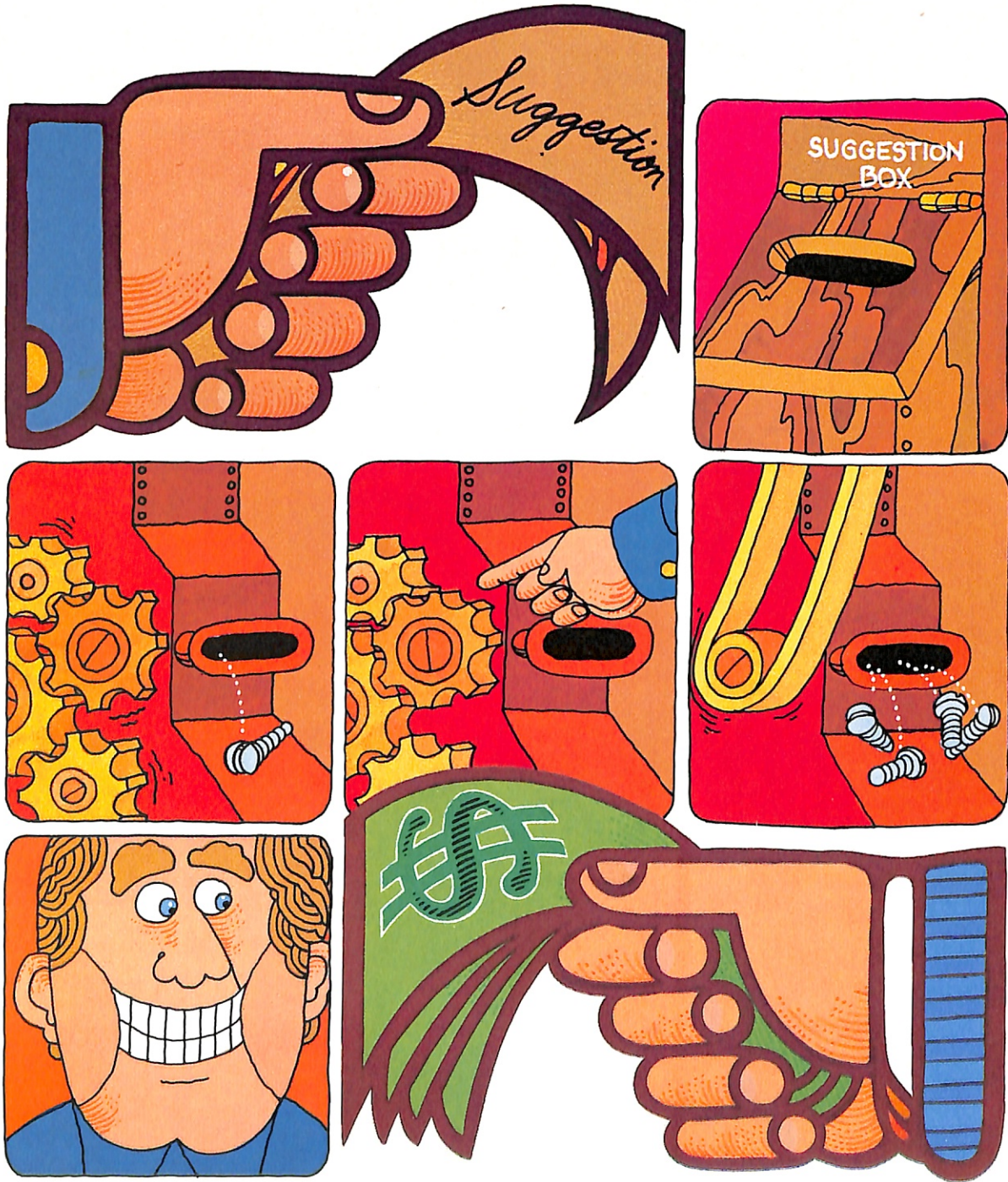


the ELKS

magazine

November 1978



HIDDEN PROFITS:

SUGGESTION SYSTEMS

A LOOK AT THE SUGGESTION SYSTEMS

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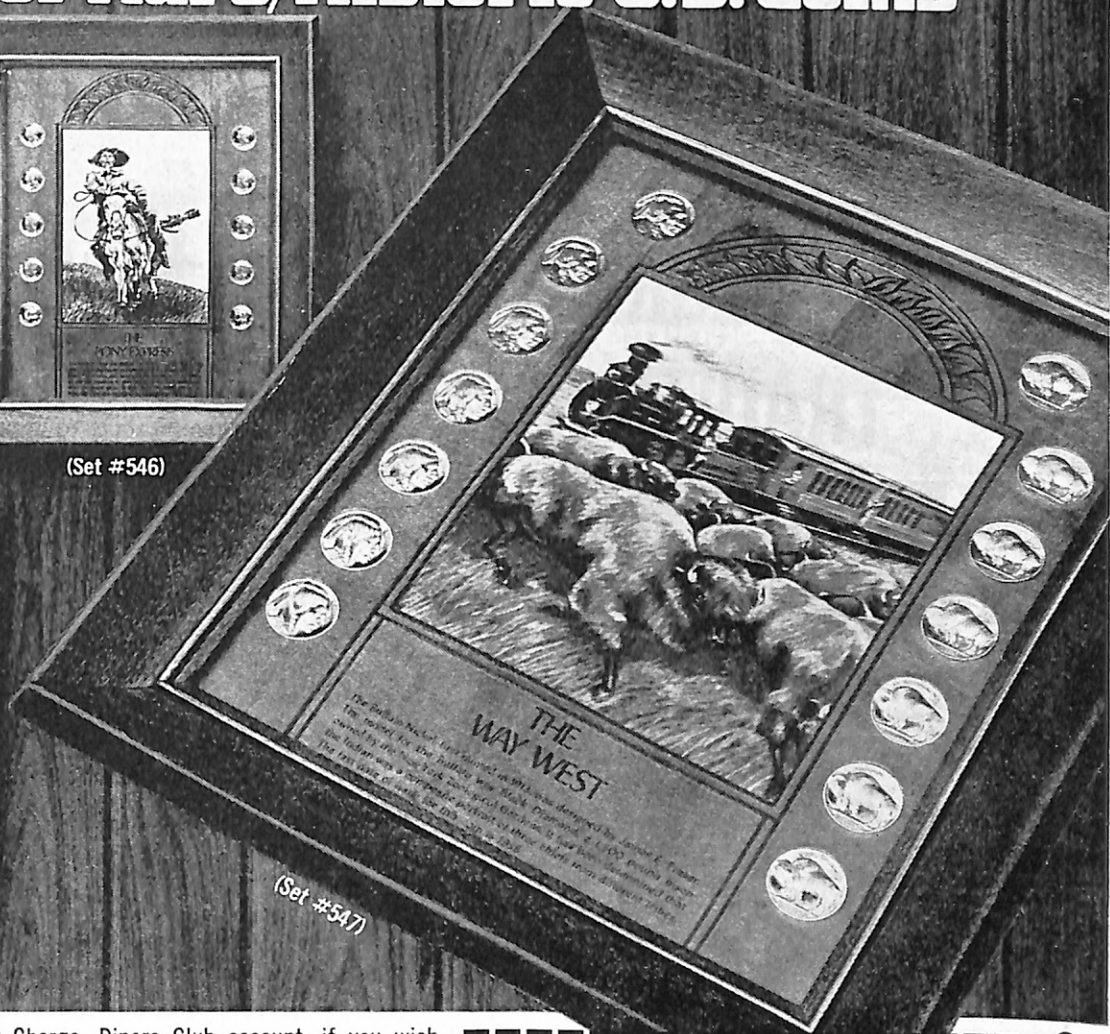
(Set #549)



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(Set #548)



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*“ . . . We have much to be thankful for,
not only one day a year, but every day.”*

PILGRIM TRADITION



A
MESSAGE
FROM THE
GRAND
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SOMEONE ONCE remarked that he feels sorry for atheists on Thanksgiving Day because they have no one to thank. The Pilgrims who landed on Plymouth Rock in 1620 knew that they had Someone to thank, since one of their motives in coming to the New World was their desire for religious freedom. Like the Chosen People of the *Bible*, they came to a land full of promise, and they soon recognized their debt to God by beginning our custom of Thanksgiving Day.

IN 1621, Governor William Bradford of Plymouth Colony appointed a day for public praise and prayer after the first harvest. The practice soon spread throughout the English colonies. President George Washington, at the request of Congress, proclaimed the first national observance on Thursday, November 26, 1879. It is now traditional for the president to publish an annual Thanksgiving Day proclamation.

THE FOUNDING FATHERS of this nation also recognized their debt to God. They signed their names to a Declaration of Independence from England in which they declared their dependence on the Almighty: "We hold these truths to be self-evident: that all men are created equal, that they are endowed with certain inalienable rights, among these are life, liberty, and the pursuit of happiness."

OUR ORDER follows the example of the Pilgrims and the Founding Fathers. We have much to be thankful for, not only one day a year, but every day.

A handwritten signature in cursive script that reads "Leonard J. Bristol".

Leonard J. Bristol

Brand New. LCD Alarm Chronograph



You can't wear a more accurate watch ... With the split second precision of the finest Swiss stopwatch ... Plus a 24-hour alarm & personal reminder system.

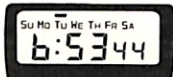
This spring and summer, our LCD Alarm Chronograph was a runaway best seller. It's sold out in fact. For this reason, we've improved it. Made it even bolder and more exciting, with extra convenience features and for less money! How? By placing one of the largest watch orders in our history... and passing the quantity savings along to you.

Truly Extraordinary

This new LCD Alarm Chronograph is truly extraordinary. It does more and does it better than any other watch. With an impressive, dramatic appearance that reflects its uncommon ability.

Remarkable Value

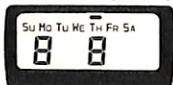
The only thing about it that's not extravagant is its price. It's actually over \$200.00 less than the nationally advertised watch that comes close to its usefulness and accuracy.



Correct time is 6:53.44 on Tuesday

Quartz Crystal Time...The LCD Alarm Chronograph gives you accuracy to ± 60 seconds a year. Quartz crystal accuracy that would have been considered sensational per month in earlier micro-electronic watches. And is still not available in models selling for as much as \$500.00 to \$1000.00.

The Electronic Calendar...So you always have exactly the right time on display—the hours, minutes and running seconds, plus the day of the week. Then, at a touch, you can replace the time with the month and date. Of course, the electronic calendar adjusts automatically for the number of days in the month. Then, so you can see when it's dim or you're in the dark, the face lights up.

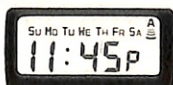


Correct date is August 8th

24 Hour Alarm

Of all the features available in digital watches today, an alarm system like this is the one that's most wanted. And no wonder. It will wake you; remind you of your appointments, phone calls and meetings (or break one up that's been going on too long). It's really important enough all by itself to warrant your getting a new watch.

You can set this alarm for any minute of any hour. Day or night. In all, 1440 positions are available—easily and instantly. Then, unless you change or deactivate it, the alarm will sound for a full minute at the same time every day. With an insistent, though pleasant, beep. When the alarm is set, an A appears on the face. To check the time it'll go off, just touch the alarm button.



Set to ring at 11:45 P.M.

The Chronograph System

As to the chronograph, or split-second timer, it's precision is so fine, it borders on the infinitesimal. Imagine, it enables you to time an event for up to an hour to one-hundredth of a second... and beyond that, for a full 24 hours, to the second! On top of which, you can time an event in memory, keeping the regular time of display until you need the chronograph readout. Then, as you'll see in the explanation to the far right, the chronograph measures or stops time, in an extraordinary variety of ways.

This exceptional versatility makes the LCD Alarm Chronograph with its highly sophisticated micro-computer chip the ideal instrument for doctors, pilots, motion picture directors and photographers, sound and efficiency engineers, sportsmen of course, and every executive who wants the ability to command time to stand still.

Only \$70

Right now, only the Seiko among nationally advertised brands has all these features. And it regularly sells for \$299.95. Well over two hundred dollars more—even though its chronograph is accurate to only a tenth of a second.

This incomparable value (proved after exhaustive quality control tests) is what really impressed us. And we're one of the oldest and largest mail merchandisers in America.

30 Day Trial

What is more, buying by mail, you can prove all this to your own satisfaction without risking one cent. You have thirty days to put the LCD Alarm Chronograph to the test—to confirm it won't gain or lose five seconds a month, prove the convenience of the alarm, satisfy yourself that the LCD Alarm Chronograph is as useful as it is easy to operate. More, to compare it with any watch at any price, and to send it back for a complete refund if the value is not as great as we say, if it doesn't arouse the admiration and fascination of your friends, win your own pleasure and satisfaction.

Silver-tone or gold plated

So order your LCD Alarm Chronograph today. The price, including shipping, handling, insurance and a handsome gift case is just \$70.00 with chrome case and stainless steel bracelet, or \$80.00 in gold plated case and

bracelet. Your watch comes with a full ONE YEAR Limited Warranty. Remember, too, the printed circuitry eliminates all moving parts and normal servicing, and assures you of years of trouble-free performance.

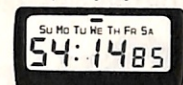
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The Multi-Function Chronograph System

No other instrument, at any price, gives you greater precision than the 1/100th of a second accuracy of the new LCD Alarm Chronograph, or greater versatility and flexibility in timing an event from a fraction of a second to 24 hours. Only with the micro-electronic revolution could you have a multi-function chronograph, a chronograph that can be put in memory, in a sleek, thin, superbly styled timepiece like this.



Timed to 54 minutes and 14.85 seconds

#1 Add Time... is the stop watch mode. You'll use it to time everything from a phone call to the length of a meeting. How long your car's been at a parking meter, the time you've been jogging or exercising, even the time it takes a quarterback to set up and throw. With Add Time, you can stop when necessary, like a time out in basketball, and start again when the action begins. Try it the next time you prepare a speech.

#2 Split Time... is the mode you'll use to get the time of each contestant across the finish line, or to get the time for the 1/4 or the 1/2 or any interim. On Split Time the chronograph is actually stopped and running at the same time, so you can use it to figure the time of a pit stop, for example, and still get the over-all time of the race.

#3 Twin Timing... Most extraordinary of all, you can actually combine these functions, using your chronograph as both a stopwatch and split timer. For example, a television producer would start timing a show, he then stops and starts the chronograph to get the time of the commercial, writes down the figure, and starts the chronograph again, which jumps ahead to the total elapsed time. With an ordinary or analog stopwatch, you'd need two sets of hands to do this—and would probably have to pay more for just a stopwatch than for the LCD Alarm Chronograph.

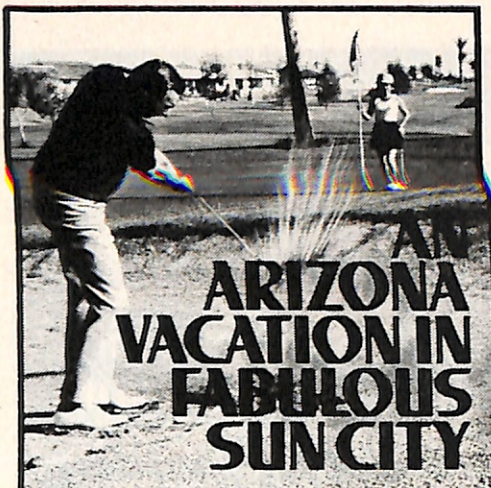
You'll find the chronograph so easy to use, you'll master it in minutes, and in days find innumerable business and personal uses. Take 30 days to prove it to yourself.

Be sure to specify white or gold. You'll have the precise time, absolute control over time, plus ample warning when it's time to do anything. And the pride that comes with wearing a watch that's second to none.

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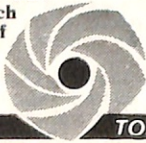
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the **Elks** magazine

VOL. 57, NO. 6 / NOVEMBER, 1978

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There may be a better way to get through a sub-zero freeze. Just ask the red flannel folks in Cedar Springs.
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The fickle weather that surrounds us not only colors our language, it also plays with our emotions.

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Jim Lavengood

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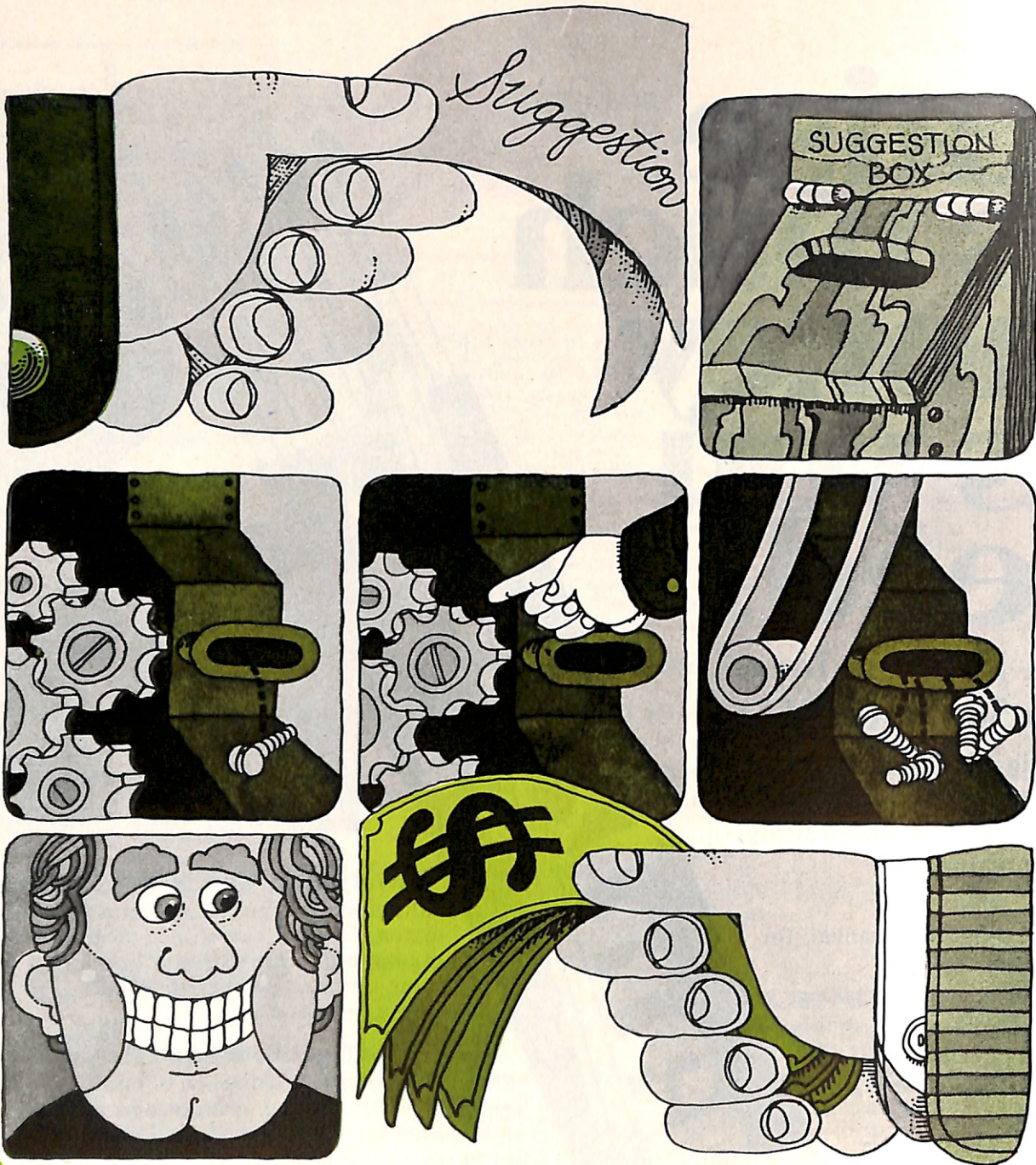
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HIDDEN PROFITS: A LOOK AT THE SUGGESTION SYSTEMS



by G. R. von Kronenberger

Employee suggestion systems—the butt of countless cartoons and jokes—are no laughing matter to thousands of American corporations and millions of workers. They save business and the U.S. Government millions of dollars each year and add extra money to the pay checks of people with bright ideas.

Within the past decade management has become increasingly aware of the potential gold mine of good ideas in employees' on-the-job experience. Suggestion systems have proved the most practical means of bringing these ideas out in the open where they can be considered and, if practical, put into operation. The plans used are based on

three fundamental principles: 1) To secure ideas valuable in the actual conduct of the business; 2) to arouse greater interest on the part of the employees and to secure a fuller measure of cooperation; and 3) to train employees to think constructively along management lines. The value of the suggestion coming from the employee lies in the belief that the person closest to a product's manufacture is the logical one to suggest improvement.

Few industries have ever risen to 80 percent of potential, and for the overwhelming bulk of American business, 50 percent is considered a fair estimate. One of the principal reasons for this, according to most industrial relation men, is the gap between labor and

management. Many preferred this gap.

Yet, as industry has grown bigger and more complex, the gap has narrowed and broadened at one and the same time. It has narrowed as management has sought to do more for labor—higher wages, better hours, increased social benefits, improved working conditions, etc. It has broadened as management has lost direct touch with the actual working processes.

The president and founder of the company who roams his plant all day long, as Henry Ford did at Dearborn, Michigan, dropping in on workers unexpectedly, is a rarity. Workers blindly, willingly follow directives handed down by executives. Frequently businesses go broke because management attempts

some maneuver which, viewed from the eyes of the man on the floor, is patently unworkable and wasteful.

There is an attendant evil. This so-called neglect on the part of management not only kills initiative and job pride, it makes it impossible for these desirable traits ever to be entrenched in any young worker's character. Thus potential talent and efficiency are lost.

Quite simply, a suggestion system seeks to turn these disadvantages into advantages. It persuades the manager to say to the worker: "All right, let's be honest with each other. I run this business, you work in it. I know more about running it than you do, but you know more about your job than I do. You must know ways in which you can improve it, what shortcuts you can take, how you can save on materials, how you can eliminate scrap or damaged parts, how you can save time. You give me these suggestions, and if they're valid we'll make them company policy.

"Maybe I won't like some of them—but if you can show me how they'll mean increased production, we'll institute them anyhow. Now, the savings are bound to mean higher profits. We'll be operating closer to potential. I'll return a part of those profits to you in the form of bonuses."

Since companies are constantly searching for means whereby they can control costs, increase productivity, and otherwise benefit their organization, following the above line of reasoning, suggestion systems can not only assist in the attainment of such benefits for the organization, but also benefits for the employee through monetary rewards and intangible rewards such as individual recognition and improved job safety.

Employee-suggestion systems have been going on a long time. Suggestion posters often show Adam and Eve with an apple labeled *First Suggestion*, but in our own Garden of Eden the less romantic but more practical Krupp Works put employees' ideas on a business basis at their plant in Essen, Germany in 1867. This was followed by another suggestion scheme put into operation in 1880 by the William Denny & Brothers, Ltd., shipbuilders, at their shipyard near Glasgow, Scotland.

From a historical point of view, the first system in the United States was put into operation at the National Cash Register Company in 1896. This came about one day when John H. Patterson, founder of the company, was walking through his plant in Dayton, Ohio, and he stopped to chat with an employee. During the talk, Patterson asked if there was anything in the plant the employee could see that should be changed.

"Lots of things," came the crisp re-

ply, "but there's no use in making any suggestions. The foreman would take all the credit."

Patterson recalled something he had seen a few years earlier on a visit to Italy. It was a slot in the wall of the Doge's Palace in the Republic of Venice. Citizens dropped in notes suggesting improvements that should be made or corrections that were needed. Patterson decided to try the scheme in his own business. He placed small boxes in all departments and urged employees to drop in their ideas.

Before long, other American companies heard about the plan and gave it a try. Eastman Kodak Company was one



of these companies and two years later they established their system which is now the oldest continuously operated plan in the United States.

"It began with a \$2 award to a man who pointed out the advantage of washing windows in a production department," explains Allen W. Bergerson, the plan's administrator. "Since then, more than 1,800,000 suggestions have been made and over 600,000 have been adopted. Kodak people now are receiving more than \$1.5 million a year for their ideas."

However, it was not until World War II that the suggestion box really came into its own. The War Production Board put its official stamp of approval on the idea and it was adopted by plants all over the country. The idea really took hold and employee suggestions saved the U.S. some 200 million man hours a year during the war—in

effect, adding 80,000 workers to the production force.

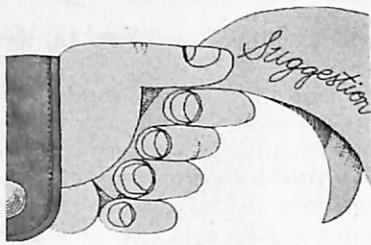
Today there are so many suggestion systems in operation that program administrators even have their own organization—the *National Association of Suggestion Systems* (NASS), 435 N. Michigan Avenue, Chicago, IL 60611—whose sole purpose is to promote more and better suggestions. Since NASS first came into being in 1942, it has functioned so successfully that, according to its Executive Secretary, Oliver S. Hallett, it now has a membership of about 800 firms and organizations reaching a total of over 10 million employees. Although no one really knows how many systems exist, NASS estimates that there are approximately 6,000 formal suggestion systems and possibly an equal number of semi-formal ones in the United States today.

Financial benefits to companies with effective suggestion systems are truly impressive. Each year NASS conducts a detailed survey of such system operations in its member organizations. Data from the last report, which includes over 1,000 separate plants, offices, field units, plus nearly 5,000 reporting components in the Federal government, showed that, on the average, the organizations realized \$6.56 in tangible net cost savings for each \$1 spent on running the suggestion system. Total first-year savings to employers for implementing employee suggestions are estimated at \$481 million, of which ingenious workers received nearly \$35 million.

But Dr. Vincent G. Reuter, professor of management at Arizona State University, believes cost savings are even greater.

"Since most companies pay awards based solely upon the first year's savings, it is obvious that most savings reports are grossly understated. Based upon research of the literature and personal knowledge, it can safely be said that the average benefit life from an accepted suggestion is over three years, and some suggestions are still in effect over ten years later. After figuring administrative costs, suggestion implementation costs, and rewards, most suggestion systems provide a monetary return with a range of two to eight times the cost to implement the suggestion system. An excellent return indeed—and this does not include any credit at all for the many intangible benefits from running such a program."

Not only do the organizations benefit from ideas that become reality—so do the employees who generate the ideas. For example, an IBM technician received \$75,000 for proposing a better way to repair vital computer components known as magnetic-core planes. And a relatively simple idea re-



cently earned \$10,000 for an employee of the R. J. Reynolds Tobacco Company for a suggestion which improved performance of the tobacco processing machinery and reduced production costs. But these awards are on the high end of the scale. Current statistics show that the average award for each suggestion returns about \$150 to the suggester.

Besides the profit improvement made possible by cost reduction and more efficient use of assets, employee-generated ideas have resulted in other benefits: increased productivity and work quality, safer work environment, waste reduction, lowered manufacturing costs, improved employee/management relationships, and higher motivation. For the employee, a suggestion system can offer, in addition to extra income, a medium for self-expression, a path toward achievement and recognition, and a feeling of being "in on things."

The capacity of employees to suggest

appears to be far greater than might be expected by the uninitiated. Experience indicates that individuals who suggest repeatedly become more expert, turning in ideas that have a better chance of adoption. In a division of one company having a formal suggestion system (suggestions made under a contract-like arrangement), more than half of the 6,000 eligible employees turned in ten or more suggestions in one year, with one out of every four being adopted. A few individuals turned in 100 or more ideas. A recent national survey indicates that for every 100 suggestions submitted, about 30 are adopted.

The basic concept of the suggestion system is simplicity itself. Most suggestion systems involve boxes placed throughout the facility into which employees submit their suggestions. These ideas are periodically collected and normally evaluated by a committee instituted for this purpose. After objective appraisal, the idea is either accepted or rejected. If accepted, a cash award is usually given on a percentage of the savings that the idea contributes to the firm. Generally an award is accompanied by public recognition. If the idea is rejected, the employee receives a complete explanation and is encouraged to try again.

Nearly all suggestion plans base the

awards for suggestions which result in measurable savings on a portion of the first year's savings, though a few take in shorter or longer periods. Formulas range from 10 or 15 percent of the first year's gross savings up to as high as 50 percent or more of the net savings. The automotive firms pay one-sixth of the first year's gross savings. In the drug industry awards range from 12 to 25 percent of the first year's gross savings. One company in the machinery and equipment business pays 40 percent of the gross or 80 percent of the net, whichever is greater.

Likewise, minimum and maximum awards vary widely. A few firms have minimums as low as \$5, although an amount of \$15 to \$25 as a minimum award is used more frequently. Maximum awards rarely are less than \$1,000 and are often \$10,000 or more. Quite a few companies set no maximum at all, in the belief that the suggester should benefit in proportion to the amount he saves the company.

When computing awards, most companies take into account every possible benefit to the company. If time is saved, for example, they figure the saving not only on the basis of the regular pay rate, but also add in the night shift premium if it applies. Savings may include time, material, tools, develop-

(Continued on page 17)



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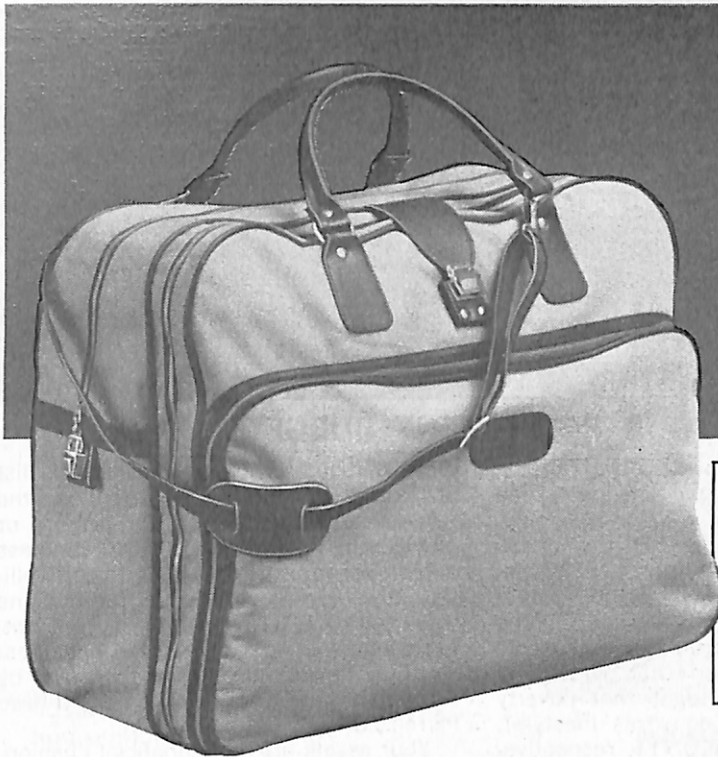


Honorary founder's certificates were given to PER Dayton Dorn (second from left) and G. J. McGinley (second from right) by Foundation Chm. B. J. Reiselman (left) and PER Jim McQuillan recently. The \$1,000 contributions from the two gentlemen enabled Ogallala, NE, Lodge to reach a total of \$10,670 in Foundation contributions, the highest amount donated by a Nebraska lodge this past year.



North Palm Beach, FL, Lodge paid tribute to Linda McAllister (center) who was one of the state winners of a Most Valuable Student Scholarship. Mrs. McAllister looked on while ER William Beyea presented a certificate of honor to the young scholar.

Brother Francis Harrington (center) of Hampton, VA, Lodge recently donated \$600 to the Foundation, thus completing his payment as an honorary founder. While lodge Chm. Clifton Skoch accepted the check, ER Wallace Albertson joined him in congratulating Brother Harrington.



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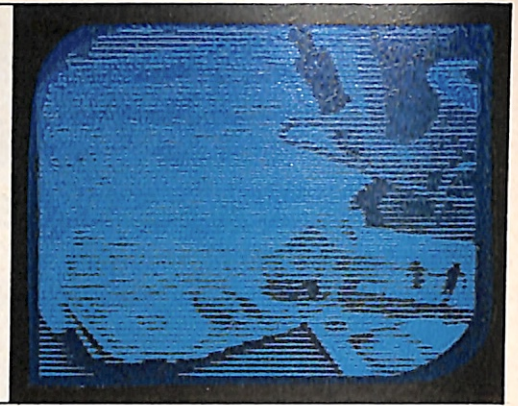
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YOU AND RETIREMENT

by Grace W. Weinstein



YOUR RETIREMENT BUDGET

The facts are in. To no one's surprise, the Department of Labor has confirmed that costs of living are going up. New figures, just released by the Bureau of Labor Statistics for the autumn of 1977, indicate that it now takes at least \$5,031 a year (not including personal income taxes) for a hypothetical retired couple to live in an urban area on what the Bureau calls a lower level budget (not poverty level, but a simple, no-extras lifestyle). It costs \$7,198 and \$10,711, respectively, at intermediate and higher level budgets.

These figures are about seven percent higher than the Bureau's estimated budget costs for the fall of 1976, and they must be lower than the comparable costs for right now, in late 1978. How do they compare to actual income? Half of the retirees surveyed in 1976 by sociologist David Caplovitz of the City University of New York, in a study of 2,000 families, have incomes under \$7,000 a year. About 20% have incomes over \$11,000 a year. These incomes must include provision for taxes.

Inflation is taking its toll. But most of the retired, says Dr. Caplovitz, although they are falling behind rising prices, are not suffering too much from inflation. Families are smaller after retirement, job-related costs are gone, major consumer expenditures have long since been made, and adjustment to rising costs seems to be possible.

If you're still looking ahead to retirement and worried about the impact of inflation on a fixed income, you can take heart from these findings. It's a good idea, nevertheless, to take rising costs into account as you plan ahead. Find out what your retirement income will be. Then map out ways to stretch it.

Most people simply don't know whether or not retirement will present financial difficulties. Fully 40% of the people over age 55, in one study, could not estimate either how much money they would have in retirement or how much they would need. Don't follow this blind alley. Sit down, now, and figure out your post-retirement budget.

How much will you have?

Assess your net worth. List, on paper, all your assets: money in a savings institution; current value of stocks and bonds and U.S. Government Savings Bonds; cash value of life insurance, annuities, pension; market value of your home;

other personal property. Against this list of assets, calculate any liabilities: the balance outstanding on any mortgage or installment loan, taxes due, business debts. The excess of assets over liabilities is your net worth today. Determine your net worth at retirement by estimating changes in your assets and liabilities: you may have paid off your mortgage by retirement date, your savings should have increased in value, and so on.

Your assets are your financial cushion, your capital. Your income is your operating fund. Make a list of every possible source of income, both before and after retirement, from salary to tips to dividends to rentals to bonuses to royalties. Find out from your employer what your pension will be, and from Social Security what benefits you can expect. Then calculate your living expenses, insofar as possible, and match expected income against expected expenses. If you're still not sure how much you will need, figure that a post-retirement income of $\frac{1}{2}$ to $\frac{3}{4}$ of your pre-retirement income should be adequate.

Many expenses, remember, will go down. Shelter (as your home is paid for) and transportation (as you no longer commute to work) are primary areas of reduced outlay. Other expenditures will probably go up. Older people, according to the American Association of Retired Persons, spend 10% of their incomes on out-of-pocket medical costs, compared with 5% for other Americans. They also spend a greater proportion of income on food and on fuel. But, even without a post-retirement job, you can make your income go further.

Stretch your retirement income.

⊙ Keep your personal inflation rate down. The Bureau of Labor Statistics points out that inflation is measured by the purchase of items with ever-higher prices. If you can spend a larger share of your money on items whose prices remain relatively constant, you can keep your personal rate of inflation to a minimum. Judicious shopping and a reordering of priorities is the key.

⊙ Think carefully before you move. Moving itself is a costly undertaking. And living costs vary considerably from area to area. The Bureau of Labor Statistics publishes, along with its annual budget figures, an index of comparative costs.

⊙ Use your capital if you need it. Re-

(Continued on page 38)

You worked hard most of your life. Now your age can work for you.

AARP is an organization created exclusively for people 55 or over. Its main purpose is to keep vital people in the forefront of life, participating and contributing. Profitably.

AARP stands for the American Association of Retired Persons. It is non-profit and non-partisan. For people retired or not, active or not, healthy or not so healthy. There are now almost 11 million members across the country who are taking advantage of their age. Through AARP.

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Pharmacy Discounts and Service.

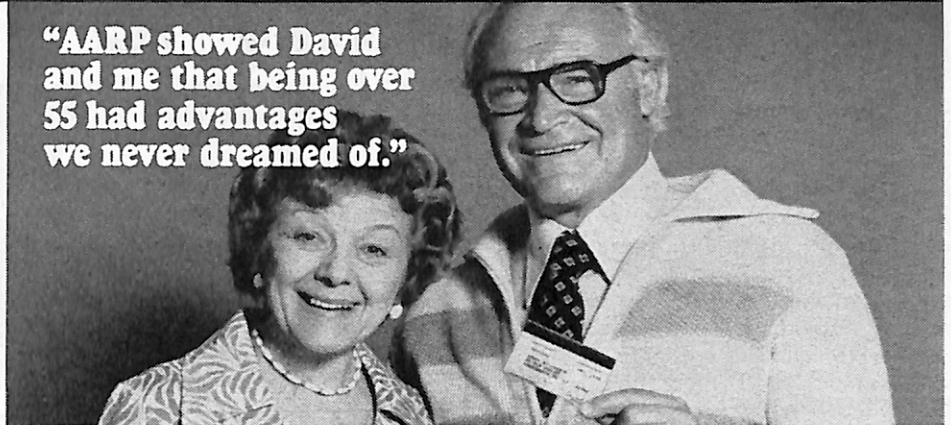
AARP's 11 million members provide the buying power that gets you prescriptions and over-the-counter medicine at discount prices. Also they're mailed to your home, postage paid.

Health and Auto Insurance.

Unfortunately, medicare may not cover all your needs. Therefore, one of AARP's most important benefits is eligibility for a Group Health Insurance Plan. Also available is a skilled Nursing Facility and Home Nursing Care Plan, plus you'll receive information about life, home owners and an auto insurance plan that's designed especially for people 55 and over.

* Membership dues include \$1.40 for annual subscription to Modern Maturity and \$.60 for the AARP News Bulletin.

"AARP showed David and me that being over 55 had advantages we never dreamed of."



Job Opportunities

Being retired doesn't mean you can't work. Mature Temps, an AARP recommended service in many major cities may be able to help you find part-time or temporary employment. This special service like many of AARP's is free.

Government Representation.

AARP's legislative program represents your particular best interests with state legislatures and Congress. 11 million AARP members make their voices heard for all those 55 and over.

Community Involvement

At Local AARP Chapters you can find ways to help your community and yourself through Defensive Driving Courses, Consumer Information Desk and The Tax Aide Program.

Important Reading

AARP provides new members with a series of booklets that guide retired people through areas of particular concern. And when you join AARP you automatically receive two subscriptions. One to Modern Maturity, a full color bi-monthly magazine and one to AARP News Bulletin. Exclusive AARP publications with a variety of news and features of special interest to you.

How to Join AARP

Just fill out the coupon below and send \$3.00* for one year's dues. It's that simple. The coupon immediately enrolls you to take full advantage of all the AARP benefits and services. There's only one requirement. You must be 55 or over, retired or not. If you are, welcome to the club.

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One membership makes both member and spouse eligible for all AARP benefits and privileges, however, only one may vote. Please allow 30 days for delivery of your membership kit.

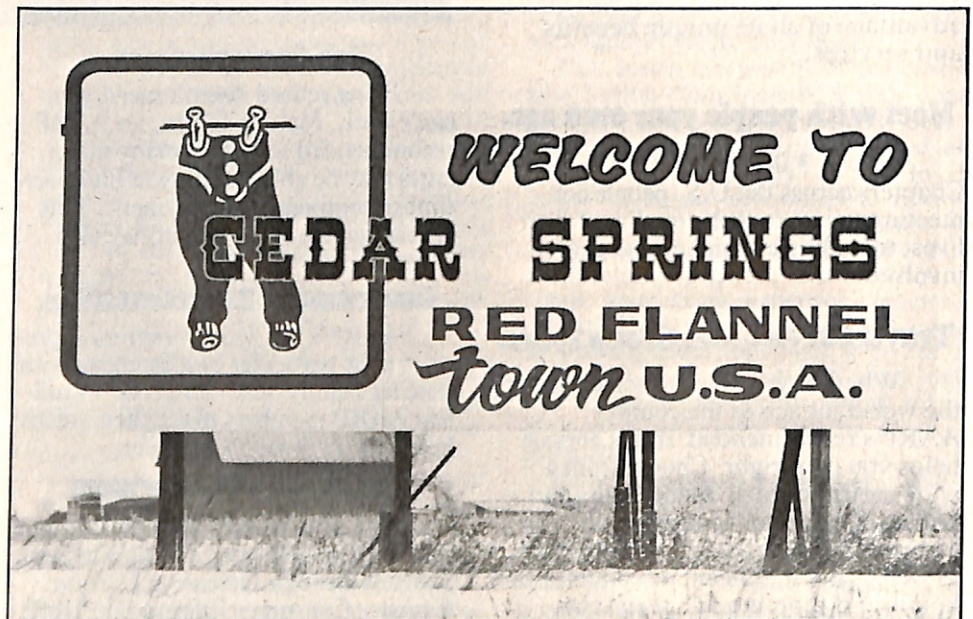
A Town With Plenty To

FLAP

About



by Walter Oleksy
Photos by Kenneth Babbin



The idea of wearing red flannel underwear may tickle your funnybone—but nobody gets cold in Cedar Springs, Michigan, where the drawers are made that grandpa used to love. And surveying his innovative community is Tom Woodall (left), publisher of The Clipper.

If this is the coldest winter in years, as many weather forecasters across the country predict, and you are shivering in your timbers, take heart. There may be a better way to get through a sub-zero freeze, if you follow the folks who live in Cedar Springs, Michigan.

The community of about 1,800 people some 15 miles north of Grand Rapids is called "The Red Flannel Town," and for good reason. It has a factory that produces red flannel underwear. You know, the longhanded red drawers that grandpa used to wear.

Red flannels put Cedar Springs on the map, back in the depths of the Great Depression, and are still the town's main claim to fame, although many in Cedar are equally proud

to call the town a President-maker. But let's start at the beginning. . .

Cedar was just another sleepy rural Midwest town back in 1932 when the country was just getting into its worst depression. Two friends, Nina Babcock, of Sedalia, MO, and Grace Hamilton, of Oneonta, NY, drove into town one day in an old Buick. They had driven from New York City where Nina worked on *The Nation* and Grace on a newspaper. Both had become fed up with the rat race in a big city. While looking around for a small weekly newspaper to buy, they learned that *The Clipper* in Cedar Springs was for sale and went there to buy it.

The paper had been founded in 1869 when Cedar was just another one-

street town with about a dozen families. Its original owner was old and in ill health and willing to sell, but only to the "right" person. It had to be someone who would love the paper and the town as he had for so many years.

Soon after he found his ideal new owners and Nina and Grace bought the paper, the Depression hit hard. So many people were out of jobs and could not pay for the luxury of a newspaper, "The Clipper Girls," as they came to be known, traded copies of their paper for coal, walnuts, chickens, eggs, and cords of wood.

When they couldn't make a payment on the principal on the loan they took out to buy the paper, Grace sold her diamond ring (given her by a young pilot who was killed in World War I before they could marry), and Nina sold her treasured stamp collection.

Cedar, "The Clipper Girls," and the paper settled in to try and survive the Depression when something happened in 1936 that changed a lot of people's lives. Nina read a wire service story in which a *New York Sun* writer complained that he could keep warm in the unusually severe winter, if only he could find a pair of red flannel longjohns. But he said he had looked "as far West as Ohio," and couldn't find any. He said the days of red flannels had ended, and with them had passed an era in American pioneer history.

Nina, being the good newspaper-woman she still is, decided to check out the writer's story for accuracy. She went to the local dry goods store and asked if the owner had any red flannels. Nina tells what happened:

"I used to catch an occasional

glimpse of red flannel below a man's trouser leg, when his sock had slipped down a bit. So I knew our men in Cedar were still wearing the things, and I figured they must be getting them somewhere. So I asked at the dry goods store.

"The proprietor didn't bat an eye. He reached back and pulled a pair right off a shelf behind him. 'Say, do you have any more of these things?' I asked. 'Sure,' he said. He had a couple of stacks of them in his back room.

"Now that I had my facts, I wrote an article about it for *The Clipper*, saying, 'Wait, don't write off us pioneers yet; we've got plenty of red flannels in Cedar Springs!'"

The story was picked up by the wire services and given national attention. Soon, orders for red flannels began pouring into *The Clipper* office from all over the country.

Nina and Grace turned the orders over to the dry goods owner who filled them that year and the next. By 1938, with more orders than he could fill,

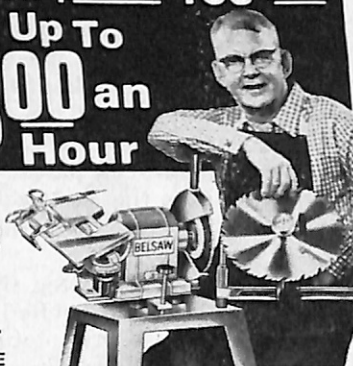
Cedar faced a shortage of red flannels. A committee of townspeople investigated and found that the only manufacturer of red flannels in the country was at Winstead, CT. It wound up with the committee from Cedar buying out the firm and its patent on a red dye that makes the best red flannels, and opening its own Red Flannel Factory in town.

It was only a short step then to tag Cedar Springs "The Red Flannel Town"; and the first autumn after the factory opened the first Red Flannel Day was held, and has been each year since, on the second Saturday of October. It's a day full of old-fashioned lumberjack and farm fun, with a farm animal parade up Main Street with floats and citizens in pioneer costumes, animal and produce judging, marching high school bands, a barbeque chicken dinner in the Community House, a night football game with the prettiest Cedar coed being crowned Red Flannel Queen, and a street carnival and square dance capping the festival.

Tourists often visit the factory (right) to watch the local ladies at their sewing machines stitching miles of red flannel. Nina Babcock (below and bottom right) and the late Grace Hamilton were "The Clipper Girls" who made it all happen.



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FLAP

But even with red flannels helping the town's struggling economy during the Depression, Cedar had to ride out World War II, when most of its working men went into the service. Women had to learn to do the work of men, and Nina and Grace, hard-pressed for help in putting out the newspaper each week, learned to run the presses, linotype machine, and other heavy equipment. On Wednesday nights they served hot coffee to neighbor ladies who pitched in and folded and addressed the papers, then got them off to the post office for delivery to doorsteps on Thursday morning.

After the war, "The Clipper Girls" looked around for a young man to encourage to run for Congress from their district. They got about a dozen supporters and selected a man to run for the House of Representatives who had just gotten out of the navy and was home again in Grand Rapids practicing law.

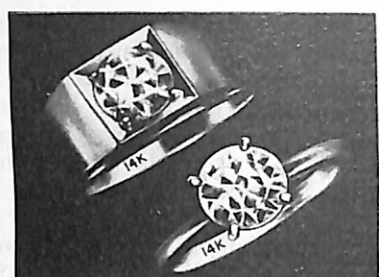
"At first, Gerry Ford said he couldn't run for dog catcher," recalls Nina, "because no one knew him. But after our meeting with him, he showed up one night at *The Clipper* office and we talked about it some more. We convinced him we could deliver the northern part of the county."

Ford ran for Congress, won easily, and the rest is history. Grace Hamilton had died in 1971. Ford, then House Minority Leader, read a tribute to her on the floor of Congress, in recognition of her service to journalism and civic projects.

Besides helping put a local man in the White House, Nina and Grace, over the years, helped Cedar Springs get a library and Community House, and took the leadership in other projects that came about primarily because they encouraged the townspeople to pitch in with money and energy.

The library, which began in *The Clipper's* storeroom back in the mid-1930s, came about because Nina started a library fund-raising drive and asked a 25¢ membership to join. Four hundred people each gave a quarter, and Nina had \$100 with which to start a library. The State Library in Lansing sent 200 books every 90 days, just for the postage, and local residents contributed their books as well. Through more community effort, Cedar's new library opened in 1960.

Similarly, the Community House was built with public funds and labor and materials provided by local citizens and
(Continued on page 36)



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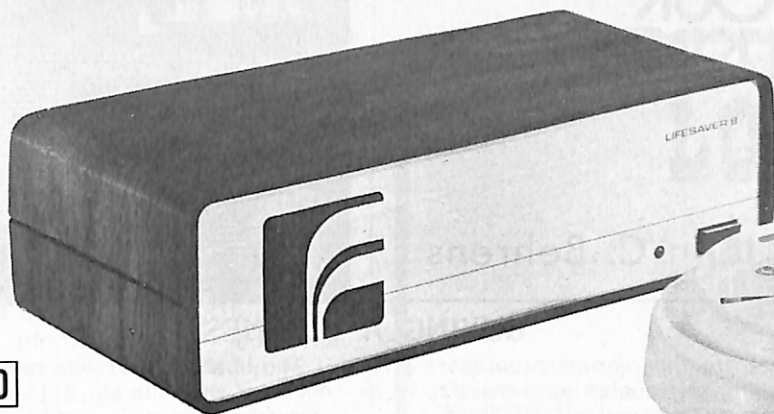
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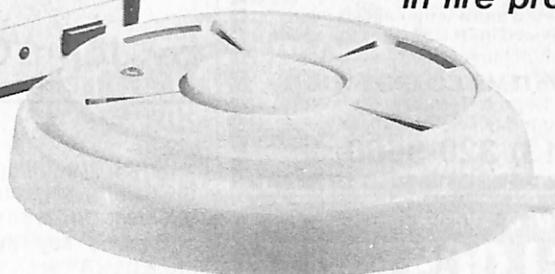
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The entire system is **solid state circuitry** designed for reliability, long life and stability.



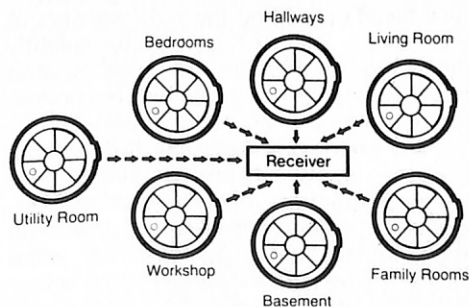
PDM Lifesaver II Smoke Alarm Systems are **UL listed** with a **one year limited warranty.**

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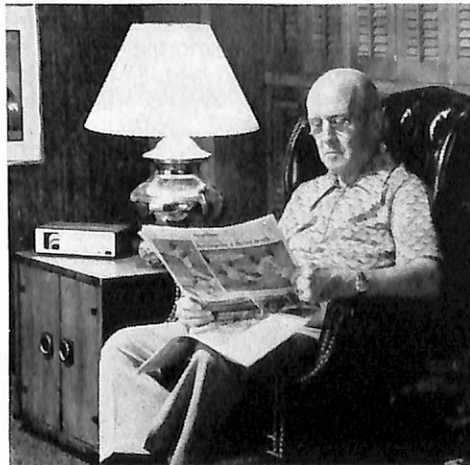
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The Receiver can even be plugged in at your neighbor's home up to 200 feet away to monitor Detector Transmitters installed in your home. If there's a fire in your home, the Detector Transmitter will sound and send a signal to the Receiver in your neighbor's home. This unique system can protect your home from fire—even when you're not there to hear the alarm yourself.



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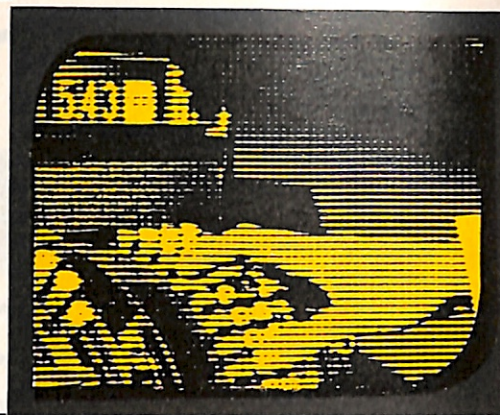
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IT'S YOUR BUSINESS

by John C. Behrens



BUYING A BUSINESS

What are the reasons proprietors give for selling or transferring ownership of a business today?

Experts say that seven surface most often.

They are: 1. old age; 2. illness; 3. desire to transfer to a larger city or another area; 4. desire to move to a better climate; 5. desire to try another line of business; 6. offer of a lucrative position with a larger firm that can't be turned down; and 7. discouragement caused by labor trouble, higher taxes and/or increasing governmental regulations.

Of course, business analysts continue, these could be smoke screens. There's the story of the older, well-established clothing store owner who told the young couple purchasing his business that he was at that age where he wanted to travel and take life easy. A year later, he had re-entered the market as the manager of a competing store. His presence on the scene was so magnetic, the couple contended, they had to sell to a chain operation at a reduced price.

The horror stories of such transactions seem to grow each year.

Consequently, business specialists urge prospective buyers—especially those from out-of-town—to probe any purchase like an investigative reporter regardless of how sincere and well-intentioned the seller is. The logical question is, how far must you go with such a discreet inquiry?

I received a letter from a midwestern reader not long ago which supports the view that the investigation must be microscopic if you're to succeed. The letter writer told of a couple who were experienced business people, former residents of the community and acquaintances of the owner of the enterprise—and they still failed.

The couple had left the community 20 years earlier for better opportunities but always yearned to return to their hometown at the right time. In their late 40s, the pair decided they had had enough of managing their own growing business, constant decision-making, expensive suburban houses, big mortgages, and too many kids and dogs. They had kept in touch with friends in their hometown and they were told that old Mr. Z was ready to retire from his onetime confectionery, now a good-sized convenience store. The popular establishment, which had recently been remodeled, was a terrific buy, friends said.

The husband and wife had a pleasant, nostalgic visit with Mr. Z, found the books showed a consistent profit year after year and everyone was most enthusiastic about their return to the community. They had built a business from much less in an unfamiliar town 20 years before, they told themselves, and now they had an opportunity to take over a profitable place and do even more.

What the pair forgot to do was read the local newspaper carefully. If they had, they might have seen stories during the past year which cast doubt about the future of a nearby plant with nearly 500 workers.

Six months after the couple bought the store, the plant was sold to an out-of-state owner and, six months after that, the new owner moved the plant's operations and employees. "That, unfortunately, was the bulk of our trade and we simply didn't know it. Our friends didn't either. Worse, our friends couldn't find the time to support us because they lived in the suburbs and shopped at nice malls," the husband said later with a tinge of bitterness.

The couple simply didn't have the expertise to cope with the drastic change in the store's declining sales. They were forced to sell their new home and make other sacrifices to meet expenses. They used up much of their savings before, out of desperation, they put the business up for sale again. The previous owner acknowledged that he had "heard rumors that there might be some trouble for employees at the plant but that he thought new blood could find the right answers at the store." The fact is, he conveniently neglected to mention the rumors. And many sellers certainly wouldn't blame him for not volunteering such information.

"Too often, problems like this develop because emotional considerations have negated practical decision-making," explains an accountant who has dealt with such transactions. "Some of the worst cases are where the prospective owner is fleeing problems with his current business, his job or marriage and he's looking for a silver lining somewhere else. Bank loan officers can usually spot them and end it there. But not always."

What important factors should a buyer consider before entering into such an agreement? Here are just a few:

✓ Regardless of the circumstances, re-

(Continued on page 26)

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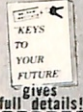
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Hidden Profits

(Continued from page 8)

ment expense, etc. If payment is based on gross savings, the cost of installing a suggestion usually is not deducted from the savings when calculating the award.

Realizing that basically the suggestion plan is an employee relations activity, companies find that it is a sound policy to give the employee the benefit of the doubt. When measuring the amount of savings resulting from a suggestion, questionable or borderline amounts generally are included to the employee's advantage.

A suggestion system may cover both tangible ideas or procedure, methods, equipment or operations, and intangible ideas on safety, customer or industrial relations, or working conditions. Energy conservation ideas have been in great demand and for the past several years they have been avidly solicited. For example, at the height of the energy crisis in 1973 and 1974, The Timken Company's suggestion department implemented a special energy savings suggestion program. From 1973 through 1974, hundreds of energy-saving ideas were submitted by the company's employees. The ideas implemented have conserved enough natural gas to heat approximately 5,500 homes for one year, and enough electricity to power 160 homes for one year. In addition, considerable amounts of fuel oils, cutting oils and oxygen have been conserved.

Whether it saves energy or material, a suggestion program is really an extension and adoption of management goals by all company employees. The purposes most often cited for implementing suggestion systems are:

1. To promote constructive thinking among all employees.
2. To improve employer-employee relationships.
3. To strengthen the organization competitively.
4. To reward employees financially and through recognition for worthwhile suggestions.
5. To motivate employee interest in the progress of the company.

However, if the mechanism for translating suggestions into plans and action is haphazard or poorly designed, these purposes will be defeated and a good many profit and satisfaction generating ideas will fall through the cracks. To achieve optimum results from a suggestion system, management must make some strategic decisions regarding system objectives, level of commitment to meeting these objectives, and a system's design and operation.

(Continued on page 18)

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Hidden Profits

(Continued from page 17)

"Since an idea system should be tailored to meet the specific environment and needs of the organization," explains Milton A. Tatter, a recent NASS executive, "there is a wide variety of ramifications to be considered." However, several basic elements are common to the design of all good systems:

1. *Supervisory involvement.* Even in ideal systems that make nearly everyone eligible to participate, most of the ideas come from the nonexempt (usually hourly-paid) workers. The worker is where the action is in production and knows the specific work problems better than anyone else. It is vital that the first-line supervisor work closely with his or her people, helping them come up with ideas, guiding their thinking, and assisting them to get the ideas down on paper. Higher management can help ensure that the supervisor recognizes the importance of this commitment by making it one factor in his job-performance evaluation.

2. *Timely processing.* The best way to kill a system is to let an idea remain in limbo for four, five, or six months. The goal should be to completely process a suggestion in about 30 days—and in no more than 60 days.

3. *Promotion.* There must be constant, subtle "marketing" tied in with periodic contests or other splashes of recognition if employee interest is to be maintained.

4. *Communication.* Aside from the communication that is integral to the system itself (i.e. letters to suggesters), periodic reports on the performance of the idea system are a must. Reports to management should be made at least every three months; and an annual report, sent to management and all other employees, should cover the following areas: total number of ideas received, total number of adoptions, total amount of awards, a profile of performance by department, processing time, trends, and general commentary.

5. *Eligibility standards.* The system must specifically define *who* is eligible and *what* is an eligible subject for constructive ideas.

6. *Training.* Information on how the program operates should be part of the company orientation program. Also, a training program must be designed that: 1) reminds top management of system vitality; 2) shows supervisors how to work with their employees in generating ideas; and 3) teaches employees how to recognize the opportunity to submit a creative idea, how the decision-making process operates, and how to plug ideas into the system.

7. *Employee recognition.* Award presentations and related recognition opportunities should be covered in the house organ and, if possible, the local press.

8. *Accurate evaluations.* Whether the system uses full-time evaluators or department personnel, the evaluation process needs to be specified in detail, since it forms the heart of the idea system.

9. *Forms and other printed matter.* Naturally, good forms-design considerations apply; ease of use, good graphics, conformity with legal constraints, simplicity, and so forth.

10. *The administrator/catalyst.* The administrator is the program's vital ingredient—the sales arm, coordinator, and trouble-shooter. He or she must be committed to planned, goal-oriented change.

"If a company feels that installation of a suggestion system has merit," adds Justine Clark, president of NASS, "it should not be created without a definition from senior management on 1) whether or not the company's top management really wants and will support a system, and 2) what management expects the system to accomplish."

Dr. Vincent G. Reuter, in evaluating an Arizona State University Research study on suggestion systems, confirms the necessity of a full commitment by management's hierarchy:

"The most outstanding factor contributing to success appears to be top management, along with the ability and attitude of the suggestion system administrator who is appointed by management. Without support and approval from the top, suggestions can neither be rewarded nor put into effect. Top management must be willing to engage and adequately pay employees to compose, revise and/or conduct the program. Furthermore, the company should make sure that all of management, including the supervisor and foreman, are well-versed in the system and are supporting it. Top management should develop the attitude upon the part of all lower level managers that the suggestion system work is a part of regular management duties and that supervisors will be recognized and rewarded for suggestion activity within

(Continued on page 37)

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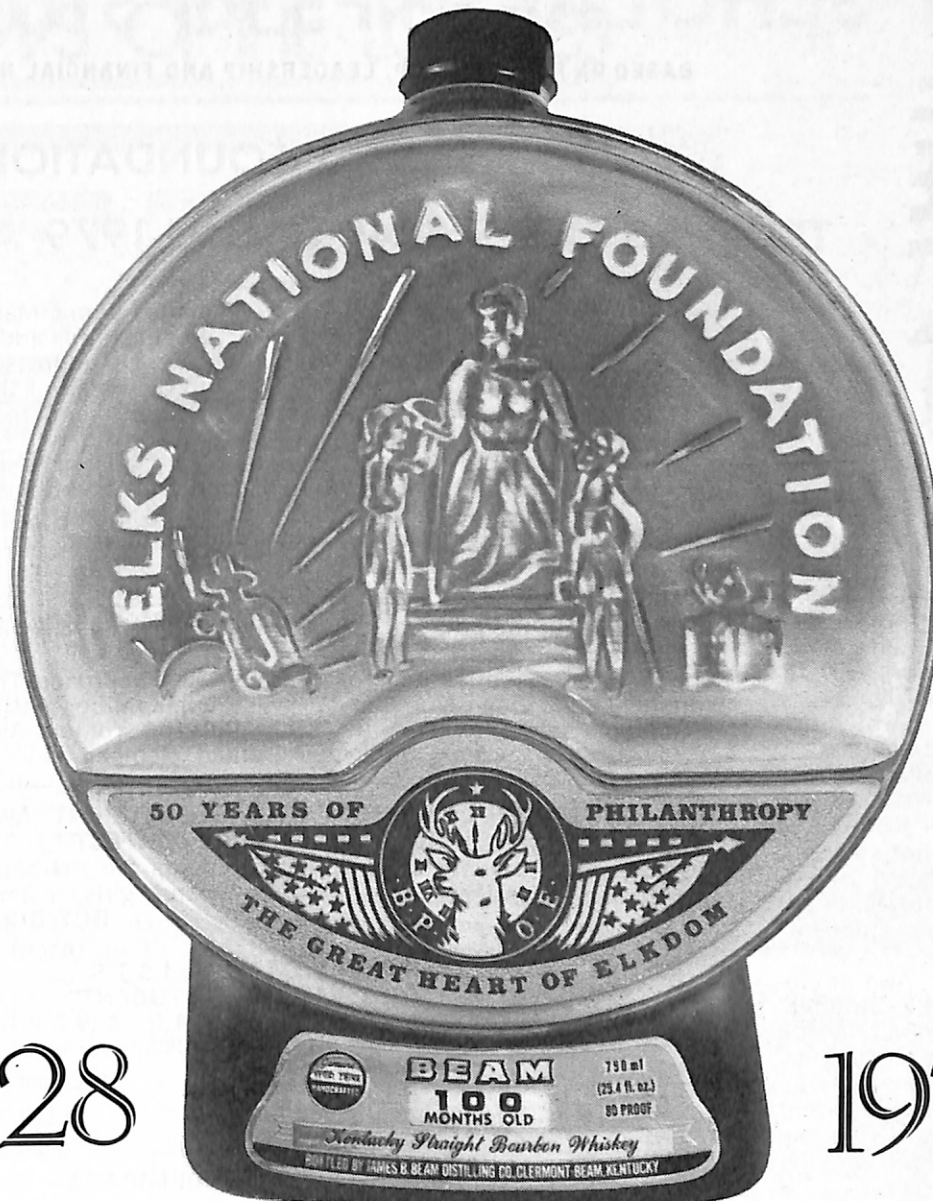
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During the many years in which this annual scholarship assistance competition has been in existence, the Elks National Foundation has helped thousands of worthy American students of good character and behavior patterns, and with superior scholastic attainments and leadership qualities, to begin their college education under favorable circumstances.

The 1979 Schedule of Awards includes 500 "Most Valuable Student" Scholarships awarded in nationwide competition, and 656 scholarships each for \$600 allocated on a state-quota basis. Six special four-year scholarships are to be awarded to the three highest rated boys and girls in the 1979 competition.

Applications may be made by students in the graduating class of a high school, or its equivalent, who are citizens of the United States of America and residents within the jurisdiction of the B.P.O. Elks.

Scholarship, leadership and financial need are the criteria by which applicants are judged. Experience shows that students who qualify for final consideration usually have a scholarship rating of 90% or better and stand in the upper 5% of their classes.

All scholarships are in the form of certificates of award conditioned upon the enrollment of the winners in an undergraduate course in an accredited college or university.

Application must be made on an official form furnished by the Elks National Foundation and entitled "Memorandum of Required Facts," which will be available at Elks lodges after December 1, 1978. Applications, properly executed, must be filed not later than February 10, 1979 with the Exalted Ruler or Secretary of the Elks lodge in whose jurisdiction the applicant resides.

Lodge officers are requested to noti-

fy school principals of this scholarship offer, to publish it in lodge bulletins and make every effort to bring it to the attention of qualified students.

Applications will be reviewed by lodge and district scholarship committees and then judged by the scholarship committee of the State Elks Association for inclusion in the state's quota of entries in the national competition. Names of winners will be an-

nounced about May 1, 1979.

Requests for additional information should be addressed to the Scholarship Chairman of the State Elks Association of the state in which the applicant is resident.

The National Association of Secondary School Principals has placed this contest on the Advisory List of National Contests and Activities for 1978-1979.

Trustees of the Elks National Foundation are the following Past Grand Exalted Rulers:

John L. Walker, Chairman	E. Gene Fournace, Treasurer
William A. Wall, Vice-Chairman	Glenn L. Miller, Assistant Treasurer
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500 STATE FINALIST AWARDS		446,400.00
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656 STATE ALTERNATE AWARDS at \$600.00 each		393,600.00
1,156 AWARDS for a GRAND TOTAL of		<u>840,000.00</u>



NEWS OF THE LODGES



And away they go—from Portsmouth Lodge to the Virginia Elks Boys' Camp

Among the thousands of people going to camp during the summer were 11 boys from the Portsmouth, VA, area. Elks Boys' Camp was the destination of the youths whose trip was sponsored by Portsmouth Lodge. The boys and lodge Chm. C. C. Shepherd (right), who drove them to the camp, received a send-off from Committeemen Blue Harris (kneeling, left), Dick Crawford (left), and Vernon Barber.

PER Thomas Cuite (left) gave the principal address during a patriotic celebration held at New York, NY, Lodge. Trustee Ben Jacobs (center) looked on while ER Joseph Humphries congratulated Brother Cuite, who is a member of Brooklyn Lodge.

Tricycles sped around Paramount, CA, Lodge's parking lot as children and adults competed in the Great Tricycle Race, a lodge fund-raiser for the National Foundation. Those who pedaled for the Foundation included PDD Victor Vidal, ER Thomas Hansen, and six-year-old champion Christi Patten, who was sponsored by the Brothers of

Handshakes, speeches, and patriotism in New York, NY



Huntington Park Lodge. The competitors enjoyed refreshments after the race. De Soto, MO, Lodge also held a biking event. In order to raise money for the American Cancer Society, the Brothers sponsored a bike-a-thon in which 50 riders participated. A total of \$4,570.22 was made.

A celebratory dinner commemorated the burning of Preston, ID, Lodge's mortgage. Addressing those who gathered for the event were PDD Jack Butterfield, master of ceremonies, PSP William McKnight, SDGER Philip West, then-DDGER J. D. Bassett, ER Don Martin, and GL Youth Activities Committeeman B. J. Bybee.

The prize-winning entry of the speech contest conducted as part of Huntsville, AL, Lodge's Youth Week program was composed by Craig Lykins, a high school student. The theme selected for the contest was "The Bicentennial Year in Retrospect," and the young man's treatment of the subject was well applauded when presented at an Elks' meeting.

The oldest living member of Victorville, CA, Lodge was honored by his Brothers recently. PER Harvey Thompson, 87, received an honorary life membership after years of dedication to Elkdom.

A copy of *A Biographical Sketch of the Life of Charles Vivian*, a work about the founder of the

BPOE, was given to PGER William Wall by Florida Brother William Spaulding, state Elks historian. The biography was written by the founder's wife, Imogen Holbrook Vivian, and is an account of Brother Vivian's travels after leaving New York, where he began Lodge No. 1.

When it was time for the Falmouth Civil Defense emergency vehicle to receive a new coat of paint, the Brothers of Falmouth, MA, Lodge were ready and willing to do the work. Before the painting came the sanding, and George Betelho, Lieut. John Netto of the fire department, ER William Lyons, Jack Betelho, PER Bradford Pimental, Joe Netto, and Randy Peat were on hand to make good use of the sandpaper.

Upon his initiation into Irving, TX, Lodge, Gary Olive was congratulated by his father then-ER Louis Olive. The Past Exalted Ruler also recently presented Mrs. Hank Tatro, president of



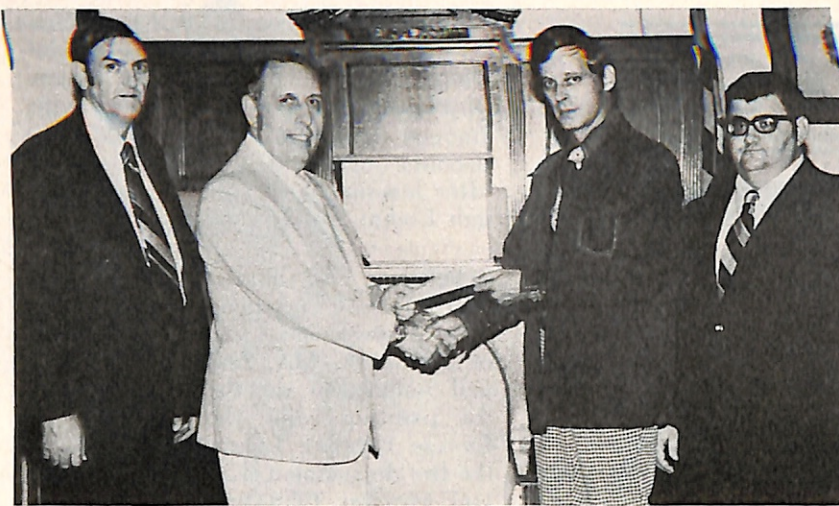
Sanding for civil defense in Falmouth

the Helping Hand Development Center, \$1,000 on behalf of the lodge.

Peninsula, WA, Lodge completed its first year in Elkdom with an outstanding record of consistent contributions to the Washington Elks Therapy Program for Children, the state major project. A total of \$3,114.06 was donated to the fund by the Elks and their ladies.

Pompton Lakes, NJ, Lodge paid tribute to 87-year-old Brother Fred Mansuis recently. He was honored for his outstanding attendance at meetings and active role in the lodge's activities.

A victim of a car accident could not afford to purchase necessary rehabilitation equipment. Kathy Driggers's mother appealed to Gainesville, FL, Lodge for aid. The Brothers responded by obtaining the needed bed lift with funds donated by the members.



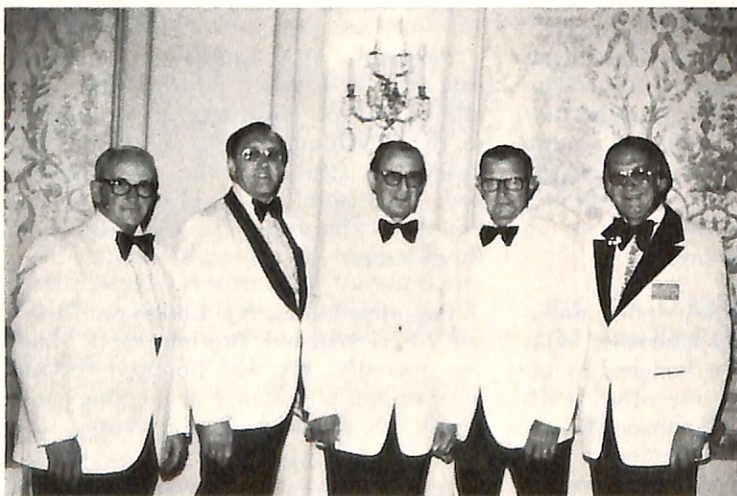
FROSTBURG VILLAGE of Allegany County, a retirement complex for senior citizens which is still being built, was the beneficiary of \$500 donated by Frostburg, MD, Lodge. ER Allan Tyler Jr. (second from right) presented the funds to Rev. Russell Stewart (second from left), coordinator of Tressler-Lutheran Associates, while James Syr (left), complex administrator, and Secy. C. Joseph Paletta observed.



EXPERIMENTAL appliances will be purchased by the Western Wisconsin CP Evaluation and Treatment Center with funds provided by La Crosse, WI, Lodge in conjunction with the state major project. PER and Chm. Gordon Quisel (left) presented the \$1,550 check to Dr. S. C. Copps, director of the clinic, who indicated that the donation will also support the development of specialized equipment to be made available for the individual needs of cerebral palsied children. Bonnie Ritter, coordinator, and PER Arnold Knutson (right) were on hand for the presentation.



A BASEBALL clinic sponsored by Cortland, NY, Lodge's Youth Committee was held at the Cortland State University athletic field for 125 boys and girls between the ages of 8 and 16. Butch Edge, pitcher for the Syracuse Chiefs, a farm team of the Toronto Blue Jays, conducted the day-long clinic, where he helped the youngsters improve their fielding techniques.



STATE SPONSOR of Michigan and Pennsylvania PGER E. Gene Fournace (center) met with representatives of both those states during the GL Convention in San Diego. VP Edmund Kowacic (left), VP James Varenhorst (second from left), and SP William Murray (right), all of Michigan, joined Pennsylvania SP Carlon O'Malley Jr. and the PGER to discuss Elks business.



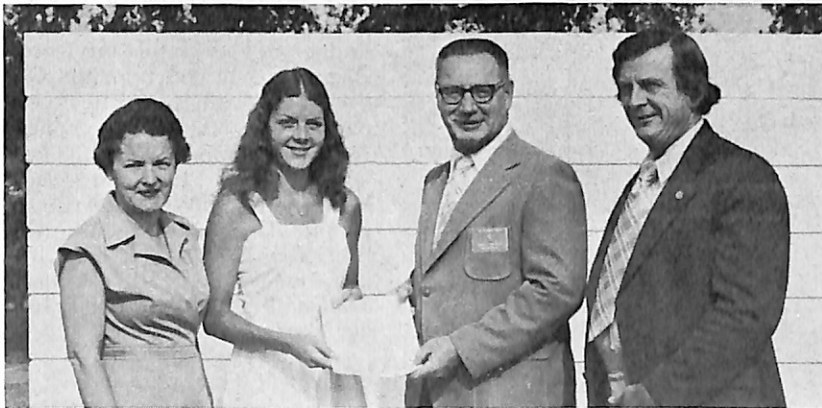
THE CALIFORNIA-HAWAII major project was the beneficiary of \$9,000 that was collected by the Brothers of Vallejo, CA, Lodge recently. Immediate PSP Donald Luce (right) and State Chm. Mike Stokes (left) accepted the check from ER Bob Perry and thanked the Vallejo members for their generous donation.



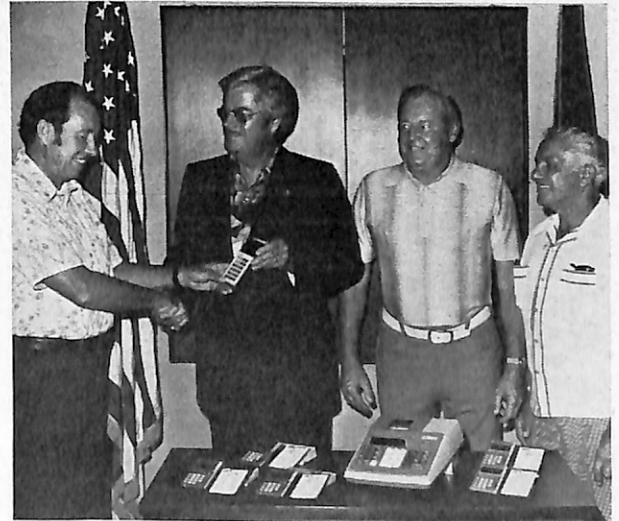
A STATE FLAG was presented to Gouverneur, NY, Elks by the local bicentennial committee one year after the lodge served as host for the presentation of the Excelsior emblem to that committee. ER Philip McCarthy (second from left) and PDD William Farmer (second from right) thanked Elsie Tyler (left), committee co-chairwoman, and Brother Ronald McReynolds, committee co-chairman, for the gift.



THE AMBULANCE Squad of Hillside, NJ, recently received a check and a flag from the local lodge. ER Charles Ritz (center) presented the donation to Ms. E. O'Neil (left) and A. Zimmermann on behalf of Hillside Brothers. As part of its Americanism program, the lodge also gave the squad and the W. H. Buie Community Center flags for display on their flag poles.



AN OUTSTANDING student, Virginia Morrow (second from left), received a certificate of commendation and a scholarship from Eustis, FL, Lodge. ER Dale Gayken (second from right) proffered the award while Virginia's parents, Reverend and Mrs. James Morrow, observed.



VETERANS at the La Jolla VA Hospital who are attending school will be able to use the five hand calculators, an electronic calculator, and a desk calculator with recording paper which were donated by San Diego, CA, Lodge. (From left) Lewis Wills, chief of volunteer services, thanked ER Karl Chase and Vets Committeemen Don McCord and Dominick Scarafone for the Brothers' gifts.



A CHAMPION'S welcome greeted the Charleston, SC, Lodge ritualistic team when they returned from the GL Convention with the fourth-place trophy. The Brothers congratulated In. Cd. Ruben Herron (seated left), ER George Bloodworth (right), and (standing, from left) Esq. Chuck Llewellyn, Coach A. Herman Schwacke, H. Quincy Alexander, Est. Loyal Kt. Jerry Holst, Est. Lead. Kt. W. Howard Walker, Coach George Strickler, Est. Lect. Kt. Robert Lighthart Jr., and Chap. Jack Cowan.



THE LUCKY grand prize winners at Westwood, NJ, Lodge's 32nd annual charity fair were congratulated by ER Frank Roth (left) and Chm. Hank Escaravage (right). Mr. and Mrs. Wilson Kokular (second and third from left) held the winning ticket for a new Buick, and M. E. Burns became the owner of a 25-inch color television set. Proceeds from the fair were contributed to the Pascack Valley Hospital, local charities, and Elks Camp Moore, the state major project.



A RESIDENT of a housing complex for the elderly recently accepted a wheelchair that was presented by Chicopee, MA, Lodge for the use of elderly citizens. (From left) ER Frank Rueli, Daniel Sullivan, and Joseph LaCroix delivered the chair and helped their new friend give it a test run.



PER WILLIS McDONALD (right) joined the Brothers of Slidell, LA, Lodge in congratulating local Elks who returned from the GL Convention with awards for their participation in Elks activities. (From left) ER Harold Billingsley displayed the third-place Youth Activities Week observance plaque, Doug Button, the All-American East Esquire trophy, and immediate PER William Wallen, the first-place Public Image Brochure certificate.



BOWLING their way to the top, the members of Fulton, NY, Lodge's team scored 3,161 and carried off seven trophies at the state Elks tournament held in Elmira. Champions (from left) Paul Heagerty, Mike Koes, Bill Rhines, who was the high single with a score of 742, Earl Hotaling, and Del Rhines displayed the awards for their lodge Brothers.

AMONG the winners of the Veterans Remembrance Month contest were the Brothers of San Jose, CA, Lodge. (From left) PER Don Proost, ER Gene Dolling, and Esq. Richard Bongiovanni, who were responsible for compiling the booklet, displayed the award for the lodge members.

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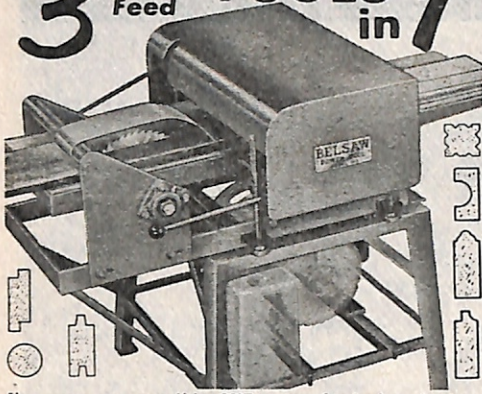
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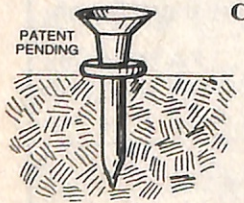
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It's Your Business

(Continued from page 16)

move all emotional considerations. Personal problems, without a doubt, can create an irrational illusion of rational decision-making. For example, a marital problem is hardly the time to decide that an out-of-town firm is the right place for your investment and future.

While ledgers tell an important story about the firm's past, spend as much time assembling the story of its future. Talk with consumers, distributors and competing businessmen both in and outside the area in order to obtain the raw information that can help detect trends. Much, of course, depends upon your interviewing technique. Don't depend heavily upon those who will benefit from the sale of the business or those you suspect of close association with the present owner. No one wants to abort a sale in a day of vanishing downtowns, competitive shopping malls and nervous proponents of the local economy.

Go over the accounts receivable with the care of a doctor with a heart or cancer patient. Look for telltale signs of chronic credit extensions in places like charge, installment or budget accounts.

Check the economic growth of the community. Seek the assessment from a neutral observer. Perhaps an economics professor at a nearby university or college. Federal labor and commerce department studies could also provide answers, and don't forget local evaluations which may be at your disposal by merely asking the reference librarian at the library for assistance.

Though there's always the tendency to get some free advice from a variety of professionals on such matters, especially friends who are accountants or attorneys, seek the most reputable counsel you don't know socially for help. Look for advice from professionals who you're sure have no stake indirectly or directly with the current owner, his associates or friends. Most of the time, you'll sleep better and you'll keep more friends by not involving them emotionally in such major decisions.

What kinds of situations have you experienced as a buyer or a seller? I'd appreciate hearing about that or other questions or comments you may have about business. Write to John C. Behrens, c/o The Elks Magazine, 425 Diversey Parkway, Chicago, Illinois 60614.

Elkdom's Day of Remembrance



ELKS MEMORIAL SUNDAY

An Elk is never forgotten—how true this message is! We would like to show that we care for and remember our Brothers who have passed on. Sunday, December 3rd, has been designated Elks Memorial Sunday. On that day we will honor all our absent Brothers. Your lodge's tribute should be worthy of their memories. Every Brother should urge his lodge officers and the Memorial Day committeemen to make this year's program an uplifting event that the Brothers are proud to present.

Many lodges have outstanding programs, but fail to enter the Grand Lodge Memorial Sunday Brochure Contest. Awards are made to the top three lodges in each of the five membership divisions. Any Brother who is interested can participate and help prepare this brochure. The brochure should be of standard size, 8½ x 11 inches, with all phases of the program properly documented with pictures and newspaper clippings. Entries will be judged on program, attendance, decorations, publicity, and appearance.

The brochure should be mailed no later than February 1, 1979, to: Jack L. Riordan, Member of the GL Lodge Activities Committee, 634 Vista Oro, Palm Springs, CA 92262. Do not send any Memorial Sunday material to The Elks Magazine.

Every Brother should make an individual effort to make this program a memorable one. Please ask to assist in making this possible.

Then the chimes of memory will peal forth the friendly message, "to our absent Brothers."

Jack L. Riordan
Member, GL Lodge Activities Committee

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MAJOR PROJECTS

This is part of a continuing series on the state major projects. All state chairmen have been contacted by The Elks Magazine and have been asked to forward information for upcoming articles.

Operating with the premise that the best personal motivation for a homebound person is the ability to create an item and to sell it for an adequate price, the Elks of Iowa run the Homebound Handcraft Sales program in cooperation with the state Easter Seal Society. The state major project, the sales program provides a market outlet for crafts made by handicapped people. Its success is measured in terms of sales, which recently totaled over \$72,000, the number of participants, which is currently 735, and importantly, in terms of the lives of the individual participants.

"Thinking big" is the rule of success that has worked well for Bernard. A victim of a work accident and heart attack, he builds children's kitchen furniture and markets it through the Homebound program. The child-size refrigerators, sinks, and stoves which he constructs are large and difficult for a man in back and foot braces to handle. It takes the 62-year-old Bernard and his friend and fellow handicapped craftsman Andrew a whole day to cut 12 four by eight foot sheets of plywood down to sizes needed for the furniture. Then, the craftsman begins his work.

Through the Homebound Training program, co-administered by Easter Seals and the Rehabilitation Education and Services Branch, Bernard attended training classes at Camp Sunnyside in 1971 and joined the Homebound Handcraft Sales program in February, 1972. Since that time he has studied advanced woodworking techniques and is expanding his

The Iowa major project van (top); Nevada Chm. John Motsch commends Jack London (left) and Bill Dietrick (right) for their work with the major project.



"homebound" business.

The magic hands of Bill, another Iowan woodworker, have developed yard decorations, tulip lawn ornaments that sway in the breeze, a complete line of wooden toys, bird feeders, and rocking footstools. Bill suffered from scarlet fever, which resulted in osteomyelitis, and later developed polio. He now handcrafts and markets his wood products through the Homebound Sales program.

The program the Iowa Elks adopted as their state major project was begun by the Easter Seal Society, which lacked financial resources necessary to serve individuals and communities adequately. In 1967, the Iowa Elks State Association adopted the program and began to support it financially, expending approximately \$12,000 per year. In 1974, they expanded their sponsorship and assumed total responsibility for the overhead expenses of the program at a cost of about \$36,000. In addition, the lodges began to increase their sponsorship of sales in their communities.

Currently, there are three full-time people employed in the Homebound Sales program: a director of sales and two regional sales directors. The Elks provided three vans to transport the crafted items and they cover the salaries and travel expenses of the three staff members. All handicapped residents of the state of Iowa are eligible for "membership" in the program and are encouraged to attend the Easter Seal training program for help in becoming income earning craftspeople.

Sales are held at fairs, home shows, department stores, and year-round in the sales building at Camp Sunnyside, the Easter Seal Society's 130-acre recreational facility for handicapped Iowans. The craftspeople set their own prices and receive the full profit from the items sold. The Homebound Handcraft Sales program and the Homebound Training program have given people like Bernard and Bill a new opportunity for operating small businesses from their homes.

In the United States, approximately one out of 20 pre-school aged children has a vision problem. For those with amblyopia or "lazy eye," detection and treatment of the affliction at an early age are necessary. It is estimated that seven out of every 100 children have a hearing problem, compensation for, or correction of which is crucial to a youngster's health and learning abilities. In an effort to insure that every child can experience and learn about the world with the clarity of healthy senses, the Nevada Elks chose to sponsor and manage a visual and audio screening program. They initiated the program with a special concern for reach-

ing children with "lazy eye." The fact that amblyopia must be treated before seven years of age to prevent loss of sight in the diseased eye emphasized the importance of the task they selected.

The major project is governed by a committee consisting of three officials elected from the state association membership, the state president, and three Elks of his choosing. Usually meetings are held semi-annually. The determination of policy, the formulation of an annual budget, and the appointment of an executive director comprise the duties of the major project committee.

Heading the program staff, the executive director carries out policy, approves and pays bills, salaries, and expenses, and assembles screening reports, which are sent to each lodge every month. Two women are employed as coordinators. One, a registered nurse, covers the state's southern district while the other, educated in the fields of elementary education and medical technology, covers the northern section. Their bases of operation are at Elks lodges in Reno and Las Vegas.

Both coordinators arrange their own screening schedules. They reach the children through nursery schools and Head Start and Title 10 programs, and they work closely with public health and school nurses. The Goodlite Snellen E chart is used in all eye examinations. The test is simple to understand, as a child need only match the direction in which the E on the chart is pointing by holding an E he is given in the same position. The letters on the chart are of diminishing sizes, and one eye at a time is tested. The Lions Clubs in the northern district provided the coordinator with a Zenith Portable Programmed Cassette Audiometer to test for hearing problems. Testing in the south is limited to eyes.

Working at each clinic are Elks and Elks' ladies who volunteer to register the children and to help the coordinators. The Brothers also contact interested non-Elks, such as teenage organizations, to supplement the volunteer staff.

For 1977-1978 the major project budget was \$31,220, \$21,420 of which was allotted to payment of salaries. The state association requires \$1.00 in per capita dues from each lodge, and as there are about 8,902 Brothers in the state, additional donations are necessary to meet the budget. It is up to each lodge to determine how to account for the difference.

The value of the service that the Nevada Elks provide cannot be overestimated. In order to avert preventable blindness and loss of hearing, threats to healthy senses must first be discovered. One little boy tested by the Nevada Elks Major Project had healthy vision, but the coordinator noticed a protrusion of his eyes. She notified the boy's mother and a few days later a malignant orbital tumor was removed from behind his eyeball. The child's sight, and perhaps his life, was saved. Such successes render the dedicated work put into running the visual and audio screening program more than worthwhile.

NEWS OF THE STATE ASSOCIATIONS



The arrival of GER Leonard Bristol (second from right) at Kalispell, Montana, Airport marked the beginning for the GER's travel log of visits to the nation's lodges. Brother Bristol was a special guest at the Montana State Elks Association Convention held at Kalispell and was welcomed at the airport by (from left) GL Committeeman John Cunningham, SDGER Byron Robb, and outgoing SP Robert Greene.

GER Leonard Bristol and his wife Virginia were the honored guests at the Montana State Elks Association Convention held in Kalispell July 27-29. On hand to greet the GER, who was making his first official visit, were GL dignitaries PGER Raymond Dobson, state sponsor, Chief Justice of the Grand Forum Edward Alexander, GL Committeeman John Cunningham, and SDGER Byron Robb, the outgoing SP Robert Greene and his state officers, Wyoming SP William Kupper, Idaho PSP Virgil McKenzie, and California State Vets Chm. John Jordan.

Among the highlights of the conclave was the dispensation of scholar-

ship awards to first and second year college and vocational school students. A total of \$9,000 was awarded. The Great Falls Lodge team was declared the state ritualistic contest winner. A lodge "parade of checks" netted \$16,128.93 for the state major project, the purchase of specialized equipment for hospitals in Montana.

During a banquet held in his honor, GER Bristol addressed the delegates and outlined his programs for the year. There were over 700 Elks and guests on hand to hear Brother Bristol's inspiring words on encouraging family participation in lodge activities and on new goals for the collection and dispensa-

tion of funds for charitable causes. Following the banquet, a number of music groups gave an outdoor exhibition for those in attendance. Other social activities sponsored by the Elks included museum trips and boat rides.

Elected State President for the 1978-1979 year was Harold Watling of Bozeman. The new slate of officers also includes Vice Presidents Horace Chadwick, Cut Bank; Donald Leary, Missoula, "Hell Gate"; and Secy.-Treas. Fred Balkovetz, Butte. The mid-winter meeting will be held in Anaconda, January 19-20, and the 1979 annual convention will be July 24-28, with Butte as the host lodge.



Special guests at the Michigan Elks Association annual conclave included (from left) SDGER Ray Creith, PGERs Francis Smith and E. Gene Fournace, and state Supreme Court Judge G. Mennen Williams. The four gentlemen discussed the speech presented by Justice Williams during the Saturday business session.

The Brothers of Lansing Lodge hosted the Michigan Elks Association's 73rd annual convention and welcomed 1,169 attendants to the meeting, which lasted from May 18 until May 21, 1978. The convention guest dignitaries were PGERs E. Gene Fournace, state sponsor, and Francis Smith and state Supreme Court Judge G. Mennen Williams, who spoke at the Saturday afternoon business session.

Among the year's accomplishments reported at the conclave was news concerning the major project, aid to handicapped children. Seventy-five lodges donated a total of \$246,031.47, the largest sum for a single year, \$191,984.07 of which benefitted 509 youngsters. Leading contributors were Plymouth and Rochester Lodges, donating over



The newly elected officers of the Georgia Elks Association, who were installed at the convention held on the Atlantic coast resort of Jekyll Island, were welcomed to office by the delegates and their guests. (From left) Tiler Robert Dixon, VP William Warnock, SP J. W. Wortman, Chap. David Maddox, President-Elect William Whaley, and VPs Wallace Tucker, Harry Moore, and Waymon Worley gathered for a business meeting.

NEWS OF THE STATE ASSOCIATIONS

Continued

\$13,000 each, and the Elks' ladies of Plymouth Lodge added \$5,256.40 to the fund. The Jeanette Bjorne Trophy for highest per capita contribution went to Monroe Lodge. The Michigan Brothers' donations to the National Foundation broke their past record, totaling \$159,937.96 with 2,670 new pledges.

The Membership Committee reported that 1,154 new Brothers were introduced to the order in Michigan, raising the association membership to 64,076. Exemplifying the active participation in Elkdom's programs were reports of 46 scholarship awards, totaling \$31,800, and of 54,519 youths participating in the "Hoop Shoot" contest. In appreciation of the contest, Governor William Milliken declared an Elks "Hoop Shoot" week.

Awards proffered during the conclave included the President's Achievement Award, which honored Iron Mountain Lodge. Clawson-Troy Lodge won the drill team competition for the fourth year in a row, the ritualistic team contest championship went to Muskegon Lodge, and the winners of the state bulletin contest were Bay City, Traverse City, and Ferndale Lodges.

Elected as President for the 1978-1979 term was William R. Murray of Rochester Lodge. Brother Murray will be assisted by Vice Presidents James

Varenhorst, Ludington; Edmund Kowacic, Calumet; Secy. Albert Vernon, Detroit; and Treas. Calvin Bjorne, Ishpeming. The officers will conclude their terms in the third week of May, 1979, when the next annual convention will be held at Muskegon Lodge.

The Exalted Rulers' and Esteemed Leading Knights' officer training program was conducted by Ohio's PSP Sam Fitzsimmons during the annual gathering of Indiana Elks in French Lick on June 1-4. PGER E. Gene Fournace was the principal speaker on Friday evening, and then-GER Homer Huhn, Jr. addressed those in attendance at the Saturday banquet. Brothers Fournace and Huhn, accompanied by their wives Rita Jane and Jo, were among the distinguished guests who included PGER Glenn and Barbara Miller, Grand Secy. Stanley and Marjorie Kocur, "Hoop Shoot" National Director Gerald and Billie Powell, GL Committeemen J. Floyd Beldon and Stanley Mascoe, and then-GL Committeeman P. W. Loveland Sr.

Purdue University and Indiana University School of Medicine received checks for \$35,000 and \$50,000, respectively, from the state major project funds. Mr. Thomas Burke, president of the Indiana Elks Charities, Inc., presented the checks to the universities for use in cancer research. Since 1947, a total of over \$1,800,000 has been contributed to the research programs.

Whiting Lodge was declared the winner of the state ritualistic contest. Among those who viewed the performances were judges PSP William Bailey of Michigan, PSP Robert Kennedy of Ohio, and PDD James Robbins of Michigan. The national and state scholarship winners were announced by Chm. Richard Tulli. During the me-

morial service, C. L. Shideler gave a eulogy for the late PSP Simpson Stoner, and Rev. R. E. Anderson delivered the memorial address.

Reports were given on the Indiana Elks support of and participation in the "Hoop Shoot" contests, swimming meets, golf and bowling tournaments, and other sports events. 450 ladies were present at a party given for them on Saturday at noon, while the Secretaries Association held their luncheon meeting at the same time.

The 1978-1979 state officers include SP Herbert Brautzsch, Fort Wayne; Vice Presidents H. Eugene Milliron, Indianapolis; William Booher, Logansport; Robert Gillan, Linton; Russell Phillips, Jeffersonville; Pat Blaughner, Marion; Secy. C. L. Shideler, Terre Haute; and Treas. J. L. J. Miller, East Chicago. Indiana Elks will reconvene on June 7-10, 1979, in French Lick for their annual convention.

The color guard from Atlanta-Buckhead Lodge performed before several hundred delegates and their families who gathered on Jekyll Island for the annual meeting of the Georgia Elks Association. PGER Robert Pruitt, state sponsor, was the guest of honor at the June 7-10 conclave. In a ceremony conducted by the PGER, J. W. Wortman was installed State President for the new year. The officers elected to serve with Brother Wortman include President-Elect William Whaley, Vice Presidents William Warnock, Wallace Tucker, Harry Moore, Waymon Worley, and Secy.-Treas. Tom Brisendine.

During the business sessions, the Brothers directed much of their attention to the new state major project, the Elks Aidmore Children's Home. Chm. James Dixon and Al Koch, executive director, spoke to the delegates about the Home's first year of operation. PGER Pruitt also addressed the Brothers, challenging them to increase the state membership rolls and to show their support of the major project. It was announced that Mrs. Helen Weaver will serve as President of the Elks' ladies Aidmore Auxiliary, which helps raise funds for the program.

Albany Lodge won the ritualistic contest, and Keith Wortman of Albany received the Guy Tyler award as the highest individual scorer. Future meetings for the Georgia Elks are scheduled for Albany, January 19-21, and Atlanta, March 16-18. The annual convention will be held on Jekyll Island June 6-9, 1979.

The Mount Washington Hotel in Bretton Woods, NH, was the site of the Vermont Elks' 51st annual convention. A total of 473 people attended the May 26-28 gathering. Peter Affatato,

member of the GL Lodge Activities Committee and a past state president of the New York State Elks Association, was the guest speaker at the annual banquet. Other distinguished guests on hand were SDGER Raymond Quesnel, Carl Quesnel, a member of the GL Committee on Credentials, and then-DDGER Victor Shaw.

It was announced during the business meetings that a total of \$94,269 was raised for the major project, Silver Towers Camp for Retarded Children. Brother Wilfred Fisher was honored with the presentation of a plaque for many years of distinguished service at Silver Towers. The members also voted to take over the full operation of the camp. The National Foundation received \$22,796 from Vermont Elks during the past year.

Announcements were made of the winners of various Elks sponsored contests. The Peter Hall ritualistic trophy was won by Hartford Lodge, whose Brothers also received individual plaques for being designated the all-Vermont team. Three plaques were awarded to Burlington Lodge, winners of the state championships in ten-pin bowling, eight-ball pool, and shuffleboard. Windsor Lodge received the cribbage championship plaque, Bellows Falls Lodge won the candle-pin bowling title, and Rutland Brothers were the recipients of the state golf trophy.

Barre Lodge's SP Walter Barcomb heads the slate of new officers, which includes Vice Presidents Allan Merritt of Rutland; Larry Beswick, Bellows Falls; Charles Lavalla, Brattleboro; Secy. Roger Sheridan, Montpelier; and Treas. Owen Williams, Bellows Falls.

Entertainment for the Brothers and their guests included a Friday evening dance with a floor show, and the Saturday President's luncheon and reception. On Saturday evening the Vermont Elks attended the annual banquet, which was followed by a ball.

The mid-year meeting was set for October 15-16 at Barre Lodge, and the 1979 annual conclave for Bretton Woods, NH, in the spring.

Local inhabitants joined members of the South Carolina Elks Association and their guests on the front lawn of Florence Lodge to observe an impressive flag burning ceremony conducted by the Brothers during the annual convention. Preceding this event was an advisory board meeting which was attended by guest of honor PGER Robert Pruitt, who led a general discussion on helping to increase membership.

The June 23-25 convention was attended by approximately 400 delegates. Outgoing SP A. Herman Schwacke led a contingent of South Carolina Elks, including new SP Arch Wallace



During the South Carolina Elks Association Convention, PGER Robert Pruitt addressed the Brothers on "How Great It Is" to be a member of the order. The state sponsor, PGER Pruitt was a guest of honor at the June 23-25 gathering which was attended by about 400 Brothers.

and VP Larry Arazie, to the airport to welcome PGER Pruitt.

Mayor C. Cooper Tedder welcomed the Elks to Florence during the business meeting. A report was given on the major project, a scholarship fund for students with good academic records who need financial assistance. In the past year, the Brothers distributed about \$16,000 in academic aid.

Seven lodges competed in the state ritualistic contest, and all seven teams scored between 90 and 94. A ball for outgoing SP A. Herman Schwacke was held Friday night, and a special ball for the incoming officers was held on Saturday night. Installed by PSP Horace Miller, the officers include State President Arch Wallace, Greenville; Vice Presidents Larry Arazie, Florence; W. M. Green, Union; and Secy.-Treas. D. F. Craige, Charleston. The delegates accepted Greenville Lodge's offer to host the January, 1979, meeting.

Reports presented by the outgoing state officers and the state chairmen on their activities for the 1977-1978 year revealed that the Massachusetts Elks Association experienced a successful year. On hand at the June 9-11 convention, where the reports were delivered, were special guests PGER Ronald Dunn, then-GL Committeeman Alfred Mattei, GL Committeeman Dominick Dululio, SDGER W. Edward Wilson, and Past GL Committeemen Edward O'Brien, Arthur Kochakian, Donald Podgurski, Joseph Brett, and James Colbert, who was elected State Secretary. Chicopee was the host lodge for the meeting which was attended by 618 delegates and guests.

Awards were presented to those who sponsored or participated in various activities throughout the year, including the "Hoop Shoot" contest, youth activities, National Foundation donations,

and charity fund awards. Student scholarships and charitable grants, the state major projects, were presented to a number of worthy recipients. Plans for a fall reception and dinner given in honor of the new GER were discussed by the delegates. Recreational activities during the convention included a tour of historical sites for the women, and a mini-golf tournament for the men.

Four regional meeting sites were proposed for the new year. Newton Lodge was chosen for a September 24 gathering, Southbridge as the host for a January 7, 1979, meeting, Chelmsford for March 11, and Chicopee, May 6. The 69th convention will be held at the Mount Washington Hotel in Plymouth, NH, June 8-10, 1979. Edward Lynch of Chicopee was elected to head the state association as President for the 1978-1979 year.

Approximately 400 Elks and ladies attended the June 3-4 convention of the Rhode Island State Elks Association held in Newport. Humphrey Donnelly, mayor of Newport, extended a welcome to the conventioners.

The most important activity at the business meeting was the election of the 1978-1979 officers. Then-DDGER Angelo Lombardo conducted the installation of State President Antonio Cabral, Bristol County; Vice Presidents Reggie Sassi, South Kingstown; Raymond Woodcock, Pawtucket; Secy. George Bettencourt, Bristol County; and Treas. William Darby, Pawtucket. The Saturday activities concluded with a dinner-dance for the Brothers and their guests.

The memorial service was held on Sunday with the Reverend Joseph Broderick as the principal speaker. Following the service, scholarship and Americanism awards were presented to the winners. Warwick Lodge received the state ritualistic trophy.

T. H. Fielding: The Wizard of Travel

One of travel's most beloved, respected, feared and despised men sat sipping a bloody mary one morning recently in Madrid's Ritz Hotel. He was on holiday from his home in Majorca. The man gestured in a princely fashion, ruffling the sleeve of his tailored Brioni jacket. The regal air was sustained by other actions: an assured presence, the fastidiously groomed hair, the casual manner with which he twirled a mini-cigar. Only when he spoke was the image shattered, and then it crashed in little pieces.

"Gee whiskers," the 6-footer said, stretching and yawning. "I'm bushed this morning, downright bushed."

This is the man who guides the destinies of millions of American travelers? A man revered by the masses and the recipient of unkind epithets hurled by others? Yes, the very gentleman, Temple Hornaday Fielding, whose travel books sell like Belgian waffles, particularly *Fielding's Guide to Europe* (currently in its 30th year). But don't let that folksy dialogue misguide you; he's as urbane as Prince Philip or the Duke of Bedford.

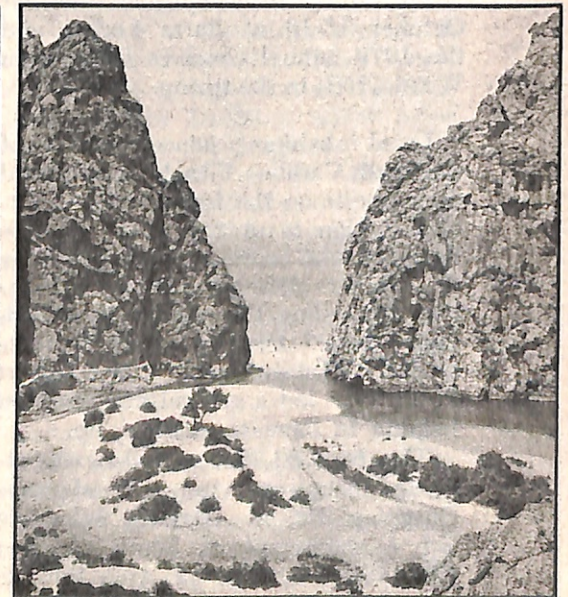
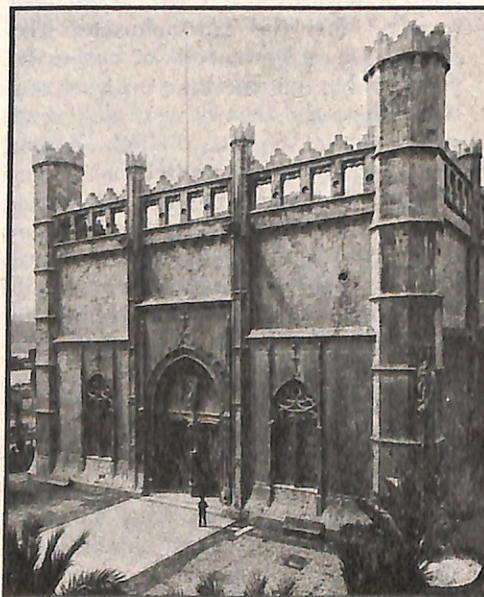
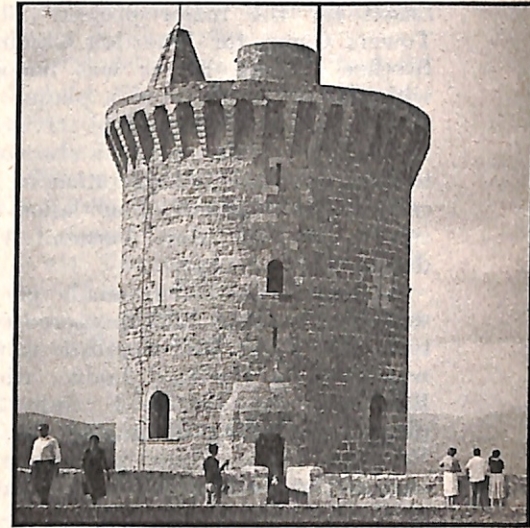
If a single human is responsible for sending Americans off to Europe by the jetload it is Temple Fielding, the ex-door-to-door salesman, one of the most widely read travel guidesters of his generation. (He runs neck and neck with Frommer whom we profiled here several months back.)

He's brutal, he's kind, he's charming, he's obnoxious. To thousands of hoteliers and restaurateurs he's an enigma, praising them one year, destroying them the next, writing with venom as well as love. He performs these duties on behalf of Americans everywhere, considering himself their messiah, the guru of the gadabout. Fielding excoriates shopkeepers, innkeepers; businesses have been known to fold when he criticizes, prosper when he praises. There was the artist who lived in a garret and pedaled about on a bicycle. Impressed with the painter's ability, Fielding gave him a rave notice. Now

When not on the road inspecting hotels or sampling restaurant cuisine, Temple Fielding comes home to Majorca (highlighted on these pages). It's here, in a 15 room mansion, that Fielding and his staff compose the unique prose that gives his travel guides such a distinctive flair.

the artist buzzes through Europe in a \$25,000 sports car.

Because of his ruthless criticism, Temple Fielding has been sued dozens of times over. He's spent thousands of dollars defending himself, and his score proves him a champion: one loss. ("One of the things we sell is our frankness.") The guidester inspects hotels with the scrutiny of a critic reviewing a play. He peers under beds, into closets, flushes toilets, flicks on lights. Meanwhile, managers agonize, fearing the worst. Sometimes Fielding will turn without warning and demand of the poor fellow: "Answer me now, do you have bedbugs or don't you?" He says he plays no favorites. (Some say he does.) Even close friends suffer on occasion. Tem-



by Jerry Hulse

ple Fielding is particularly fond of the Gresham Hotel in Dublin. He also is fond of the owner. But when the hotel lost luster, Fielding opened fire. Wounded, the proprietor responded bitterly.

"It grieved me very much," Fielding said sadly.

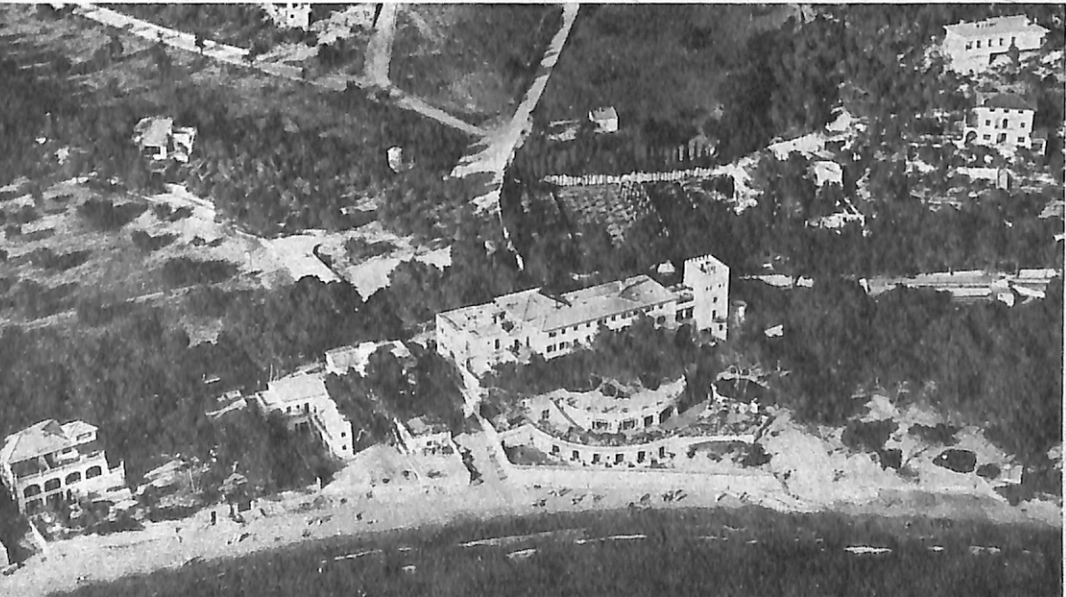
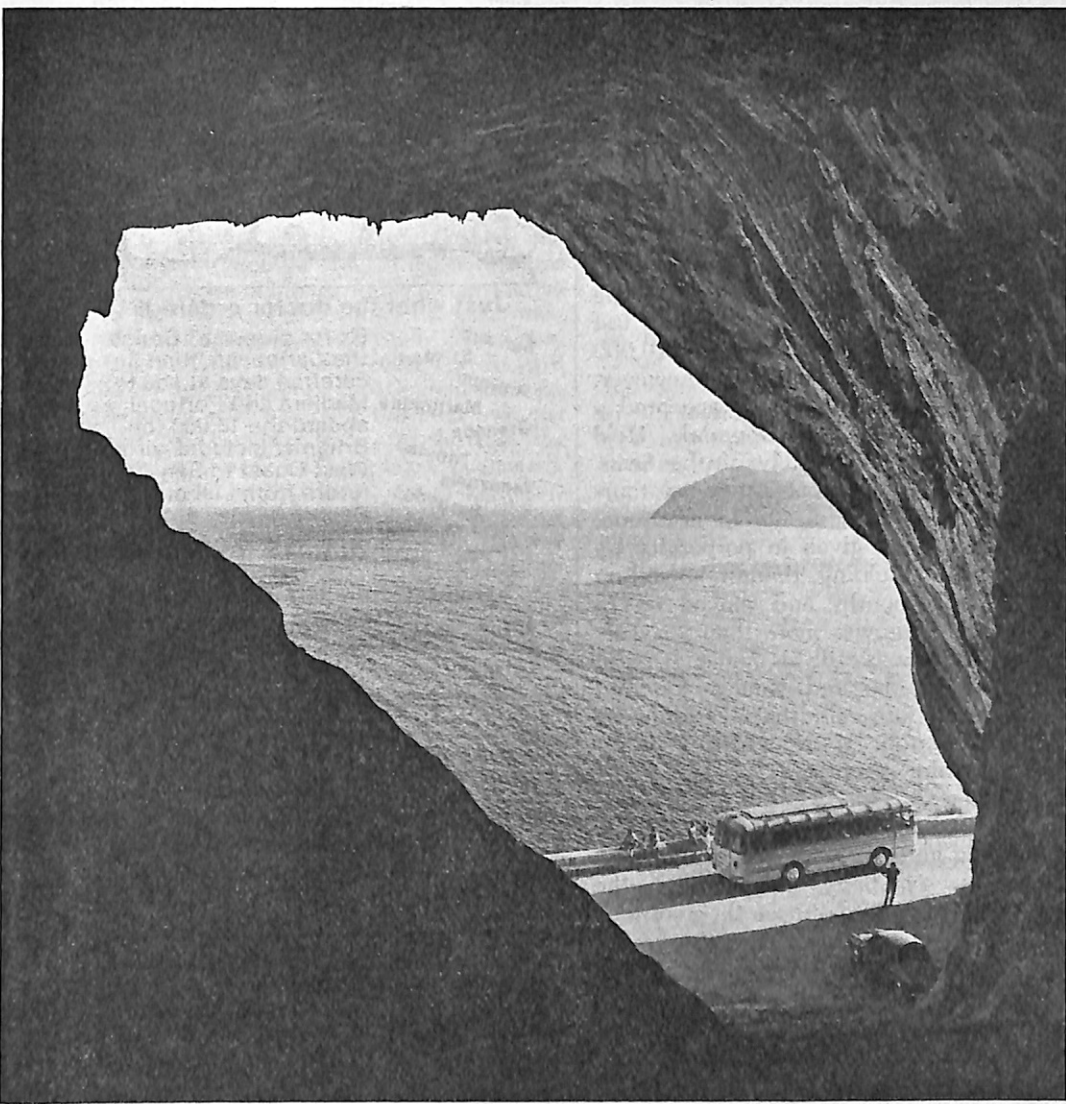
Later the hotelier recanted, invested nearly \$1 million in improvements and sent Fielding a note: "Please come back." Fielding did; he was impressed and the Gresham once again gained super status in *Fielding's Travel Guide to Europe*.

The guidester calls his writing style "Fielding-ese." His critics say he's too cute, too informal, too verbose. He argues to the contrary. Here is a critique taken from his guide and aimed at the Forum Hotel in Rome. "...tucked away in a small restored Palazzo; intimate, pleasant, wall-to-wall carpeted lobby, 18th-century decor; fully air conditioned; double windows for ssssilence (Fielding-ese); tasteful little rooftop restaurant, interior dining salon for rainouts; agreeably furnished bed chambers. Very appealing, but it's 'eensie-weensie' (there's that Fielding-ese again) rooms and bathrooms and its offbeat location seem serious detractors to all but midget archaeologists." Of the dignified Plaza-Athenee in Paris, Fielding rhapsodizes: "...It could be considered today one of the three greatest hotels in the world...cheers, salutes and salaams to M. Bougenaux (its general manager) and his staff for their virtuoso performance!"

Lest somebody get the idea that Temple Fielding does his act alone, the answer is negative; it's physically impossible. There are simply too many hotels, too many restaurants and numerous nightclubs to inspect. To assist, he has gathered a staff composed of his wife, Nancy, his 31-year-old son, Dodge, and Joe and Judy Raff.

"Ours is a family," says 64-year-old Temple Fielding. "The Ruffs are as much a part of the Fielding family as blood relatives."

Raff, the handsome ex-editor of the *Rome Daily American*, does the final rewrite; he also assists with the research. On at least one occasion the legwork earned him a black eye. While checking out a nightclub on the Reeperbahn in Hamburg, the owners—not par-



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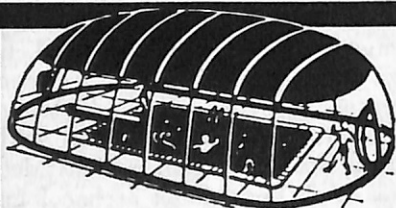


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**T. H. Fielding:
Wizard of Travel**

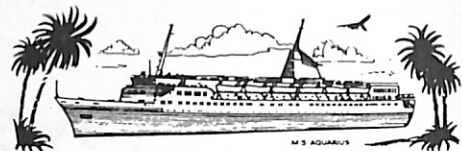
particularly impressed with his credentials —tossed him into the street. Fielding has taken his lumps, too. In Venezuela he was jailed for allegedly breaking customs laws. (The court also claimed he broke a bottle over an agent's head.) He was released only after his wife appealed to the governor.

It is Nancy Fielding, assisted by Raff's wife Judy, who puts together Fielding's shopping guide. (Fielding hates shopping, loathes nightclubs and loves dry martinis.) His detractors accuse him falsely, he says, of being on the take—of accepting free meals and complimentary hotel rooms. This he vehemently denies, protesting that last year alone he spent more than \$110,000 on travel expenses. He admits, however, that early in his career he accepted a home, rent free, in Denmark. He'd written so affectionately of the Scandinavian country that American tourists responded en masse. In gratitude, the home was given in perpetuity by the Danes. Fielding, though, stayed on only four months and moved on to Majorca. This was more than 25 years ago; Majorca is still his home. It is, in fact, where he and Nancy, Joe and Judy compose all that Fielding-ese mumbo-jumbo. It is where I interviewed him recently.

Because of his celebrity status, privacy is hard to come by. At Villa Fielding he's got it. Well, almost. Occasionally, somebody slips through the gate unannounced—to see the man who wrote the book that made the reader restless. There was the little old lady who walked into Fielding's home without knocking, took a table on the terrace and when the butler asked, "Can I help you?" replied, "Why, yes, I'd like a campari and soda."

In the beginning Fielding urged American travelers to stop by for an aperitif. Particularly on Thanksgiving and Christmas. The crowds grew. Finally he backed off. Now whenever he's on deadline and spots an intruder, Fielding hurriedly dons a horror mask and stares ominously out the window while the visitor looks on with dismay. For the sake of privacy, Villa Fielding is without a telephone. No small manse, it contains 15 rooms (including five bedrooms and five baths) and is crowded with friends whenever Fielding & Co. isn't facing that damnable deadline.

Fielding receives up to 500 letters a week. The backlog is horrendous. He faces other frustrations as well. While
(Continued on page 38)

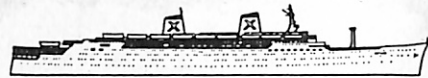


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THE CALIFORNIA-HAWAII EXALTED RULERS' MARCH



PGERs Horace Wisely (left), R. Leonard Bush (right), and Gerald Strohm (second from right), State Piggy Bank Chm. Paul Adams (second from left), and ER Richard Waldron exchanged congratulations after it was reported that the California-Hawaii Elks major project received more than \$1,000,000 from the Exalted Rulers' March. Madera Lodge's contribution, presented by Brother Waldron, pushed the total over the \$1,000,000 mark.

An electric tally board flashed the amount as each Exalted Ruler marched to the stage with his lodge's contribution to the major project during the California-Hawaii Elks Association State Convention. The audience cheered when ER Richard Waldron of Madera Lodge delivered the donation which pushed the total over the one million dollar mark. By the time the last Exalted Ruler completed his march, \$1,120,386 was received from the association's 184 lodges.

Special recognition was accorded to a number of lodges for their outstanding participation this year. The highest contributors were Honolulu Lodge with \$50,505, San Jose with \$38,628, Salinas with \$31,768, Fairfield with \$19,967, and Long Beach with \$19,068. The highest per

capita contributors were Fairfield at \$50.29, Trona at \$35.71, Honolulu at \$30.20, Oakland at \$25.04, and Skyforest at \$21.14.

The 28-year-old major project is based on the idea of the late PGER L. A. "Fay" Lewis to bring "aid to cerebral palsied and other physically handicapped children." Brother Lewis's advice and counsel were important to the founding, organization, and success of the major project. In its first year of operation, the association's program received \$78,991 from the Exalted Rulers' March.

Today, the major project provides therapy and medical funds for cerebral palsied and handicapped children. Forty-two therapists travel over 900,000 miles annually to provide 60,000 visits to handicapped children. An extensive pre-school vision

screening program is also a part of the project. Over 50,000 children are tested each year for amblyopia and other eye defects.

Many prominent Elks have served on the major project committee, including PGER Horace Wisely, PSP Fred Mellmann, PSP C. P. Hebenstreit, PSP Robert Craine, PSP Morley Golden, PER Howard Lidster, and PSP Vern Huck, all of whom helped to organize the project, and PGERs R. Leonard Bush and Gerald Strohm, who have supported it enthusiastically over the years. The California-Hawaii Elks are already preparing for next year's Exalted Rulers' March and for the new goals they will attempt to reach in developing the major project to more fully assist handicapped children throughout the two states.

ELKS NATIONAL SERVICE COMMISSION

"So long as there is a disabled veteran in our hospitals, the Benevolent and Protective Order of Elks will never forget him."



The national Veterans Administration recently honored Bryan McKeogh, director of the Elks National Service Commission, with the presentation of a certificate of commendation. The award recognized Brother McKeogh's humanitarian spirit: "For 25 years he has represented the Benevolent and Protective Order of Elks with distinction on the Veterans Administration Voluntary Service National Advisory Committee. They have been years in which he has initiated and fostered among the units of his organization a series of innovative projects designed to enhance the well-being of veteran patients. They have been years, too, in which his name has appeared on the roster of many important national voluntary service subcommittees and study groups. His outstanding gifts of creativity and leadership have served the veteran well." The BPOE joins the Veterans Administration in thanking Brother McKeogh for his services to his fellowman.



Clothing, a 55-cup coffee maker, and a \$150 check were presented to the Miami VA Hospital by Vets Chm. John Busby (front, right) of North Palm Beach, FL, Lodge. Thanks were expressed by Mrs. E. Willes, director of social services, and Mrs. Beulah Meirer, VAVS representative, who accepted the items on behalf of the hospital. Also on hand were (back, from left) Jerry Getzel, assistant chief of staff, and Brothers Arthur Fleeter, Charles Miller, and Al Law.



Daniel Davidson (standing, second from right) and (seated, from left) Carlos Serrano, Michael Pitura, and Tomas James were among a group of veterans from the Lyons VA Hospital who partook of a dinner prepared and served by Union, NJ, Elks at their lodge. A welcome was extended to the dinner guests by (standing, from left) Vets Chm. Walter Bernauer, Brother Harry Riker, Elks' ladies Pres. Emily Decillis, and State Vets Chm. Frank McCann.

Plenty To Flap

(Continued from page 14)

businessmen. A few years ago, the Cedar Springs Historical Society, through public subscription, bought an old schoolhouse three miles from town. Volunteers moved it to the city park on the south end of town. It was painted red (naturally), and converted into a museum.

Another self-help project of which Cedar residents are proud is the Civic Service Center. Locally financed and run by volunteers, the center provides a variety of services to the needy and especially to children, including a health clinic, food and clothing distribution, and legal services to those without funds.

Three years ago, when the town was prospering and the future looked brightest, another crisis struck Cedar. State highway officials dropped the bomb on the town that Highway 131, which became Main Street in Cedar, was to be rerouted around town. Businessmen and residents were immediately fearful that without the traffic flow bringing shoppers and tourists to Cedar, the town could fold up and blow away.

Acting to combat the feared loss of people and revenue coming to Cedar, merchants came up with a plan to draw people into Cedar instead of skirting around it. They began a project called "Operation Remold," which

led to Main Street being converted into an 1890s farm town with store fronts covered with weathered barnwood, canopies, wooden sidewalks and hand rails, and many new trees planted. From the lampposts hang plywood red flannels with the dropseat painted on.

Focal point of the restored pioneer town is the Red Flannel Factory. Tourists can visit the factory and watch as local ladies at their sewing machines stitch miles of red flannel material into longjohns, nightgowns, nightcaps, robes, hunting shirts and jackets, and other clothing. Orders are filled from requests around the world.

"It turned out, we didn't lose anything from the highway rerouting," says City Manager Howard Riggle. "It's even brought more people to visit and shop in Cedar, and it's solved our own traffic problem. Before the rerouting, it was hard and even dangerous to cross Main Street!"

Cedar's latest pride and joy is Jordan College, which opened in 1967. The four-year liberal arts college, interdenominational, was built on the northwest end of Cedar by its president, his wife, a few teachers who are jacks-of-all-trades, and student and town volunteers. Four buildings—a chapel, dormitory, lounge, and combination dining commons and administration building—were erected out of old lumber from barns around Cedar. Farmers offered them free and then helped tear them

down and haul them to the campus to be rebuilt as college buildings.

Last year a new wing was added to the chapel, providing six additional classrooms; and Jordan's president, DeWayne Coxon, had a bright idea. He designed the roof for solar heating, and students cut hundreds of old beer cans in half and riveted them to a reflective material to provide the reflector element needed to heat the chapel and classrooms from the sun. Coxon is proud that Jordan is the only college in Michigan with solar heating.

"We couldn't be happier here in Cedar," says Coxon. "When we wanted to start the college, many people in town gave us \$200 each, taking advantage of the Michigan tax credit encouraging citizens to support degree-granting colleges and getting a 50 percent rebate.

"Cedar people began pitching in to help us put up our buildings, and even helped dig a half-acre lake for the middle of campus. And plumbers, carpenters, and electricians in town donated their services."

Anne Johnson, another leading citizen, sums up why Cedar has weathered its storms and has survived:

"Cedar is a community that has planned ahead to stay alive and vital," she says. "The older citizens have been forward-minded, and the younger people are 'with it.' They have good ideas."

"It's been a good place to live," says Nina, now retired but still very active. Among other things, she created the advertising copy for the Wolverine Shoe Company in nearby Rockford that helped make a national success out of the "Hushpuppy" leisure shoe. It recently received the governor's award as the outstanding new industry.

"Cedar always has had good people who were willing to work hard," Nina recalls. "It isn't easy for a lot of small towns to stay alive and compete with larger cities and suburbs for jobs and as a place to live. Maybe we were just lucky, having red flannels to flap about. But if we hadn't had them, we'd have found something else."

Meanwhile, Cedar Springs is not tooting its horn claiming to be anything but what it is, a solid working town with a little fun in it. Main Street's country stores, the Red Flannel Factory, and Jordan College's solar-heated roof are tourist attractions, but the real star is the town itself and its people. Visit Cedar and no one's going to lick your face like a love-struck lap dog. But stay a while and you will meet some friendly people who are living in as good a place as there is.

And, maybe they know something about insulation that you don't.

"I wear red flannels," says Nina. "They don't itch anymore!"

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Hidden Profits
 (Continued from page 18)

their areas rather than criticized because one of their employees provided the idea. There is no point in initiating a suggestion system without adequate facilities and resources to operate and administer the program. If adequate cash or recognition awards are not made promptly for constructive, worthwhile suggestions, employees will quickly abandon the system. A poorly run program will quickly prove to be a deterrent rather than an asset. Therefore, the program must not be started unless the firm is willing to commit the resources, effort, and time required; if it is not, the program is doomed to failure before it even starts. This factor alone accounts for a majority of those firms that have abandoned the suggestion system."

Although the most startling examples of success are to be found in the larger organizations, the principles are basically the same whatever the size of the organization. NASS believes that the minimum number of employees in a given agency or firm utilizing a "formalized" suggestion system should be about 200.

"We have several members who employ fewer persons than that," says NASS sources. "We suspect, but do not know for sure, that these smaller enterprises do not have formalized suggestion systems in operation but are members because of the information on ideas in our publications."

The advantages of suggestion systems to management must by now be obvious. To begin with, it sets to work talents and energies in companies which have not previously been tapped. It gives workers new interest in their jobs, and new pride. In some cases it can lead to new discoveries in terms of materials and know-how which can affect an entire industry. And, more important, it narrows the labor-management gap in a highly effective manner, by giving management information it would not get ordinarily.

Still, even today, too many businesses and industrial firms employ the philosophy that managers give orders and employees are automatically expected to carry them out. But strict compliance in carrying out management orders results only in using a part of the employee's total capabilities. With a properly implemented and administered suggestion system, however, management avails itself of the entire employee. The employer not only taps the employee's creative mind, but the employee takes pride in the job when he receives an award and recognition for his constructive suggestions.

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You and Retirement

(Continued from page 10)

member, you saved it for retirement. But use it slowly. You will probably live at least 15 years after retirement and it's safer, financially, to figure on 25.

Build up your capital, meanwhile, by careful investments over the pre-retirement years. If you have 8 years until retirement, for instance, and want to build a nest egg of \$25,000, you will have to save \$2,500 a year at 6% interest. (A higher rate, of course, will bring greater return.) That \$25,000, if it continues to earn 5¼% after you retire, will add \$200

a month for 15 years to your income.

⊙ Make funds available for capital build-up through investment, and at the same time avoid post-retirement financial shock, by gradually reducing expenses before retirement. Practice living on your retirement budget in advance, while a salary is still coming in and while miscalculations about your needs can still be corrected. You may find that some expenditures are more important to you than you had guessed, while others can be skipped without notice. Now is the time to find out what really matters. Now is the time to cut down on the things that don't. Now is the time to phase, slowly and comfortably, into a secure retirement. ■

Wizard of Travel

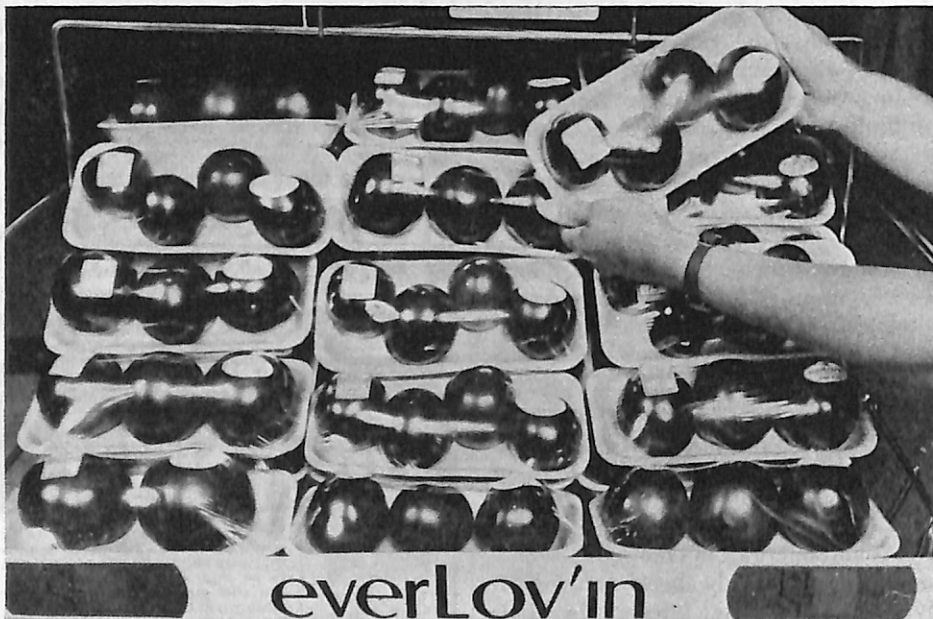
(Continued from page 34)

on the road he eats sometimes two and three lunches and dinners a day to rate his restaurants. (Still, he remains a trim 182 pounds.) Fielding walks into restaurants unannounced (he insists) wearing dark glasses, the reservation confirmed in a fictitious name. One of his pet peeves is the Continental breakfast. "I'm so sick of croissants," he told an interviewer once, "I'd rather eat my shoes!"

In his knapsack he carries a plastic fork and spoon, a collapsible toothbrush, rubber bands, paper clips, snacks, a couple of bottles of Johnny Walker, brandies, Scotch tape, an alarm clock that yodels, his dictionary, a copy of his own currency guide and a bottle opener. Without fail his day begins with the reading of the third chapter of Ecclesiastes: "To everything there is a season, and a time to every purpose under heaven..."

While on the road Fielding lives in grand style, sleeping in Europe's finest
(Continued on page 45)

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Obituaries

PAST GRAND FORUM CHIEF JUSTICE John E. Mullen of Providence, RI, Lodge died August 23, 1978. District Deputy Grand Exalted Ruler in 1939-1940, Brother Mullen was a member of the GL Committee on Judiciary for four years, from 1941 to 1945, and chairman of that committee in 1945-1946. He was also a member of the Grand Forum from 1946 to 1953 and served as the Grand Forum Chief Justice in 1947-1948 and again in 1952-1953.

PAST DISTRICT DEPUTY Dewey H. Smart of San Bernardino, CA, Lodge died recently. Brother Smart served as District Deputy Grand Exalted Ruler in 1957-1958 for California's South District.

PAST DISTRICT DEPUTY William R. Marshall died August 12, 1978. A member of Onancock, VA, Lodge, Brother Marshall was appointed to serve the Southeast District as District Deputy Grand Exalted Ruler in 1955-1956 and was State President in 1962-1963.

PAST DISTRICT DEPUTY Philip S. Parker of Port Jervis, NY, Lodge died recently. In 1946-1947 Brother Parker held the post of District Deputy Grand Exalted Ruler for the East Central District.

PAST DISTRICT DEPUTY Al Coe of Orlando, FL, Lodge died recently. Brother Coe was District Deputy Grand Exalted Ruler in 1953-1954 for the East Central District.



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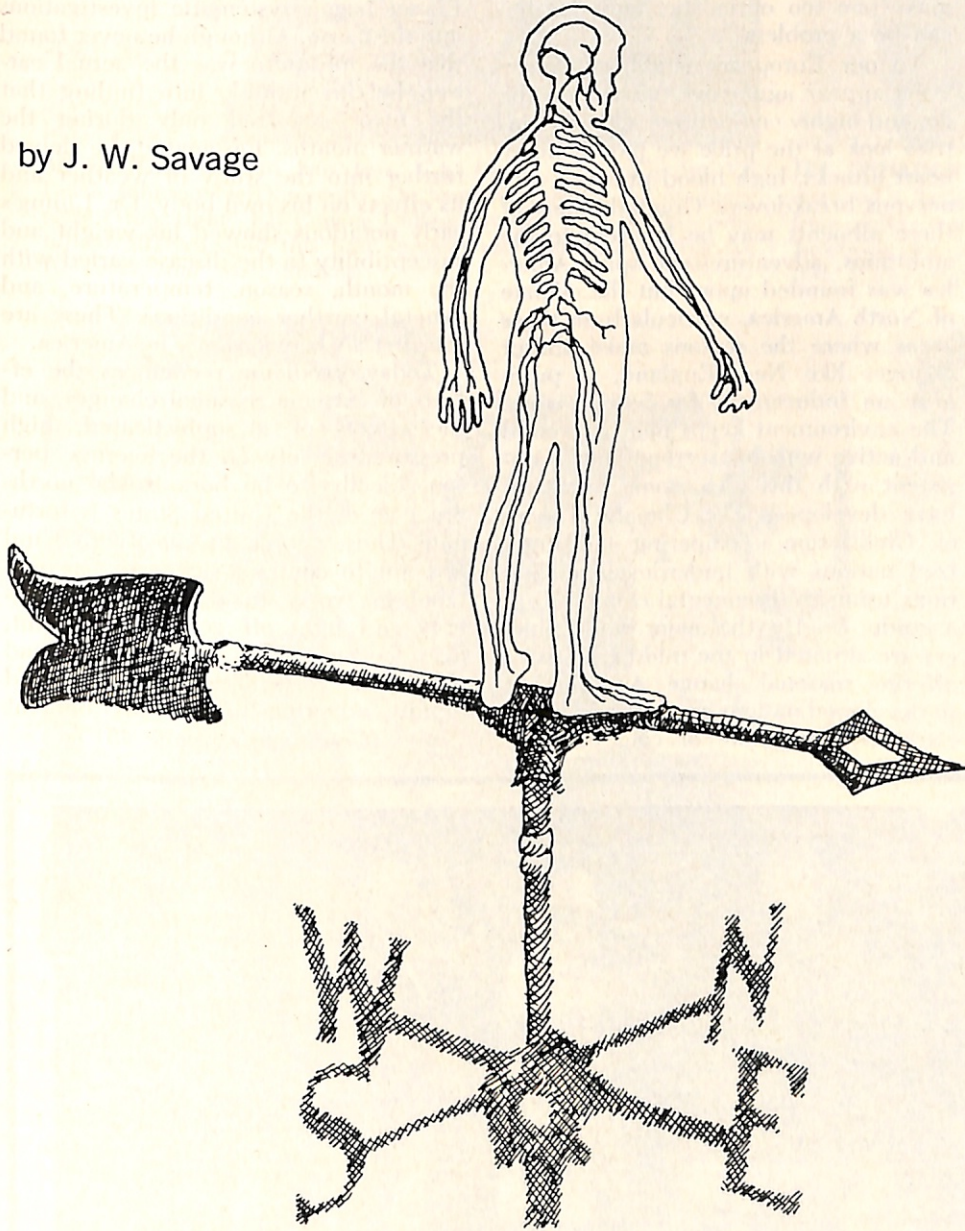
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YOUR WEATHER IS SHOWING

by J. W. Savage



“Storm front moving in from the west, barometric pressure falling, temperature rising; prepare yourself for erratic, irritable feelings, restlessness, and melancholia.”

Such a weather report may be heard on the eleven o'clock news before too long. This fickle weather that surrounds us not only colors our language with such phrases as a sunny smile or a cold shoulder and is the initial topic of most conversations, but also plays with our emotions and psyche seemingly at will. Recent studies in the field of biometeorology show that man is no more

immune to the weather than the flowers that bloom in the spring.

The weather can be a stimulus for performing at high levels of accomplishment, or it can make us drag our feet. As the weather shifts and the barometric pressure fluctuates, so do our bodies. If there is an extreme either way—watch out! It can addle your brain a bit.

The real culprit in the weather family is the barometric pressure. As the barometric pressure, or weight of the atmosphere on the earth's surface, begins to fall, all sorts of peculiar things begin

to happen. Some of these are quite explainable, while others you may not be able to put your finger on, such as an out of sorts feeling, an aimless feeling, or a disgruntled feeling.

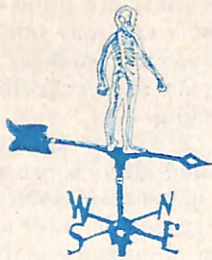
As the pressure is falling and the temperature and humidity is rising, there is a marked increase in fainting spells and attempts at suicide. Lost and found areas have an abundance of forgotten umbrellas, hats or gloves, and children become so restless that it lands them in detention after school.

Observation of school children when the barometer is low shows them to be the most mischievous and restless, more so than at any other time, except before vacations. Some time ago, the principal of a Quaker school, who predicted weather changes with his gouty foot, observed the same patterns. When his foot began to ache, indicating a change in the weather was underway, he instructed his teachers to increase the homework and the athletic periods. His reasoning was that the added activity worked off the youngsters' extra energies. It got good results.

There was once a rule in the Bank of England that all files were to be locked up during the heavy fog days, when the barometric pressure was low. Errors made by clerks were high on those particular days, so officials placed the staff in other areas where the mistakes would not be so costly.

Under the prolonged heat spells of July and August, the police and militia all over the world are kept busy. Statistics document these hot 'dog days' as being the most notorious for violent crimes and revolts. The number of arrests in New York City for assault and battery are 69% greater on days of 80 degree plus weather. More murders and crimes of passion take place during July and August than at any other time. It is also the season for revolutions. Literally, feelings boil over; the decision to end relations with Great Britain was made in July, 1775; the storming of the Bastille occurred in July, and the majority of riots are on the hottest days of the summer months. French novelist Anatole France once commented, “All the great revolutionary days are in July, August, and September.”

During hot, humid-type weather, when the body feels limp, a person's metabolism, or rate of converting food to energy, slows down. Less energy is needed for warmth and maintenance of body functions, and the appetite decreases. The heavy damp weight of the atmosphere saps vitality and strength, while tempering the level of competence of even the soundest professionals. Although a person may admit to being a little 'off-key,' he will still believe his work is up to par. Sec-



retaries type slower and make more errors. Factory workers' production is off and of poorer quality, and accountants begin to make simple arithmetic errors. One English scientist

has compared the effects of heat to fatigue, and the *British Journal of Industrial Medicine* describes this as "... a tendency to be satisfied with one's own efforts and to blame others, or the machine, for anything that goes wrong." Generally, on days like that, it is best to stay in bed.

On the positive side, as the barometric pressure increases, a sunny, optimistic feeling can pervade our attitudes toward everyone and everything—even toward the tardy newspaper boy.

Most typical is 'spring fever.' A slight problem with concentration, lazy easy-going feelings, or a devil-may-care attitude strike near the middle of April. It feels like a good day to take off from work, since you're not going to accomplish much anyway. Basically, the human body is adjusting from the long, cold winter months to the warmer outside weather. Blood vessels are expanding to carry more blood to surface skin tissues in order to eliminate heat. For a short period, there is an increase of blood circulating through the body, which gives a slight euphoric or light-

headed sensation. Daydreaming prevails.

On the fair weather days of late winter, early spring and fall, when pressure is rising and the temperature is mild, people look better to one another. People feel good and want to get something accomplished. It's an opportune time to reconcile differences, to ask your boss for a raise, or to patch up a lovers' spat. The environment buoys the spirit. In some cases, it can almost make one too optimistic, and this too can be a problem.

To our European neighbors, Americans appear aggressive, always on the go, and highly competitive. Other countries look at the price we pay of many heart attacks, high blood pressure, and nervous breakdowns. Granted, many of these ailments may be inherent to the ambitious, adventuresome spirit America was founded upon; but the climate of North America, particularly in those areas where the seasons make abrupt changes like New England, is probably an inducement for harder work. The environment keeps man interested and active with his surroundings. Consistent with this idea, some historians have developed 'The Climatic Theory of Civilization,' comparing industrialized nations with underdeveloped nations using environmental conditions as a guide. Briefly, the major world powers are situated in the middle latitudes offering seasonal change. And the not so developed nations are centered in the extremely temperate or cold climates.

For years, physicians have carried a weather prescription in their little black bags, thanks to the early studies of Dr. John Lining in Charleston, South Carolina, during the 1730s. He was a young doctor from Scotland who became faced with an epidemic of yellow fever. As there was no known medical technique for combating the disease, it was a hopeless situation.

When the emergency was over, Dr. Lining began systematic investigations into the cause. Although he never found that the mosquito was the actual carrier, he did stumble into finding that the fever occurred only during the warmer months. Fascinated, he delved further into the study of weather and its effects on his own body. Dr. Lining's early notations showed his weight and susceptibility to the disease varied with the month, season, temperature, and general weather conditions. These are the first such recordings in America.

Today, medicine recognizes the effects of extreme seasonal changes, and the effects of a sophisticated, high pressured society on the average person. Ideally, to be born in the northern part of the United States is fortunate. Those people are most active and less apt to contract sickness. The metabolism works to produce high energy and fight off germs easily. But, near the age of 56, it is time to head south. The years of working hard and rapidly adapting to the environment
(Continued on page 45)



Mrs. Helen Blackledge recently joined representatives of the Benevolent and Protective Order of Elks in Kearney, NE, for the dedication of a memorial to her husband PGER Hobert L. Blackledge. A eulogy delivered by GER Leonard Bristol (fourth from right) recalled Elkdom's debt of gratitude to Brother Blackledge, who died September 12, 1977. "We are called today to perform a sad, sweet duty. A sad duty, because we are here to bid an earthly farewell to a man who has been our dear friend during life . . . To him, our order was not just a benevolent and patriotic fraternity, but a vital force

in the lives of men, challenging them always to a greater achievement . . . He gave unstintingly of himself to the purpose for which this order was founded . . . We will ever be grateful to Helen, his wonderful wife and accomplished companion, and we are thankful to have had the opportunity to walk beside him on his journey through life." The thoughts expressed by GER Bristol were shared by (standing, from left) PGERs George Klein, Willis McDonald, Francis Smith, Robert Yothers, Horace Wisely, Edward McCabe, and Glenn Miller, who were present for the ceremony.

NEWS OF THE LODGES

(Continued from page 24)



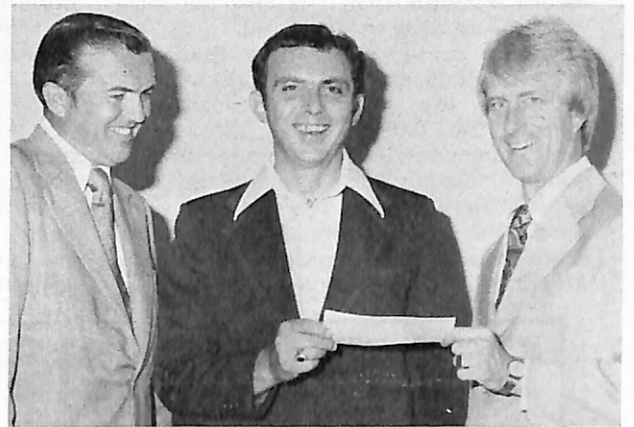
AN OFFICIAL visit to San Jose, CA, Lodge was made by VP Lewis Johnson (left) recently. On hand to welcome the dignitary were (from right) ER Eugene Dolling, Brother O. A. Stalker, who turned 101-years-old this past summer and has been an Elk for 70 years, and Mrs. Stalker.



THE INITIATION of a new class in Pendleton, OR, Lodge acquired a family touch when Brother Mike Zimmerman (third from left) welcomed his four sons to Elldom. ER Larry Newton (fourth) was on hand to congratulate (from left) Jeff, Wally, Gary, and Dennis Zimmerman.



A FIRE ENGINE for Ocotlan, Mexico, was paid for by Oxnard, CA, Lodge recently. Chm. and PER H. A. Gustafson, fire chief, presented the check for the gift to Councilman and PER R. B. Maxwell, while PER Roy Furr, who initiated the donation, observed.



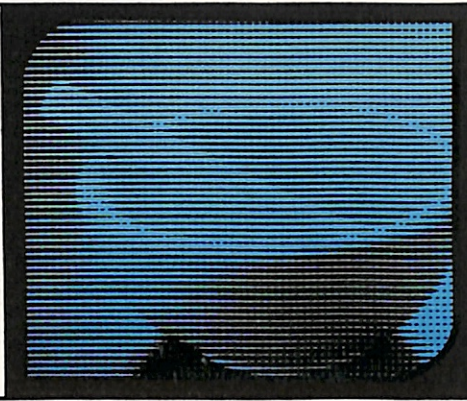
AS THE THIRD installment towards the fulfillment of Ogden, UT, Lodge's \$10,000 pledge to St. Benedict's Hospital Foundation, ER James Imhoff (left) and Est. Lead. Kt. Blaine Buck (center) presented a check to Director A. Stephen Dirks. The pledge supported the Pastoral Care Center, which is used by ministers of all denominations when counseling and visiting patients at St. Benedict's health facility.

IN CONJUNCTION with Men in Action, Santa Maria and Lompoc, CA, Lodges contributed over \$6,000 to the Martha Negus Orthopedic Center for the purchase of a Possum Communicator, a special typewriter system for the severely disabled. Barbara Wilson (standing, second from left), clinic teacher, and one of her pupils thanked (from left) VP Bill Ashbrook, ER Harlan Larson of Lompoc Lodge, Mike Halicke of Men in Action, and ER Edwin Walker of Santa Maria Lodge.



MEDICINE AND YOU

by Larry Holden



A CLOSE LOOK AT ASPIRIN

Take two aspirins and call me in the morning. That's an old doctor joke line, but millions of people heed the "advice" as a daily prescription to aid a variety of ailments. Sufferers of headaches, arthritis and even heart problems are popping aspirin in such ever-increasing record numbers that it is now the most widely used drug in the world.

Aspirin is found in more than 400 products that line the druggist's shelf, including the prescription pain-killer Darvon, the nation's third most commonly prescribed drug. At one time or another, aspirin has been mixed with almost every other class of drug, vitamins and laxatives included. Many of these combinations are described by the American Pharmaceutical Association as

being "of greater economic significance to the manufacturer than of therapeutic benefit to the patient."

Besides the prescription-oriented uses of aspirin, it comes plain—as 100 percent acetylsalicylic acid—in scores of over-the-counter brands. It also comes in buffered preparations, in extra-strength and sugar-coated tablets, in so-called long-acting or time-release formulations, and in effervescent pills and powders.

Every year, Americans spend \$2.6 billion on over-the-counter pharmaceuticals, and manufacturers of pain-relief products spend more than \$700 million a year in advertising to convince Americans to keep right on buying. In fact, in addition to being the most widely-used drug, aspirin is also the most heavily promoted.

Despite its wide-spread popularity, aspirin is a relatively new chemical compound. Among aspirin's ancestors are the bark of the cinchona tree (the source of quinine), used for centuries by Central American Indians to bring down fevers, willow bark extract, and various plants and berries. Before the middle of the 19th century, a now-forgotten chemist synthesized aspirin for the first time. But it was not until 1899 that aspirin began to be recognized on a large scale for its analgesic and antipyretic (fever reducing) capabilities.

Recently, the internal analgesia panel of the Over-the-Counter Drug Review Board came to the conclusion that aspirin and the newly-popular aspirin substitute, acetaminophen, are the best mild analgesics (RX or not) on the market today: both received high marks for minor pain relief and fever reduction.

In the wake of this praise it must be noted that not all medical researchers are satisfied with aspirin's performance, particularly since certain side effects have come to light in the past ten years.

The plain fact is that aspirin is not safe for everybody. The effect of aspirin on the gastrointestinal tract is a major concern of medical personnel. Even the usual two tablet dose can cause unpleasant side effects, including a vague feeling of stomach upset, heartburn, nausea, vomiting and, in rare instances, massive gastrointestinal hemorrhaging.

Another side effect, the oozing of a small amount of blood (less than a teaspoonful) from the stomach called "occult blood loss," occurs in perhaps 60 to 70 percent of aspirin users. This blood loss (which could just as easily result from a spicy Mexican meal), is normally of little concern, but for a heavy aspirin user—say an arthritic—it could be a factor in anemia.

Groups taking the highest risk from the uncertain effects of aspirin on bleeding mechanisms are hemophiliacs, patients on anti-coagulant medications, those facing surgery, the more than 10 million people in America who have ulcers, and people with allergic sensitivity to aspirin, who tend to be asthmatics and make up about 3 percent of the population.

A "good" side effect of aspirin *might* be in its prevention of potentially fatal heart attacks. Results from earlier studies of aspirin's effectiveness in preventing coronaries have been inconclusive and/or mixed. So, under the sponsorship of the National Heart, Lung and Blood Institute, an ambitious \$17 million clinical trial called AMIS, Aspirin Myocardial Infarction Study, has been launched. The study is trying to determine whether aspirin can prevent potentially fatal heart attacks by keeping the blood free of artery-clogging thrombi, or clots. The carefully-designed project, which began in August, 1976, and runs until August, 1979, involves some 30 clinical centers.

Perhaps aspirin is not the take-two-and-call-me-in-the-morning panacea some believe. If, however, the AMIS project concludes this summer with positive results, a lot more Americans will be popping the already oh-so-popular pill. ■

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Wizard of Travel

(Continued from page 38)

hotels. No more fleabags for him. He had all that in the beginning—those quaint little inns and cold-water flats and the bedbugs and no ice for his evening martini. So naturally he's accused of writing for the affluent traveler. Fielding says nonsense, claiming he covers the spectrum from budget to deluxe hotels and restaurants. Besides "The Book," as the staff refers to Fielding's famous guide, he publishes others, including *Fielding's Favorite Hotels and Inns of Europe* as authored by young Dodge Fielding.

Temple Fielding published his first book during World War II when his commanding officer ordered him to write a guide for young recruits. Three million copies later he had neither royalties nor byline. Still, his style was casual even then. Example: "Every week there'll be an inspection. Tip: Get ready the night before. You'll save yourself and your sergeant a mess of headaches."

Later Fielding carried the idea into civilian life. Unable to find a travel guide with basic facts, he tore off to Europe and wrote his own. His timing was perfect. With the war ended, Americans were itching to go. They were also itching to buy. In Fielding's own Fielding-ese words, "It was our cup of bubbly." What he's saying is that he got rich. Very rich.

I asked him to name his favorite vacation destination. Still sipping his bloody mary, he replied he had none. Not one particular favorite, anyway. "I have many," he said. "I'm fond, of course, of Majorca. It's springtime here year round, you know."

He named others: Switzerland, Vienna, Ireland, Scandinavia ("when the weather isn't cold"). Only Europe, I asked? "Oh, no," he replied. "I have a great affection for the Orient. I think I could live in Hong Kong. And I love Japan when the weather is pleasant, usually in late spring and the autumn."

Later I queried others in the travel industry about their vacation choices. Without pause, a Beverly Hills travel agent named the Greek islands. Several months back he and a group of friends chartered a yacht at Piraeus. They sailed away without a care. Yes, and without even an itinerary. They merely followed their whims. It was an escape. No expensive wardrobe needed. Just swim gear and sandals. Prorated at \$800 apiece, the two-week trip included everything: yacht, crew, meals and a licensed guide.

Leo Lebond of Mountain Travel in Oakland steals off frequently to Baja, the Mexican peninsula that juts into

the Pacific below Tijuana. He goes there whenever he feels the urge for escape, trading hotels and beds for sleeping bags and beaches. He swims, goes spear fishing and explores dozens of deserted islands. Often he never encounters another soul. He takes all that he eats from the ocean: red snapper, lobsters, oysters, scallops. He swims among the shark, picks fruit from cactus. These trips are a joy, he confessed. "I have this need to get away from the tourists," Lebon said matter-of-factly.

Another travel expert chooses Switzerland, especially the picturesque village of Grindelwald. It's a pilgrimage he makes each spring and fall. With his wife he hikes into the mountains, goes bicycling and travels by rail to the summit of the Jungfrau. There, silently they fill their souls with the magnificence of the scene, one that stretches all the way into Austria, Germany, Italy and France.

Others have their dream places: Vienna, the Cotswolds in England, Copenhagen when Tivoli is open, Florence, Positano, Cap Ferrat, Casablanca. Without fail, each confesses to perusing Fielding's guides before leaving home. Yes, even though they are considered experts in the mushrooming field of travel themselves. ■

Weather Is Showing

(Continued from page 42)

becomes apparent. Doctors commonly advise a move to Florida, Arizona, or Southern California where the pace of life is slower and the heart can function in a relaxed condition, thereby adding more productive years.

And that silly folklore about feeling weather in your bones. That's true. Pains do have a seasonal trend. Some feel a 'kink' or a 'twinge' in a once broken leg or an old scar. Others, especially arthritics and rheumatics, can say, "Feels like it is going to rain," and probably be correct. This sensitivity comes from the formation of new cells and tissues which are never in full harmony with the old skin. Although the exact cause is not conclusive, speculation is the falling barometric pressure affects the water content of the tissues.

The study of weather is still in the embryonic stage, but it is certain the elements comprising what is called the environment have affected man. So, if you are grumpy, don't blame it on the wrong side of the bed. Your irritable spirits could be due to the barometric pressure—so blame it on the weather! ■



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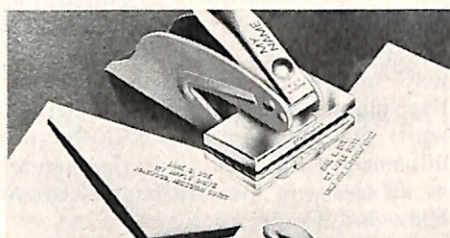


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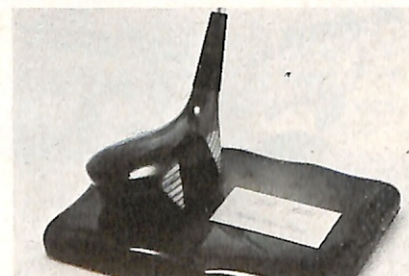
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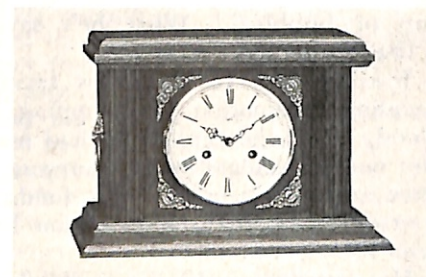
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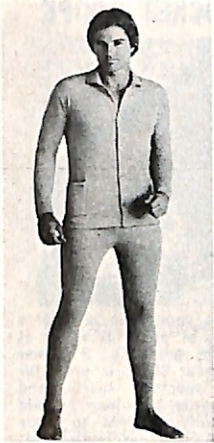


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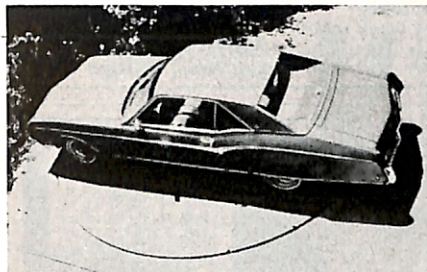
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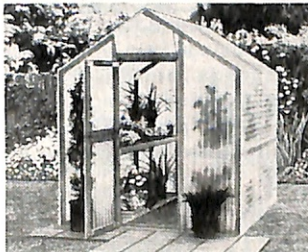
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Color How Many What Size

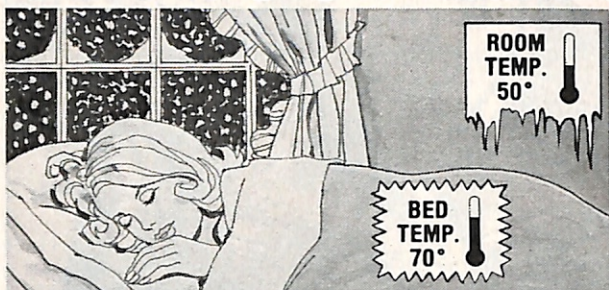
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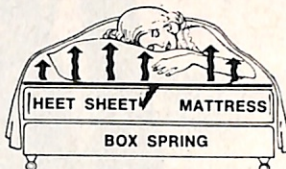
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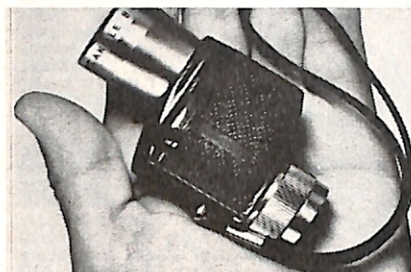
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(Continued on page 50)

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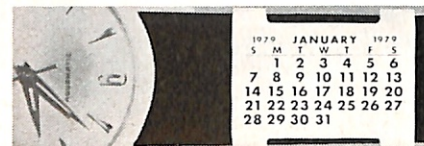
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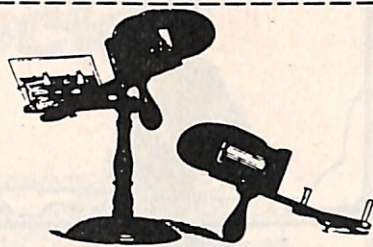
It is superbly made of solid wood, with a rich walnut finish. All fittings are solid brass and a silk screened design embellishes the velvet-edged, brass hood. The Holmes Stereoscope makes a decorative addition to any home.

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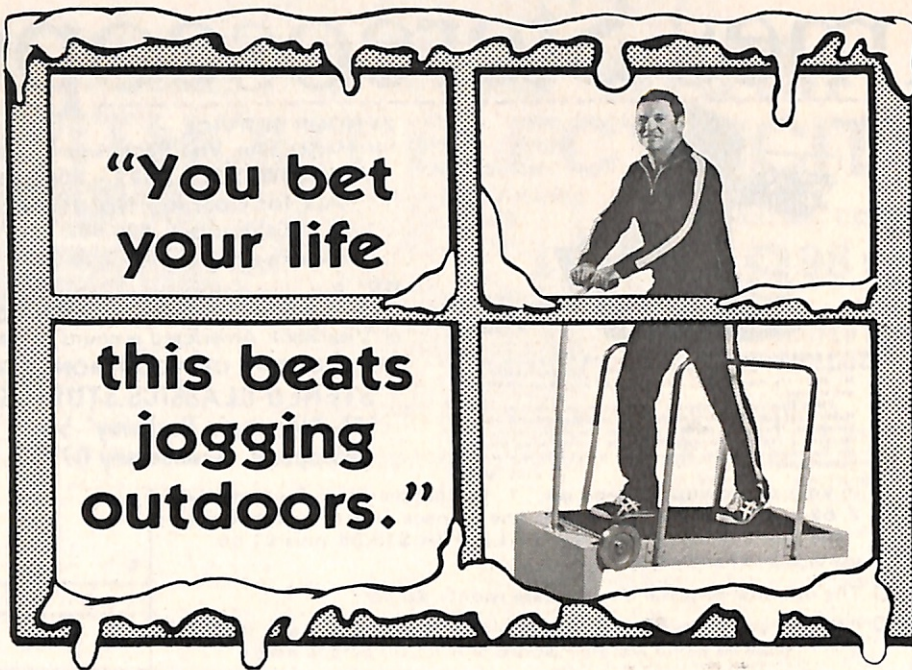
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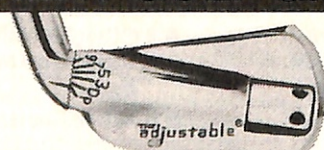
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(Continued on page 52)

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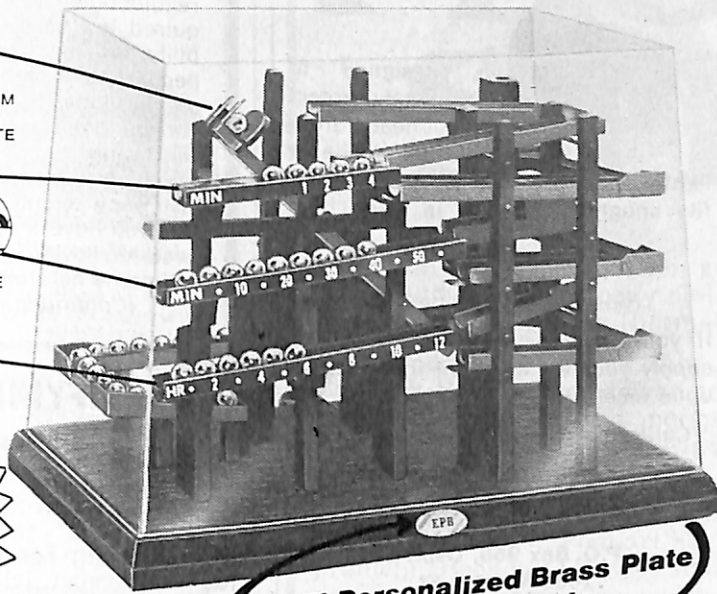
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Damart glove liners are made with specially brushed fabric with the soft surface on the inside. They protect your hands against pain caused by dampness and sudden temperature changes. Incredibly lightweight. Easy to wash and dry. Only \$9.25 per pair, plus handling and shipping—\$1.25 per pair. Navy only in any size up to 10.



Damart, Inc. Dept. 60618
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Please rush me my double force Thermolactyl glove liners in size _____. I enclose a check or money order for _____ pair(s) at \$9.25 each plus handling and shipping—\$1.25 per pair.

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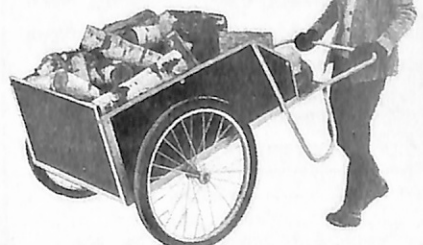


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These BIG, strong carts are perfectly balanced on two huge wheels — roll easily over lawns and gardens — carry up to 400 lbs. of load — huge volume capacity means you make fewer trips — you'll save time and steps.

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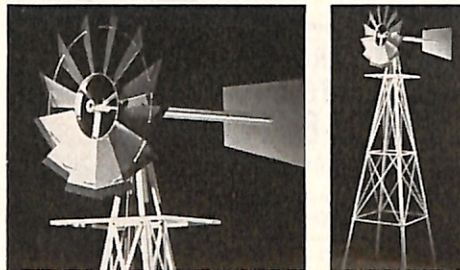
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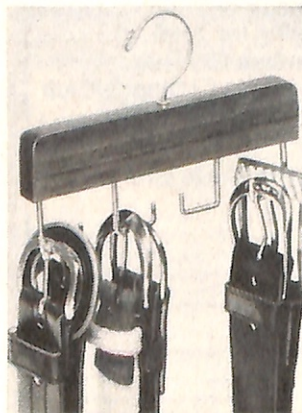


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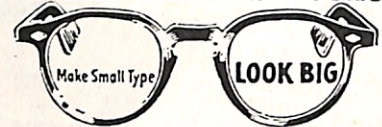
Elks Family Shopper

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(Continued on page 54)

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It's 10° outside . . . Even getting colder. So you bundle up in layers and layers of heavy clothes. First with long underwear . . . then bulky, restrictive thermalwear on top.

Oh, you were warm, all right. Like in a Turkish bath. Because you began to perspire from all your activity. And perspiring in that mountain of clothes is like perspiring in a plastic bag! The perspiration is locked in. So there you are. Wet and miserable.

But now, at last, Damart has solved the problem. Because Damart invented underwear that keeps you *warm, dry and comfortable* no matter how cold it is or how long you stay out. Underwear that's soft and light so you can move easily. Underwear that *lets the perspiration evaporate through* so you always stay warm and dry next to your skin.

Damart does this with a new miracle fabric—Thermolactyl. It not only retains and reflects your natural body warmth, it's knitted to let *perspiration out!* No other underwear does this! Damart Thermolactyl is so comfortable that the Mount Everest climbing expedition wears it. So does the Mt. McKinley Bicentennial Expedition and the U.S. Bobsled Team. Damart is also worn by the Chicago Bears Football Club, New England Patriots and Philadelphia Eagles.

Our free color catalog tells the full Damart Thermolactyl story and displays the whole Damart line for men and women. Send for your **FREE** copy now!



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THERE IS NO WARMER UNDERWEAR MADE!

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Portsmouth, N.H. 03805

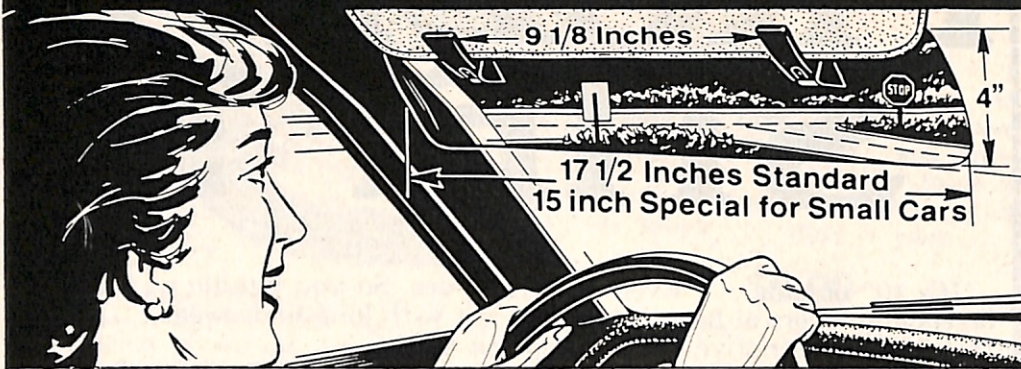
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Elks Family Shopper

consumer/news

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Today, consumers are greeted with an unending variety of shampoos and conditioners. Shampoo for dry hair or oily hair, for damaged hair or tinted hair. To help you decide what's best for you, the
(Continued on page 56)



GOLFER'S DIVOT FORK & GROOVE CLEANER

Golf's most useful tool! Use the fork to lift and level on-the-green divots perfectly in seconds (no more jabbing with a tee), and to clean shoe cleats and balls. Use the 5 tiny nubs on the bottom of the handle to scrape clean the grooves of the irons like magic, cleans all the grooves of each iron in 2 passes to achieve proper backspin on each shot. Only 2 1/2 inches long, hangs on golf bag or keychain. Solid stainless steel, guaranteed forever. Owner's initials smartly engraved. Full price \$7.50 each. Money back if not delighted. We ship in 2 days. Mail to ELGIN ENGRAVING CO., 953 Edwards Ave., Dundee, Illinois 60118.

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Revolutionary New SIGHT-ALIGNMENT PUTTER: Makes Any Putt (Under 9 feet) A One-Putt Cinch! It's 100% guaranteed or your Money Back. Pick up easy bets as you sink Putt after Putt with deadly accuracy.

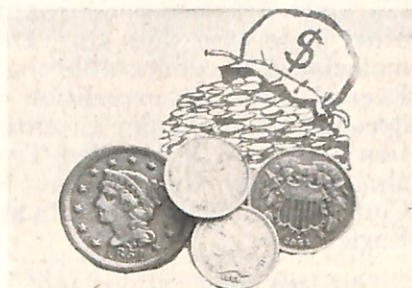
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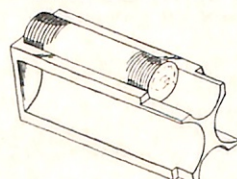
Or Send Check, Money Order, or Credit Card No. [BankAmericard/Visa, MasterCharge (include interbank #), American Express, Diners Club, Carte Blanche] and exp. date, CA Res. add 6% sales tax, plus your name and address to: Starshine Group, Dept. 549, 924 Anacapa St., Santa Barbara, Calif. 93101. Delivery will be made promptly.

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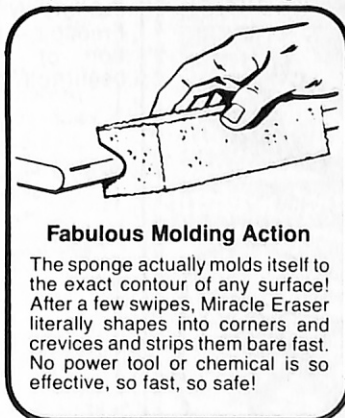
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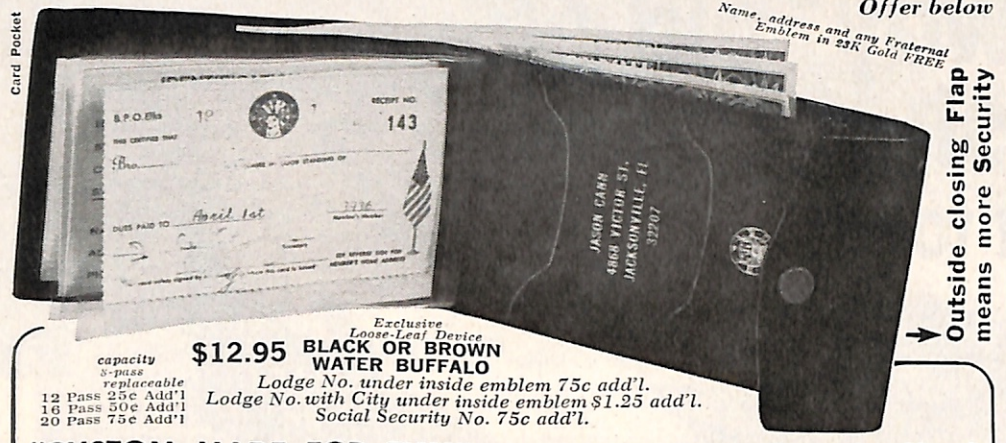
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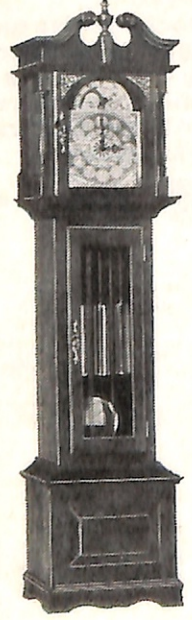
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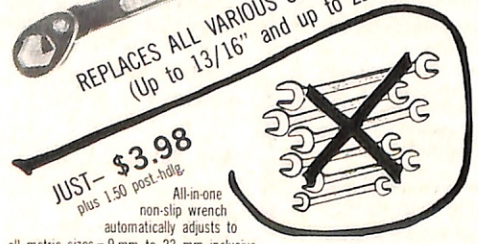
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Elks Family Shopper

consumer/news

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(Continued on page 58)

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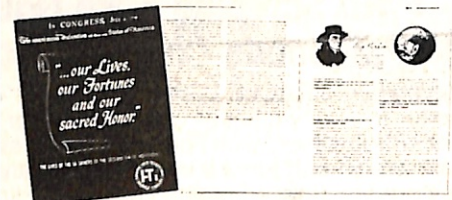
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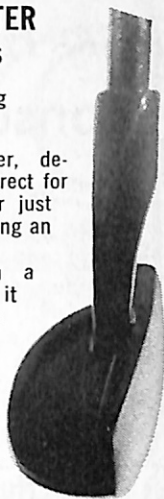
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Are you tired of pushing
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Introducing the Barr putter, designed by a physician to correct for any wrist motions that occur just prior to ball contact, destroying an otherwise well stroked putt. Scientifically designed with a compensating curved face, it is the only putter that corrects for pushing or pulling putts due to wrist roll. In addition the axial balance eliminates the tendency of other putters to open or close when swinging as a pendulum.



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To obtain this putter of the future send check or money order for \$29.95, Fla. residents add 4% sales tax to:

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Damart, Inc. Dept. 60608
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Portsmouth, N.H. 03805

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Shoe Size _____ Ankle length
 Knee length

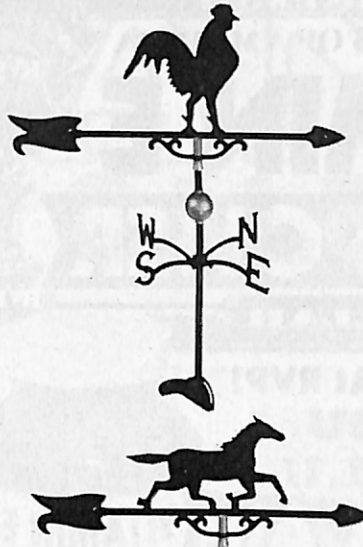
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Damart

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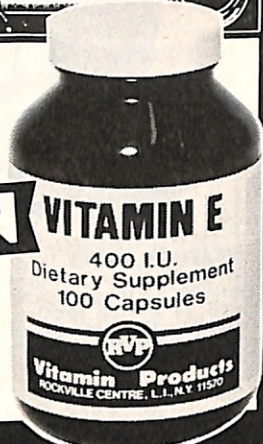
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Elks Family Shopper

consumer/news

Whatever it is you like, to get the most pleasure out of your retirement, you'll need to do some planning. Remember how carefully you mapped out your career? Maybe you went right out and got some practical experience.

To give you some tips the Department of Health, Education and
(Continued on page 60)

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Tee-PJ's resemble a T-shirt, but over a foot longer. Special knit gives when you move, eases up when you relax. No bind, no bunch, no chafe, no buttons, no ironing! Most comfortable sleeper you've ever worn or money back. (Great for Ladies, too). Choose snow white or soft blue. S-M-L-XL (to ensure best fit include height-weight when ordering.) Order NOW, while prices include postage/handling!

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■ Now your favorite photo can become a superb, lasting and beautiful wall calendar—to hang all the year long where it will bring you pleasure every day. Or, as a gift to remind a special person of your thoughtfulness and love.

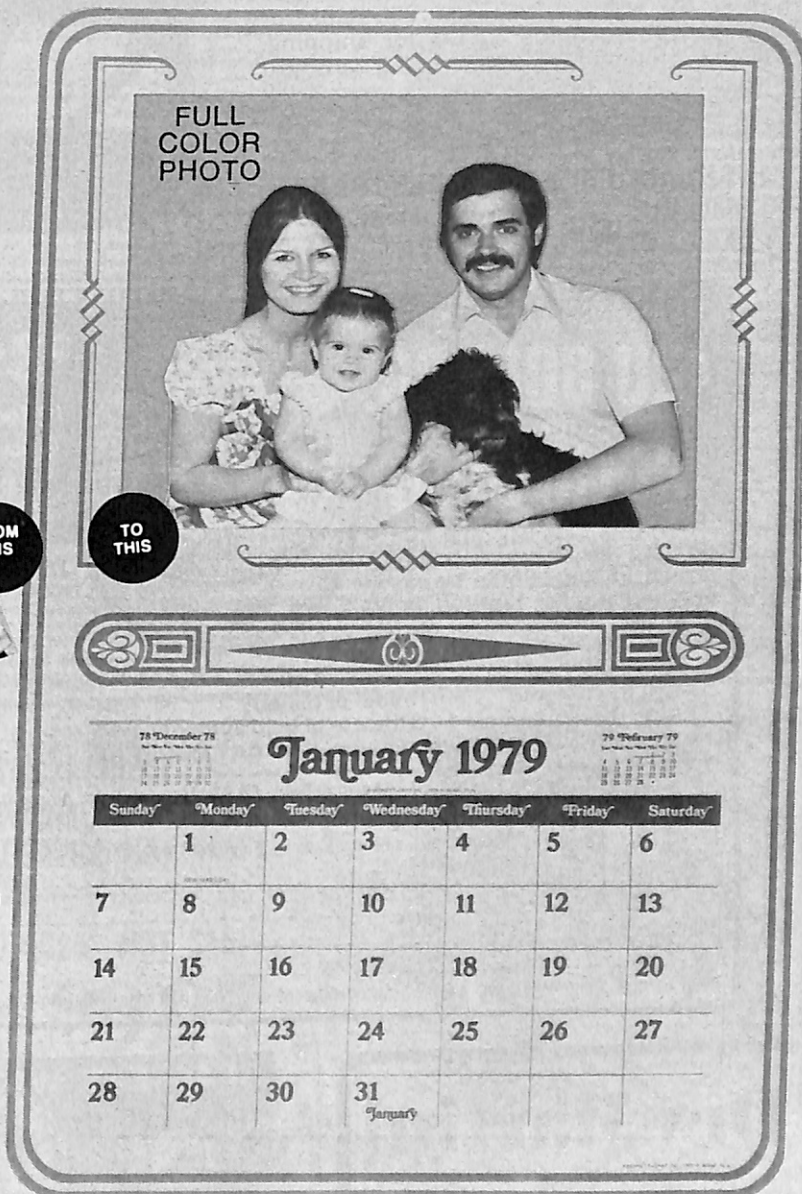
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For each calendar I enclose payment of \$2.99 plus 50¢ to help defray postage and handling charges.

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Elks Family Shopper

consumer/news

Welfare has a new pamphlet called *Planning for Retirement*. For your free copy, just send a postcard to the Consumer Information Center, Dept. 702F, Pueblo, Colorado 81009.

It helps to talk to the experts to find out what they know about financial, health, legal, housing, and other retirement matters.

Remember that retirement can mean more time and freedom to do the things you've always wanted to do. Don't waste it; an active retirement is worth planning. ■

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RELAXED
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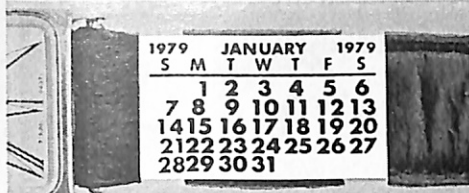
A joy for bed readers, a must for convalescents and a welcome gift for all. This elegantly grained mahogany plywood Folding Back Rest is super size, 16"x24" high. A full 4 to 6" higher than other back rests. It gives full pillow support to head and back for firm sitting-up comfort. 5-adjustable positions. Vertical elastic cords hold your own pillow securely in place. Non-skid base. Conveniently light, it folds wafer-thin—no storage problem. \$12.98. Add \$1.00 postage & handling. NJ residents add 5% tax. We ship promptly.

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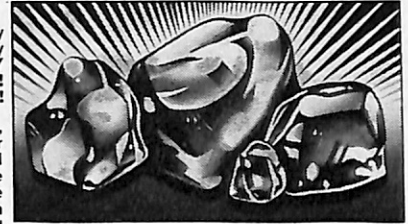
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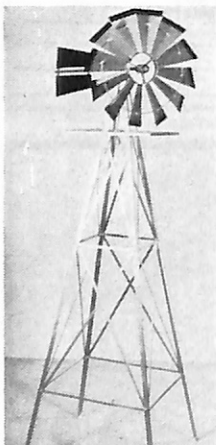
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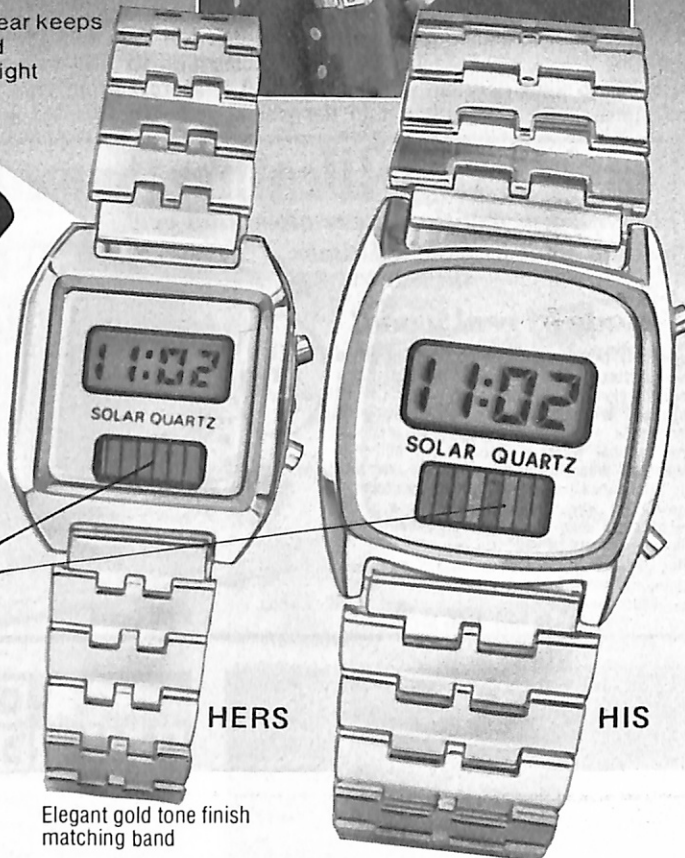


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