta officers who performed the dedication ritual were (from left) SDGER John Brinsfield; Est. Lead. Kt. Loren Ivie; Chap. Everett Poe; ER James Kaigler; Est. Loyal Kt. Paul Chastain; Secy. Leon Freeman; PGER Robert G. Pruitt, Buckhead; Esq. Lynn Collins, and DDGER Philip Bailey, Dalton. Also in attendance were PGER William A. Wall; Past Grand Trustee Roderick M. McDuffie of Cascade-East Point, who delivered the tribute; Tom Brisendine of Atlanta, who served as secretary to PGER McClelland; GL Auditing Committeeman W. H. Stewart, Auburn-Opelika, and William Magrath, general manager of the Elks Magazine.



NARCOTICS IDENTIFICATION GUIDES—describing the physical symptoms and dangers of the use of seven types of drugs—were distributed by Framingham, Mass., Lodge to all the teachers in the Framingham school system. (From left) Lt. Salvi Pascucci, juvenile officer, and Junior High Principal Arthur Del Prete examined one of the guides presented by PER Ralph Lepore Jr.



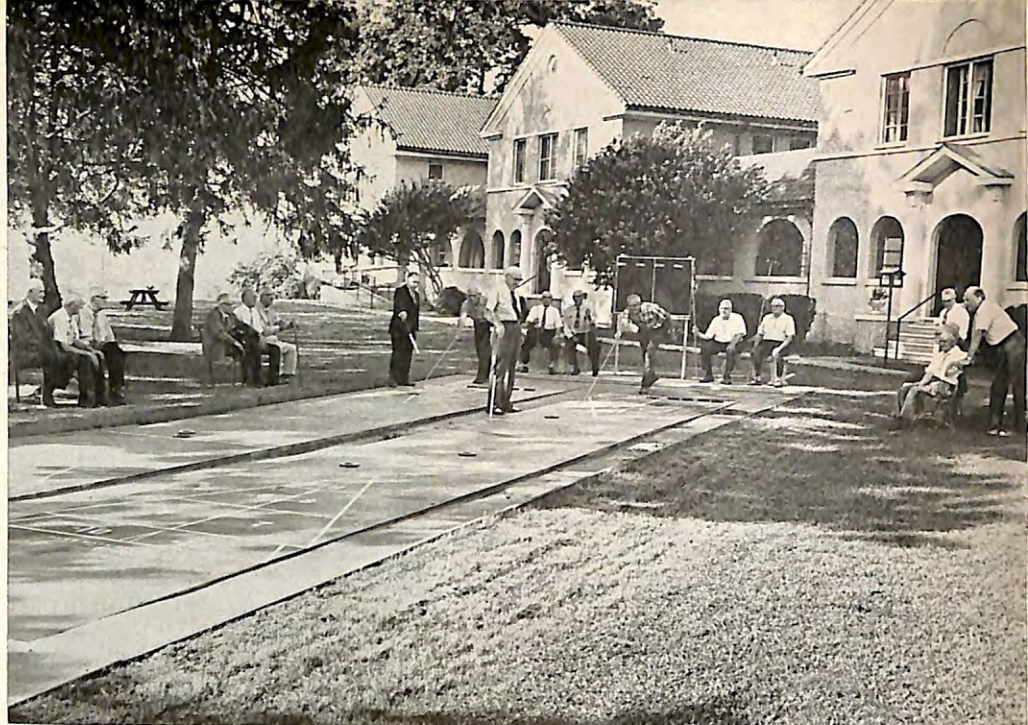
SDGER HERB BEITZ (left) was recently honored by Kokomo, Ind., Lodge for his 32 years of service to the Order. PGER Glenn L. Miller unveiled a portrait of Brother Beitz (who was PGER Miller's secretary during his term of office) which will be hung in the lodge home. ER William J. Kuntz (second from left) and Grand Trustee Lewis Gerber, South Bend, offered their best wishes along with a number of other state and Grand Lodge officers attending. A class of 8 candidates was also initiated in honor of Brother Beitz.



THERAPY EQUIPMENT was purchased with part of a recent \$2,000 donation from the Ohio Elks Association for the Rehabilitation Center of Lorain County. Encouraging young Doris Torres, a cerebral palsy patient, are Ralph Wittenbrook (kneeling), physical therapist; SP Earl E. Sloan, Elyria; PDD C. E. Sylvester, Lorain, and ER Bryce Bloom, Lorain.



LAW ENFORCEMENT bumper stickers have been distributed by the California-Hawaii Elks Association in the Monrovia area. ER Roy Morisette (kneeling) placed one on his car as PER Bart Gormley (left), state lodge activities chairman, and Monrovia Americanism Co-Chairman Ray Ellis watched. More than 13,750 bumper stickers have already been distributed.



SHUFFLEBOARD COURTS were recently installed at the Elks National Home in Bedford, Va., for the enjoyment of the resident Brothers. A recent tournament on the new facilities was a great success.



YOUTH NIGHT at Rochester, N.H., Lodge included guest speaker Carl Yastrzemski (fifth from left), outfielder for the Boston Red Sox, and Joe Lahoud (sixth), also a Red Sox outfielder. The seven varsity sports award winners joining them were part of the crowd of 500 persons attending the program.

THE SET OF KEYS to a new station wagon was presented to Charles E. Acuff (center), superintendent of the Arkansas Children's Colony for the mentally retarded. This was the third car donated by the Arkansas State Elks Association in support of the colony, the state major project. SP Richard E. Hebel (right), Texarkana, and PER M. D. Peterson, Mountain Home, joined in making the presentation.





ILLINOIS ELKS Crippled Children's Commission was the benefactor of 12 new wheelchairs for the pediatrics ward of Little Company of Mary Hospital in Evergreen Park. The wheelchairs are also to be used in the new pediatrics intensive care unit of the hospital. At the presentation ceremony were (from left) ER Fred Sheehan, Chicago (South); Patricia Dwyer, R.N.; young Eugene Oostema; Robert Steinhour, commission director, Springfield; Hope Manz, and PER John Farrell, Chicago (South).

LODGE NOTES

DES PLAINES, Ill. PER Ernest Kovarik, state chairman of the National Foundation, was recently honored as one of Chicagoland's 100 outstanding citizens. He was recognized for his unselfish efforts in promoting contributions to the Foundation in Illinois.

CONCORD, N.H. The lodge dedicated its new home recently. DDGER Wright V. Carter conducted the ceremony. The groundbreaking took place Dec. 29, 1970, and, after many moves since the lodge formed in 1910, the Concord Elks have a permanent home.

SOUTH RIVER, N.J. The lodge officers recently installed 45 charter members of the Elks' Ladies. Among the 150 guests were DDGER Peter Greco, Woodbridge; ER John Toraitis, East Brunswick, and East Brunswick Elks' Ladies President Janet McLoughlin.

BRIDGEPORT, Conn. The 20th annual Edward A. Dworken Memorial Swim program for handicapped children was sponsored by the lodge. The program provides an opportunity for physically and mentally handicapped children, who might otherwise be unable, to enjoy swimming.

SAN FERNANDO, Cal. As part of its veteran's program the lodge participated in the annual carnival arranged by the Recreation and Service Clubs of the Sepulveda Hospital. Chalmers Dock, who recently received a recognition award for his 10,500 hours of service to the veterans, was in charge of the booth.

TOLEDO, Ohio Officers and PERs of the lodge hosted PGER Dr. E. J. McCormick at a dinner in celebration of his 80th birthday. Special guests were SP Earl Sloan, Elyria; Trustee Sam Fitzsimmons, and DDGER Bill Soldner, both from Van Wert. ER Rollen Morgan presented a calendar watch to PGER McCormick.

SEAFORD, Del. The lodge organized several game booths for the Expo sponsored by the Seaford-Blades Chamber of Commerce. The booths raised \$80 that was given to the Seaford Little League Association.

OAK LAWN, Ill. The largest class since the lodge's charter class was recently initiated into the Order—148 new members. Brother Ed Endzel is chairman of the membership committee.

HOT SPRINGS, S.D. PER Raymond J. McClain was appointed by the lodge to be the National Service Commission representative at the VA Center in Hot Springs. He succeeds Brother William Elmer.

MOUNT VERNON, Wash. Secy. G. V. McKellar, age 62, died August 8, 1971. He was lodge secretary for 21 consecutive years. Funeral services, attended by many friends, were held at the lodge home.

UNION, N.J. The lodge swim club recently held its annual luau. About 350 guests were treated to a live Hawaiian show.

STURGIS, Mich. Brother Brenn Arklie won the first place in the lodge's first annual Inter-Lodge Golf Outing at St. Joe Valley Golf Course. Ninety-two entries competed for the prize money.

BOULDER, Colo. The lodge recently held its annual swim picnic for veterans from Fitzsimmons General Hospital, Aurora. Hamburgers, soft drinks, and homemade goodies were served. Ray and Shirley Talcott and co-chairmen Bob and Shirley Davis organized the event.



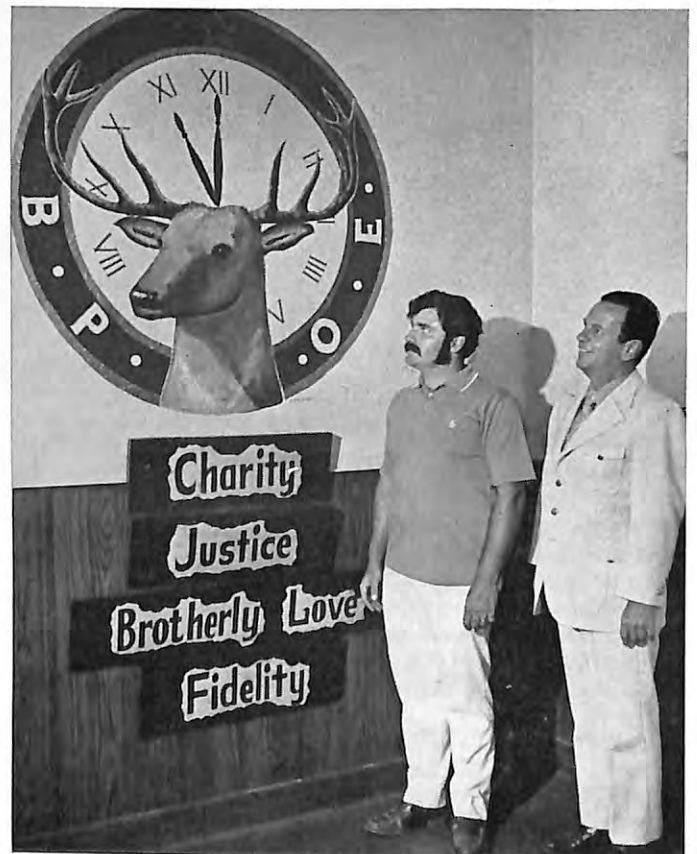
MORTGAGE BURNING CEREMONIES at Myrtle Creek, Ore., Lodge were attended by a group of distinguished Elk officials. (From left) PGER Frank Hise; SDGER Elmo Angele, Lakeview; PSP Worth Blacker, Corvallis; ER Robert Golden; SP W. G. "Pete" Zandell, Gresham, and former GL New Lodge Committeeman Robert Stults, Roseburg, were on hand for the celebration.



"NAIL THE PUSHER" is a campaign instituted by the Security Bank and Trust Co. of Miami, Okla., and supported by Miami Lodge. The lodge contributed \$50 of the \$150 reward for information leading to the conviction of persons selling such drugs as marijuana, LSD, and amphetamines, and \$100 of the \$250 reward for those convicted of selling "hard" drugs, such as heroin. ER Tom Wilson (left) officially notified John Burford, bank president, of the lodge's support. The program has already brought some information to the attention of the authorities.



PDD Henry N. Payton, (right)—the only District Deputy from Newnan, Ga., Lodge in its history—was recently honored with a class of 26 new members initiated in his name. ER Walter G. Bexley thanked Brother Payton for his many years of service to the lodge.



SYMBOLS OF THE ORDER are admired by artist Gary Butler and PSP Eddie Richards. The emblem was part of Fort Madison, Iowa, Lodge's remodeling program.



TEN CANDIDATES were initiated in honor of DDGER Ambrose C. Rondina (right), Newton, during his visit to Weymouth, Mass., Lodge. Welcoming him to the lodge were ER Henry M. Gibbons (left) and Grand Trustee W. Edward Wilson.



IN RECOGNITION of her 29 years of service as director and teacher of the Elks' Pre-school Mrs. Edith Narum was honored by Clearwater, Fla., Lodge. ER Thomas Heath presented the certificate. The school was closed this year because there are now enough public schools to fill the need.

HARRY-ANNA CRIPPLED CHILDREN'S HOSPITAL certificates totaling \$1,300 were presented to Steve Calder (first row, third from right), owner of Calder race track, for sponsoring an "Elks Day at the Races" benefit. Presenting the certificates were (first row, from left) PER Carl Hazel, North Miami; Mickey Rooney; PDD Clarence Gunn, North Miami; ER Fred Tatro, Hollywood, and (back row) ER Ted Cohen, Miami Beach; Est. Lead Kt. David Hogg, Hollywood (West), and ER Thomas Ryan, Plantation.



CITIZEN OF THE YEAR at Long Beach, Calif., Lodge is Malcolm Epley (second from left). He was chosen for the honor by 15 organizations in the area and was the first recipient of the award by the lodge. Also on hand for the presentation were (from left) PGER R. Leonard Bush; ER Mel J. Hohlman; PDD Clare McCord, and PER James Speers.



THE SALVATION ARMY Wayside Home for Girls received a check for \$1,000 from Valley Stream, N.Y., Lodge. Est. Lead. Kt. John Dibble (right) presented the check to Brig. Gen. Henry Berkhardt for the purchase of clothing for the girls. ER Howard A. Hurwitz Jr. (left) looked on.

TOYS AND OTHER GIFTS were donated by the Washington State Elks Association to patients at Madigan General Hospital in Tacoma. Auburn ER Wilbur Nichols (center) and Est. Lect. Kt. Edmund Olson (right) were among the large group of Elks and their wives who toured the hospital facilities after the presentation.





SAFETY PATROL BELTS and helmets were donated by Brockton, Mass., Lodge to 325 area students. Officials at the presentation were (top row, from left) Youth Activities Chairman John Cormier, Police Chief Joseph Johnson, Safety Officers Edward Cronin and Alfred Ramondetta, Est. Lect. Kt. William Curley, and David Cohen, school official.



A CHARITY BAZAAR and barbecue held recently by Birmingham, Ala., Lodge included clowns who passed out balloons. Brother Joe Frey (center), chairman of the event, gave the three clowns some last minute instructions. ER George Beard (insert, right) was one of the first to be served at the barbecue.



AN AUTOGRAPHED BASEBALL was presented by San Francisco Giants' Manager Charlie Fox to Bobbie Knight, who was a guest of Greenwood Lake, N. Y., Lodge during their annual outing to Shea Stadium. (From left) PER Dan Murphy, ER Fred Devine, and PER James Gunn (right) escorted Bobbie and his father to receive the souvenir.



A SET OF JEWELS for the officers of Piscataway, N. J., Lodge was recently presented by the Elks' ladies. PERs John Tirolly (left) and Harry Newton (right) watched as ladies' president Mrs. Albert Mattos adjusted the jewels of ER William Loehr.



GRAND TREASURER H. Foster Sears (third from left) was honored with a testimonial dinner hosted by Macomb, Ill., Lodge. Congratulating the new Grand Lodge officer were (from left) State Secy. Irwin Stipp, Springfield; SP Harry Richards, Carmi; DDGER Richard Stropes, Pekin; Larry Gillenwater, chairman of the event, and ER Harry McDaniel.

(Lodge News continued on page 45)

It's Your Business

(Continued from page 41)

analytical management methods. Finally, there are, of course, many small businesses which either are simply too small or are not the right type for the application of those methods.

It would not be practicable for the typical small businessman to attempt to gain a working command of modern quantitative analytical management methods in any real depth or breadth. But he might well be able to learn and successfully apply some particular method that could be used safely and profitably in his particular business.

Even if it wouldn't be practicable for him to try to do that himself, it might still be possible for his company—if it's a suitable one—to have the benefits of some use of the new methods. The answer in that case would be to get outside help.

Where Do I Go?

How can a small businessman find out about the *possibility* of applying the new and sophisticated management methods safely and usefully in his business? Definitely his first move should be purely an exploratory one. He should get competent and *disinterested* advice—and should be prepared to pay for it.

A university business school or a technological institute is likely to have on its faculty some individuals who have had experience as consultants in the use of the new management methods. And some of the larger public account-

ing firms provide guidance and operational services in the application of those methods. There are a number of management consulting firms which are quite competent in applying the new management techniques we're talking about, but some of those firms are too big for the typical small business. There are a number of good smaller consulting firms and individual consultants who understand the new methods, but many others work in areas of management problems that don't call for the use of those methods. In any case, before using a firm or an individual as an adviser, talk to some of the clients he has already served.

If you get competent and disinterested advice about the possibility of using modern quantitative analytical management methods in your business, that advice just might take *this* form: "To try to apply those methods in your business right now would be premature. It would be better first to tighten up and sharpen your present management methods, staying within the bounds of 'conventional' management techniques. After a period of improved operation under those methods, it then might—or might not—be practical to consider applying more sophisticated methods."

Remember that the new analytical management methods are a *supplement to*, not a general substitute for, the efficient use of conventional management methods. There definitely are a number of kinds of difficult management problems that call for the use of the new methods and just can't be attacked in a fully effective way by means of conventional methods. But all too many companies—large as well as small—aren't yet getting all they *could* be getting out of the really smart and efficient use of *conventional* management techniques.

Harvesting the Oceans

(Continued from page 15)

a promise. Two Scottish lochs, the habitat of plaice and flounder, were fertilized with nitrates, ammonium salts, and phosphates. Everything went wild, as though they'd had a shot of H. G. Wells' "Food of the Gods." Plaice and flounder grew five times their normal rate, bottom life increased 750 per cent, weeds and weed fish flourished. Appalled by the scene, the plaice and flounder turned and headed out to sea. A dam was rushed across the entrance of one loch and the water became stagnant, ruining it for fishing.

Which suggests that, with the right net barrier or tidal gates and effective control of weed plants and fish, this type of operation might prove highly productive.

Aquaculturists, too, will be watching results in a 750-acre lagoon completed last June (1971) by the Lummi Indians near Bellingham, Washington. Already experienced with shellfish, blessed with federal funds, this tribal enterprise expects to employ about 100 Indians and raise an annual crop of oysters, salmon, and trout worth \$1.5 million.

In the Inland Sea of Japan the yellowtail, related to tuna, are held in netted pounds in areas of high tidal exchange and fed crushed mussels and in-

(Continued on page 40)

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 Lodge No. Under Inside Emblem 75¢ Add'l
 Social Security Number 75¢ Add'l

by John L. Kent

EVERY CHRISTMAS an avalanche of new and used toys descends on the children's wards of hospitals as the local civic groups and service clubs try to make the Christmas season of the less fortunate just as happy as their own.

It is a noble gesture in the spirit of Christmas. It makes the last week of December a happier time for those confined to hospitals or other institutions. But what about those children who are in hospitals during the other 51 weeks of the year? Children don't have accidents or get sick only the week before Christmas. And many come from homes of the poor, just as at Christmastime. Who will bring them toys?

It was this thought that prompted Jim Zunino, Honorary Life Member of the Monrovia, California, Elks Lodge, to begin what has become a major afterhours

project not only for him, but for several neighbors who became "infected" with his enthusiasm.

Jim puts in a full day as a mail carrier, but the rest of his waking hours—estimated at more than 30 hours a week—he spends in repairing broken and discarded toys and giving them to needy children.

As a result of his hobby, the Zunino garage has been turned into a repair factory. Doll carriages, tricycles and wagons hang from the rafters. There are "remnants" of children's rolling stock that Jim has cannibalized to get parts for other wheeled toys. Because of the many different models and sizes of tricycles, for example, Jim had to accumulate almost a dozen to get enough good parts to make a repairable one.

When Jim began his "toy repair factory" about a year ago the word got out. People on his route began to tell him when they were going to discard toys.

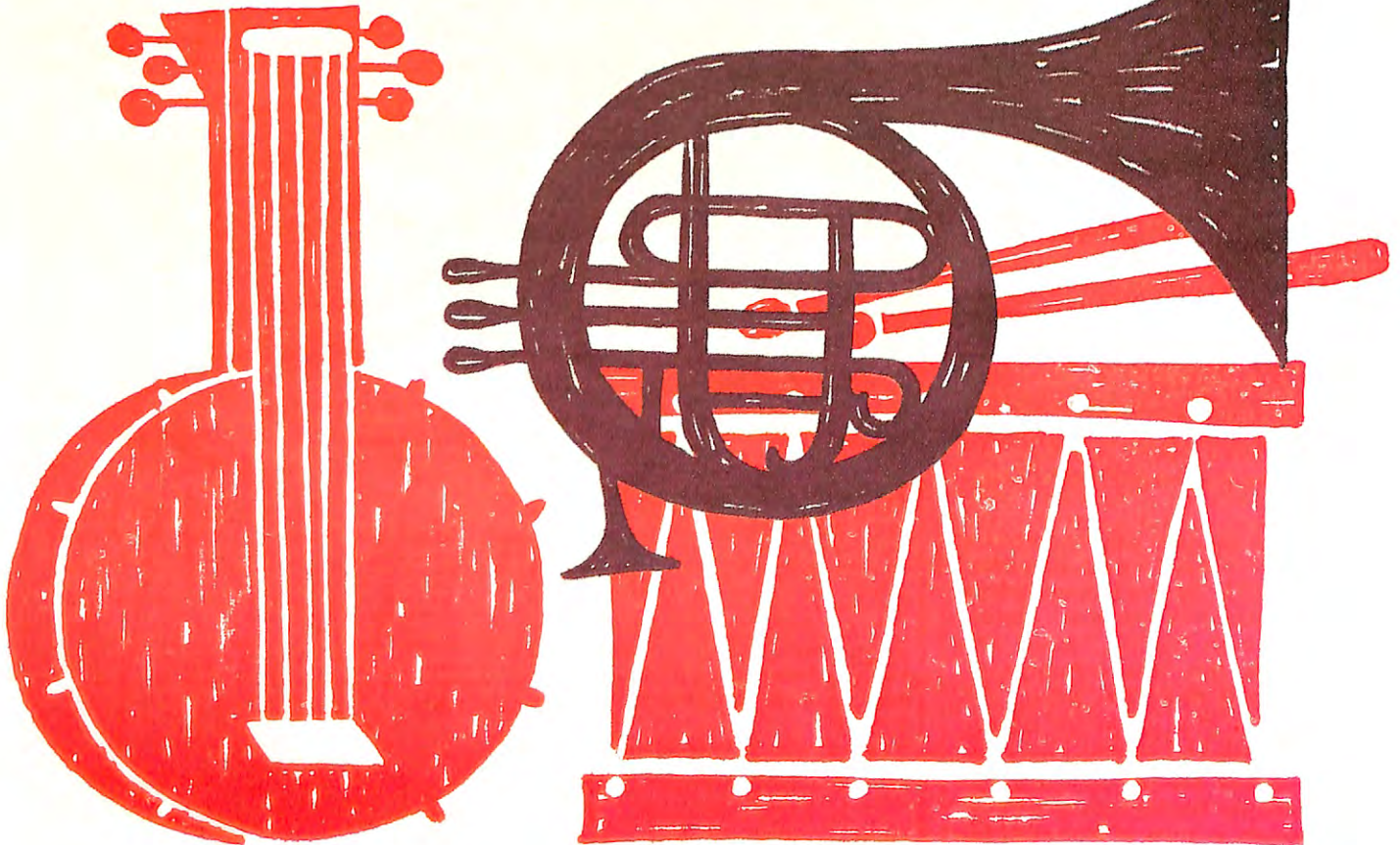
Today the Zunino garage no longer holds the two family cars. They've been orphaned to a parking area on the driveway. And Jim no longer goes bowling. In fact, he's even given up gardening, and his wife finds herself doing this outdoor chore.

Many men have briefly thought of the waste that is obvious in the discarding of almost new, but broken toys. And many have thought that these toys could be repaired relatively easily by someone who would take the time and then give them to other children. But, of course, *they* were too busy.

Jim wasn't too busy. Because the desire to help provide cheer for those unable to buy toys was strong, Jim Zunino found the time.

"I'd drive about on my mail route," he told me, "and I would see these toys atop garbage cans, waiting to be picked up by the trashman. And I thought how with just a little work they could be

CHRISTMAS TOYS ALL YEAR 'ROUND



fixed up, repainted, and given to some sick or crippled boy or girl whose parents couldn't afford new toys."

Because most people have a desire to share in doing good (if they but got the opportunity!) Jim now gets telephone calls at his home from people who have hardly used and slightly broken toys to contribute. The good news has spread and his enthusiasm is now shared by several neighbors.

One of these, Mrs. Alan Cope, now spends a good part of her day sewing doll clothes and repairing the broken bodies of dolls and stuffed animals. Caught in the spirit, her husband built her a separate sewing room where pieces of fancy lace and dolls line the walls. Learning of the need for repair material, many people have donated scraps of ribbon, lace and cloth for doll clothing.

Among the many who have caught the spirit:

- A local furniture factory donated scraps of sponge rubber which Mrs. Cope uses to restuff all the stuffed animals.
- A local printer donated 1,000 "business cards" with Jim and Mrs. Cope's addresses and phone numbers.
- Five residents even bought toys and material at backyard and rummage sales and gave them to Jim's organization."

All of the tricycles, hobby horses and other toys are painted after they are repaired. Some of the repair of the metal toys—which cannot be accomplished by merely bolting on replacements—is done by another neighbor, Glenn Maupin. He helps by welding some of the larger and heavier toys which are salvageable by the skilled use of a torch.

In Mrs. Cope's "doll factory" the dolls and other soft toys are sewn up and otherwise repaired. They are then given a bath and put out on the driveway to dry. Passersby see bright-colored clowns, lions, lambs, and other stuffed animals sunning themselves in front of her house.

The many calls that Jim receives about discarded toys are proof that "used" toys are not too difficult to find. This is understandable. American children have more toys than anybody. According to the Toy Manufacturers Association of the U.S.A., Inc., some \$2.5 billion to \$3 billion worth of toys are produced annually. During 1971 the value (at factory prices) is expected to rise to nearly \$4 billion. Already the average family spends more than \$50 a year on toys. Toymaking is big business.

The gross sales for Mattel, Inc., one of the leaders, is over \$100 million a year. And, the toy industry spends more than \$100 million a year advertising toys on television and another \$10 to \$15 million in the newspapers and magazines.



(From upper left) The two-car garage of Jim Zunino of the Monrovia (California) Elks has been turned into a "toy repair factory;" here Jim hangs up a freshly painted tricycle frame. Mrs. Alan Cope, a member of Jim Zunino's "toy repair factory," puts the finishing touches on a doll's new wardrobe; the renewed doll will make some little girl's stay in a hospital much brighter and happier. Jim cleans and sandpapers a wooden toy before it is repainted and given to some sick child in a local hospital.



Although there are short-lived fads in toys, most of the toys given to children are still the old standbys—dolls, tricycles, hobby horses. These are usually built well enough to warrant repairing.

Jim's interest in toys has made him aware of the role that playthings have in children's lives. This is why he is not enthusiastic about toy guns and other miniature replicas of older peoples' artifacts of violence. He is pleased, of course, that the toy makers—aware of the growing swell against violence—have cut back production of toy guns.

Jim estimates that he and his friends have repaired and renewed more than 150 toys, dolls, and other playthings during the past six months. When he first started, he was spending \$5 to \$10 a week for bolts, screws, paint and so forth. However, with many donations coming in, he seldom now has to buy any major item.

There is absolutely no doubt that his work is appreciated. He has a growing file of letters from the various hospitals

and other institutions which have received the output of his repair shop.

Of course his efforts are not unique. Others have undertaken to repair toys and donate them to children in hospitals. But he is doing it on a continuing, year-round, basis. And, he has enlisted the talent of others in a team effort.

Jim Zunino's operation can be duplicated in other communities. All it takes is the desire to help, and the interest and spare time of two, three or more individuals.

As in the case of Zunino's efforts, "division of labor" is desirable. There should be a lady who has a sewing machine on which to patch up the soft toys. The "team" could make use of a man who has a fairly well equipped home workshop and possibly a welding outfit to fix the larger metal toys. Almost anyone can use a wrench, sandpaper, and paint brush. That's all that's really needed—plus the determination to help other—and smaller—human beings. ■

NEWS OF THE STATE ASSOCIATIONS



Charleston Lodge took home two awards after the West Virginia Elks Association convention this August. ER Lewis G. Stuck (left) displays the plaque for first place in overall youth activities programs, and Brother Joe L. Estep Jr. holds his award for state Elk of the Year.



Colorado Elks' reception committee welcomed GER and Mrs. E. Gene Fournace when they arrived in Denver for the 68th annual state convention. The distinguished group included (from left) outgoing SP Walter Johnson, Longmont; GL Ritualistic Committeeman and Mrs. J. A. Drehle, Littleton; GER and Mrs. Fournace, and Mrs. Elsie Dumivent, wife of GL Youth Activities Committeeman Miland H. Dumivent.



Arriving at Sparks for the recent Nevada Elks Association convention were (from left) PER Carroll A. Brant, Sparks; PGER Horace R. Wisely; Sparks ER Fred R. Lanman; PGER Glenn L. Miller; SP Tom Johnson, Reno; PSP Richard Logan, Tonapah, and PGER R. Leonard Bush.

NEVADA GOVERNOR Mike O'Callaghan attended the annual convention of the Nevada Elks Association at Sparks. Other guests included PGERs R. Leonard Bush and Horace R. Wisely and a number of state officials from California and Arizona. PGER Glenn L. Miller was on hand to present the association's speech therapy scholarships.

The 200 delegates attending the meeting elected the following officers

to serve for the coming year: SP Tom Johnson, Reno; VP J. Gordon Hoopes, Las Vegas; Secy. Virgil Aramini, Reno; Treas. Carl C. Merrill, Boulder City; Trustees John Jutte, Reno, L. E. Hall, Elko, and Lloyd Drennen, Henderson; Sgt.-at-Arms Robert Perry, Ely; Tiler Dennis Olsen, Winnemucca, and Chap. Gerald Baker.

During the awards banquet and dance at the Nugget convention center, Las Vegas Lodge was presented with

a plaque for first place in the ritualistic contest. Reno Lodge took second, and Ely came in third.

Ely Lodge will host the 1972 convention delegates June 8 through 10.

CONNECTICUT ELKS reviewed the accomplishments of the past year during their recent convention at Westbrook. A message from PGER Ronald J. Dunn was warmly received by the delegates who also welcomed Past Grand Treas.

Edwin J. Maley and SDGER Arthur J. Roy to the meeting.

Danielson Lodge was presented with the Arthur J. Roy Ritualistic trophy by Brother Roy. Awards for the arts and crafts competition sponsored by the Elks National Service Commission were also presented.

A balance of \$90,000 remains on the association's pledge of \$300,000 to the Newington Children's Hospital. A payment of \$60,000 toward the remainder was budgeted for the coming year.

Included on the list of new state officers are SP Francis J. Adams, Branford; VP Francis Hines, Bristol; VP Clifford Gasparini, Westbrook; VP Andrew James, Fairfield; Secy. Thaddeus Pawlowski, Norwich, (his 16th successive term); Treas. Edward Kligerman, Branford, (his 10th term); and Trustee James A. Lee, Windsor. SP Adams made the following appointments: Chap. Samuel Browne, Enfield; Sgt.-at-Arms Anthony Payne, New London; In. Gd. Raymond Bachman, Bristol, and Tiler Lawrence Volpe, Bridgeport.

LAKWOOD LODGE was host to the 68th annual Colorado Elks Association convention September 9 through 11. Among the 900 persons registered for the meeting were GER E. Gene Fournace, PGER H. L. Blackledge, and 15 Past State Presidents.

It was reported that Colorado lodges contributed a total of \$50,842 toward the support of major project activities. The project is Elks Laradon Hall, a school for retarded children.

Robert Wilson of Aurora Lodge was elected as the new association president. His fellow officers include VP Leonard Bennett, Rifle; VP Clement Audin Jr., Hotchkiss, and Secy. Jim Sterling, Cannon City, who was elected to his 13th successive term.

Greeley Lodge was the winner of the state ritualistic contest and will enter the national competition next July.

The next state meetings are scheduled for February 5 and 6 at Greeley and May 6 and 7 at Cortez.

A RE-DISTRICTING PROGRAM was put into effect during the Oregon State Elks Association convention at Seaside. Two new districts were added to the previous five so that the smaller districts would enable each Vice-president and District Deputy to work more effectively with his assigned lodges. The number of lodges in the state has increased to 56.

Dr. Kenneth C. Swan, director of the Elks Program for Visually Handicapped Children, reported on the state major project, which is beginning its 23rd year. The delegates donated more than \$6,000 during the meeting to continue

(Continued on page 40)



The new Massachusetts State President, Donald A. Podgurski (left), Norwood, went over his committee appointments with PGER John Fenton and PSP Edward O'Brien. The Massachusetts state convention was held at Bretton Woods, N. H.



Eight Past State Presidents of the Massachusetts Elk Association gathered for the Past President's luncheon during the recent state convention. They are (clockwise, from foreground) Elmer A. E. Richards, Hyannis; Louis Dubin, Waltham; Joseph E. Brett, Quincy; Arthur D. Kochakian, Haverhill; Edward A. Spry, Boston; PGER John E. Fenton, Lawrence; a special guest, Past Grand Chap. the Rev. Francis P. Fenton, Flint; Henry T. Flaherty, Clinton, and Thomas J. Dowd, Lowell.



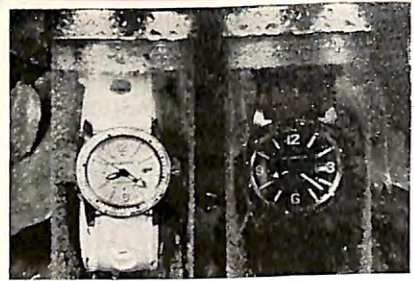
Past Grand Trustees Chairman Francis M. Smith (left), Sioux Falls, congratulated two of the new South Dakota Elks Association officers after their election at this year's convention at Rapid City. The two officials are SP Rick Gereau (center) Watertown, and State Treas. Joseph Garrity, Brookings.

Elks

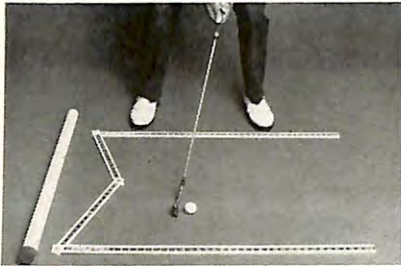
FAMILY SHOPPER CHRISTMAS SHOWCASE



TRIM A TINY TREE. Unbelievably life-like—right down to its fresh pine scent! Have fun and impress everyone, custom-decorating it for cocktail table, child's room, anywhere—particularly as the completely personalized gift. 22" high (prox.) in natural pine green. Sturdy nomar base. \$3.98 to your door. Village Flower Shop, Inc., 1803 Cranston St., Cranston, Rhode Island 02920.



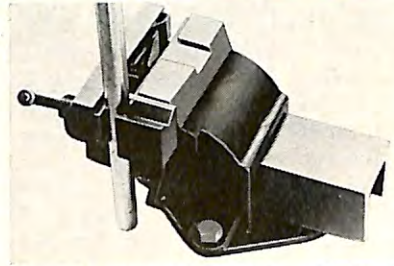
CALENDAR SPORTS WATCH so water-resistant it's packed in water! 1-yr. guarantee; accurate above & below water. Magnified date, luminous hands & dial. Lapsed-time ring, world-time ring, sweep second-hand, adjustable strap, antimagnetic. Handsome black model for men, swinging white for women. \$19.95 + 45¢ post. (Ill. add 5%) Serendipity Marketing, Box 723-E, Arlington Hts. Ill. 60006.



PRO SQUARE. Fantastic new golfing aid improves your swing, chipping & putting. It is an alignment guide that can be adjusted in seconds, carried easily in your bag, used at home, on putting green or practice tee. Separate sides for novice and experienced players. A scientific, simple way to add consistency to your game. \$9.95 ppd. Pro Square, Inc., 631 Pearl, Eugene, Ore. 97401.



WHAT DO YOU GET FOR THE MAN WHO HAS EVERYTHING? May we suggest an antique Gum Ball Machine for his Office, Den or Playroom. Certainly unique, a fun conversation piece and definitely for him at \$34.98 each including supply of gum. Shipping charges paid too. Order early for Christmas. Sorry no C.O.D. Circle Vending Service, P.O. Box 71, Elmhurst, N.Y. 11373.



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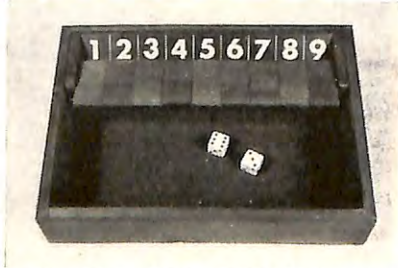
CONVENTION MEMENTO—SOUVENIR. New Orleans 1971 National B.P.O. E. Convention. Seal of the City of New Orleans on one side, Elks emblem on reverse. Specify red or blue. Medallion \$1.00 ea. plus 10¢ shpg.; Key Chain \$2.50 ea. plus 25¢ shpg.; Necklace, \$2.50 ea. plus 25¢ shpg.; Bracelet \$3.00 ea. plus 25¢ shpg. Convention Souvenirs, P.O. Box 50302, New Orleans, La. 70150.



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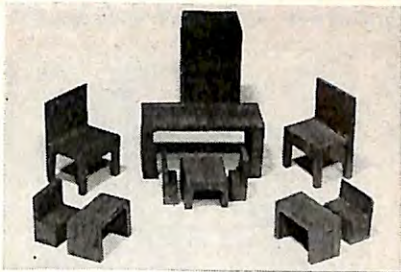
THE JEFFERSON "500" CHRISTMAS SPECIAL. A stunning addition to your office or home. Chrome case contrasts boldly with black instrument dial. Numerals and hands are gold. 5¾" high, 4¾" diameter. Retail price, \$24.95. Your price \$17.95 plus \$1.50 shipping charge. 2/\$32.95 plus \$1.50 shipping. Offer ends Dec. 31, 1971. Exmarco, Inc., P.O. Box 175, Chicago, Illinois 60648.



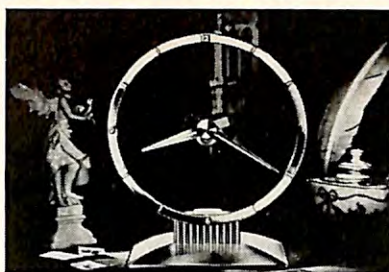
NEW DICE GAME SENSATION. Great bar-top game for at home or at the club. Adds zest to any gathering. Beautiful solid walnut, lined with red felt. Old fashioned quality construction; perfect for important customer or friend. Not in stores. \$8.95 + \$1.00 post.; 2/\$17.00 + \$2.00 post. Also Liar Dice Game \$4.95 ea. (+ 5% Ill. Tax) Sharmont Gifts, Box 125, Harvard, Ill. 60033.



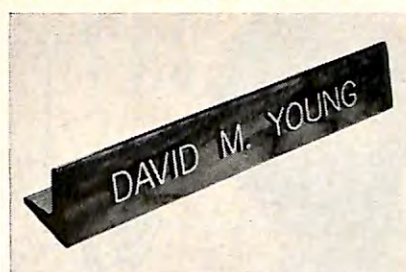
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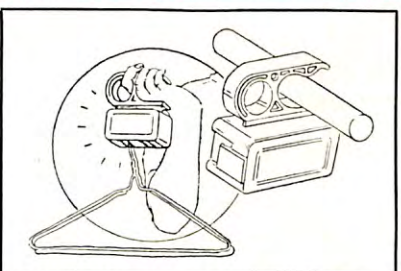
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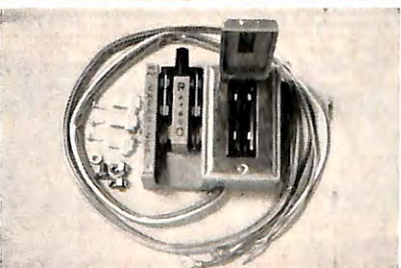
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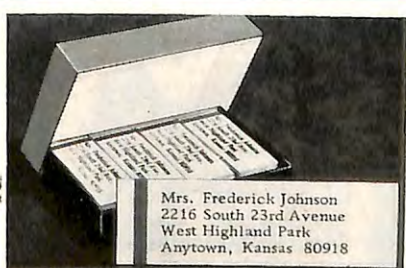
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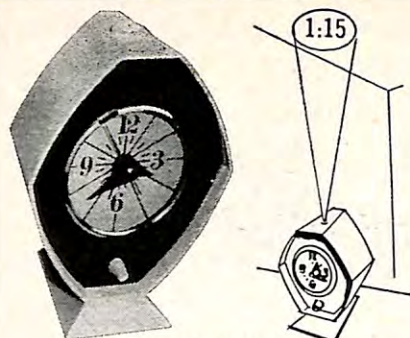


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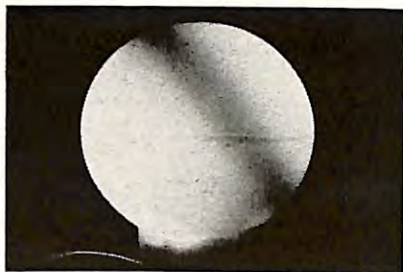
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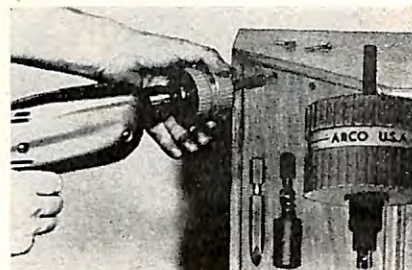
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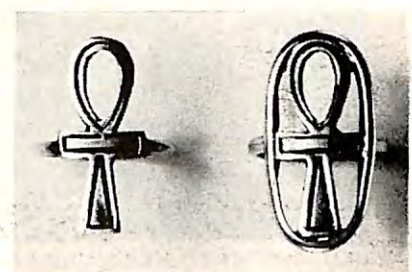
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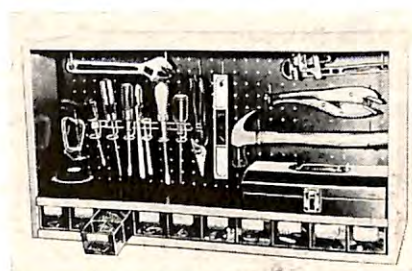
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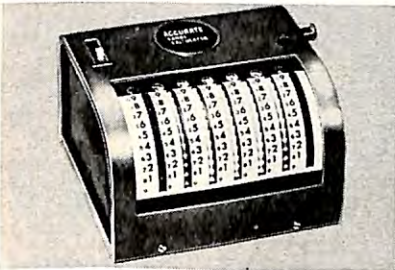
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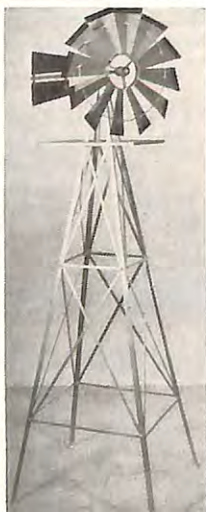
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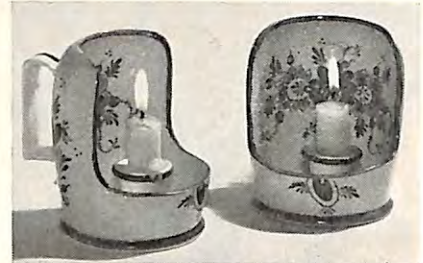
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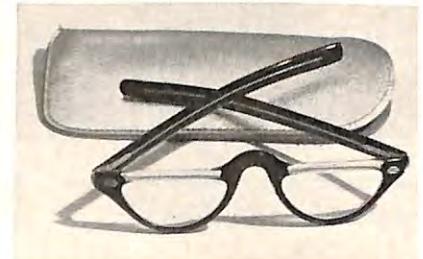
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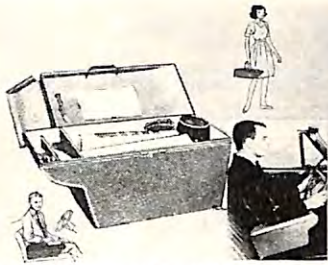
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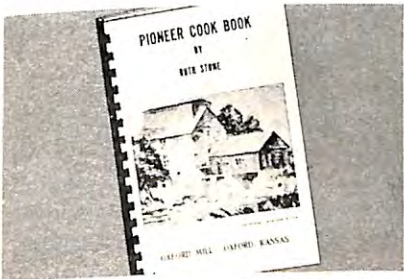
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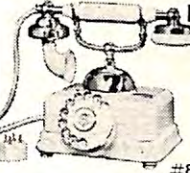
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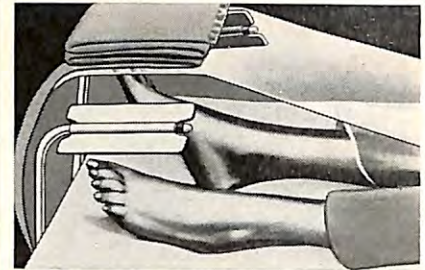
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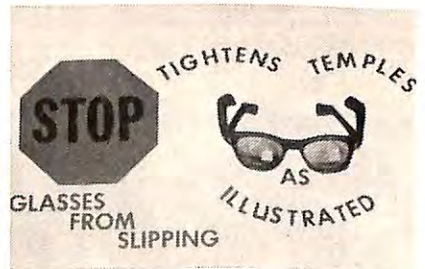
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SportsAction

BY DON BACUE

"THE FANS WANT BLOOD"

Imagine, if you can, a sleek, svelte blonde, five foot seven, perhaps, with hypnotic green eyes and entrancingly soothing voice. Imagine, too, that she's a sportsman, err, woman . . . the best in her field. Figure skating, you say? Horseback riding? Swimming, diving, golf, bowling? Better guess again, fella; for this gal's number one in a sport that combines the bone-crushing tactics of football with the blinding speed of ice hockey. That's right, her name is Ann Cavello—"the firey Ann Cavello," the announcer excitedly squeals at rinkside; and she's part of the increasingly popular world of Roller Derby.

Not since the post-war 40's and early 50's has one sport so quickly enamored the American public as Roller Derby. Back in 1951, for example, some 82,000 fans jammed New York's famed Madison Square Garden to root their favorite team to victory in the World Series. Over four million people that year crowded the turnstiles to watch such all-time Derby greats as Billy Bogash, Charlie (Specs) Saunders, Gene Gammon, and Ken Monte battle their way past opposing players.

Roller Derby originated some 35 years ago in Chicago under the guidance of promoter Leo Seltzer. All was not daisies and lollypops from the start, though, as Seltzer's brainchild underwent constant financial reverses. Back in those days, the Derby might more aptly have been called the Marathon—for that's what it was. Riding on the wings of the mid-20s' "walkies," Seltzer set his participants on skates, placed them on an oval track, and warned them to "keep skating if you want to eat."

The passing of the marathon craze was nearly the end of the Derby, until one day, writing immortal Damon Runyon, perched rinkside, witnessed a fight between two Derby girls. Both skaters were subsequently evicted, but not before Runyon observed how

eagerly the few sparse fans present looked forward to a recurrence. Runyon suggested that Seltzer expand the Derby's rules to allow for limited scuffles, and soon the game was on its way to becoming an American sportsman's institution.

Most simply, Roller Derby is played by two competing teams of two units each—five men and five women—skating in alternate periods of 15 minutes. At the sound of the referee's whistle, each unit has 60 seconds to send a "jammer" (scorer) out of the pack. After making a complete circuit, the jammer is awarded one point for each member of the opposite team he passes. And therein lies the game's exciting potential; for while Team A's jammer is at the back of the pack trying to score, Team B has positioned its largest or toughest (or both) player at the back of the pack to "block." The one player's goal, needless to say, does not always coincide with the other's. And when the girls are on the track, the ensuing broils can be bitter, indeed.

"The fans want blood," according to Ann Cavello, "they want to see us broken up and my body carried out." And the players? Well, they recognize the value of the intrinsic violence in their sport. They may not always appreciate a fist in the back or a knee in the stomach, but it's a way of life . . . the only one most of them know . . . and it's money.

"If you've got a good body, it's one way of using it," says Margie Laszlo, one-time fashion model, now undisputed Queen of the Derby. She's only one of the reasons hundreds of thousands of fans across the nation turn out for Roller Derby games each week . . . while upwards of 20 million more opt for the game on color television the next morning, providing viewer interest as high as that in pro basketball or ice hockey—a phenomenal fact, indeed, about a very phenomenal sport.

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Art Linkletter Talks About Drugs



■ Why are young people tempted to experiment with drugs? There are several reasons:

1. They are beginning to mature. They are beginning to exert themselves as adults. Actually, it is a time for experimentation, learning what they are best at, seeking their place in life, gaining experiences that will prepare them for the future. This is a normal and healthy condition—but—drugs are one thing *not to experiment with*.

2. Some feel—it's "this generation thing." The "in" thing to do. They want to be "one of the group."

3. An under-achiever or a poor achiever is often depressed, alienated and dissatisfied. Through drugs he feels he finds a quick escape from emotional pain and anxiety.

4. Drugs may represent a rebellion against parents or the establishment. He prefers to "tune in, turn on, & drop out."

5. Some think it improves creativity. Tests prove it does the opposite.

6. Curiosity, kicks, to understand oneself better, quest for philosophical insights, because it is illegal, boredom, desire for a change, curiosity.

7. The speed of changes in our modern world. This is often confusing to young people. What was true a few years ago is no longer true because of new knowledge. Often parents can not explain new things . . . the new math for instance.

For young people to experiment with drugs at a time when they are going through a period of many changes in their transition to adulthood is a seriously questionable practice.

It can be especially disturbing to a young person who is already having enough of a task getting adjusted to life and establishing values.

A young girl, who was high, was brought to the hospital recently. Dirty needles had caused hepatitis and her liver was found to be the consistency of wet sand. Just a mass of pulp. Needless to say, she didn't live.

One of the biggest dangers of illegal drugs is how they are prepared . . . by amateurs in hideouts, poorly equipped, no quality control, usually under unsanitary conditions.

State Associations

(Continued from page 29)

their support of the Meadowood Springs Speech Camp, which provides intensive therapy for children with speech and hearing difficulties.

SP Warren G. "Pete" Zandell of Gresham will lead the association for the next year. His fellow officers are VP Reuel Rians Jr., Medford; VP William Flatt, Condon; VP James Damon, John Day; VP C. J. Wilkins, Tillamook; VP Jack Lambert, Lebanon; VP Ernest Zielinski, Salem; VP Bruce Reed, Beaverton; Secy. L. A. O'Neill, Madras; Treas. H. M. Randall, Salem; Sgt.-at-Arms James Chase, Gresham; Chap. Leroy McGraw, Enterprise; In. Gd. William Harris, Burns; Tiler Ralph Baller, Oceanlake, and Organist Lee Akins, Gresham.

Next year's convention will be held at Milwaukie.

THE WYOMING ELKS State Association convention was held at Rock Springs with 350 members and their ladies attending. Special speakers included Mayor Paul J. Wataha and Howard Arnett from the Pacific Power and Light Co. Other guests included Colorado PSPs Walter Johnson, Longmont, and John Godec, Colorado Springs.

The association presented a new station wagon to the Wyoming Easter Seal Society for use in its rehabilitation program. This is a continuing program with a new vehicle donated every two years. A total of \$8,400 in scholarships was also presented during the meeting.

Members of Riverton Lodge's ritualistic team won this year's state competition. The Elks public service awards for outstanding Wyoming news media went to the Casper *Star Tribune* and KSGT radio in Jackson.

Newly elected state officers are SP

Oliver Foust, Thermopolis; VP Richard Collins, Lusk; VP Elmer Nelson, Worland; VP John T. Dixon, Powell; Secy.-Treas. George K. Forster, Casper; Trustee Richard Bertagnolli, Rock Springs; Sgt.-at-Arms Kenneth Poch, Lander; Chap. Edward Young, Riverton; In. Gd. Milton Gibbs, Laramie, and Tiler William Kupper, Sheridan.

The association will hold its mid-winter meeting January 21 to 23 at Greybull. The 1972 convention is scheduled for May 5 to 7 at Thermopolis.

SOUTH DAKOTA ELKS convened at Rapid City for this year's annual convention. Registration figures totaled 821 delegates and ladies.

The principal speaker during the proceedings was Past Grand Trustees Chairman Francis M. Smith, Sioux Falls. Congressman James Abourezk (D-S.D.), a member of Rapid City Lodge, was another honored guest.

The association's officers for 1971-1972 are SP Rick Gereau, Watertown; President-elect Melvin J. Mickelson, Aberdeen; VP William Mannion, Aberdeen; VP C. E. McLaughlin, Sioux Falls; VP Robert Thoresen, Deadwood; Secy. Wayne Shenke, Sioux Falls; Treas. Joseph Garrity, Brookings, and Chap. E. C. Leonard, Watertown.

The 1972 convention will be held at Sioux Falls June 3 through 5.

ONE THOUSAND Elks and their ladies were in attendance at the Massachusetts Elks Association convention at Bretton Woods, N.H. PGER John E. Fenton welcomed his brother, Past Grand Chap. the Rev. Francis P. Fenton, to the meeting.

Elected as State President of the association was Donald A. Podgurski, Norwood. His Vice-presidents are James J. Hourihan Jr., Marblehead; Alfred J. Fitzpatrick, North Attleboro; Alfred J. Mattei, Worcester, and Harry Sarfaty, Boston.

Harvesting the Oceans

(Continued from page 25)

expensive fish. One- and two-inch fry introduced in spring reach a marketable four pounds by year's end.

The milkfish of the Philippines and Southeast Asia, like a plump herring with delicate white flesh—the bango of our carnival man—is reared in a succession of ponds built on tidal flats or in mangrove swamps. Their food, *lab-lab*, is a self-perpetuating biological community of algae, diatoms, protozoans, copepods, crustaceans, worms, and larvae—sort of a condensed plankton. The fish can be sold any time after 5 months and may weigh up to two pounds.

This rough sea-swamp farming pro-

duces as much as 1,500 pounds of protein foodstuffs per acre; by contrast, the cattleman has luck, rich soil, and skill if he gets 800 pounds of beef.

As a quantitative exercise, in *Effective Use of the Sea*, a 1966 report of the President's Science Advisory Committee, it was calculated that if all suitable coastal waters of the United States were devoted to the culture of oysters, by methods already in use, the tonnage would almost equal the entire world's saltwater harvest—at that time 49,170,000 metric tons.

The imperatives are to keep the estuaries and coastal waters free from toxic pollution and to minimize the "reclamation" of the salt marshes. Then:

"Step right up folks, have a lunch, have a sandwich . . .!" ■



It's Your Business!

"MANAGEMENT SCIENCE" IN THE SMALL BUSINESS?

LAST JULY 19 the second of the two great 110-story towers of the World Trade Center in New York had its "topping out" ceremony. There was a lot to celebrate. Besides being huge, the Center had cost a lot to build—about \$650 million. And yet it had been built not only much faster but also at lower cost than many construction industry leaders would have believed possible.

The contractual arrangement under which the World Trade Center was constructed was unusual. The Port of New York Authority, the agency sponsoring the Center, named the Tishman Realty & Construction Company as the "construction manager" for the entire project and contracted to pay them a flat \$3 million fee for their overall supervision of it. This arrangement was a departure from the more usual "general contractor" one.

In planning and supervising the construction of the big World Trade Center, the Tishman firm made use of an important *quantitative analytical management technique* called "Critical Path Method," a name often abbreviated to "CPM." Though the majority of applications of CPM have probably been in connection with various kinds of construction projects, the technique itself was originated in the 1950s by DuPont as a method for expediting the process of getting new products from the development stage to the production stage. In that same era another but basically similar quantitative analytical management method was developed by the U.S. Navy and applied in the Polaris Weapon Systems Program. This method is called "Program Evaluation Review Technique" but usually goes by the jaunty acronym "PERT."

Both PERT and CPM are in the "network analysis" category of quantitative analytical management methods. (The term "network analysis" has a quite different meaning in electrical engineering.) The key idea in network analysis is that of breaking down some total project or activity into its various component jobs or tasks and then linking these in a network of "job-performance paths." This must be done in a way that's consistent with the actualities of the overall project. For example, "INSPECT LANDING GEAR" would have to *precede* "REPAIR LANDING GEAR" in an aircraft-maintenance use of network analysis. But "INSPECT LEFT WING" and "INSPECT RIGHT WING" would be *alternative* activity-paths from a certain path-connection point in the network.

An important feature of network analysis methods is that they can quite often be applied profitably to one-shot projects. Such projects, of course, make up much of the business of the construction industry, which is in the main a small-business industry. But it is not only in the construction industry that network analysis can usefully be applied. Product development, inspection and maintenance, and administrative-function planning are three of the other fields in which it has been used.

Some kinds of network analysis applications are much too elaborate and expensive for a small business to attempt. But some of the simpler and smaller applications have been worked out in just a few hours with the aid of an ordinary desk-model calculator.

New Approaches in Marketing

Not long ago we were called upon by a large management consulting firm to write an article based on a report the firm had developed from a survey it had made. The title of the report was "Quantitative and Mathematical Methods in Marketing." The report itself had a lot to say about "linear programming," "econometric models," "expected-value functions," "Monte Carlo methods," "cluster-analysis techniques," "Markov chains" and various other topics that management science specialists talk about.

Are they merely spouting hot air? Not in the opinion of the big companies that were surveyed by the consulting firm we spoke of. Those companies are large manufacturers of mass-market products (mainly foods and soaps and so on). They had been spending, all together, some millions of dollars a year on the use of computers and quantitative analytical management methods in an effort to improve their product-development and marketing operations.

"In one of those big companies," an executive in the consulting firm said to us, "it could easily cost \$50,000 or more *just to set up the problem* when they set out to estimate the market potential of some proposed new product. But that's not much money as against the several million bucks they'd probably be risking on that product."

Of the total number of new products launched by business each year, the *majority* are market *failures!* And the reason usually is not lack of adequate capital for promotion but rather a miscalculation of the acceptability or market potential for a given new product. You can see why in many large companies some quite sophisticated new quantitative analytical management methods are being applied seriously and vigorously in product-development and marketing management.

But there are also many other kinds of management problems to which those methods are usefully applicable, though none of them are "all purpose" methods. Linear programming, for instance, has been applied successfully to problems in production, in transportation, in product-planning, in financial-management, and in many other areas.

Applicable in SMALL Businesses?

Some applications of the new quantitative analytical management methods are very elaborate, very difficult, and very expensive. Such uses are, of course, completely out of the question for any small business. But there are some other applications which are economically feasible for many small businesses. All too often, however, the owners or the managers of those businesses simply aren't aware of the new

(Continued on page 25)

In The Wind's Eye (Continued from page 17)

liner in service—is preparing to embark on a 91-day around the world cruise, visiting 26 ports; it will mark the first time an ocean liner will sail around both the Cape of Good Hope and Cape Horn on the same voyage. It should come as no surprise that prices on the France aren't likely to be listed in the season's bargain pages. Even the idle rich, I'm sure, would blink over the cost of a five-man suite on the France: it's up for grabs at a staggering \$99,340. While the cheapest fares start at \$5,065, the ship nonetheless was two-thirds sold out last August for next month's sailing. All of which makes one wonder: what ever happened to the recession? The French Line people tell about two other passengers who have booked four cabins—one each for themselves and the others for their clothing. The tab: a mere \$80,200. Not only that, but another 25 passengers have ordered extra cabins at \$7,455 apiece, for they, too, were fretting over where to hang their huge wardrobes. Obviously, the day of the steamer trunk lives on.

UPI's Murray Brown says of the new stampede among cruise buffs: "The steamship people must be doing something right . . . what else would account

for the record number of Americans vacationing at sea while the airlines are having troubles filling seats on their fleets of 747s?"

America's cruise ports include New York, Boston, Providence, Baltimore, Philadelphia, Norfolk, Miami, Port Everglades, Los Angeles, San Francisco, New Orleans and other East Coast and Gulf ports. New York remains the undisputed leader with hundreds of cruises setting sail the world over. Holland-America alone this season scheduled 31 cruises out of New York, fares ranging from \$195 for a six-day vacation at sea to \$715 for nearly three weeks. Other steamship companies serving New York are Flagship, Hapag-Lloyd, Canadian Pacific, Chandris American, Greek Lines, Home Lines, Inces Lines, the Italian Line, Norwegian American and Swedish American, Cunard and others.

In Florida more than a dozen companies are sailing year-round to the Caribbean and other exotic datelines. Cruises from Miami start as low as \$95 for three days to Nassau. Lines taking part are Royal Caribbean, Norwegian Caribbean, Commodore Cruise Lines, Costa Cruise Lines, Eastern Steamship

Co. and Sun Line, to name a few.

Although a relative newcomer to the cruise field, California is fast becoming a major new gateway. As an indication, more than 200 cruises have been scheduled for the current season. Companies that have joined the lineup include: American President Line, Holland-America Line, Norwegian-American Line, Pacific Far East Line, Princess Cruises, P&O Lines Inc., Swedish-American Line, the French Line, Hapag-Lloyd Line, Oriental Overseas Line, State Steamship Co., United Yugoslav Line and Westfal-Larsen Line. Their destinations range from Mazatlan to Moorea, from the South Pacific to South America. Once again, Princess is a leader among California cruise ships into Mexican waters. Sitmar joins the action this year and next year P&O will introduce its brand new Spirit of London cruise ship.

One major agency predicts that the current cruise craze will continue its phenomenal growth for several years to come, with new ships yet to be launched. American Express is gambling that ocean vacationing is just beginning to catch on. Bert Hemphill, former president of the American Society of Travel Agents (ASTA), believes the future of travel lies in the fly-cruise field. "People everywhere will be going one way by ship and the other by jet," he said. Ironically, the jet airplane, which earlier threatened the passenger ship with oblivion, is responsible for its renaissance. The fly-cruise combination has ignited
(Continued on page 44)

IT'S A FRUIT-FILLED HOLIDAY SEASON

LUSCIOUS, calorie-laden foods are typical from Thanksgiving to New Year's. How refreshing to serve light seasonal fruits for salads, desserts, or even breakfast eye-openers! Red apples and grapes, raw cranberries and walnuts combine with an orange-spiked topping for a crunchy salad. On a holiday buffet table with roast turkey, chicken, or ham, the salad sparkles to match holiday moods.

Spiced Walnut Fruit Salad



SPICED WALNUT FRUIT SALAD

2 teaspoons butter
 $\frac{3}{4}$ cup walnut halves
 and pieces
 1 tablespoon sugar
 $\frac{1}{2}$ teaspoon cinnamon
 1 large red apple
 $\frac{1}{2}$ cup raw cranberries
 1 cup red grapes
 4 cups crisp lettuce
 1 cup mayonnaise
 2 tablespoons orange juice
 $\frac{1}{4}$ teaspoon grated
 orange peel

MELT BUTTER IN SKILLET. Add walnuts; sprinkle with cinnamon and sugar. Stir over moderate heat until walnuts are lightly toasted, about 5 minutes. Cool. Core and cut apple in small wedges. Half cranberries; seed grapes. Turn lettuce into chilled salad bowl. Arrange walnuts and fruits on top. Serve with mayonnaise blended with orange juice and peel. Makes 6 servings.

CORRECTION

Since the publication of the *Grand Lodge Officers and Committees Report in the October issue of The Elks Magazine*, we have subsequently been informed of the following address changes:

R. Leonard Bush
 P. O. Box 238
 El Toro, Calif. 92630

John E. Fenton
 Suffolk University
 41 Temple St.
 Boston, Mass. 02114

Rev. Francis A. White, Grand
 Chaplain
 St. Augustine's Rectory
 Peru, N.Y. 12972

Edward C. Alexander
 Box 1744
 Great Falls, Montana 59401

W. H. Stewart
 Box 6221
 Montgomery, Ala. 36106



PAST STATE PRESIDENT Newton A. Bartram died July 23, 1971 at the age of 65. He had been a member of Youngstown, Ohio, Lodge since 1935.

Brother Bartram was a Past Exalted

Ruler of his lodge and served a term as President of the Ohio Elks Association in 1962-1963. He was an honorary life member of the lodge, was certified by the Grand Lodge as a ritualistic judge, and had coached ritualistic teams since 1948.

His family requested that material tributes take the form of contributions to the Elks National Foundation.

PAST DISTRICT DEPUTY James F. Gordon, a charter member of Coral Gables, Fla., Lodge, died September 14, 1971 at the age of 68.

Brother Gordon served as Exalted Ruler for 1953-1954. He was appointed District Deputy Grand Exalted Ruler of his state's South District for 1963-1964. He also served a term as Trustee. On July 31, 1947 Brother Gordon received an honorary life membership.

Brother Gordon was appointed circuit court judge of Miami, Fla., in 1954. He is survived by his wife Frances, three children, and ten grandchildren.

PAST DISTRICT DEPUTY Morris Lench, a member of Beaver Falls, Pa., Lodge since 1942, died recently at the age of 64.

Brother Lench served two terms as Exalted Ruler of his lodge and was appointed District Deputy Grand Exalted Ruler of his state's West District for 1968-1969. He was also very active in the state cerebral palsy program.

PAST DISTRICT DEPUTY Joseph G. D'Aprile, a member of Rochester, N.Y., Lodge, died recently.

After serving as Exalted Ruler of Rochester Lodge during 1955-1957 Brother D'Aprile was appointed District Deputy Grand Exalted Ruler of his state's West Central District for 1967-1968. He was also president of the Elks' bowling league for 25 years.

PAST DISTRICT DEPUTY Robert J. Armstrong of North Adams, Mass., Lodge died September 27, 1971 at the age of 79.

Brother Armstrong served as Exalted Ruler of his lodge for 1938-1939 and was appointed District Deputy Grand Exalted Ruler (West District) for 1958-1959.

Dear Santa:

(Continued from page 13)

or as a department store Santa:

1. You have created the character of Santa in the child's mind. Therefore, in appearance and actions as well as words, carry out what you have created **LOOK LIKE SANTA AND ACT LIKE HIM.**

2. In the eyes of the child Santa Claus is the last word in perfection. Try to carry this out in every detail.

3. If you have to use padding, the best is a pillow of foam rubber, tied down well, so it will fit the body.

4. Don't try to change your voice unless you have an accent. Speak softly. Don't shout or speak roughly.

5. Pray that you can fool them once more but don't expect to fool them every year.

Despite trying moments, there's probably not one Santa Claus in a thousand who would give up the privilege of meeting the starry-eyed little people. For

every mayhem-minded kid, there's probably a hundred others who throw their little arms around the old gent, sit on his lap and kiss him.

Kris Kringles of long experience can recall a barrel of pleasing experiences. One youngster, who had been listening to the motley array of goodies his small tyke friends were going to leave out for Santa's midnight snack, visited the bewhiskered gentleman at the local department store. "Santa Claus," he said, "I've been listening to all the stuff the other kids are going to leave for you to eat. I feel sorry for you. If you want to come to my house, I'll leave some Alka-Seltzer."

A little blind girl, though, who was led to Santa's side, deftly epitomizes one of the chief attractions that keeps Santa Clauses on the job year after year. She felt his whiskers and ran her hands over his fur cap to make sure who he was. Then she hugged him and said, "Yes, you're Santa Claus. I love you very much." ■

Monument to PGER McClelland



Two grandchildren of PGER John S. McClelland—Kay (left) and John Spence McClelland—unveiled the monument erected by the Grand Lodge in his memory. Brother McClelland's widow, Marie, and two sons, John and Spence, were also present for the dedication ceremonies at Westview Cemetery in Atlanta.

In The Wind's Eye (Continued from page 42)

the travel market with an unprecedented boom. One major U.S. airline made a passionate plea a few months back to a major steamship company, trying desperately to buy the company for its own exclusive fly-cruise program.

New steamship companies—mostly foreign entries—continue to appear on the horizon as the cruise picture takes on new dimensions. Cruising in recent years has caught the imagination of all ages. No longer are promotional slogans aimed exclusively toward the old crowd. The swingers are coming aboard. The generation gap is narrowing. The younger cruise passenger is being attracted by posters with glamorous pictures of the glamorous life. One suggests, "Take a weekend cruise . . . set your course for romance and adventure." It's no longer the bifocal crowd with their steamer trunks who are packing today's cruise ships. The steamship lines are picturing a hedonistic world of parties, pretty girls and peaceful open seas. The campaign is paying off as evidenced by the growing number of advance reservations.

Competing with the big passenger liners are freighters and cargo liners. While the freighter generally carries only a dozen passengers, the cargo liner can accommodate up to 300 persons. One ship registered to Orient Overseas Line is strikingly similar to a regular passenger liner. With a Chinese staff (including doctor and nurses) its public facilities include showy lounges, bars,

a library, writing room, music room, ballroom and gymnasium. In other words, luxury similar to that which passengers have come to expect of a big ocean liner. One couple told me they traveled for less than \$40 a day on a voyage beginning in San Diego, and ending in San Francisco, a trip that took them around the world. A word of caution: freighters and cargo liners don't follow the same on-time schedule the passenger ships do, which means you can't

Christmas 1971

CHARITY is one of the cardinal principles of our Order, and the Christmas Season is one of the most meaningful times of the year to practice charity toward those less fortunate than ourselves.

Brother Omer Macy, chairman of the GL Lodge Activities Committee, has asked that every lodge in the Order submit a report on its Christmas Charities program this year. A simple brochure composed of bulletins, news paper clippings, and photos (preferably black and white) is acceptable in addition to the required report form. Photos from some of the brochures will be featured in the December 1972 issue of the Magazine.

These brochures must be submitted by February 1, 1972 to Brother Macy, 47 Elm Ridge, Mattoon, Ill., 61938. **Do not send any Christmas photos to the Magazine.**

count on arriving at a given destination on a given day. There are delays while the ships load and unload freight. But if time is no factor, freighter-cargo journeys will save you money. The best directory available is Freighter Travel Guide, available for \$3.75 a copy by writing to Box 505, Woodland Hills, Calif. 91364.

After surveying the cruise field, I've compiled a few answers to some of the most frequently asked questions concerning ocean travel. Here they are:

Question—How much must you spend on "extras" after buying your ticket for a cruise?

Answer—The single ticket includes everything—transportation, meals, entertainment, etc. About everything you can name but booze on board and shopping on shore. (Tips are extra with the exception of Holland-American Line).

Q.—Is cruising expensive?

A.—Prices range from a few dollars up. It can be less expensive, in some cases, than staying at home.

Q.—Is there a special season for cruising?

A.—Not anymore, it's mostly year round.

Q.—Is cruising recommended for singles?

A.—The cruise director in charge of activities makes it a point of corralling the single girl and the bachelor and getting them acquainted during shuffleboard tournaments, cocktail parties, etc. If you are husband hunting, this might be your big chance. ■

ELK OF THE YEAR

TO: All Exalted Rulers and Lodge Officers

In every Elks Lodge there is at least one outstanding member who certainly deserves serious consideration to be elected as the "Elk of the Year" in that lodge.

The rules are quite simple—appoint a committee of dependable and conscientious members capable of evaluating fairly the performance of each candidate for this award. Establish a deadline of February 29, 1972 for the date of your final selection of this award and then notify Homer Huhn Jr., Grand Secretary, 2750 Lakeview Avenue, Chicago, Illinois, 60614 of your decision and request that he send you a certificate signed by GER E. Gene Fournace designating the winner.

You should arrange a special meeting or ceremony for the pres-

entation of this citation as it will indeed make the winner feel quite proud. A special initiation could be planned to be known as the "Elk of The Year" class to honor the winner. Certainly, publicity should be given to your local news media regarding this program and photographs should be furnished for this event. State Association and Lodge Bulletin Editors should also be notified.

A program such as this creates interest in your membership and pays tribute to the outstanding "Elk of The Year" as selected by your committee. All of us like to be recognized for the hard work and efforts put forth, and with recognition given to those qualified it certainly will create a desire for more members to do a better job for the lodge in the years to come. Of course, the winner of this program cannot be a lodge officer,

which indicates that the members as a whole will be given consideration for their contributions to the lodge's progress during the year.

In many lodges this program is being received with enthusiasm, and the members wait with eager anticipation the announcement of the winner each year. This program is one that will attract the attention of the members in all size lodges. The important thing is to get started now and follow through on this program. Remember—any member not a current officer who has made an outstanding contribution to the progress of his lodge is eligible. Make your lodge one which shows its appreciation for the loyalty and efforts of its members by recognizing the "Elk of The Year."

C. L. "Speed" Shideler, Member GL Lodge Activities Committee **Do not send any Elk of the Year material to the Magazine.**



PAST EXALTED RULERS of Inglewood, Calif., Lodge honored ER William J. Formeca (second row, fifth from left) and his wife at a dinner party. The PERs are (first row, from left) Ted Douillard; George Hutchinson; Jess Klein; Judge Newcomb Condee; PGER R. Leonard Bush; Don Fallis; Bruce Marsh; Scott McKean, and (second row) Ronald Alexander; Barney Pelant; Robert McCormick; Ray Perry; Mike Jenner; Joe Namnam; Lee Baldwin; Ivo Lopizich, and Frank Marsh.



A CALIFORNIA STATE FLAG was presented to San Fernando, Calif., Lodge by State Sen. Tom Carrell, a member of the lodge. Displaying the flag were (from left) Lodge Americanism Chairman Lyle Grover; Sen. Carrell; Mayor Quentin Johnson; ER Joseph Carroll, and Est. Lead. Kt. Steven Prazenica.



A HARBOR PATROL BOAT was named in honor of retired Captain Karl A. Prehn (left). Portland, Ore., Lodge joined Chief Donald McNamara (right) in congratulating Chaplain Prehn, who is a life member of the lodge, for his fine service record and devotion to civic affairs.



PRETTY LIFE GUARDS and Youth Activities Chairman T. J. Hansen were at the Paramount pool while a total of 1,462 children enjoyed three free swim days. Paramount, Calif., Lodge, in conjunction with the City of Paramount, sponsored the activity.



THE FOUR SONS of Brother Kermit Hawkinson (center) were initiated recently into Fullerton, Calif., Lodge. Est. Lead. Kt. Robert Thompson (left) and ER Walter Pinney (right) congratulated the Hawkinsons—(from left) Terrance, Romaine, Rodney, and Leon.

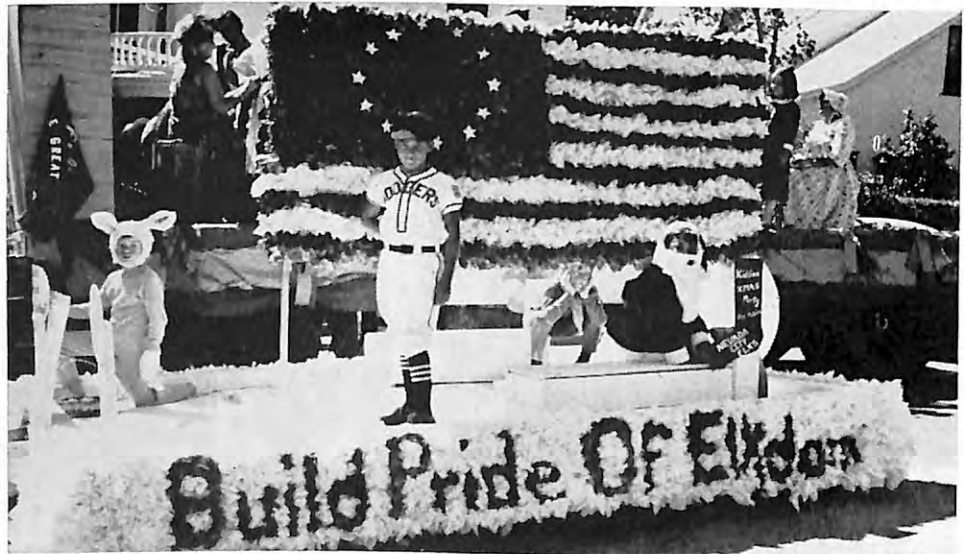


SEGUIN, Texas, Lodge collected paper back books and other items for the Kerrville VA Hospital. Delivering boxes of goods were (from left) Travis Lee, hospital director of volunteer services, and Brothers Roger Wageck and Dick Campbell. Jig saw puzzles, cards and games were also included.

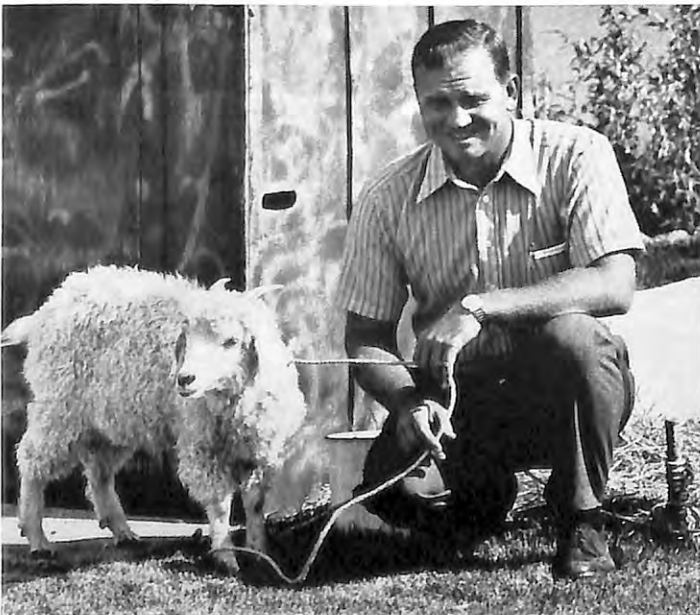


THE FOURTH SON of Brother Roger Stanley (first row, center) was recently initiated into Wallace, Idaho, Lodge. The newest member is Bill Stanley (back row, left), who joins his brothers Doug and Robin (back row) and Steve. ER James Lynn Jr. congratulated the family members.

CONSTITUTION DAY was marked in Nevada City, Calif. with a parade and ceremony, including a mock signing of the constitution. Nevada City Lodge entered a red, white and blue float with a replica of America's original flag.



LOS ALAMOS, New Mexico, Lodge has an unusual guest. A goat will stay until the members contribute \$500 for the state cerebral palsy program. Then the goat will be passed to Santa Fe Lodge. ER Millard Edwards is caring for the visitor.



THEODORE GRAPHOS received the Marquette, Mich., Lodge safety award for his assistance at the scene of an automobile accident. In. Gd. Donald Merckx presented the award. Police Chief George G. Johnson (right) was also present.



SAN FRANCISCO, California, Lodge donated sound and still photographic supplies to Childrens Hospital of San Francisco. With the equipment are (from left) John Wilson, assistant administrator; Est. Lead. Kt. Wesley G. Barnes; ER Ralph W. White, and Dr. Jerome P. Mednick.



PASADENA, California, Lodge recently held the Annual Elks Golf Tournament at Brookside Golf Course, Pasadena. Participating were (from left) Grand Est. Loyal Kt. Vern Huck, Los Angeles; DDGER Robert J. McLain; PGER R. Leonard Bush, Inglewood, and PER Jack Paine from Honolulu, Hawaii.



MIAMI, Oklahoma, Lodge, doing a community service, has donated 16 school signs to its city. Jim Blythe (left), chief of police, and ER Tom Wilson inspect one of the signs. The Miami Police Department furnished the poles, erected the signs, and will maintain them.



THE KEYS to a new car were presented to Eugene McKean (left) by ER Ron Baker. Mr. McKean won the car in the Benton, Ill., Lodge-sponsored contest to raise funds for the Elks Crippled Children's fund.

DALLAS, Texas, Lodge presented hides to the veteran's hospital in Lisbon. ER James Powell (left) made the presentation. The committee members present were (from left) Bill Lake, Bobby McGee, Xavier Mentner, Lonnie Hart, John Sides, Ken Baker, Hal Warren, Bill Gale, and I. Soblowich.



National Foundation

CHRISTMAS BRINGS OUT in most of us the desire to share with others. We express love for one another in many ways, but mainly through giving and receiving gifts. It isn't the dollar value that counts nearly as much as the thought behind it...and that's as it should be.

As we contemplated this Christmas season, we thought of one of America's biggest "Santa Clauses," the Order of Elks. Only we don't wait until Christmas to distribute our gifts. They go out many times each year in the form of scholarships from our National Foundation, help to cerebral palsy programs, handicapped children, hospitalization, youth leadership and other worthy programs.

In the 43 years of operation of the National Foundation, Elks have distributed well over \$5½ million worth of scholarships; over \$1½ million to cerebral palsy work; over \$663 thousand to handicapped children; over \$140 thousand for hospitalization and over \$260 thousand in youth leadership awards. Adding over \$86 thousand in miscellaneous contributions, this comes to over \$8 million the Foundation has distributed with no regard for race, religion or country of national origin.

The beautiful part about this is the fact that the Foundation doesn't spend a penny of the principal...it's only

the money earned through prudent investments that is distributed...and it's getting larger each year, thanks to the generosity of Elks and friends of Elkdom. The Trustees of the Foundation report that the book value of our principal and income funds has grown to over \$19,800,000!

Many Elks Scholarship winners take time to write the National Foundation or their local lodge to report on their progress. To read some of the letters is Christmas gift enough for anyone who has ever contributed.

One young man wrote recently to reflect on his experiences and to thank the Elks for his scholarship. He said the award freed him to concentrate on academic and extracurricular activities available in college. He said he graduated with highest honors and has been admitted to one of the nation's finest law schools and to another outstanding university to pursue his doctorate.

Who can say how much this young man will be worth to his community, the nation and the world? It's people like this that your investment in the Foundation assists.

When you think about Christmas presents this year, consider a generous gift to the Elks National Foundation. It's a gift that will grow in value through the years, not only to you but to future generations.

Prisoner of War

IN THE JULY, 1970 ISSUE of *The Elks Magazine* we called for employing every available means to force Hanoi to disclose the names of our servicemen being held prisoners of war, and to permit the Red Cross to inspect the men and their treatment by the North Vietnamese.

As of this date, there has been no real progress toward these ends, hence we again call for action.

Despite the fact that the North Vietnamese government signed the Geneva Convention which prescribes humane treatment of prisoners of war, they continue to deliberately ignore their own promise, while hundreds of POW's families and the families of men missing in action wait and wonder. If the communists, who keep thumping their chests and proclaiming that they are the only true friends of the "common man," really want to make propaganda progress

in the rest of the world, they will demonstrate that they really DO care about human lives and cease their inhumane treatment of every one of these POW/MIA men and their families.

We do not presume to tell our government how to conduct international affairs of such a sensitive nature. They have the facts of the entire picture; we have only suppositions. We cannot, however, sit back and pay no attention to the plight of these brave men and their anguished families. We cannot forget the enormity of the problem and its importance to the national sense of pride this nation has always felt. We must express ourselves to our representatives in Congress, tell them how much we care about our POW/MIA's, and urge that they pursue with diligence this noble cause of freedom.

Memorial Service

IT IS DURING DECEMBER that one of the two mandatory Elks services falls... "Elks Memorial Day." The national convention of 1889 unanimously adopted a resolution to this effect. It is now covered under Section 226 of Elks Statutes Annotated.

A Memorial Service, capably and conscientiously put on, is one of the most impressive ceremonies in all of Elkdom. It is not a long ceremony, yet in its brevity lies the virtue of expressing our love of departed Brothers in heart-felt fashion without subjecting friends, families and relatives to painful hours.

As we say in our Eleven O'Clock Toast: "It is the Hour of Recollection." We recall our Brothers' virtues, we relegate their faults to limbo, we inscribe their names on the tablets of love and memory.

We must ever remain faithful to our departed Brothers and mindful of the legacy they have left us.

Since the Memorial Services are open to the public, take your own family and invite some friends to attend your Lodge's observance.

An Elk is never forgotten...never forsaken. Let us honor our Absent Brothers.

Sliding Door



Swinging Door

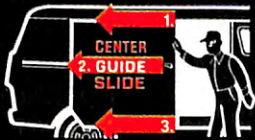


Sales leader
for 11 straight years.

Same Price

Only Ford vans have so many better ideas that make vans easier to drive, to service, to use.

Now you have a choice of conventional swinging doors or, at the same price, a new



gliding side door for cargo handling in cramped alleys and beside loading docks. Three separate tracks, at top, bottom and center, give bridge-like support for solid, smooth one-hand operation, tight seal.

Shorter outside, easier to park. Compared to other makes with similar loadspace, Econolines have significantly less overall length for better maneuverability in city-delivery operations.

Easy, out-front servicing. Routine service points are right at hand under convenient outside hood: water, oil, battery, wiper motor, voltage regulator, and many others.



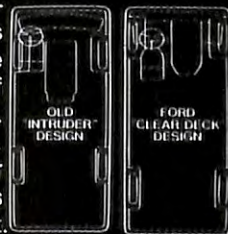
Strong, Twin-I-Beam Independent Front Suspension—Ford's exclusive design smooths the going for both load and driver. Two forged steel I-beam axles provide strength and durability; wide wheel stance means stability in cross winds.



Wider at top for built-ins. Body sides are more vertical, wider apart at top than other vans. Built-in units fit better.

Big payloads. Three series, in two lengths, offer maximum payload of over two tons.

Engine clear forward. In Ford's clear-deck design, engine is forward—all the way out of cargo area. Over 8 1/2 ft. clear floor behind driver's seat...over 10 ft. in the SuperVan.



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**They're not for
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