



the
Elks
magazine
January 1973

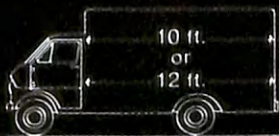
Persistence—Magic Carpet to Success
How To Succeed in (Small) Business
Einstein Bird



New Econoline Parcel Van:

The 12-foot walk-thru van with the low price tag

Count on Ford to deliver. The new Econoline Parcel Van gives you a load capacity of up to 430 cu. ft. and 3,800 lbs... all within the overall length of an average station wagon.



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And with Econoline's wide-track

stability for sure, easy handling. Why pay much more for much less? See your Ford Dealer. A better idea for safety: Buckle up.

stability for sure, easy handling. Why pay much more for much less? See your Ford Dealer.

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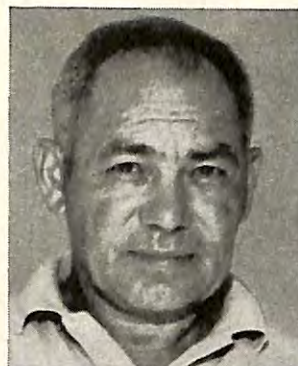


when I planned to retire before fifty

this is the business that made it possible

a true story by John B. Haikey

Starting with borrowed money, in just eight years I gained financial security, sold out at a profit and retired.



"Not until I was forty did I make up my mind that I was going to retire before ten years had passed. I knew I couldn't do it on a salary, no matter how good. I knew I couldn't do it working for others. It was perfectly obvious to me that I had to start a business of my own. But that posed a problem. What kind of business? Most of my money was tied up. Temporarily I was broke. But, when I found the business I wanted I was able to start it on a little over a thousand dollars of borrowed money.

"To pyramid this investment into retirement in less than ten years seems like magic, but in my opinion any man in good health who has the same ambition and drive that motivated me, could achieve such a goal. Let me give you a little history.

"I finished high school at the age of 18 and got a job as a shipping clerk. My next job was butchering at a plant that processed boneless beef. Couldn't see much future there. Next, I got a job as a Greyhound Bus Driver. The money was good. The work was pleasant, but I couldn't see it as leading to retirement. Finally I took the plunge and went into business for myself.

"I managed to raise enough money with my savings to invest in a combination motel, restaurant, grocery, and service station. It didn't take long to get my eyes opened. In order to keep that business going my wife and I worked from dawn to dusk, 20 hours a day, seven days a week. Putting in all those hours didn't match my idea of independence and it gave me no time for my favorite sport—golf! Finally we both agreed that I should look for something else.

"I found it. Not right away. I investigated a lot of businesses offered as franchises. I felt that I wanted the guidance of an experienced company—wanted to have the benefit of the plans that had brought success to others, plus the benefit of running my own business under an established name that had national recognition.

"Most of the franchises offered were too costly for me. Temporarily all my capital was frozen in the motel. But I found that the Duraclean franchise

offered me exactly what I had been looking for.

"I could start for a small amount—a little over a thousand dollars—and that amount I could borrow. I could work it as a one-man business while getting a start. No salaries to pay. I could operate from my home. No office or shop rent or other overhead. For transportation I could use the trunk of my family car. (I bought the truck later, out of profits.) But, best of all, there was no ceiling on my earnings. I could build a business as big as my ambition and energy dictated. I could put on as many men as I needed to cover any volume. I could make a profit on every man working for me. And, I could build this little by little, or as fast as I wished.

"So, I started. I took the wonderful training furnished by the company. When I was ready I followed the simple plan outlined in the training. During the first period I did all the service work myself. By doing it myself, I could make much more per hour than I had ever made on a salary. Later, I would hire men, train them, pay them well, and still make an hourly profit on their time that made my idea of retirement possible—I had joined the country club and now I could play golf whenever I wished.

"What is this wonderful business? It's Duraclean. And, what is Duraclean? It's an improved, space-age process for cleaning upholstered furniture, rugs, and tacked down carpets. It not only cleans but it enlivens and sparkles up the colors. It does not wear down the fiber or drive part of the dirt into the base of the rug as machine scrubbing of carpeting does. Instead it *lifts out* the dirt by means of an absorbent dry foam.

"Furniture dealers and department stores refer their customers to the Duraclean Specialist. Insurance men say Duraclean can save them money on fire claims. Hotels, motels, specialty shops and big stores make annual contracts for keeping their carpets and furniture

fresh and clean. One Duraclean Specialist recently signed a contract for over \$40,000 a year for just one hotel.

"Well, that's the business I was able to start for a little over a thousand dollars. That's the business I built up over a period of eight years. And, that's the business I sold out at a substantial profit before I was fifty."

Would you like to taste the freedom and independence enjoyed by Mr. Haikey? You can. Let us send you the facts. Mail the coupon, and you'll receive all the details, absolutely without obligation. No salesman will ever call on you. When you receive our illustrated booklet, you'll learn how we show you STEP BY STEP how to get customers; and how to have your customers get you more customers from their recommendations.

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These non-operating models are free, so we suggest you write for yours now. Again, we repeat, there is no cost, and certainly no obligation. Write to Dept. 4443, Beltone Electronics Corp., 4201 W. Victoria, Chicago, Ill. 60646.



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"Four things do not come back—the spoken word, the sped arrow, the past life, and the neglected opportunity."
O. A. Battista
- 18 HOW TO SUCCEED IN (SMALL) BUSINESS
Knowledge of business, love of business, and a careful choice of where to do business can key you to success.
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- 35 EINSTEIN BIRD
This practical joker talks, acts and often misbehaves in a near human way.
Irwin Ross
- 55 A MATTER OF LAUGH OR DEATH
Sidesplitting guffaws and gales of girlish giggling seem to be a vanishing American reflex.
Marion Odmark

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NASA wanted a foolproof flashlight switch going to the Moon on every manned mission

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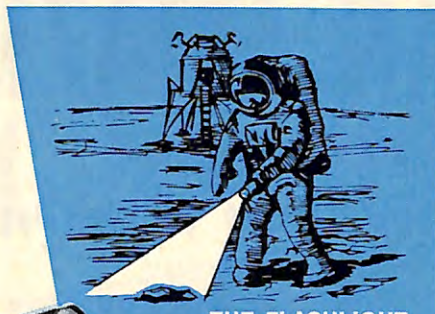
The most critical thing about our flashlight—or any flashlight—is that it works *when you need it!* But how long has your old flashlight been in a drawer, or in the glove compartment of your car? Can you be certain it will work on the next emergency? The truth is that up to now, flashlights rarely burn out from use...instead the power drain on latent batteries weakens them so that in a relatively short time they become useless. **BUT NOW A STARTLING BREAK-THROUGH IN PORTABLE, EMERGENCY LIGHTING . . .** The Completely new, Command Module 5-Yr. Flashlight.

From the company that made flashlights for every manned Moon mission . . . Command Module Lighting . . . the flashlight with proved storage capacity for its power cell for **AT LEAST FIVE YEARS** combined with **10 TIMES THE STAYING POWER** of any ordinary flashlight. Yours in a handsome Command Module case with no external switches to corrode or break. (NASA wanted a fool proof switch for the flashlight going to the Moon . . . now you can have it in your light for your car or home.) **POWER LIGHTING WHEN YOU NEED IT OR YOUR MONEY BACK.**

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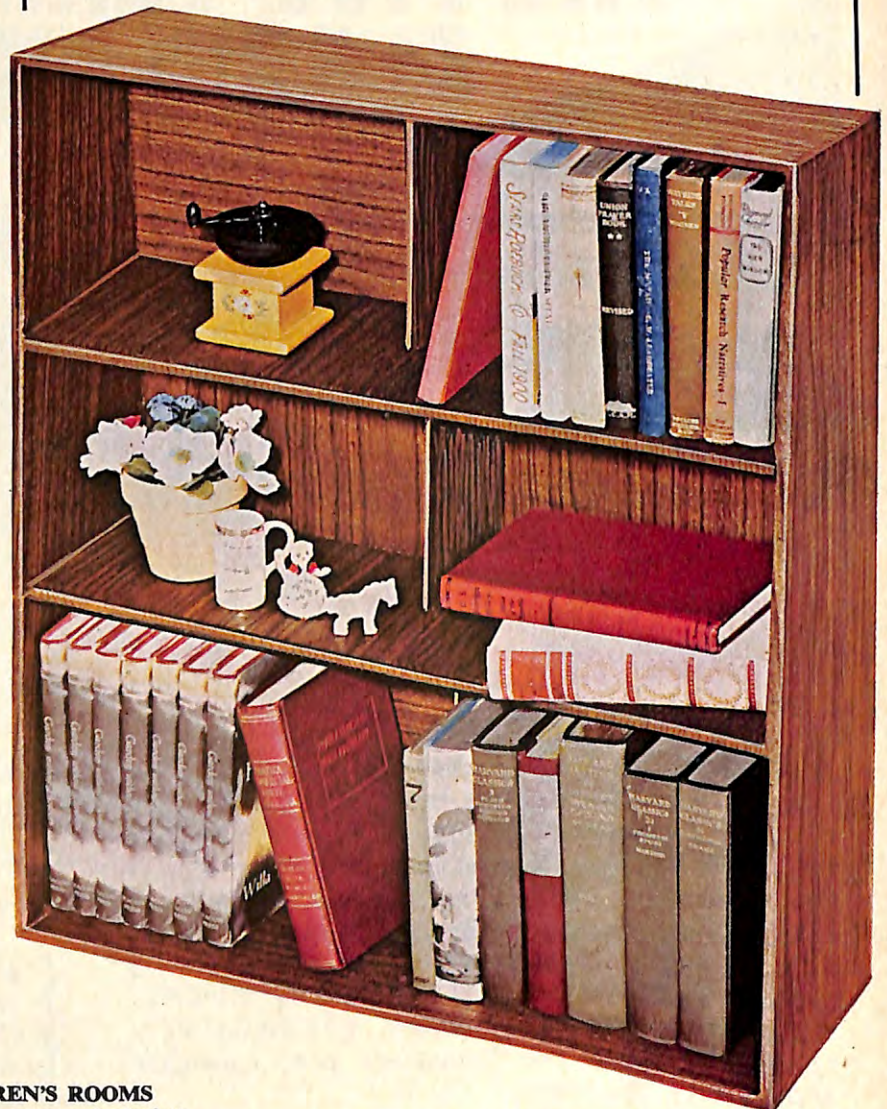
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Think carefully for a moment! Do you realize what the facts you have just read above really mean to you in terms of your future independence, security, and sheer luxurious trouble-free living for the rest of your life! Just this—

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Second, no longer do you have to take dangerous "fliers" in the stock market, or real estate market—just to get a few percentage points more back from your money—just to keep inflation from gobbling it all up! And always being threatened by the chance that the market could go "sour," and you would be forced to stand helplessly by, while 25% of your money... 50% of your money... even 75% of your money went right down the drain!

All those terrible risks—and all those starvation-returns—are a million miles behind you now! Because, from this moment on, you can have absolute safety that not one cent of your money will ever be lost... at the same exact time that you get a return of up to 23.5% on that money—all of which makes most of Wall Street's vaunted "growth stocks" look absolutely pale by comparison!

OVER 200,000 MEN AND WOMEN LIKE YOU HAVE ALREADY PROVED THE FIRST BEGINNING STEPS IN THIS REVOLUTIONARY NEW "GET RICH SAFELY" PLAN! NOW AT LAST THE FULL DETAILS—THAT DOUBLE THEIR RETURN—ARE RELEASED TO YOU!

Yes, perhaps right now—today—you are one of these over 200,000 "Smart Savers" who are now getting 9%... 10%... even 13 1/2% on their money... all because they had the foresight to purchase the eye-opening volume (called "DON'T BANK ON IT") that showed them how!

When this book came out three years ago, it caused an overwhelming sensation in banking and financial circles all over America! Because this book tore away the veil from the way banks really work! And showed the average man and woman how they could use the banks' own "hidden rules" to force those banks to give these "Smart Savers" TWICE AS MUCH INTEREST as their uninformed neighbors were getting!

Yes! Up to TWICE as much interest—and all from a single weekend's fascinating reading! But—what these people didn't know then—and what the author of this book himself didn't even realize then—was that even this "impossible" 13 1/2% figure was still just the beginning!

Because once the door to higher, and still higher, interest rates was forced open, then bank officials themselves quietly divulged to the author other EVEN MORE LUCRATIVE mechanisms that his original Plan had missed!

And so, one money-multiplying "trick" was piled on top of another! And then another! And then another! And then still another! Ingenious, perfectly sound, almost completely unknown little devices... that raised the absolutely safe return on the average saver's money to 15%... 17%... 19%... even 23.5%! Like this...

JUST LOOK AT THESE DELICIOUS NEW "FORTUNE-BUILDING TWISTS"! MOST OF WHICH YOU NEVER DREAMED POSSIBLE BEFORE!!!

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How to get the banks to pay you interest for 160 days per year, or more, on money you have—not with them—but in your own pocket!

How to double the interest they pay you, on close to 200 hundred days more every year!

How to make the banks pay for one full week of your vacation each year, without their having the slightest idea that they're doing it!

How to turn your savings account into a checking account, where the bank continually pays you interest on checks you've already written but haven't yet cleared (but for which you've received the merchandise)!

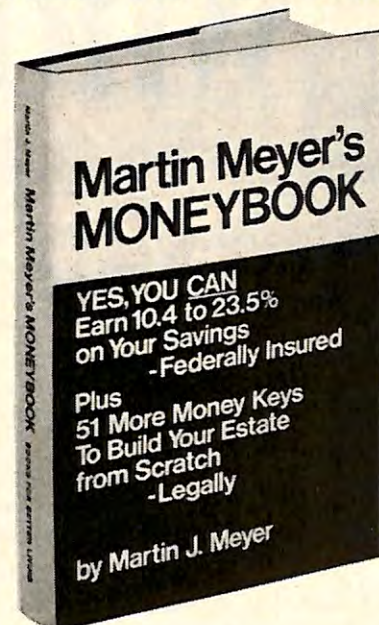
How to get, not only FREE checks for everyday use, but also FREE traveler's checks when you go on vacation!

A SPECIAL BONUS OPPORTUNITY, that can be used quite often if you know the signals and the combinations (but not, of course, continually) in which you earn 155% interest from the same blissfully trusting bank!

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A special chapter on little-known, and tax-sheltered investments fully as safe as savings accounts, but yielding much, much more!

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How to "find up to \$500 or even \$2,500 a year—just in overlooked leaks the average person makes in his buying and paying methods!"

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FOR ELKS WHO CARE



A Message from the Grand Exalted Ruler

ONE DAY A FEW WEEKS AGO I held out my arms and a little child walked into them. He had "a present for the Grand Exalted Ruler." And as I held this little tyke there was a lump in my throat, but joy in my heart. I knew these tottering steps would become stronger because there are Elks who care.

One of the great contributions *The Elks Magazine* makes to our Order is the avenue of communication it provides. I have no other means of speaking directly to all of you. Now, through this message, I am making a personal appeal to each of you. Simply stated it is—"Will you put a dollar to work"?

Growth through adherence to the pledge "the gift remains—its income serves" has permitted the Elks National Foundation to distribute over nine million dollars to the service of others. Truly it is the great heart of Elkdom.

The majority of you Brothers are not involved in this undertaking. I sincerely believe this is only because you have not been given the opportunity.

Do you know that you can become a Participating Member in this great philanthropy by the payment of only ten dollars a year for ten years—less than a dollar a month?

On behalf of that little guy and so many others who need help I am making a personal appeal to each of you. Serve by giving.

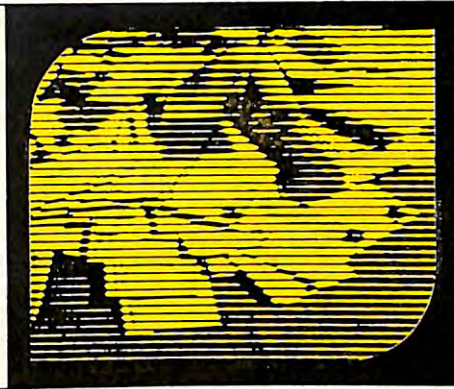
There is an application blank attached. Fill it out, tear it off and mail it today. You will have my thanks but, more important, you will put those dollars to work eternally. You will contribute to Elkdom's Legacy. You will proudly wear the Red Heart.

Francis M. Smith

Francis M. Smith
Grand Exalted Ruler

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LETTERS



Letters for this department must be signed and may be edited. Address to: Letter Editor, *The Elks Magazine*, 425 West Diversey, Chicago, Illinois, 60614.

• A billion thanks to Mr. Jerry Hulse for the MUNICH story [November, 1972]. Reading about the other side of Germany was an overdue and welcome change!

Mrs. B. L. Smith
Visalia, CA

• In your rundown of the N.F.L., I read with interest your thoughts as to how the teams would finish in the Central Division. You said, "The Steelers are grossly over-rated."

I was wondering if you had any second thoughts about that comment? To the time of this writing the Steelers' record is 8-3. Even if the Steelers don't win their division, I'm sure that you will be the first to admit that they have one super football team.

Don Ceroni
Mt. Pleasant, PA

• I think you made a mistake in not telling us who Jean E. Laird, the writer of "Can the Beginner Successfully Play the Stock Market," [September, 1972] is.

Forbes Magazine, a noted business journal, always gives the credentials of its writers. For example, on page 72 of the September 1 issue there is an article, "Stock Analysis," by Heinz H. Biel, and in the bottom left-hand corner it states, "Mr. Biel is a Senior Vice President of the New York Stock Exchange firm of Havenfield Corp."

As an Elk who has been buying stocks for quite a number of years, I know how easy it is to lose money on the Stock Market and don't think it is advisable for you to print an article without telling the members who the person is that wrote the article.

I would appreciate knowing who Jean E. Laird is, and if she is in some way connected with some firm in the stock market. I think the article was very informative for people who do not know much about the stock market; however, I think we Elks are entitled to know if she is a person with many years experience, who is trying to help "Brother Elks," or if she is paid by the Stock Market to write such an article.

G. J. Waller
Minot, N.D.

It was gratifying to know that you "enjoyed the article and found it very informative for people who do not know much about the stock market," for it was my intent to help "Brother Elks" as well as their wives . . . many of whom read

this magazine and do their share of investing.

No, I was not paid by the Stock Market to write this article. I am a free-lance author who has written more than 500 articles for all the major magazines. This article is one of many I have done on investing and the stock market, along with a paperback booklet soon to be published by the National Research Bureau on the subject.

Thank you for your interest. May the Dow Jones averages be kind to you.

J. E. L.

• We want to thank you for mentioning the National Association of Investment Clubs in your magazine recently.

We have continued to get inquiries from your readers this month and received six which specifically mentioned your magazine and another 23 which we believe originated from your article.

We certainly appreciate this opportunity of providing Investment Club information to your readers.

Thomas E. O'Hara
Chairman, Board of Trustees
National Association of Investment Clubs

• Enjoyed the article on Vice Presidents in the November issue. But it made an error in stating that the Constitution doesn't provide for the replacement of a Vice President, should the office become vacant. The 26th amendment, which was ratified in February, 1967, allows the President to nominate a Vice President, subject to the confirmation by a majority of both houses of Congress.

Robert Barr
United States Senate Press Gallery
Springfield, VA

• Recently a friend of mine, a member of the B. P. O. E., lent me his copy of the December issue of *The Elks Magazine*.

I am intrigued by Frank Remington's article, "Tea for Three," and would like to have a copy on hand to share with some other plant lovers. Would it be possible for you to send me a copy of this issue?

This is a busy time of the year to intrude on your busy schedule, but I do hope you will have an extra copy on hand.

A blessed New Year to all wonderful Elks. May God continue to bless your beautiful apostolate.

Sister Mary Boniface, O.S.U.
Academy of Mount Saint Ursula
Bronx, N.Y.

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Persistence

Magic Carpet To Success

by O. A. Battista

THE LATE Thomas John Watson, Sr., when he was Chairman of the Board of IBM, repeatedly advised, "Opportunity never knocks on the door. *You* have to knock on opportunities' doors, and they are all around you."

Opportunities come in many sizes and disguises. They never come up to you and bowl you over. Each one must be suspected, scrutinized, and challenged. They are attracted to the man in hard-working clothes. Unlike the weather, those of us who talk about opportunities *can* do something to bring them about.

"Four things do not come back," says an old Arabian proverb, "the spoken word, the sped arrow, the past life, and the neglected opportunity." Like

the star football player, you must grab each opportunity that comes within your reach and run with it toward your goal line with all your might.

At a convention of salesmen I remember listening to a speaker who said, "Always remember that the only salesmen who can afford to sit around and wait for business are those who sell caskets or tombstones." The same goes for opportunities. Sit around and wait for them to come to you, and the fellow walking down the other side of the street will meet them first.

Some opportunities must be trailed and trapped. Our world is overflowing with hidden opportunities. The way to meet the best of them is still to roll up your sleeves and enjoy the work of the moment while you're waiting for the right timing to grasp your opportunities.

"There are more opportunities than ever before," the president of a large eastern corporation told me recently at lunch, "for men who stay wide awake for opportunities while the majority fritter precious minutes or hours away." What this successful businessman was really saying was that you need extra work-attitude qualities if you expect to get ahead of the crowd today.

You do not have to look beyond your own back yard to see that the world continues to beat a path to the door of men who try to put these "extras" into everything they do. These are the men who check a bolt to make sure it is tight, who are willing to put more into their jobs than is normally expected of them, who are more interested in solving a problem than in getting the credit, and who believe that if something is worth doing it is worth doing right. These are the men who grow in stature, who pull way out front.

Here are seven time-tested "extras" that can help you to get better acquainted with more opportunities than you'll have time to shake hands with! They are a melting pot of advice on the subject by many successful business leaders:

1.) *Give other people a chance to do things for you.* Every man I have



studied who has made the most of his opportunities has been able somehow to get things done through people.

A vice-president who has full command of his job, for example, has literally dozens of assignments pass his desk each day, few of which he does himself. He always manages to keep his desk clear. How? By attaching little slips to each request or assignment and unloading them to his staff by short personal notes: "Bill, please follow this through," "Harry, this is all yours," "Jack, handle as you see fit—send me a cc," etc. This high-salaried executive is so successful at passing out work and has such a capable group of second- and third-line personnel to do it, that he always can appear calm and fully relaxed, as though he were actually looking for more work to do.

2.) *Make the most of both your ears.* There are few better ways to pick up valuable ideas than by stopping, looking, and listening eagerly to people. Most persons like to conceive big ideas, but it is the fellow who reduces them to practice who rings the cash register.

There are many opportunists in the world like my friend Jimmie; he listens to ideas and then selects one or two that he considers sufficiently worthwhile to exploit himself. For example, Jimmie listened to a group of chemists talk about a new detergent that could be purchased for fifty cents a pound, diluted with water, packaged in quart bottles and sold as clothes-softener for home laundries. He heard one of them say, "Add a teaspoonful of this stuff to the washer and your clothes will dry on the line—even diapers—as soft as if you had tumbled them dry in an electric clothes dryer."

Jimmie checked with the chemists about the name of the chemical and where he could buy it in bulk. He made some up and had his wife try it out. It worked like magic! Carefully he took the next step and selected a good name

for the product; he followed this with labels and appropriate advertising leaflets. Then he began packaging it and selling it in his spare time. Housewives liked it, and returned to him on their own with repeat orders. At this point Jimmie was convinced he had something. He resigned from his job as a technical sales representative, and poured his savings into his new product. Last I heard, Jimmie's company was pushing the product with radio and TV commercials and Jimmie was driving a big new convertible. One of the large soap firms was dickering with him to buy his product and his trade mark outright for a fabulous sum. All because Jimmie kept his ears open one day when a group of chemists were talking, and he had enough interest and drive to *do* something with what he heard.

3.) *Beware of detailomania.* Some men give careful and competent attention to detail, but the man who is lost in a maze of details is doomed to overlook a forest of opportunity because of the prickly shrubs around him.

More men are stalemated in their jobs because of detailomania than from most other shortcomings. Harry Z. learned how to avoid this common pitfall early in his career as a magazine writer and editor.

In all my dealings with him over a period of years, I cannot recall any letters from him that were more than a few words. For instance, his letter would say: "It's a buy, check enclosed," or "Sorry, no. Mss enclosed." In other words, when he read a story or an article, he would reach a decision—it was "yes" or "no," and he saw no reason for making more out of it than that.

One man I worked for early in my career avoided oppressive details with a passion. "Never send me a recommendation or a report on your progress for a month," he told me once, "that is longer than one page of double-spaced typing! If it is longer than this,

I will not read it and I'll hold it against you when your salary comes up for review." Here is the best club that I know of to wipe out verbiage in industrial memos and reports written for top management's consideration. And it is amazing how much you can say in one page when you have no alternative.

4.) *Show obedience and unwavering loyalty to superiors.* If you are employed by a large industrial firm, your best bet to get ahead is keep an eager eye out for opportunities that will help your

boss. Let your boss down, buck him, belittle him behind his back, or do something to make him feel you're not giving him the support he rightfully expects of you, and opportunities will bypass you just as surely as promotions in the armed forces, once you've been courtmartialled.

If you are not self-employed, you must report to someone; and that "someone" holds the magic key to open opportunity's door to you.

Each time a man receives a big promotion that advances him to a posi-

tion of greater authority, the first thing he does is review the men upon whom he must rely. He then replaces those in key posts that he doesn't feel he can trust without question. Such a man prizes loyalty from his staff far above technical competence. He knows he can buy technical ability, but loyalty is priceless.

If you have demonstrated unqualified loyalty to your present boss, if you have done everything within your power to help him get ahead, he will need your support more than ever when he does advance. He will carry you along with him, and protect you in jobs ever closer to his own because he knows you will be loyal to his interests and he can trust you.

5.) *Give the other fellow the facts.* Open up with your problems and give yourself the benefit of the other fellow's help in solving them. It is human nature to enjoy helping to solve the other fellow's problems—for free!


Ask a person for advice and you will learn far more about that person than you ever expected to—sometimes without even getting the advice you originally sought. People are flattered when you go to them for aid or when you approach them with facts and ask their help to solve a problem.

Early in my career as a scientist, I realized that my background in mathematics was not sufficiently advanced to permit me to solve some of my problems. I would take my data to a veteran member of the staff who worked by himself in a small office on complex mathematical problems. This scientist loved challenging mathematical problems.

He would sometimes spend hours working out the solutions for me, because I never went to him until I knew I had all the facts that he would need. Because I did this, because I spelled out all available information, he was immediately appreciative to me for giving him a problem through which he could derive a great deal of pleasure in working out the answer.

I was told by others who went to this same person for help that he was gruff and uncooperative. There was only one reason for his negative attitude toward them: he noticed that they would never go to the trouble of giving him all the facts they could.

6.) *Obey all the rules—even those you make yourself.* It is still common to hear people praise some of the best executives by saying, "He worked hard and never would ask a person to do anything he wouldn't do himself if he had to." Those under you won't do a good day's work unless you do. Lead your associates to opportunities by example, and they'll carry you forward on their shoulders.



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In any kind of a supervisory position, obeying all the rules is a "must" if you hope to get the full cooperation of those who report to you. It is equally important if you have your eye on the next rung up the ladder.

The supervisor of one department in a manufacturing concern was quite lax with the rules. He read newspapers on the job, took extended lunches, left early, and arrived late. He thought nothing of taking a day off now and then. He was the only person in the department who was not required to punch a timeclock in and out. He didn't last long. The efficiency of his department deteriorated because he could not maintain the respect of those under him who saw his neglect of disciplined work practices.

Another supervisor on the same floor, however, was the relative of one of the company's top executives. At first his personnel resented his appointment to a supervisory post. They attributed it to "pull."

But soon their attitude toward this young man changed. They eventually worshipped him as a leader. He obeyed the rules—all of them. He was always at his desk *before* those who punched clocks, and remained in his office until the work areas were cleared at the end

of the afternoon. He never missed a day's work. A ten-minute coffee break to him meant exactly ten minutes, and the same went for the forty-five minute lunch hour. No one could ever accuse this young man of taking advantage of his relationship with a "big boss" or of the workers he was "leading" in every sense of the word.

7.) *Try to excel at what you do.* Mr. H. W. Prentis, Jr., Chairman of the Board, Armstrong Cork Company, has succeeded in making the most of opportunities all of his life. Here is his positive formula, based on extensive experience, for putting yourself at the head of the line:

The secret of getting real joy and satisfaction out of one's work lies in developing a passion for excellence for its own sake. Such a passion is a hard taskmaster, but its achievement brings a thrill of satisfaction that neither money, nor position, nor power can give. To make up one's mind that every task—no matter how trivial—must, when completed, represent the very best of which one is capable at the moment, is the ideal represented by a passion for excellence for its own sake. Not that someone else could not perchance do the job better today, or that the doer himself could not handle it more ef-

fectively tomorrow. But *today's* completed job must not represent the slightest compromise with one's immediate capabilities, regardless of whether compromise with one's internal ideals would be noticeable to the casual observer or not. Only by pursuing this course can one gain steadily in competence, and finally attain the joy of working as a master craftsman in his chosen field.

I have studied hundreds of success cases that looked as though they could be credited to luck on the surface. I have found, almost without exception, that extensive preparation and hard-ship were necessary long before opportunity came.

If you have sharp hindsight you can probably see that the majority of opportunities that you have capitalized on presaged only a fraction of what you eventually got out of them. History records hundreds of important ideas that fell on cold ground at first. The record of human technological progress is replete with noble achievements that were considered by all, save one human being, utterly impossible.

Persistence is a magic wand. Bill, an insurance salesman, is a good example of a man who applies the virtue of persistence profitably. He told me of one
(Continued on page 22)



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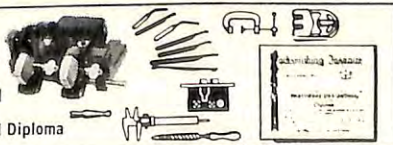
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by Jerry Hulse

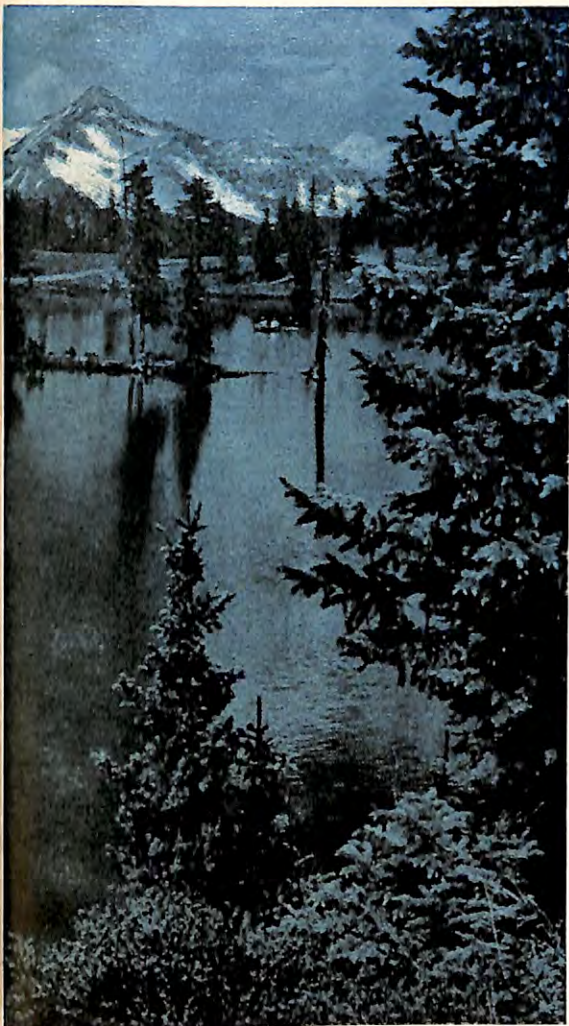
AMERICANS returning from Europe invariably compare the Alps of Switzerland with the Rocky Mountains of Colorado. Some insist Colorado's peaks are even more spectacular. Having seen both, I'm inclined to agree. Last summer I revisited the Rocky Mountain state, traveling from Grand Junction on the Western Slope to Vail, Aspen, Denver and Colorado Springs where the land begins flattening out for its meeting with Kansas. While much of the scenery was nostalgically reminiscent of Europe's alpine regions, nothing matched Ouray, a little mining town caught up in the high Rockies between Grand Junction and Silverton.

In Ouray, someone turned the clock back. Instead of going on a rampage, its population has remained a steady 800, give or take a birth or a death or someone new. Ouray is a Christmas-card scene cradled in the Rockies. It was discovered by three prospectors in 1873, and after this it became a mining boom town and soon was overrun by strangers with dreams of riches.

Thousands poured into Ouray. The men worked the mines and the women

worked the men for their silver and gold. Bordellos flourished. Dance-hall girls ran in the streets and saloons ran 'round the clock. Some got rich while hundreds remained poor. Prospectors swarmed through the hills. Within a radius of a dozen miles they dug more than 10,000 holes. Mines were visible even from Main Street. While the boom roared on, stocks were sold from San Francisco to Manhattan. Some were worthless and others made men rich. With his Camp Bird mine, Tom Walsh became a millionaire, and after this he bought his daughter the Hope diamond and Evalyn Walsh McLean went on to Washington to become the capital's legendary hostess.

Tragedy together with fortune accompanied the mining boom. Blizzards roared through the mountains, touching off avalanches which swept entire wagon trains to their doom. Stubbornly, the miners faced the winter snows. Silver was mined until 1893. After this, the mines shut down with the repeal of the Sherman Act. Later gold was discovered and the boom carried on. By 1902, already a millionaire, Tom Walsh



The high, wide and wonderful land of towering peaks, verdant valleys, cascading streams and placid lakes . . . Colorado.

Within a 65-mile radius 95 peaks rise above the 10,000-foot mark—some to 14,000 feet or more. No other mountains anywhere in Colorado compare with those of Ouray. This is the San Juan range where the high snow remains eternally and shepherders tend flocks where prospectors once dug for gold. Visitors are delivered to the peaks in jeeps operated by Frank Kuboske, an ex-automobile dealer from the state of Washington. Cost for the half-day journey is \$6 or there is an all-day outing priced from \$12.50, coffee and rolls included. One trip goes beyond 13,000 feet and from here the San Juans are visible for hundreds of miles. The jeeps groan over Cinnamon Pass and through Poughkeepsie Gulch.

Ouray calls itself the "Switzerland of America." It is no idle boast. Caught in a peaceful valley carved by glaciers during the last Ice Age, Ouray is surrounded by cliffs rising 2,000 feet straight up from its streets. Along one street John Roffi serves steak and trout in the old Belvedere, a one-time brothel, which he calls the Coachlight for want of a better name. Up along Main Street at Buddy Griffin's snug Gourmet 1876, booths are surrounded by a two-generation collection of lamps and Buddy turns out a different menu nightly, April through Oct. 15. Besides his own customers, Griffin serves the Longbranch saloon next door, which in turn pours for his guests. Thus fed, the customers retire to the St. Elmo, a spotless 22-room hotel which has been operating since the 1800's.

Guests slip off to unconsciousness in rooms furnished with antiques, the price for living in yesterday's world ranging from \$8 to \$12 single, \$16-\$18 double in the busy July-August tourist season. In the lobby guests put together jigsaw puzzles while an immense seven-foot wall clock ticks away the hours. Across Main St., the ghostly old Beaumont, once the finest hotel in the Rockies, stands empty. For reasons known only to herself, the owner intends for it to remain that way. While the world hurries by, the town which

took its name from an Indian chief lives peacefully in the past. This is its salvation, its greatest single lure for the tourist.

But there are those other lures: Grand Junction, Vail, Aspen, Denver. Grand Junction lies 260 miles southwest of Denver in a mile deep valley, a petrified ocean bottom 600 million years old surrounded by scenery 1,000 million years in the making.

When out-of-towners overpark the police don't give out tickets. Instead they leave notices which read, "Howdy, pardner. Next time please obey the parking meter. Come back and visit us again."

South and east of town is Grand Mesa, the largest flat-top mountain in the world—a 10,000-foot-high lava-capped tableland drenched by more than 200 lakes with the best trout fishing on earth. Rising to the north are the awesome Book Cliff Mountains with their Indian petroglyphs and pictographs, and to the west other cliffs that turn blood red with the morning sun rising above Colorado National Monument. Not far from here, in the badlands of Utah, Butch Cassidy and the Sundance Kid played hide and seek with lawmen while the West was still young.

Grand Junction was founded in 1882, a cow town with a general store, a blacksmith shop and three saloons. The name was a bit grandiose for so small a settlement perhaps, but later with the arrival of the railroads it did indeed become a junction for shipping and trade. Those who live there (population 45,000) spend their summers fishing and their autumns hunting. They explore the Rockies and when the snow falls they ski Powderhorn and Aspen, Vail, Steamboat and Crested Butte.

Vail is a scene out of Hansel and Gretel: gingerbread houses, a Swiss ski instructor, a French baker, a German shopkeeper and assorted other European expatriates. It is no mere coincidence that Vail was created to resemble such famous European aeries as Kitzbuhel, Garmisch, and the cele-

sold the Camp Bird mine for more than \$5 million. Dozens of others had made their millions from the mines and said farewell to Ouray. By now the little town's population was 3,000, both mule skinner and millionaire—nearly four times the present figure.

Today for 24 miles between Ouray and Silverton the ghostly remains of the bonanza days can be seen: tumble-down mines, collapsed cabins and fallen shafts. They are like markers in a weed-covered cemetery, recalling an era when Ouray, Silverton and Telluride were among the richest towns in America. Miners still work the old Camp Bird, but the boom days are gone. With them are gone dance-hall girls and the mule skinner and the girls of the bordellos who accepted gold for their charms. The peacefulness has returned to Ouray and now instead of the miners the town has turned to the tourist. The winds of winter still shriek, but springtime along with summer and autumn is sweet.

By July the meadows are alive with columbine, chiming bells, Indian paintbrush, lupine and yellow buttercup.

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brated Sestriere. Scattered among the tall ponderosa are 31 inns, lodges and pensions; 34 snug restaurants, and an assortment of boutiques every bit as snazzy as those at St. Moritz. So new is Vail that a sign on the outskirts of the village reads: "Established in 1962." The founder is Peter Seibert, who skied Colorado with the Army's 10th Mountain Division, and later saw action in the push for Italy. After World War II he returned to the Rockies, recruited three partners, and went on a buying binge. The result was Vail. With sheep land selling for as little as \$125 an acre, Seibert acquired the site for Instant Bavaria and then stood by to watch property prices rise. At latest count, third-acre lots were bid at \$30,000 while homes on Forest Road are bringing \$150,000.

With a permanent population of 687, the town plays host on wintery weekends to nearly 10,000 skiers who wing their way to the Rockies from as far off as New York and even Europe. After his venture with Vail, Seibert bought other hundreds of acres to establish an adjoining resort which he named Vail LionsHead. While Vail is a transplant from the Old World, Vail LionsHead is a contemporary redwood resort village of rustic American design.

Serving the twin resorts are nearly a dozen ski lifts, including a couple of glass-enclosed gondolas. Skiers schuss among five magnificent bowls, and down Skid Row trail, Over Easy, Chow Down, Follow Me, Pickaroon, Tourist Trap, Avanti, Riva Ridge, Cold Feet and Compromise. Seibert insists the Vail visitor can spend an entire week without skiing the same trail twice.

While LionsHead appeals to the moderns, Vail remains Colorado's European poster town—more Bavarian than Bavaria itself, an alpine hideaway tucked among the Rockies 110 miles west of Denver and 150 miles east of Grand Junction—gateways as well to Aspen, Breckenridge, Crested Butte and Steamboat. Along with the skier came the butcher, the baker, and the candlestick-maker. The baker, bearded Andre Duluchinger, dispenses French bread, pastries, hot chocolate and hot spiced cider from a cozy corner he calls Aux Ducs de Savoie. Late of Savoy, Duluchinger turns out bread for wine picnics as well as thousands of loaves for the supermarkets of Denver. In a town with little neon and a ban on traffic, Vail has escaped the blights of the big time. Even the Holiday Inn facing U.S. 6 and Interstate 70 follows a Tyrolean theme. New condominiums presently on the drawing board will fetch anywhere from \$55,000 to \$80,000 apiece.

Leaving the rich to their elegant digs, the skier on a shoestring settles in at

Poor Richard's and the Short Swing Inn. In dormitories with four to a room, the daily touch comes to \$7.50. I took up residence in the 10-room pension Isabella, operated by Manfred Schoeber, late of Bavaria, and his wife Isabel, late of Kansas City. It is that old plot in which the lady fell in love with her ski instructor. At Pension Isabella, skiers are sheltered for \$18 single and \$26 double per day, including a continental breakfast served outside in the hallway.

Once arrived at Vail, there is the apres ski routine of Pepi's the Oar House, the Salt Lick and others, among them one of the finest restaurants in the Rockies, the St. Moritz, with red roses, candlelight, beautiful sun-tanned girls and ski-high prices. A game room at Pepi's features venison, antelope, buffalo, and elk steaks.

With summer's arrival, Vail's visitors trade skis for golf clubs, fishing tackle, hiking boots and wine picnics among the columbine and aspen. Unlike Europe, it's all just a yodel away.

The gateway is Denver with its high buildings, gold-domed Capital, fine hotels and distant mountain scenery. It has been described as the "cow town of America" and "the most cosmopolitan of American cities." A section known as Larimer Square is Denver's answer to St. Louis' Gaslight Square, San Francisco's Ghirardelli Square, Old Town in Chicago and that other hideaway, Underground Atlanta. In place of former gin mills and boarded-up flophouses, Larimer Square is Denver's new diamond in the rough. Lining both sides of Larimer's 1400 block are smart boutiques, art galleries, restaurants and night clubs, occupying the shells of deserted hotels, missions and warehouses.

With the bums gone, Larimer Square has its hand out for the swells from uptown. The idea for putting the skids under Skid Row is credited to Mrs. John W. R. Crawford, a socialite late of Kansas. Mrs. Crawford had been lamenting the loss of several old landmarks: The Tabor Theater and the Windsor Hotel, as well as the colorful Mining Exchange property. Her save-the-square pitch has not only resulted in the preservation of Larimer's 19th-century landmarks, but has inspired a new multimillion-dollar tourist trade.

Last year, nearly 3 million visitors crowded the square's courtyards and arcades, dining and shopping where Denver had its beginning. In 1858 Gen. William Larimer put up a log cabin and named the street for himself. The street grew with three hotels, eight saloons and a theater as prospectors made their mad rush for the Rockies. The West's legendary characters

(Continued on page 46)



**“Average
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Up 10%.
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At Much
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Rate”***

*President's Message to Congress
Jan. 30, 1967

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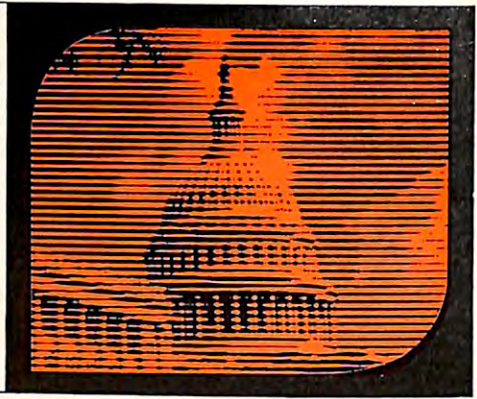
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SKYSCRAPER RACE. Owners of the 102-story Empire State Building in New York are investigating the possibilities of adding 11 stories to make it once again the world's tallest building. If they did this, its 113 stories would rise to a height of 1,494 feet. This would be 144 feet higher than the twin towers of the present sky champion, the 110-story World Trade Center in lower Manhattan, and 44 feet higher than the 110-story Sears Tower in Chicago, which will hold the title of world's tallest at the end of this year when it is scheduled for completion.

SCENIC BIKE PATH. Bicycling has become such a popular sport here that an eight-mile path for bicyclists is being built along an historic stretch of the Potomac river shoreline between Alexandria and Mount Vernon. It will open up beautiful areas never before seen by the public, according to the National Park Service. It is paying for the \$135,000 project scheduled to be completed April 1.

S.O.B. is Capitol Hill shorthand for the Senate Office Building. There are two buildings where the senators have their offices and committee rooms, one that used to be called O.S.O.B. for the old Senate Office Building built in

1904, the other that was called N.S.O.B. for the new Senate Office Building erected in 1948. Now, however, the Senate has given the buildings names. O.S.O.B. has become the Russell Building and N.S.O.B. the Dirksen Building. The buildings have been named after the late Senators Richard B. Russell of Georgia and Everett M. Dirksen of Illinois.

FASHIONS IN DOGS change over the years. The top ten favorites in the United States now, based on registration records of the American Kennel Club, are poodles, German shepherds, beagles, dachshunds, miniature schnauzers, St. Bernards, Irish setters, Labrador retrievers, collies and King Charles. But 29 million of the 30 million dogs in the country are not registered. Among the unregistered, it's a safe bet that the top favorite is that ever-popular family pet, the loveable mutt.



COST OF CONGRESS has gone up. House members have voted to give themselves 38 free trips home per two-year session instead of 26. They also have increased their stationery allowance from \$3,500 to \$4,250 per year. If they do not spend the whole sum in the House stationery store, they can draw what is left in cash.

93RD CONGRESS that assembled this month has taken on a heavy legislative load. Among major items scheduled for attention are some old ones left over from last year such as a consumer protection agency, a raise in the minimum wage, a national health insurance system, and welfare reform.

CALL-GIRL MYSTERY. U.S. attorney's office here has dropped charges that some secretaries employed by congressmen were part of a call-girl ring. Capitol Hill sources have been unable to find out whether the charges were dropped because of pressure brought to protect the girls' identities, or because subsequent investigation failed to turn up proof that they were involved.

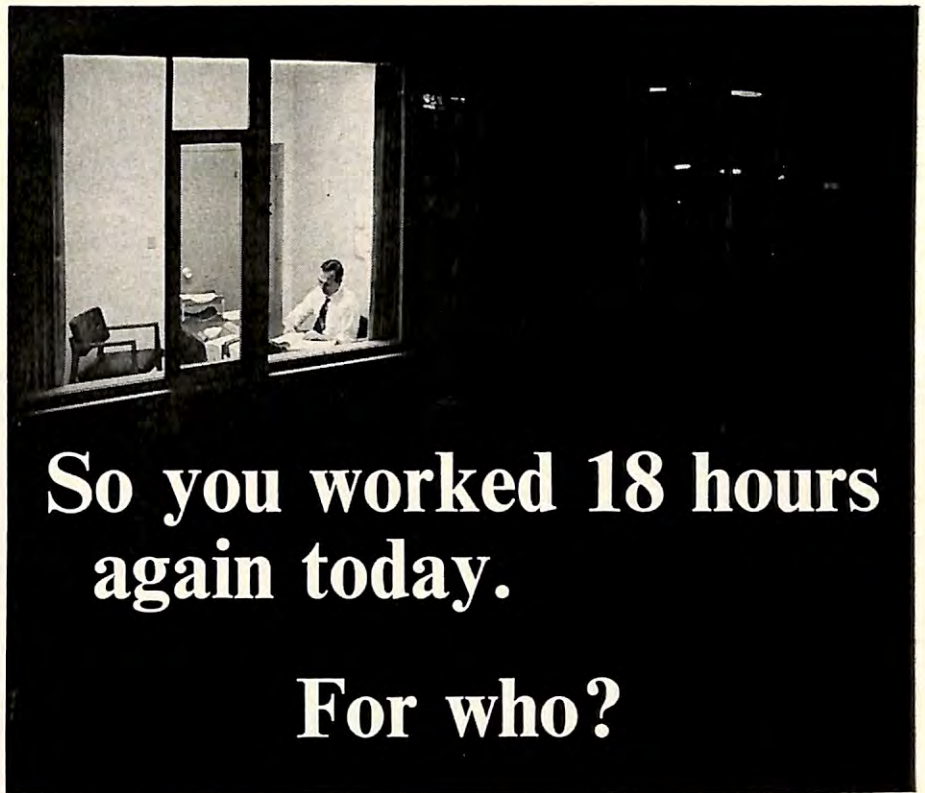
BANK CHECKS of the Maryland National Bank tell a lot about the bank's customers. To provide better identification, the checks are printed not only with a customer's name and address on them but also with his picture and driver's license number.



CAR DRIVERS in Massachusetts are enjoying a \$37 million rebate on the 1971 insurance premiums they paid. This is the second benefit that has come as a result of the no-fault car insurance law that went into operation in the state in 1971. Earlier, there has been a 15 percent reduction in the 1971 premiums. Congressional advocates of no-fault insurance hope that the success of the program in Massachusetts will help them win passage this session of a law that will put the plan into operation on a national scale.

MEDICARE PATIENTS will have to pay the first \$72 on their hospital bills, starting this month, instead of \$68 as before. In return for this, they can enjoy 60 days in the hospital without further charges. If they remain longer, they will be required to pay \$18 a day toward the cost from the 61st through the 90th day compared to \$17 previously. HEW officials point out that they are required by the law to increase charges to cover rising costs.

FAST VOTING SYSTEM. The House began using an electronic voting system this month which cuts in two the 30 minutes it used to take for the 435 members to vote. Each member votes by inserting a plastic card similar to a credit card in one of the 49 voting stations on the House floor and pushing a button. If he votes yes, a green light will come on beside his name on a lighted scoreboard; if he votes no, a red light comes on.



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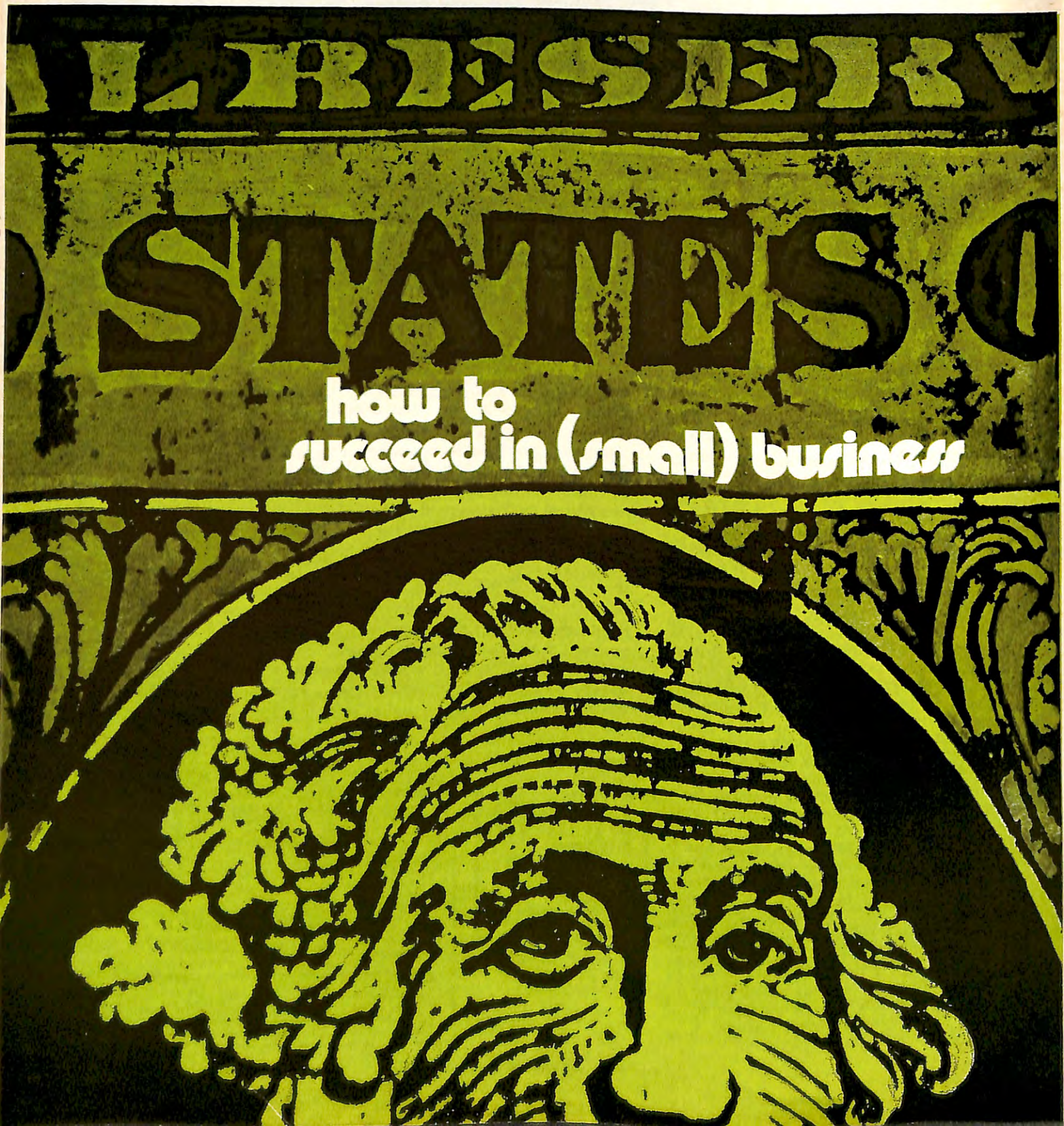
HOW CAN you run an "all you can eat" restaurant when oversized gluttons walk in from time to time and the least of them devours two pounds of salad, an entire chicken, two plates of roast beef, and a half loaf of bread, then settles up for a paltry \$2.50 and waddles out?

How can you run a photographic business when you shoot for days for a huge company, investing your own time, skill, equipment, film and proces-

sing, and then wait for long weeks for payment while the company shuffles your invoice from department to uncaring department?

Bill Thomas runs a Sir George's Smorgasbord restaurant in the San Fernando Valley section of Los Angeles. He encounters gluttons very often, and still he profits. Chan Bush is a noted west coast photographer who must battle not only the inherent difficulties of a self-employed small businessman, but

by Ross R. Olney



RESERVE

STATES

how to
succeed in (small) business

also the big-name accounts who delay payments almost weekly. Yet he is quite successful.

Ann Randall is a gentle, soft-spoken music teacher who has operated her business for a long time, and she does quite well in spite of the problems. Dennie Stone is the owner, operator, scheduler, bookkeeper, and chief laborer in his own successful carpet laying business. He profits today, as he has profited for years.

Meanwhile, other restaurants, photographers, music studios and service outfits like Stone's are failing. Why should these particular ones (and others like them) succeed? What do they do correctly? Would these four successful ones give their own personal formulas? They would.

Four questions were asked of each of them, questions which relate to any type of small business today.

"If you were beginning your business all over again, what would be your most important consideration based upon what you know now?"

Knowledge of business, love of business, and a careful choice of where to do business, these successful people say.

"You must *know* the business you plan to enter," says restaurateur Thomas. "If you want to be a television repairman, you must completely understand how to repair a television set. This is most important, whatever the business."

Carpet-expert Stone agrees. "I learned a trade, and that would be the most important starting point. The best way is to work for somebody else in the trade, an individual rather than a shop because you will learn faster."

Miss Randall stresses a love for what you do as being very important. "In addition to thanking God every day for the privilege of operating my own business in this country, I thank him for showing me the way to a vocation that makes me very happy. Many people go to work on jobs they don't particularly like. Not many of us are lucky enough to find work we love.

"If you don't love it, and you are in it on your own, for yourself, and paying overhead and cleaning and emptying wastebaskets, I think you are going to go under quickly. You cannot be in business for money alone, and succeed."

Photographer Bush takes an entirely different tack with beginners in mind. Assuming a full knowledge of the business you plan to go into, Bush stresses, "The major factor in starting again would be in starting in a small city, and not in a metropolitan area like Los Angeles or New York. Get established, and then grow with the town instead of trying to buck the guys who have their feet already cemented into the

business." Bush overcame the competition, but it was difficult and time-consuming.

But what keeps a successful business going after it has survived the beginning period, after it has started to show a profit? We asked the four "What do you consider is the single most important factor in the continuing success of your business?"

Chan Bush answered quickly and forcibly. "The most important single reason for the success of my business, other than the fact that I am a good photographer, is the dependable service I give. I never return from a job empty-handed."

Bill Thomas says the same thing, only in a different way. "The customer must always come first. He pays your bills and accounts for whatever profit you make. In my own business I must keep quality food on the line whatever the cost, and I must pay attention to each customer. You must be on top of your business in these ways at every moment."

The gluttons in Thomas' business are an occupational hazard. He must smile, be nice, try to hide his panic, and hope they send in their thinner friends.

Dennie Stone? The same thing again, in a slightly different way. "I have built a reputation through the years, and this is *very* important. Included in this is honesty and dependability . . . I'm always there when I say I'll be there. Sometimes service people not only do not show up, but they don't even call. You must be dependable."

Musician Ann Randall stresses enthusiasm as an important factor in the success of her business, and an ability to be different at the right times. "You must dare to explore new avenues. Don't always stick to the orthodox. This is not so much experimenting as daring to seek and find something direct, something which will make what you are doing easier to do. And I feel that personalized service is most important. You must get to know the people you deal with, and treat them as individuals."

She also insists that no business should oversell, or undersell, their clients. Selling them an item or service they *need* or *want* is most important to continuing success.

If a business fails, the businessman can often look back and pinpoint the cause. By then, though, it's too late. If a businessman could look *ahead*, and see potential danger points, that would be helpful. We asked our experts, "What do you consider the major trap to avoid in running your business?"

"I think buying supplies at the best price is most important," say Dennie Stone. "You can save quite a bit by buying in large quantities . . . but you

can also go the other way and buy too much, which ties up your money. This inventory business can be a trap.

"Help is another trap," Stone continues. "You can pay them more than they are really worth just to hold them after you have trained them. Yet if you don't pay them, you are continually breaking in new people. This can be a trap either way."

"Never overstock," says Ann Randall, agreeing with Stone. "Inventory, where it comes to musical instruments, should be at a minimum, thus keeping the total investment down."

Bill Thomas of Sir George's is most concerned with quality. "You must provide quality merchandise or service in whatever business you are in. It would be easy to buy cheaper supplies, and increase the profit, but soon you would lose your customers . . . and *all* of your profit."

Many small businesses must have numbers of customers to survive, such as a restaurant or a carpet installer. But a photographer, and other businesses of this type, can fall into a velvet trap, and Chan Bush warns about it. "One major account can be a trap. You must be diversified. Don't stick with one single customer."

In businesses of this type, one single huge account can pay for everything and bring in a profit besides. The trap?

"If he folds, or finds somebody new, you're *dead!*" Bush emphasizes.

Shakespeare came close to saying it . . . we put it on the barrel head. "To grow or not to grow, that is the question."

After the cynical laughter had subsided (there were some Shakespeare



fans in the crowd) the answers came hot and fast. Here was an area in which solid, and opposing, opinions were stated.

According to Bush, "I don't want to grow. It means overhead, employees, more money to the Federal Government, which I definitely don't want to pay. All I would do is give more to Uncle Sam, and the headaches wouldn't be worth it. I would rather work less, and keep the money. I would rather stay right where I am."

But Ann Randall says, "Yes, try to grow... as long as it is within your control. If you can keep control with-

out getting involved in the paperwork, that is. I could train teachers, but I would get involved in taxes and other paperwork, and I would lose control. I will always be the one doing the teaching. I could not trust even my beginners to somebody else, unless I knew they had the same training as I."

Grow, and still keep control? The key to Miss Randall's thoughts are in the statement about training. Each of the successful people in this story mentioned the problem of training employees, and then losing them as they open their own small businesses.

Dennie Stone had several comments

on the problem of growing or remaining a basically one or two man operation. He would, after all is considered, stay as he is, and he tells why.

"I worked for a contract shop (a shop with many employees under one manager) and the headaches the man had were terrible. It is difficult to grow a little bit. You either go all the way (in service businesses) or not."

Stone installs carpet for one store, not as an employee but as a contractor. Any other work he does comes after the store's installations. He could hire other crews, take on the work of other stores, and thus grow into a contract shop himself. He has the skill, the knowledge, and the contacts.

But, "If I eliminate the stores' headaches, I get them myself.

"It is hard to take on even one employee, an apprentice, and then go out and earn enough money for two men. The pay for carpet installation per yard has not changed in 20 years. The way I make it is by the use of new tools which have made the job easier so that I can install more. For the past two years I have worked alone, so I do not have the expense of paying help.

"One man can lay more than half as much as two men," Stone says, and this is a fact in many service type businesses. "You cannot do twice as much work with two men."

Stone is happy with the size of his business, as is Bush. Randall would grow, but try to maintain personal control. What about Bill Thomas, the smorgasbord owner? He's happy too, and his business is going very nicely. He employs several people.

And he plans to grow. But he has a warning.

"Yes, grow if you can continue to serve your customers and continue to remain in direct charge of the business. I took a day off recently, and when I returned I found several small matters which had not been attended to. Matters which I would have taken care of, had I been there, and matters which could have cost me valuable customers."

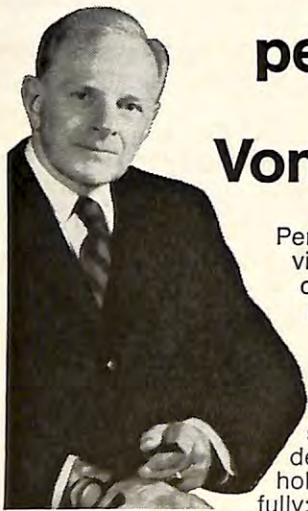
What does it all boil down to, at least with these four successful small business people? Learn the business well before you try to operate it. Be honest, dependable, enthusiastic, love what you are doing, and do it as well as you can. Know your customers and treat them well. Avoid putting all of your money into the business, but hold a bit in reserve. Manage your business carefully, and personally, and only expand when you can continue to run things yourself.

Old-fashioned? Things grandfather would have said?

It seems so, but then who said grandfather was wrong when he said them? ■

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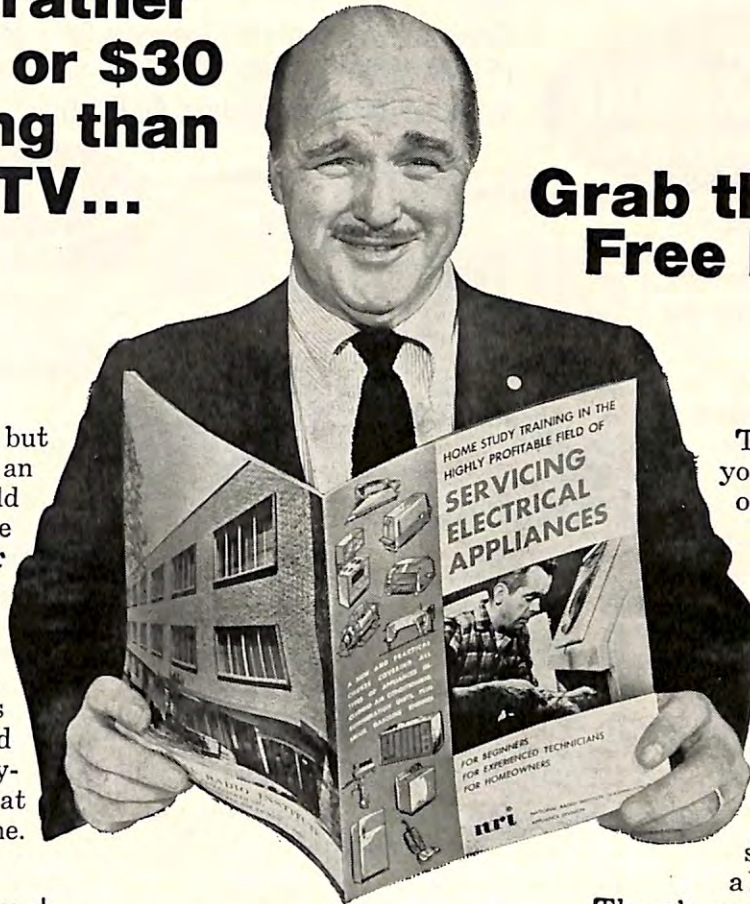
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Magic Carpet to Success (Continued from page 11)

lucrative account that he finally sold after approaching the man in question off-and-on over a period of eleven years.

This man had an intense dislike for life insurance. He felt that all insurance companies were crooked. Knowing his temperament and the man's determined stand in the matter, Bill never approached him about insurance directly. Instead, he played tennis with him and beat him now and then, even though it would infuriate his "future" client. Later on he would slip in a word or two about an associate who had dropped dead, and how the insurance that he had sold this man was holding the family together in financial security.

This subtle persistence required eleven years to pay off. But when it did, it wasn't Bill who approached the skeptical client; it was the client who called in Bill.

"Bill," he said, "I was pallbearer the other day for one of my closest friends and it set me to thinking. I still don't believe in insurance, mind you, but now I'm at least a little curious about it. If you will work out for me—without any obligation, mind you—one of the 'estate schemes' I understand you did for Jim a few years back. I'll be willing to examine it with you."

This was all Bill needed. He knew

his persistence had paid off. His client examined the various ways Bill had worked out whereby he could simultaneously provide ample protection for his family, a retirement annuity for himself, and a measure of forced savings—and Bill got one of the biggest accounts he was ever able to turn in to the home office.

It helps to know your goal. Henry J. Kaiser, a man who made so many of his own opportunities, originated the popular kaiserism, "Trouble is nothing more than opportunity in work-clothes." He made the following statement on the importance of a directed persistence, a dedication of purpose toward a specific goal:

"Ask yourself, 'What do I want to accomplish more than anything else in life?'"

"Organize your energies along your own line of natural interest and persistence and you will do more, much more, so much better.

"A victorious attitude toward life, born out of the confidence of knowing yourself and what you want to do, can subdue those disturbing inner conflicts and feelings of inferiority that are felt at some time or another by everybody.

"I believe that the positive personal-

ity and character traits that are important to achievement can be marshalled into overcoming one's harmful negative traits, if—and again, this important 'if'—a person integrates himself toward an aim or goal."

Don't let "security" anchor you down. Until you are 40 or 45, assuming you possess normal capabilities and work-capacity, you should stop worrying about financial security and job security. Security-consciousness stifles the atmosphere of life during your most productive years. In the words of the late President Dwight D. Eisenhower, "The best example of perfect security is a man who is serving a life sentence in a Federal prison."

Worry more about making yourself "valuable." Men and women who really have the "goods" never have trouble staying on a payroll—regardless of their age. Too many persons use the "over-45" bogey to solace themselves for a lack of outstanding qualifications or enthusiasm.

RULES GOVERNING SAFE JOB-CHANGING

1.) Never quit a job in anger. Anybody who leaves one employer to go to another, except under the most pleasant and friendly circumstances, commits an error that can spell possible disaster.

2.) Don't think of changing your job until *after* you have explored the potentialities where you are. I saw a case where a young fellow got impatient and "jumped" prematurely. Three months after he left his old spot developments that he knew were cooking suddenly gelled. If he had remained he would have skyrocketed into a top managerial post.

3.) When it comes to job-changing, "a bird in the hand is worth ten in the ad columns." Remember that employers don't believe in buying services blind; be sure you have something really worthwhile to offer in the way of services and experience before you start tallying your paychecks on another employer's payroll.

4.) Never change your job unless it means a real step ahead for you—money-wise as well as future-wise.

5.) Before you bond yourself to a new employer, and while you're still holding hands with your present one, investigate as thoroughly as an FBI agent these things about the alternate organization: What are its assets? How diversified are its activities? (Research today can wipe out the old, established one-product firms almost overnight.) Is it family-owned and controlled? What are the managerial politics like? How many fair-haired upstarts are already in line ahead of you? What are the company's vacation, sick-leave, annuity, and hospitalization benefits? Does the new employer give incentive bonuses? Does it have a stock-sharing plan? How conscientious is it about the safety and health of its employees? What is the turnover like among its employees in the salary brackets you're interested in? Does the new job really interest you much, much more than your present one? How about living costs—housing, taxes, recreation, schools? Do you like the people you meet in the new organization during your interview? (Don't let them ask all the questions. Be sure to find out who the top man is, how well he is liked, etc. It is easy to spot low morale in a group, no matter how plush the red carpet is that they may spread out for you.)

In picking an employer, like picking a wife or husband, it is of the utmost importance to get *facts*, not hearsay or fancy, about company background, harmony, and integrity.

Tackle the job nobody else wants. "Performance," according to Henry B. duPont, "is the only real basis for achievement. To be successful, you must take on the hard jobs, the jobs that others don't, won't, or can't do." There are more opportunities than ever before awaiting you if you are willing to pick a tough job! You never have much competition until you find a way to make a tough job look easy. Then

you will enjoy success—success that will probably be helped by the sudden upsurge of competition—come-lately which might have shaken your faith in an original idea.

In the scientific apparatus manufacturing business, for example, I have seen it happen time and time again. One firm pioneers the development of a technique that has for years defied practical application. It demonstrates a pre-production model at an exhibit—it proves that the idea will work at a reasonable price. And, almost overnight, a dozen competitors capitalize on conscientious effort after someone else has proved *it could be done*.

Why steeplejacks come high. Maurice K., now president of one of the largest industrial chimney-builders in the country, was originally trained as a painter.

"When I was a painter," Maurice told me, "every time my boss got a contract for painting a water tower or a church steeple he ran into trouble. It was easy enough to get the part close to the ground painted, but most of the men would balk when he asked them to work a couple of hundred feet up, even though he gave the men who worked up high a bonus. I was afraid of such work, but the money looked

good, so I always volunteered for high work when I knew we were headed for some.

"Then I got to thinking, especially after I had built up a little pile of money in the bank because of my bonus pay. It must be a problem to get all kinds of high work done—not only painting, but building high chimneys, and steeplejacking in general. Sure enough, when I investigated I found crews would have to come from hundreds of miles at times to do such work.

"It was then I decided to hang up my own shingle and capture some of this big money being paid out for high work because so few people would do it. My firm grew faster than I had ever dreamed. I've seen many people start in this business and fail. It's not easy because it means you've got to find and keep crews of men who are not unwilling to tackle dangerous work—even though the pay is tops.

"If there's one lesson I've learned out of my business, though, it is this: there's lots of room for competition, and fortunes are waiting for anybody who dedicates himself to providing a service that nobody else wants to provide. Offer to do the really tough jobs and
(Continued on page 48)

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THE TWO PIECE GIFT SET
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Morocco \$11.25—Buffalo \$13.25
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"NOW in its 47th year"—The HALVORFOLD billfold, pass case, card case. Just what every Elk needs. No fumbling for passes, just unsnap the Halvorfold and each pass shows under separate transparent face, protected from dirt and wear. Ingenious loose leaf device shows 8, 12, 16 or 20 passes, cards or photos. Three card pockets, extra size bill compartment and secret flap to cover large bills. Only genuine leathers are used; tough durable but soft in texture. Nylon stitched.

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 12 Pass 25¢ Add'l 16 Pass 50¢ Add'l
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Means exactly what it says. No strings. Mail coupon. Halvorfold comes by return mail. Examine it carefully. Slip in passes and cards. See how handy it is. Show it to your friends and note their admiration. Compare it with other cases at more money. I trust Elks and all the Mrs. Elks, who buy annually, as square-shooters. And I am so sure the Halvorfold is just what you need that I am making you the fairest offer I know how. Send coupon NOW. Avoid last minute rush!

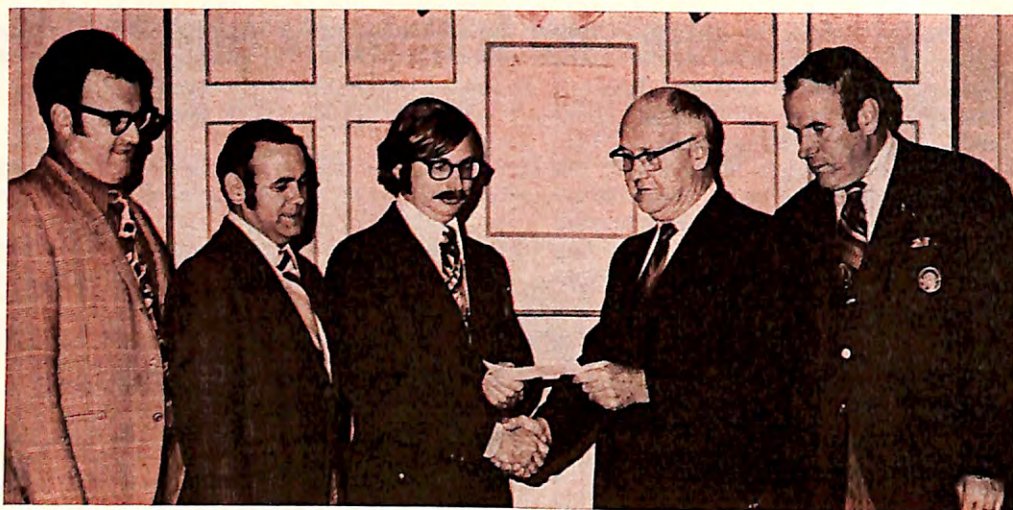
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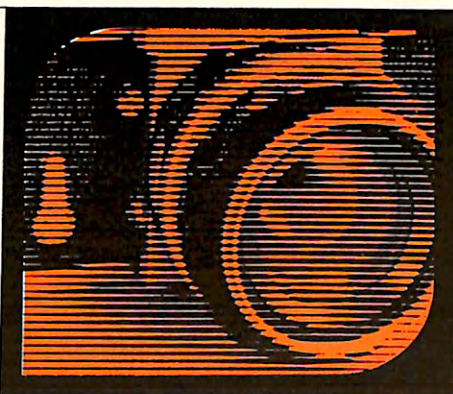
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LAUREL, Maryland, Elks presented a check for \$850 to the Maryland City Recreation Program. Chairman Dave Augustine (center) accepted the check from (from left) Brother Joe Cannon, Brother John Cinotti, ER John Malloy, and Secy. Paul R. Murphy Sr.



NEWS OF THE LODGES



"GIRL OF THE YEAR" at Culver City, Calif., Lodge is 8-year-old Cheryll Arnold, a cerebral palsy patient. At a recent lodge meeting she was presented with a hydraulic lift and an electric typewriter. She posed with Est. Lead. Kt. Frank Hill to help promote the lodge's Charity Ball.



VETS CHAIRMAN James H. Carpenter of Albuquerque, N. M., Lodge visited the Albuquerque VA Hospital to inspect some of the articles made by veterans from hides donated by the Elks. He listened as Helen Smithson, chief therapist, coached one of the patients as he worked on a new project.

THE ALBANY COUNTY ASSOCIATION for Retarded Children received a \$1,250 donation from Bethlehem, N. Y., Lodge during its second annual benefit dinner-dance. ER George DeSormeau presented the check to Mrs. James Caniano, association president, as (from left) Est. Lead. Kt. George Townsend, Congressman Sam Stratton, and PVP Albert Danckert looked on.





THE PRESIDENT'S BALL was the highlight of the Illinois Elks' fall conference at Moline, Ill., Lodge. Attending were (from left) SP Clyde Dial, ER James Hartzell, GER Francis M. Smith, and PDD Harvey Pearson. A \$12,150 check from the Grand Lodge was presented to aid the state major project work.



GL RITUALISTIC COMMITTEEMAN Arnold Fitzgerald (left) of Washington, Ind., Lodge conducted a ritualistic clinic for Ohio Elks during a meeting at Columbus. He discussed his schedule with State Ritual Chm. Kenneth Strunk and SP L. L. McBee (right).

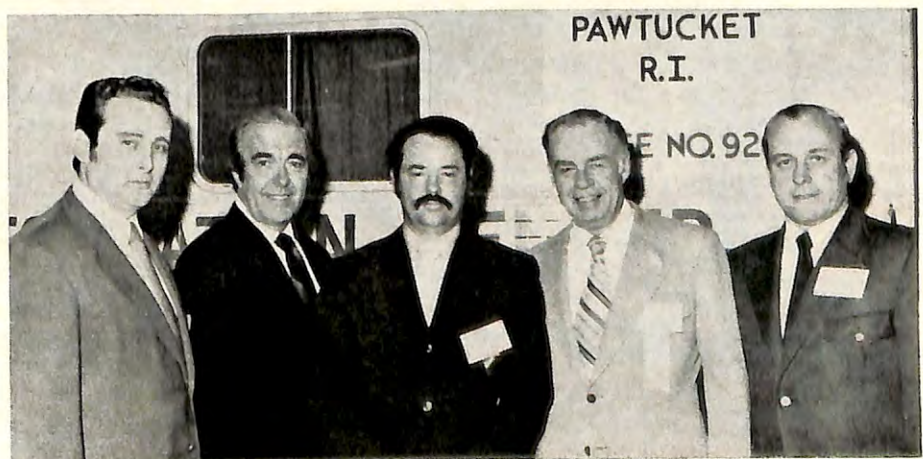


PLANS for a new \$115,000 home for Colfax, Wash., Lodge were discussed by Secy. DeLoss Ray (right) and Donald Kaiser and Charles Hollenbeck, builders. Colfax Elks lost their lodge quarters in a fire last January.



MISS NATIONAL TEEN-AGER, Sharon McLarty, helped entertain a group of veterans at a picnic sponsored by Decatur, Ga., Lodge. (Standing, from left) Trustee Mel Wagy and ER Andrew Olsen joined her and two of the veterans from the Atlanta VA Hospital.

THE DRUGMOBILE sponsored by Pawtucket, R. I., Lodge was a popular exhibit at the last Grand Lodge convention. The unit visits schools, youth centers, and adult organizations to provide information on drugs and their harmful effects. The drugmobile is run by Brother Milton King (left), PER Thomas Caldwell Sr. (center), and Sgt. John Tomlinson (right). With them at the convention were GL Americanism Chm. Dan Davis and GER Francis M. Smith.





SOUTH PLAINFIELD, N. J., Lodge donated an American flag to the Police Athletic League recently. Monaco Piro (center), athletic director, accepted the gift from PER Louis DeFillippo (left) and ER Leonard Melillo.

◀ **THANKS** to Bakersfield, Calif., Lodge, Mike Lucas, a 14-year-old muscular distrophy victim, will be able to expand his activities with a new "lift" provided by the Elks. Est. Loyal Kt. Roy Hamilton (left) and ER Ben Cenis (right) demonstrated the use of the lift, which will be used to help Mike board the school bus and get in and out of bed.

THE 65th ANNIVERSARY of the founding of Middletown, Pa., Lodge was observed recently. (From left) PER Clarence Jefferies, ER Clyde Coble, PDD A. Lewis Heisey, and PER James L. Harold, emcee, led the celebration activities.

BROTHER CHARLES S. DRAKE (center) donated 1,400 new paperback books to Elkhart, Ind., Lodge for distribution to veterans hospitals in the state. ER Richard Fisher (left) and SP George Stutzman thanked Brother Drake, and later supervised the distribution to hospitals at Ft. Wayne, Marion, and Indianapolis.



THE KETCHIKAN CHILDREN'S HOME was destroyed by fire recently. Ketchikan, Alaska, Elks did their part to help rebuild it by donating the proceeds from a pancake supper—\$650. ER James Wingren (right) presented the check to Brother Bill Marks, a trustee for the children's home.



AN HONORARY DIPLOMA from Oklahoma State Tech was presented to GER Francis M. Smith during his visit to the school at Okmulgee. Jim L. Moshier (right), assistant director for administrative affairs, presented the diploma to Brother Smith, who was accompanied by PGER Robert Pruitt.

THE MARIETTA CHORAL GUILD entertained patients at the Atlanta VA Hospital through arrangements by Marietta, Ga., Lodge. Brother Larry Wilson (first row, left) presented the group for their one hour performance.



LODGE NOTES

WAHPETON, N. D. The lodge has donated three elks to the Wahpeton Park Zoo as a living symbol of the Order. The elks can be seen roaming near the lodge home.

COLUMBUS-FORT BENNING, Ga. ER Joe Porch conducted an information meeting at the lodge for 26 new members and their wives. PER Edward Harrell spoke on the purposes of the Order, lodge participation, a member's duties, and the leadership and scholarship awards.

BATH, Me. GER Francis M. Smith and his wife Rae toured the lodge and entertained Rose Marie MacElman, a 12-year-old who has a rare blood disease that is paralyzing her limbs. They also took a boat trip on the Kennebec River.

PLAINFIELD, N. J. While PER Harry E. Bennewitz was acting ER for Richard Gearino at the lodge, he initiated his youngest son, William. His eldest son, Harry Jr., is presently Esteemed Loyal Knight. Other officers assisting in the ceremony were all the PER's of the lodge, including VP William A. Young.

WATERBURY, Conn. The new lodge home was dedicated recently. At the ceremony PER Francis Feeley was honored as chairman of the building committee by ER Gerald Barth, officers, and members present. A dinner-dance was held to celebrate the event.

WAYNESBORO, Va. The tenth anniversary of chartership for the lodge was celebrated recently with an open house and a dinner-dance. Inscribed mugs were distributed to all. PDD W. M. Petrie was recognized as the oldest living PER of the lodge.

PLANT CITY, Fla. The lodge-sponsored little league baseball team won the city league championship for the second consecutive year. ER B. D. Salter, Manager Lee Terrill, and Youth Activities Chm. Gene Kirkland shared the honors with the boys.

HARDIN, Mont. A class of eight was initiated at the lodge in honor of the late ER Donald K. Kalberg and PDD Robert W. Hoyt. DDGER G. Kay Carpenter was visiting the lodge at the initiation.

WATERTOWN, Mass. At the lodge's National Foundation dinner, Chm. Bob Shell awarded pins to paid-up members. PDD Louis Caporiccio was honored with three certificates for extra donations and a surprise Champagne Hour.

BRICK, N. J. The largest class in the lodge's history was initiated recently. ER Frank Altemose led the ceremony for the group of 70 new members, which included Mayor Warren Wolf of Bricktown, N. J. PGER William J. Jerneck was the honored guest.

STURGIS, Mich. On his visit to the lodge District VP Jack Rowe of St. Joseph, Mich., Lodge commended the Brothers' efforts and toured the newly formed Heritage Corner. ER Keith Waltke and Americanism Chm. Tom Ruble welcomed him to the lodge.

KANKAKEE, Ill. A grandfathers golf tourney was sponsored by the lodge with proceeds going to the state association's Physically Handicapped Children's Commission. A check for \$72 was sent to Robert O. Steinhour, the project director.



A \$500 SCHOLARSHIP was presented to Marsha Roberts by the ladies of the Georgia Elks Aidmore Hospital in Atlanta. The annual award—presented by Lula Smith (left), president of the Past President's Association—was established in memory of Theresa Koch, the daughter of Brother Al Koch (right), executive director of the hospital.



EIGHTY-FIVE YOUTHS participated in the free junior golf tournament sponsored by Rockland, Me., Lodge. Winners in each of the three boys' divisions and the overall girls' division received trophies.



THE BAYONNE POLICE DEPARTMENT narcotics bureau conducted a drug seminar at Bayonne, N. J., Lodge for local adults and lodge members. In charge of the event were (from left) ER Frank Kasuba, Detective John Kelly, Detective Patrick O'Rielly, and Est. Lect. Kt. John McMahon.



THE BROTHERS of Middlesex, N. J., Lodge made their annual visit to the Elks National Home in Bedford, Va., recently. ER Sam DeLario (first row, third from left) led the delegation.



AN "EXCELLENCE IN JOURNALISM" AWARD was presented to two local newsmen by Pasadena, Calif., Lodge. (From left) John McAlister and Larry Palmer received the Emer D. Bates award from ER A. J. Campbell for their efforts in providing more comprehensive news coverage of police activities.



DISPLAYS of the principal projects of Burbank, Calif., Lodge were exhibited to the public during Burbank Friendship Day recently to help promote a good image of Elksdom.

One exhibit explained the lodge's participation in the state major project, including one of the mobile therapy units and photos of some of the cerebral palsy patients they have helped. Therapist Richard Base was on hand to provide information.

Youth Activities Chm. Ray Taylor displayed three award-winning scrapbooks and other awards won by Burbank Lodge for its youth programs. Information on the current Most Valuable Student competition was available.

Articles made by veterans from materials collected and supplied by the Elks were exhibited and sold, including leather wallets, belts, moccasins

and other items. Vets Chm. Harry Larson explained that the money from articles sold would be given to the veterans who made them.

Other Elks taking part in the promo-

tion were ER Floyd Durham, PDD Ray Sherwood, Brothers Frank Turance, Dick Phipps, Joe Turance, and Ray Battle. They provided tours of the lodge home for interested persons.



TROY, Ohio, Lodge's "Sing Out" group provided entertainment at the Dayton VA Hospital recently. At center stage to introduce the teens were (from left) PDD Marc Humpert, Dr. Carl Tate, manager, and PER Edwin Turner.



POLICE SERGEANT Richard Landolfi (right) secured a United States flag that had flown over the Capitol in Washington for Florham Park, N. J., Lodge. Gratefully accepting the flag were PER James Cavanaugh and ER Roy Lippmann.

(Continued on page 52)

Now—\$1 Enrolls You In The Doctors Hospital Plan To Help Safeguard Your Income and Savings If A Covered Sickness Or Accident Puts You In The Hospital

Plan Pays Tax-Free Benefits Direct to You—in Addition to Any Other Insurance—
Individual, Group or Medicare . . . Tax-Free Benefits to Use as You Please!

PAYS
\$428.40
A MONTH
(\$14.28 A DAY)

when you are hospitalized
(See all plans below)

PAYS
\$321.30
A MONTH
(\$10.71 A DAY)

when your wife is hospitalized
(See All-Family and Husband-
Wife plans below)

PAYS
\$214.20
A MONTH
(\$7.14 A DAY)

when a covered child is hospital-
ized (See All-Family and One-
Parent Family plans below)

PAYS
\$1,499.40
A MONTH
(\$49.98 A DAY)

when you and your wife are
both injured and hospital-
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**Off-the-Job Accidents Covered Immediately. New Sickness Covered
After 30 Days. Pre-Existing Conditions Covered After One Year.**

Has it happened to you? After a short hospital stay you're hit with a bill for hundreds of dollars—only to find out that your insurance pays just a fraction—and you have to come up with the rest! Too often there are still big bills you have to pay out of your own pocket—expenses not covered by your ordinary insurance.

Not to mention all the non-medical bills that pile up at home—the rent or mortgage payments. Food bills. Telephone, gas and electric bills. Auto and credit card payments. Plus all those “little” bills you'd never normally notice if you were working and collecting your salary.

That's why the board of doctors of Physicians Mutual Insurance Company of Omaha, Nebraska—the company run by doctors since 1902—created The Doctors Hospital Plan. It gives you the cash you need when hospital emergencies strike. Pays you extra cash whenever you or any eligible member of your family goes to the hospital for any covered accident or sickness . . . to help close the gap between your actual hospital bills and what ordinary hospital insurance pays for.

Here's how this remarkable plan works...and why it pays to enroll now.

● **IT'S EASY TO ENROLL . . . NO QUALIFICATIONS NECESSARY!** No matter how old you are, or how large your family may be . . . no matter what your present health is . . . you and your entire family can enroll in The Doctors Hospital Plan without any qualifications whatever, simply by completing and mailing the enrollment form on the following page with only \$1 for your first month. That's all there is to it.

● **WE PAY YOU TAX-FREE EXTRA CASH IN ADDITION TO ANY OTHER INSURANCE—EVEN MEDICARE!** As a policy owner, whenever you or any eligible member of your family is hospitalized for any covered reason, you collect tax-free extra cash over any other money you collect from any other insurance—even Blue Cross, major medical payments, or Medicare!

● **WE PAY YOU FOR ACCIDENTS AND FOR SICKNESS, TOO!** Pays you when you go to the hospital for any accident or any sickness, with these few exceptions only:

conditions caused by war, military service, mental disorder, alcoholism or drug addiction, or if something happens “on the job” and is covered by Workmen's Compensation or Employers Liability Laws.

● **EVEN PAYS FOR MATERNITY!** Yes, you even collect extra cash when hospitalized for pregnancy, if coverage includes wife and your policy has been in force for 10 months.

● **YOU RECEIVE 50% INCREASED CASH FOR EXPENSIVE-TO-TREAT SICKNESSES!** If you or any covered family member should be unlucky enough to be hospitalized for cancer (including Leukemia and Hodgkin's Disease), heart attack (acute myocardial infarction, coronary thrombosis and coronary occlusion), or stroke (apoplexy), you will receive a 50% increase in cash benefits.

● **THERE ARE DOUBLE CASH BENEFITS, TOO!** If you and your wife are both injured and hospitalized at the same time and are covered by the ALL-FAMILY or HUSBAND-WIFE PLAN, you get double cash benefits. You get twice the amount — \$1,499.40 A MONTH (\$49.98 A DAY)!

● **PROTECTS YOU IN THE HOSPITAL!** You will be covered in any lawfully operated hospital except nursing homes; convalescent, extended-care, or self-care units of hospitals; or Federal hospitals. (Not applicable in Missouri.)

● **PRE-EXISTING OR CHRONIC CONDITIONS ARE COVERED AFTER YOUR POLICY HAS BEEN IN FORCE FOR ONE YEAR!** Yes, even ailments that keep coming back or that you've had before are covered after one year.

● **YOUR POLICY IS ISSUED THE SAME DAY WE RECEIVE YOUR ENROLLMENT FORM!** Your policy goes into force the very same day we receive your enrollment form. New accidents are covered on that date. After your policy is 30 days old, new sicknesses which begin thereafter are covered. Under the ALL-FAMILY PLAN and the HUSBAND-WIFE PLAN, childbirth or pregnancy or any consequence thereof is covered after your policy is in force for 10 months.

● **YOU ARE PAID FROM THE VERY FIRST DAY OF COVERED HOSPITALIZATION!** Yes, cash benefits are paid from the very first day of covered hospital confine-

ment, for as long—and for as many times—as you are hospitalized, up to the maximum (Aggregate of Benefits) of the plan you choose.

● **INSURANCE CANNOT BE CANCELLED FOR MAKING CLAIMS OR FOR ADVANCED AGE!** We will never cancel or refuse to renew your policy for health reasons — for as long as you live and continue to pay your premiums. And we will never cancel, modify or terminate your policy or change your rates unless we do so on all policies of this type in your entire state or until the maximum (Aggregate of Benefits) of your policy has been paid. You, of course, can drop your policy on any renewal date. Naturally, you may have only one such policy with the company.

● **THE COST IS LOW FOR SUCH HIGH-QUALITY PROTECTION. AND YOUR FIRST MONTH COSTS ONLY \$1.00!** With *The Doctors Hospital Plan*, you actually get all these benefits—at such a low cost—because this is a mass enrollment plan. Our volume is higher and our total sales costs are lower.

● **EVEN PEOPLE OVER 65 CAN BE COVERED!** Because people in your age group go to the hospital more often than others and because their claims are higher, many insurance companies cut your benefits in half at age 65. But we've found that folks your age would rather pay a small additional rate for their regular protection than have that protection cut in half.

The additional monthly premium is \$2.50 for a wife 65 or over on the All-Family or Husband-Wife Plan, \$3.50 for a woman on the One-Parent or Individual Plan, and \$3.50 for a man on any plan. For example, the Individual Plan will cost Mr. Jones \$3.95 a month until he is 65, when his premium will become \$7.45. Then, even though he will be eligible for Medicare, he will continue to collect benefits at the same rate as his 26-year-old neighbor!

IMPORTANT: Accidents and sicknesses strike without warning . . . and unless you are covered, you can lose hundreds of dollars in tax-free cash benefits. That's why we urge you to act today. The sooner you mail your Enrollment Form, the sooner *The Doctors Hospital Plan* will protect you. Mail your Enrollment Form today.

This policy available to residents of all states except Conn., Mi., Md., N. C., N. M., N. Y., Ohio, Pa. and Puerto Rico. Residents of Mi., N. M., N. C., Ohio and Pa. write for details.

CHOOSE THE PLAN THAT SUITS YOU



Individual Plan/\$5,000 Maximum
PAYS YOU: \$428.40 monthly (\$14.28 daily) extra cash when you are hospitalized.
 If you are living by yourself, or if you wish to cover only yourself or one family member, choose the Individual Plan.
 You pay only \$3.95 monthly and you get your first month for only \$1.00!



Husband-Wife Plan/\$7,500 Maximum
PAYS YOU: \$428.40 monthly (\$14.28 daily) extra cash when you are hospitalized.
\$321.30 monthly (\$10.71 daily) when your wife is hospitalized.
 If you have no children, or if your children are grown and no longer dependent on you, you will want the Husband-Wife Plan.
 You pay only \$6.45 a month and you get your first month for only \$1.00!



All-Family Plan/\$10,000 Maximum
PAYS YOU: \$428.40 monthly (\$14.28 daily) extra cash when you are hospitalized.
\$321.30 monthly (\$10.71 daily) when your wife is hospitalized. **\$214.20 monthly (\$7.14 daily)** for each eligible child hospitalized.
 If yours is a young, growing family, we recommend the All-Family Plan. All your children (including future additions) between 3 months and 21 years of age are included as long as they are unmarried and live at home.
 You pay only \$7.95 a month and you get your first month for only \$1.00!



One-Parent Family Plan/\$7,500 Maximum
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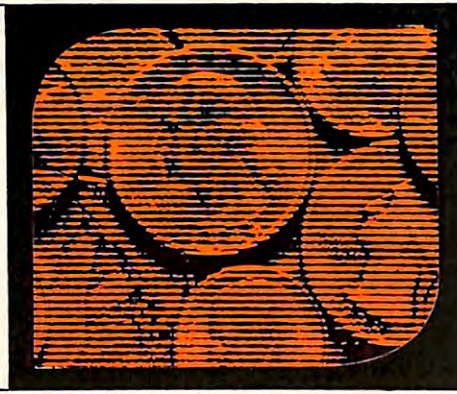
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IT'S YOUR BUSINESS

by J. L. Slattery/R. Gosswiller



WHAT'S AHEAD FOR SMALL BUSINESS?

THE NOVEMBER 11-12 weekend edition of the **Chicago Daily News** carried an item that began: "WASHINGTON—The government's price Commission has conceded that it can't cope with the inflation it expects during 1973."

The November 13 issue of **U.S. News & World Report** quoted Walter E. Hoadley, executive vice president and chief economist of the Bank of America, in San Francisco, as saying: "I can't read anything but good news for the country's economic future."

Good news for whom? And for how long?

Last October, speaking to a group of New York small businessmen, Thomas S. Kleppe, administrator of the Small Business Administration, warned that the costs of complying with consumerism and environment-protection laws and regulations might force many small businessmen out of business.

Does that come under the heading of "good news"?

Not for small business.

Well it's the cause of American small business—and only that cause—that we ourselves are concerned with in these articles.

So when we heard that the U.S. gross national product in 1973 is likely to reach the immense figure of \$1.26 trillion, we asked ourselves: "How much good will this be doing for American small business?"

This article was written in November, shortly after the elections. At that time the prevailing view in business, financial, and professional-economics quarters about "the economy" was an exuberantly optimistic one. But one of the country's leading bankers, Tilford C. Gaines of Manufacturers Hanover Trust Company, remarked that "when there is broad consensus among economists in their forecasts, there is good reason to be suspicious."

Well, we ourselves indeed are suspicious. We just don't believe that the American economy has at last entered into The Promised Land. We didn't believe that back in the 1960s, and we don't believe it now.

This doesn't mean that we've been inspired with prevision from on high and can properly warn "Look out for 1975!" or "Beware of 1979-1980!" Nor does it mean that we don't think that the economists and business leaders who have predicted that 1973 will be a booming year don't know what they're talking about and that we ourselves know better. In fact we're worried that 1973 may be so "good" that it will be psychologically bad for many small businessmen. And for all too many big companies too.

We're talking about the temptation to become over-confident about the future and to repeat the mistakes of the past. On November 9, the Dow-Jones industrial average closed above the 1,000 mark for the first time in the 88-year-old history of that averaging system. As we read that bit of news, we began wondering what 1973 might be bringing in the way of "glamor growth" frenzy. Will there, for example, be another great new surge of "Tremendous Franchising Opportunity!" offerings? Given recent developments in trade between the U.S. and such countries as Japan, the Soviet Union, Poland, and mainland China, perhaps we'll see some such venture as "Pol-Chin Pizza Parlors, Inc." whose ads will urge eager franchise-minded individuals to "Hurry! Territories Going Fast! But There's Still a Chance for YOU to be a POL-CHIN Franchisee and Make BIG PROFITS by Selling Made-in-Poland Pizzas Door-to-Door to MILLIONS of Eager Chinese Customers!" A bizarre idea? Maybe not. After all, it was announced last November that the U.S. firm Pizza Hut and two Japanese companies had completed plans to launch a chain of pizza parlors in Japan. Pizza Hut is putting up half the capital and the two Japanese companies are putting up the other half. And of course the U.S. and Poland did sign important trade treaties last year—though there was probably no mention of pizzas.

But quite seriously, foreign-trade possibilities do constitute an important

opportunity field today not just for big business in the U.S. but also for more and more small businesses too. Last year—for the first time—Japan sent a group of businessmen to the U.S. not to look for markets and customers but to look for products and sellers! One major problem in Japan is housing. Two huge Japanese trading companies—Mitsui and Mitsubishi—are eagerly looking for American prefabricated houses to import to Japan. And there will be a lot of other products that Japan will be buying from American companies.

Foreign-trade opportunities for small business is one of the topics we'll be talking about again later in some subsequent articles. But right now let's get back to that point we raised a moment ago—the possibility that 1973 could be so "good" a year economically that it might actually be psychologically bad for many American small businesses.

And not just psychologically bad!

Let's look at some important ideas, developments, and possibilities.

"The Economy"—and Small Business

Last November the New York Stock Exchange released the findings of its 1972 annual survey of the views of 32 prominent economists. The broad prediction was that "a sustained high level of economic growth is in prospect for 1973, but inflationary clouds are likely to continue to hover over the landscape."

We'll have more to say, a bit later, about those "inflationary clouds." Let's consider that phrase "a sustained high level of economic growth."

That, of course, sounds indeed like a Good Thing. But the small businessman had better think very clearly about the process of "economic growth" in a national economy generally or in this or that sector of it. Big business, you can be sure, does think clearly about "economic growth."

Roughly speaking we can say that economic growth is simply good for big business—but it can be both good and bad for small business! It was through complex processes of economic growth both in the U.S. and in other parts of the world that American agriculture and the American automobile-manufacturing industry developed into what they are today. But in both cases this growth was achieved at the price of a sharp decline in the number of smaller operators in the industry. And in our own era, economic growth and modern science and technology have led to the development of some new industries—such as the nuclear power industry—that haven't had any place at all for the small operator. There's been no "squeezing out of the small man" in

(Continued on page 58)

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- 2** When was the last time you snapped at an imagined insult — and lost a true friend?
- 3** Are you missing respect and popularity — by a hairsbreadth — because you're overlooking a simple principle of human dynamics?
- 4** Is insomnia ruining your life — because you're omitting a 20-second, nightly routine?
- 5** Are you starving yourself sensually — without even knowing it? Without knowing what to do about it?
- 6** Do you cause secret misery to loved ones — when you're actually trying your hardest to help them?
- 7** Are you leaving yourself open to daily tensions that can snowball into disastrous "blow-ups"?

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Through her extensive research and experimentation she has helped hundreds who have come to her for help and counsel. She has worked with equal enthusiasm and success in the mansions of millionaires and in the wards of hospitals. (One of her most gratifying triumphs occurred at a famous U.S. psychiatric clinic.) But in her own words, "My greatest satisfaction has always come from showing perfectly normal people how to make their lives richer than they ever dreamed possible."

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- How to start liking yourself. (You'll be surprised how much more others will like you.)
- The story of a beautiful girl haunted by a ghost—that will help vanquish the ghosts in your life.
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Col. H. V. Swindell (third from left), commander of the medical center at Scott Air Force Base, presented an appreciation award for the third consecutive year to Belleville, Ill., Lodge Vets Chm. John Moreiko, who accepted on behalf of the lodge. Committee members attending the presentation included (from left) Brothers Bill Wright, Jim Fraser, Bill Sedlak, and Rich Kurtz. Belleville Lodge has provided entertainment, soda, toiletries, shavers, a color television, and transportation to football and baseball games for patients at the center.



Members of Tewksbury-Wilmington, Mass., Lodge entertained paraplegics from West Roxbury Veterans Hospital recently. Among those attending were State Trustee Ed Turowsky, VP Harry Sarfaty, PER John Powers, and ER Thomas Burris.

The annual barbeque for patients at the veterans hospital was held recently by Grand Junction, Colo., Elks. VAVS Chm. Merritt Hinshaw put the final trimmings on a burger for Bill Pell.



Tie any other bird by the leg and he will keep flying to the end of the string until overcome by exhaustion. Not so the crow, who, while short on beauty, is long on brains.

He wastes little energy in foolish struggling. Instead, he calmly goes to work on the string, pecking away at it until it is severed. Or if he sees a knot he will peck at that and, as often as not, succeed in untying it.

Such display of cool good sense is included in the evidence that leads naturalists to hail the crows as the genius of the skies. They agree with Henry Ward Beecher's statement, "If men were birds, few would be smart enough to be crows."

Striking indication of the crow's sagacity is the fact that there are so many of him. In spite of strenuous efforts to exterminate him, there are more crows today than there were when the Pilgrims landed.

His ability to stay alive can be traced, for one thing, to the intelligence he shows in his unique method of spotting danger. Crows, which usually fly in large flocks—some numbering in the thousands—never settle down to feed without posting guards at strategic

points which give maximum view of all approaches.

These guards show an uncanny ability to distinguish danger. Let a car drive by, a farmer enter a nearby field or a schoolboy and his dog run past, and the watchful scouts remain silent. But if a man with a gun appears,

warning cries will fill the air and instantly the entire flock is on the wing.

For sheer all-around ability to apply his intelligence, the crow is without peer in birddom. One of his more startling mental attainments is his almost human concern for a crow in distress.

One observer noticed two crows leave the flock and land in his garden, where bits of food were scattered about for songbirds. One of the crows was a big fellow, the other was scrawny and had a broken leg.

Upon landing, the injured crow could barely flutter about, but the other scurried around gathering morsels of food which he dropped within reach of his crippled companion. After an hour or so, when the Good Samaritan felt his friend had eaten enough, he set up a loud cawing and they flew away.

Edward Howe Forbush, the great ornithologist, once saw a crippled crow fall into a river. He lay there floundering and crying for help. His call was answered instantly by hundreds of other crows, who swooped down over the water in such a way that their wings gave him support and kept him afloat as they slowly steered him ashore.

(Continued on page 48)

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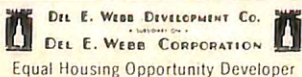
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PER Blair Jolliff (left) presented Brother John Motsch with the Grand Exalted Ruler's National Foundation award for his outstanding work during the past lodge year. Brother Motsch signed up 142 new Foundation members in Las Vegas, Nev., Lodge.



Boulder, Colo., Lodge's first "antler playhouse" production—The Death and Life of Sneaky Fitch—raised \$400 for the National Foundation. Vee Mason (left) was director of the performance, and Brother Howard Mitchell (right) was the producer.



Executive Director Nelson E. W. Stuart (right) presented a check for \$5,450 from the National Foundation for the Ohio Elks' major project activities. SP L. L. McBee accepted the check during the fall conference at Columbus. PGER E. Gene Four-nace (background) looked on.

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NRI's two new home training programs in Automotive Servicing and Repair have been acclaimed by three of America's foremost automotive experts. Richard Petty, America's winningest stock car racer says, "I especially like the way NRI has programmed essential training equipment they give you into step-by-step instruction." Tom McCahill, car tester and writer, commented, "The Master Automotive Technician



course gives ambitious guys a great start on a top dollar career. And that Tune-Up and Electrical Systems program can save do-it-yourselfers a bundle." William H. G. France, president of NASCAR reported, "The new NRI courses for mechanics are amazingly complete and seem to cover all major aspects of today's sophisticated cars. If you're at all interested in automotive training, I suggest you investigate NRI."



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by Mike Senkiw



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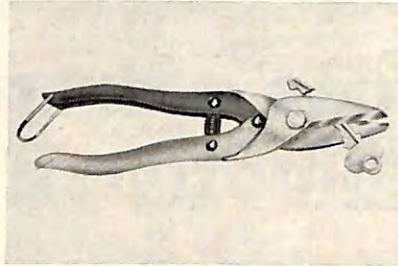
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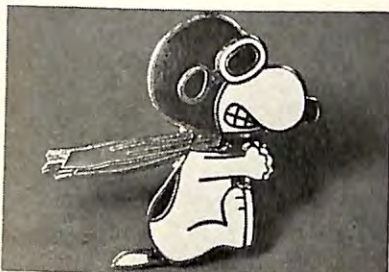
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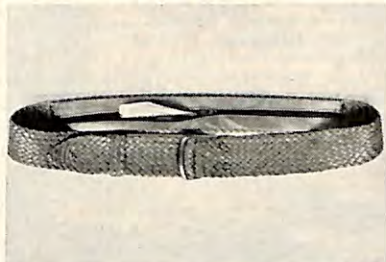
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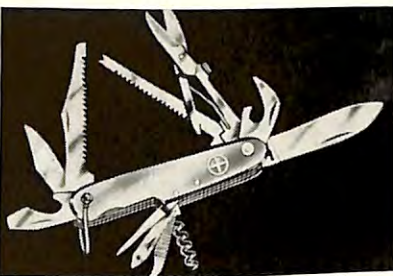
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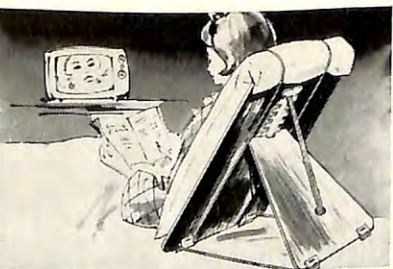
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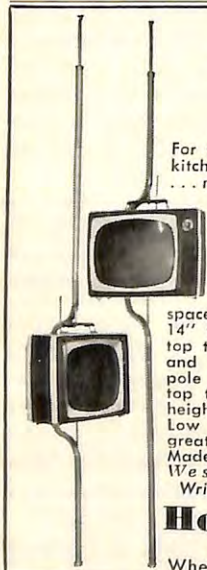


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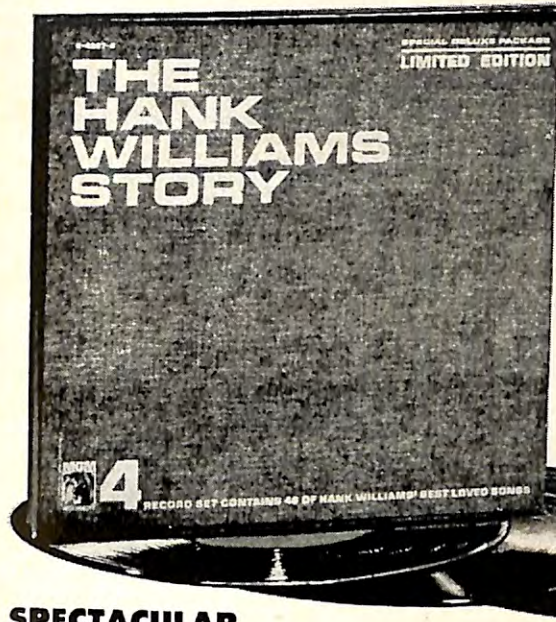
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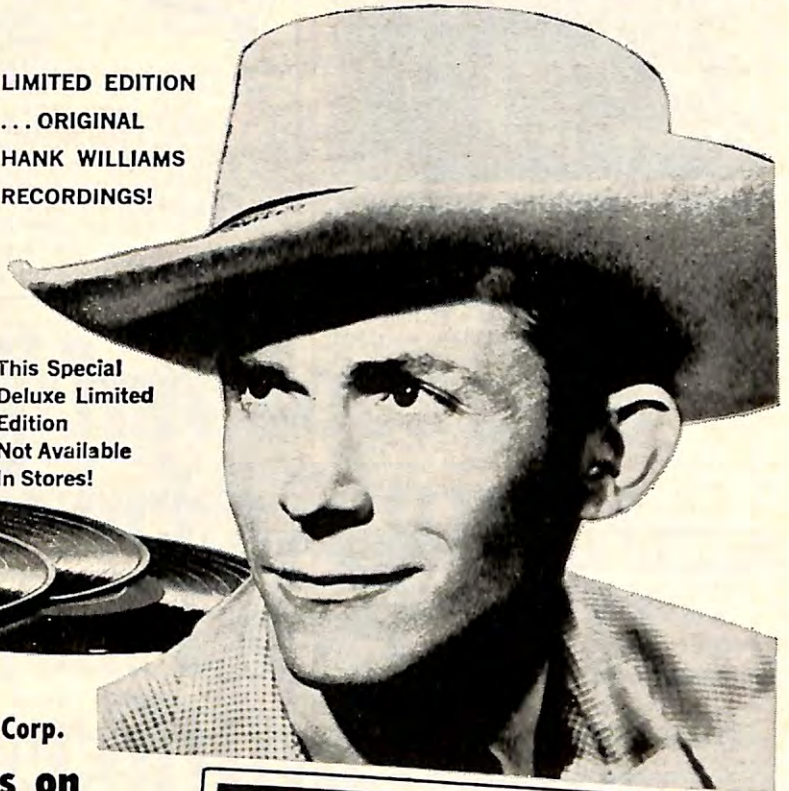
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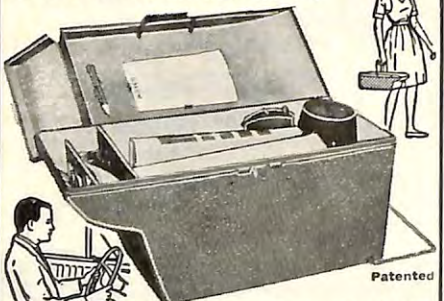
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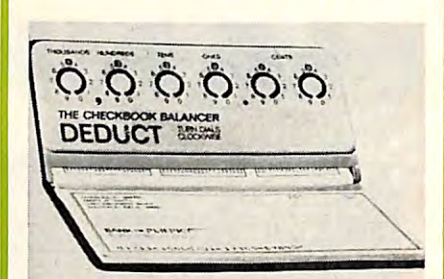
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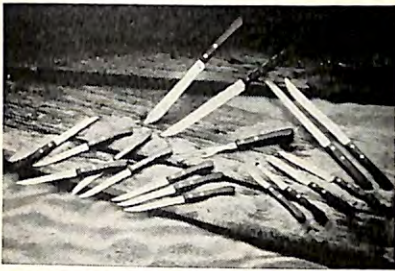
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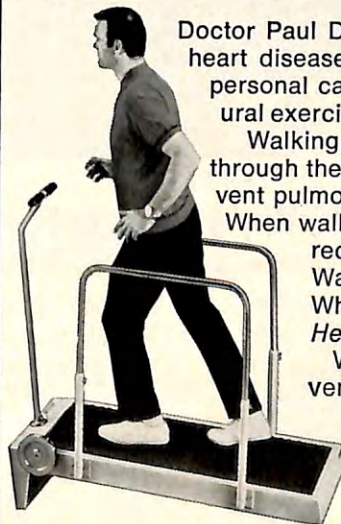
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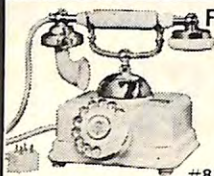
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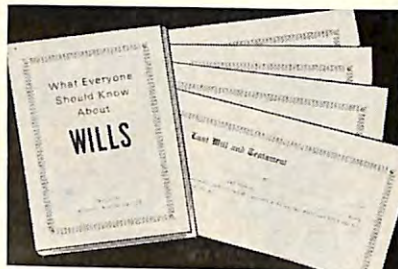
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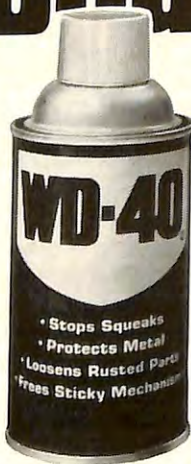


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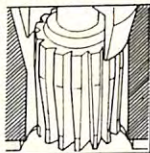
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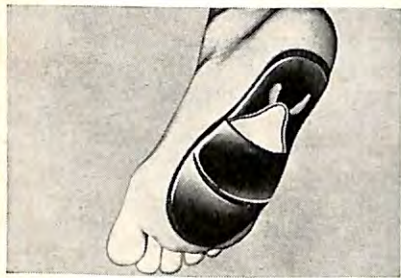
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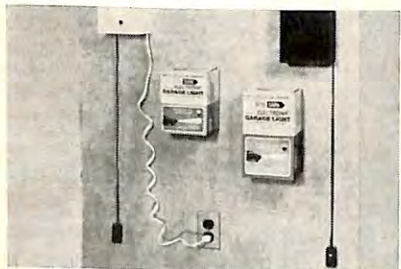
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Please send me another Carey Pipe for my brother. I have about every kind of pipe you can think of. When in the Service, I purchased pipes in France, Germany and Switzerland, but this is the best pipe I have today. There just couldn't be a better tasting, sweeter smoke than you get from the Carey Pipe.
L. S., Edwardsville, Illinois

You may be a pipe smoker with a rack full of pipes and still searching for the ideal smoke, or perhaps you would like to switch to a pipe to cut down on cigarettes or expensive cigars.

Not too long ago the Surgeon General shocked the nation with his nerve shattering report on smoking and health. A federal law was passed requiring every package of cigarettes sold in the United States to bear this message. "Warning: The Surgeon General Has Determined That Cigarette Smoking Is Dangerous to Your Health."

AS A RESULT, Americans by the thousands switched to pipe smoking. Most of them were utterly disappointed because they just couldn't tolerate the tongue bite, the bitterness, the sludge, the slugs of foul tasting goo, and the stale after-taste that results from smoking an ORDINARY pipe.

Over 30 Years Ago I suffered the same disappointments. I bought one pipe after another, always looking for the ideal pipe. I bought the best pipes money could buy, and I bought all the disappointing, so called improved pipes with fancy gadgets and gimmicks, but never found a single solitary pipe that would smoke hour after hour, day after day, without bitterness, bite or sludge.

It was then, with considerable doubt, I decided to work out something for myself. After months of experimenting and scores of disappointments, suddenly, almost by accident, I discovered how to harness four great natural laws to give me everything I wanted in a pipe. It didn't require any "breaking-in." From the first puff it smoked cool—it smoked mild. It smoked right down to the last bit of tobacco without bite. It never has to be "rested." Yet, it is utterly impossible for goo or sludge to reach your tongue, because my invention dissipates the goo as it forms.

The Carey Pipe may look like any ordinary pipe, but it's a lot different! In fact, there's nothing like it in the whole world. The Carey Pipe is made of the finest aged mediterranean briar—but, its big secret lies in the exclusive

patented "MAGIC INCH," cleverly concealed in a bite proof nylon stem. It's Not A Filter

The "Magic Inch" is not a filter that gets soggy and loaded with foul smelling goo. A soggy foul smelling filter transmits its stale foul odor into each successive puff of smoke, creating more problems than it solves.

It's Not A Trap The "Magic Inch" is not a trap collecting moisture that gurgles with every draw. It is not a trap that must be cleaned after every smoke.

It's Almost Magic

Not my magic but NATURE'S OWN MAGIC. Warm winds pick up moisture by evaporation from the oceans, lakes, rivers, and streams, lift it high into the atmosphere where the cooler upper air squeezes it into drops of water that fall back to earth in its most perfect state of purity. Just as the colder upper air of the atmosphere causes rain, the cool air entering the "Magic Inch" chamber through the special louvers of the patented Carey stem, causes immediate condensation of the moisture in the smoke where it drops to the bottom of the chamber, is absorbed by the natural fiber sleeve of the "Magic Inch," and in turn, is evaporated into the outside air. No accumulation ever remains to form sludge or slugs of bitter tasting goo. The "Magic Inch" also mixes purifying oxygen with the smoke from the tobacco, in perfectly controlled proportions,

cooling the smoke, eliminating all tongue bite, and creating MELLOWNESS, MILDNESS, and SWEETNESS that was never before enjoyed in pipe smoking.

When I first started making the Carey "Magic Inch" Pipe as a hobby and gave several of them to my pipe smoking friends, little did I know that their enthusiasm and persistent demands for more pipes for themselves and their friends would make my part-time hobby grow into the most unusual pipe business in the world.

Today, over one hundred and fifty thousand pipe smokers smoke Carey Pipes almost exclusively. They all got started by accepting my most unusual offer to test a Carey Pipe for 30 days, without any risk on their part whatsoever.

They were all granted the same option, an option which is yours also. After 30 days, if you agree that the Carey Pipe is the best smoke of your life, you may keep it; if you don't agree, whack it with a hammer and return the broken pieces to me. The trial has cost you nothing! How many businesses are that sure of their product?

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MONEY BACK GUARANTEE

Colorado Majesty (Continued from page 14)

arrived, among them Calamity Jane.

At the same time the Colorado Territory's first General Assembly convened on Larimer St. in 1866. Although Denver prospered, Larimer lost its original glamour. As it grew shabby the historical street was forgotten. Skid Row was established where Denver was born. Then came the arrival of the socialite who turned out the winos and turned on the gaslights. In their glow new businesses grew along both sides of the street.

Denver always has been mile high but it's getting higher. The tallest building is Brooks Towers Apartment, topped off at 42 stories. Next is the Security Life Building rising 420 feet above the streets of Denver and crowned by an observation deck and restaurant called the Top o' the Rockies. On an oblique line with the Security Life Building stands the First National Building at 28 stories. Next is the Den-

ver Club. At 23 stories it houses myriad offices as well as the Eisenhower Chapel. After this the Denver Hilton, Brown Palace and Denver U.S. National Center reach 22 stories each. Just across the way from the Hilton skaters waltz in the ice rink of the Zeckendorf Plaza. Later, when summer comes and the ice melts they play miniature golf instead. Denver's Brown Palace is called the "Host of the World." When the Brown was built in 1892 every room came equipped with a fireplace. With the Brown's new \$7 million tower it now boasts 600 rooms as "modern as the day after tomorrow." Yet the lobby retains an unmistakable Victorian elegance. Marble horses identical with those standing at the Cathedral of Venice are encased in the doorway of the San Marcos Room, and connecting the old Palace with the new Palace is a bridge arching across Tremont Place. Statesmen the world over have auto-

graphed the register at the Brown Palace: Teddy Roosevelt, FDR, Queen Marie of Romania, President Eisenhower, princes and sheiks from the Middle East.

Visitors run off to Central City, the ghost town come alive, to attend summer opera and theater. Others look on the grave of Buffalo Bill or else watch silver being turned into coins at the U.S. Mint—850,000 an hour for four billion annually. Pretty coeds in cowboy skirts lead tours of Denver's capital building. The 15th step contains a plaque telling how the visitor is exactly "one mile above sea level." Marble laid in the building is the same as that used in the Tomb of the Unknown Soldier and the Lincoln Memorial in Washington, D.C. Across the street the state historical museum is stuffed with dioramas pointing up Colorado's rollicking pioneer days. There's a special display to the memory of Margaret Tobin Brown—the "unsinkable Molly Brown" who came West from Missouri to become the bride of millionaire James Brown.

Molly's gone but Denver lives on. Molly as well as others was entertained lavishly at Estes Park by F. O. Stanley, the inventor of the Stanley Steamer. With the arrival of Stanley, who built himself a storied hotel, Estes Park got itself into hot water—this was 63 years ago—and it's been touch and go ever since.

The hotel's reopening earlier last year brought gladness to the hearts of thousands who have made the Stanley a summertime tradition since the turn of the century. The Stanley was shuttered a couple of years ago, the victim of litigation. Stanley with his steamer was in no more hot water than the long line of owners who plunged in after him.

F. O. Stanley built the 168-room hotel as a monument to the people of Colorado after the good air of the Rockies saved his life. At least he figured it did. Originally, he'd come to Colorado to die. A tubercular victim, he was sent by his doctor in 1903 and given one year to live. Either the Colorado air was the cure-all or the doctor was a quack, for Stanley lived on and on and on. He didn't die, in fact, until 1940. He was 91. Meanwhile, in gratitude to Colorado, he built the Georgian-style Stanley six years after he was supposed to have folded his wings.

The property was purchased from Lord Dunraven of England, who is remembered by locals as "one of the original swingers—in fact, the swinger of all time." His lordship owned 600 acres, an estate he maintained as a hunting preserve for pals from the British Isles. According to local historians, they did more than stalk deer and elk.

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Stanley coaxed the Britsher to sell 125 acres and after this went to work creating his hotel.

This was to be no ordinary inn. He sent to New York for a grand piano which was delivered by rail to Denver. Later it was hauled by oxcart to Estes Park. In 63 years it has never left its pedestal in the Stanley's impressive Music Room. The inventor of the huffin', puffin' Stanley steamer placed a solid cherrywood bar in the Hunt Room and four-poster beds in the guest rooms. F. O. Stanley ordered his carpenters to build an auditorium as well as a hotel. After this he recruited entertainers from Europe and later the cream of Denver society joined him in his theater. He entertained the Tabors and Molly Brown, and others traveled all the way from the East Coast to see his theater as well as his hotel. There was one minor problem: transporting the guests up the hill and into the hotel.

Stanley solved this by building a new Stanley steamer that would carry 11 passengers at one time. Another problem still existed, however. He needed water to feed the steamer to make it boil to get the people up the hill. So he built a new road from the village of Lyon 20 miles away—a road which followed the St. Vrain River, which is how he got the water to heat the steamer to deliver his guests. Each time his steamer got thirsty the driver would stop, carry a bucket to the river and return with fuel to go on.

Tourists came to Denver by train and rode the Stanleys the remaining 65 miles. It took days for the trip from the East Coast to Estes Park and so they stayed on for weeks at a time. During the first two months of the 1911 season alone the huge steamers brought 2,500 guests from Loveland to Estes Park. All went well until Stanley's death and the hotel fell into disrepair. Carpets became threadbare. Paint peeled from the old, three-story frame building. Now the Stanley is enjoying a renaissance. After undergoing a \$1.5 million facelift, the Stanley reigns once more as the pride of Estes Park.

Besides the hotel there are the Stanley Carriage House and the Manor House, the latter a youth hotel. Guests take their meals in the Stanley Steamer Dining Room and the old auditorium is alive again with entertainers. Estes Park—two hours by car outside Denver—has been described as God's country. Set in Rocky Mountain National Park, the hotel looks up at 14,256-foot Longs Peak. In turn, the park embraces 405 square miles of scenic grandeur along the slopes of the Continental Divide. Spruce-lined highways rise above the timberland.

Nothing in Europe can match this Colorado scenery. ■

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Einstein Bird (Continued from page 35)

Crows will habitually make an effort to protect a wounded member of the flock against attack by any forest creature, forming a wall of flapping, pecking black bodies around him. If an injured crow cries out in distress, the flock will gather and utter a low, wailing cry that, even to human ears, has a deep note of sadness.

Crows, too, have a puzzling activity unique in nature. Incredible as it seems to those who have observed it, crows seem to have a system of justice that involves trial and punishment.

While the crow who is apparently being tried sits some distance away, the rest of the flock gathers together. For a long time—perhaps for hours—they appear to hold earnest discussions, their voices rising and falling.

Eventually, when a decision seems to have been reached, the flock will either fly off, or descend upon the "prisoner" and peck him to death.

What is the explanation? As one naturalist remarks, "The mystery of whether this victim is a criminal, or the victim of some strange rite of the bird world beyond the capacity of man to understand, may never be solved."

For purposes of carrying on conversa-

tion with his own kind, naturalists believe the crow has a vocabulary of at least 25 different sounds. He has one cry for warning of the approach of an enemy—usually man, since the crow has few other enemies to fear. He has other cries which evidently relate the condition and whereabouts of food, what's happening in the neighborhood and his dislike for the owl.

Evidently the crow prizes his vocal abilities, because one of the prime entertainments of crowdom is a concert, in which birds take turns showing off their virtuosity. When one has run through his repertory of calls, his audience gives forth with a burst of sound that might be applause.

The crow is one of the few creatures that can actually learn to speak human words. A crow named Pete, a hundred-odd years ago, was the cause of a bell being used instead of the human voice to start a horse race.

As the horses were lining up at the post at a New York race track, Pete stridently called, "Go!" The horses went, amid the anguished shouts of judges and spectators.

The crow is a practical joker who seems to take raucous joy in the discom-

fiture of his victims. Many a gardener has walked along planting a row of seeds, only to look back and discover that a playful crow has been right behind him calmly taking out each seed and tossing it to the side of the row.

Crows also seem to take great joy in stealing anything small that glitters. They commonly abscond with jewelry, eyeglasses, lipstick cases, mirrors, watches and pens. One used to create an uproar at Bear Mountain State Park in New York by stealing the ignition keys of parked cars.

The prankish crow likes nothing better than to silently light on the back of a sleeping cow, and then set up a tremendous cawing that startles the poor bovine half out of her wits. Crows have been known to take similar pleasure in pecking at a bald-headed human enjoying a siesta.

An observer reports that he once saw two crows playing a game with a tennis ball. One would carry it to the top of a steep snowbank and let it roll down. Just before it reached bottom, another crow would swoop down, snatch it up and carry it back to the starting place. When a human intruder got too close, one of the birds picked up the ball and flew away with it, seeking another place.

Magic Carpet to Success (Continued from page 23)

you'll be amazed at how little competition you will ever have."

Maurice K. discovered the wisdom in the advice that Dr. Johan Bjorksten gave me once: "Success in the long run is a measure of one's ability to turn tasks into adventures."

Don't experiment with lead pencils. Nothing creates opportunities like proving to the other fellow that the impos-

sible can be done, frequently with unbelievable ease and simplicity. That is why Edison in his inimitable, practical way always said: "If you want to get results—experiment; but don't experiment with lead pencils!" I like to express the same thought this way: "Nothing will increase your chances of catching a big fish like going fishing."

Shortly after I was graduated from

college, my boss asked me to try and find out why hard-rubber boxes in which cakes of viscose rayon were stored every now and then shattered into a thousand pieces when fresh cakes of yarn were whizzed in them.

I looked the problem over and returned with a cocksure answer: "The hard rubber," I told the boss, "is soaking up a chemical from the wet yarn (carbon bisulfide) and this chemical eventually deteriorates the hard rubber so that it becomes weak and brittle. Then under the centrifugal force of the whizzing step, it falls to pieces."

The boss was a hardened old hand and looked at me as much as to say, "These young bucks out of college think they know all the answers even before the ink is dry on their diplomas." He just shook his head and added dryly, "I don't believe your explanation. Hard rubber is pretty inert stuff."

Somewhat downcast, I thought about the problem more, and the more I thought the surer I was that I was right. So I took Edison's advice and formed an experiment instead of guessing.

I took one of the most brittle hard-rubber boxes I could find and broke it into small pieces; this was easy to do. I placed all the pieces in a flask and very carefully performed what chemists call a steam distillation. If my idea was correct and I recovered the

(Continued on page 51)

Constitutional Amendments Vote Tally

The following summary reflects the final subordinate lodge ratification vote on constitutional amendments adopted at the Grand Lodge Session held in Atlantic City, N. J., July, 1972. For a more complete description of the amendments voted upon, see the October issue of *The Elks Magazine*, page 54.

Membership as of March 31, 1972	1,531,912
Add Lincoln Park, N. J., instituted 5-21-72	76
Total	1,531,988
Total Membership accounted for on tally sheets	1,531,988
Vote for Article IV, Section 10a (to delete)	1,336,528
Vote against Article IV, Section 10a (not to delete)	38,878
Void returns	12,688
No returns	143,894
	1,531,988
Vote for Article III, Section 15	1,370,343
Vote against Article III, Section 15	8,445
Void returns	9,306
No returns	143,894
	1,531,988

LODGE VISITS

GRAND EXALTED RULER Francis M. Smith



The 75th anniversary of Apollo, Pa., Lodge was celebrated by 250 Elks and their guests. Included in the festivities were (from left) Grand Secy. Homer Huhn Jr., GER Francis Smith, Chairman Harry A. Stoops, and ER Walden Duckworth.



GER Smith and ER C. William Garner discussed the progress of the programs of State College, Pa., Lodge during a recent visit.



The drill team of Pottstown, Pa., Lodge was on hand to provide a warm welcome for GER Smith when he visited the lodge. He was accompanied by Grand Secy. Homer Huhn Jr. and ER Carol Mest.



A 32-lb. candle topped the birthday cake presented to Brother Smith while he attended the dedication of St. Helens, Ore., Lodge. Admiring the cake with him were PGERs Frank Hise and Raymond C. Dobson.



During his official visit to Rhode Island, GER Francis Smith was greeted at Newport Lodge by PDD Anibal C. Dias Jr., ER John F. Barton, PER William Benisch, and SP Howard Surber.



Mrs. Rae Smith cut the ribbon to formally open a new lounge at Brunswick, Me., Lodge. ER and Mrs. Alvin MacKenzie looked on with other lodge members.

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SPORTS ACTION

by Don Bacue



GOOD FIGHTING, GOOD EATING

The rippling water cascades down the stark gray concrete of the dam, settling gently into a pool no deeper than you can wade across. At the base of the dam huddle bass, crappie, and the scrappiest little fighters pound for pound west of the Alleghenies. These rough and rugged fish are bluegills—bream, if you're a southern gent. But no matter what you call them, when you have one on the end of your lightweight line, you're in store for a real battle. I wouldn't offer even the craftiest angler odds that he'll land him, either.

When a bluegill strikes, he runs deep, usually at right angles to your rod . . . or in a circular pattern, turning his platter side against you. He'll strike just about anything that moves, from worms and crawlers to small artificial lures like the Mepps Aglia #1. If you can land him, there'll be good eating at the campsite later. Bluegill meat, sauted in butter to a light, crispy brown, is among the tastiest around, bar none.

Why all this talk about bluegill fishing in the dead of winter? Well, while these good fighting, good eating fish are best caught during spawning season in late spring, they're available now, too, even to us Yankee winter shut-ins. All you need to catch your share are an ice auger, bait, and an ice rod or two—and, of course, bluegills.

Ice fishing for bluegills isn't nearly as formidable as it sounds. The only prerequisite for having a good time is warm clothing. Especially gloves and socks. If you can keep your feet and hands warm, you're halfway home.

There are a couple of additional items you might want to make part of your ice fishing paraphernalia as your interest grows, such as a combination sled-seat for carting your gear across the frozen tundra, then sitting on to recuperate once you arrive. A portable shanty or similar windbreak is really nifty, too, coupled with a catalytic

heater to warm those chilled old bones.

As for locating a productive spot on the lake, that's simple. Just drive up and look around for the crowd. Where there are ice fishermen, there are bluegills. Pick a spot where the ice feels comfortable and drill. Once you've cleared the hole (use a long-handled strainer) tie an ice spoon to your line, add a test sinker, and let it drop. When it hits bottom, adjust your bobber so the spoon is six or eight inches up. Then pull the whole rig out again, string your bait (wax worms or mousies work well nearly all across the country), and let 'er rip. If you don't get any action within a reasonable length of time, check out the old guy in the red hat and ear muffs and see if you can't discover how he's managed to fill his stringer. Don't be shy. Offer him a shot of Schnapps or a couple minutes around your heater. You'd be surprised at the number of times a little generosity will loosen even the scowlingest fisherman's tongue.

If by some ungodly quirk of ill fortune, you can't find a single soul to befriend, you'll have to work your problems out alone. It's not as much fun, but it's no disaster, either. Raise your spoon an additional six inches and give that a try. If no dice, raise another six and so on. If you've made several depth adjustments and still haven't had a nibble, move inland, toward shore, a half dozen feet or so and try your luck there. If that doesn't work, keep trying until something does. The bluegills are down there, alright; finding just the right depth or position is the problem. If **nothing** works, pull out that bottle of Schnapps and take a swallow yourself. You've certainly earned it.



For tips on bait, equipment, and how to ice fish for other species, write me in care of **The Elks Magazine** and watch for your question in the "Letters" column.

Magic Carpet to Success (Continued from page 48)

chemical (carbon bisulfide) that I thought was causing the trouble, I had to be careful. Carbon bisulfide is a dangerous compound, and it will ignite and explode when it comes in contact with the glass surface of a lighted light bulb!

My experiment was a success, however. At the end of my distillation experiment I recovered almost a half-pint of the lethal carbon bisulfide, a key chemical used in the manufacture of viscose rayon. When I walked into the boss's office and tactfully explained my experiment, pointing to positive proof, the boss was dumbfounded for a moment.

"I've never been so convinced of anything in all my life. Your paycheck will have a big increase in it at the end of the month."

Your work is bound to bring you up against many difficulties, to be sure. It is during times of difficulty or trouble, however, that you should keep your eyes on the alert for golden opportunities.

So, if you wish to be a successful opportunist, don't let hard knocks get you down. Rather, seize the hammer and strike home with it. It is a common failing to look opportunities in the eye and mistake them for difficulties!

It is the man who wrestles with difficulties who usually succeeds in getting opportunities on his side. For example, Andy was a design engineer who helped to construct an automatic device for loading a furnace. His original design looked good, and he got approval to have it constructed.

But when it was tried out several serious errors were uncovered. It had to be redesigned, and since part of the device would become heated to 3,000 degrees, special ceramic parts had to

If you wish to be a successful opportunist, don't let hard knocks get you down.

be used in place of stainless steel which gradually "burned away" at this temperature into a powder.

Andy set to work redesigning and reconstructing, undaunted by the completely unexpected difficulties he encountered. Eventually, he was successful and a six months' trial of the device proved that it could effect considerable savings in manpower because of its automatic features. Patents were applied for to cover the ingenious machine, and eventually Andy's company licensed its manufacture to a large specialty machinery firm.

Andy's determination to face up to unexpected difficulties in the course of his work resulted in substantial monetary returns to him. Because the patents issued in his name in behalf of his employer concerned a product only incidental to his employer's business, Andy shared with his employer all royalties that accumulated, on a fifty-fifty basis.

I once met the owner of a large specialty manufacturing company on a business trip. This man had never attended college; later I learned that he had never attended high school either.

"How did you manage to build up such a flourishing business?" I asked.

My host smiled. "I've had to hold a great many different jobs," he replied.

"At each one of them, I tried to do more than just be better than the other fellow; most people try to do that. I tried to be the best fellow who ever did the job. But over and above all that, I attribute my success to seizing opportunities the minute I sensed them, and then putting all that I could into making them grow up."

Opportunities are omnipresent, waiting for the alert eye to spot them and run them down. They are like roses in a beautiful garden. You can look at them, admire them for a moment, and let them pass out of your life. Or you can pluck them, bring them with you, and set them in a vase where they will continue to bring pleasure after the sun has gone down—after all the other roses in the garden have no color you can see, no perfume you can sense. ■

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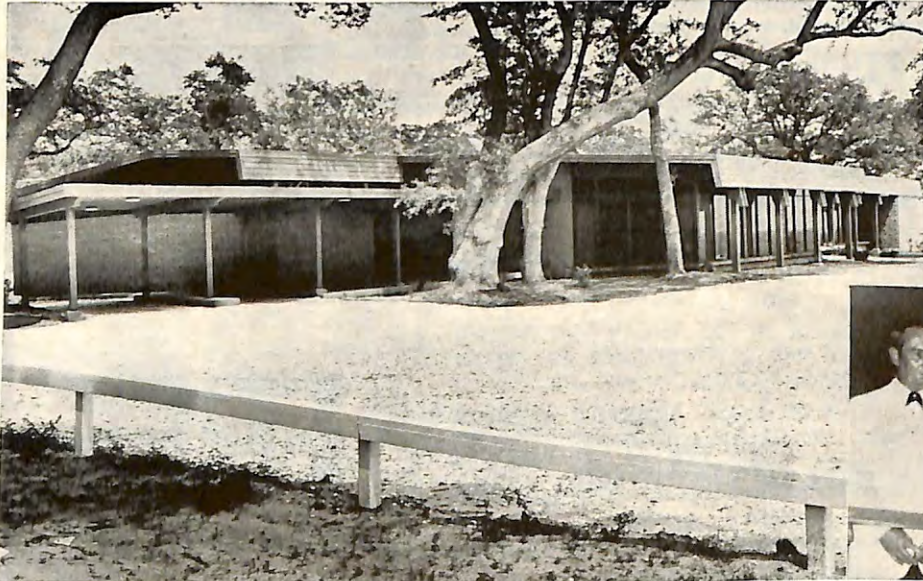
(Continued from page 29)



FIFTY-TWO YEARS MEMBERSHIP in Elkdom for Brother Don L. Hayes was recognized at Omaha, Neb., Lodge by presenting him with his portrait drawn by Brother F. Arden Smith. That evening, Brother Hayes witnessed the initiation of a class named in his honor and received a certificate of appreciation for his years of service.



OLD TIMERS NIGHT was held recently at Granite City, Ill., Lodge to honor those who have been members for 25 years or more. Brother Sam Pershall (center) was the honored guest celebrating 50 years of membership. Chm. William Russell (back row, left) and ER Joseph Harding (right) also presented awards to Brother Carl Hansel (front row, left), with 54 years membership, and Brother Bryon Compton (right), who served as Exalted Ruler in 1924.



A RIBBON-CUTTING CEREMONY was held to open the new home of Gulfport, Miss., Lodge. The Brothers participating were (from left) Trustees Chm. M. E. Tootle, ER Lloyd Stroud, Building Chm. E. S. Anderson, and House Chm. August Croenne.



STATE PRESIDENT Walter T. Stine (third from left) visited Williston, N. D., Lodge where he was honored with a program and dinner. Officers present included (from left) PSP R. W. Moran; Valley City Lodge Secy. Charles Stofflet; ER Paul Gaffaney; Secy. LeRoy Jorgenson, and State Treas. Alec Rawitscher, who is also a Past State President.



SAFETY AWARDS were presented to Charles King (left) and Camille (Skip) Lemire by Marquette, Mich., Lodge for their assistance to a young boy and a sailboat operator whose boat capsized in Lake Superior. Est. Lead. Kt. Al Sanderson made the presentation while policeman Andrew Henderson observed.



THE BURIAL SITE at Deepdale Cemetery for Lansing, Mich., Elks holds several spots for Brothers without family provision. Surveying the area that was purchased 40 years ago were (from left) Secy. Walter H. Grabow, Est. Lead. Kt. Robert D. Humphrey, ER Donald J. Wesley, and Treas. Louis H. Cooper.



GOLF CLUBS AND BAG were presented to GER Francis M. Smith by Fargo, N.D., Lodge on his visit there. (From left) Secy. Frank V. Archibald, PER John E. Faruolo, and ER John M. Wilson admired the gift as Brother Smith displayed it.



INITIATION NIGHT at Bismarck, N. D., Lodge added 24 new members to the list. Officers participating in the ceremony were (from left) Tiler John Sagehorn; Chap. Eugene Unruh; Est. Lead. Kt. Terry Dennis; PER Ed Weimer; Est. Loyal Kt. Art Finck; Secy. Bill Sprynczynatyk; Esq. Norm Steinly, and In. Gd. James Taylor.



HILLSDALE, Michigan, Lodge welcomed a new member, 72-year-old John B. Cook. Brother Cook's sponsor, PDD C. J. Howe, 77, was the lodge's first Exalted Ruler.



THE LARGEST CLASS in Shenandoah, Iowa, Lodge's recent history was initiated. Officers conducting the ritual for the 25 new members were (back row, from left) Est. Loyal Kt. Findley Herring, Secy. James Allen, Est. Lect. Kt. Ed Rhoades, Esq. Fred Hackett, ER Bill Whisler, Treas. Albert Wilson, Tiler Kenneth Spears, and Est. Lead. Kt. Richard McLaren.



FOUR CHAISE LOUNGES were donated by Belleville, Ill., Lodge to Scott Air Force Base Hospital. T. Sgt. Howard Perry and E-3 James Hickman tested the gifts while (from left) Secy. Wilbur Wright, Hospital Staff Lt. J. Lathren, Committee Chm. J. Moreiko, ER Ronald Green, and Hospital Staff Major Helen Wegs observed.



PLAYGROUND EQUIPMENT can now be purchased for the handicapped at Jamestown Crippled Children's School thanks to the donation from Jamestown, N. D., Lodge. ER Jack Brown presented a check for more than \$1,000 to school administrator Anne H. Carlsen as Crippled Children Chm. Ben Miller looked on.



AN AMERICAN FLAG was donated to Thief River Falls, Minn., Lodge by the Veterans of Foreign Wars. The all-weather flag, to be flown during the day and at night by spotlight, was raised on Veterans Day by ER J. K. Stadum as (from left) Flag Chm. Harold Anderson, Secy. Ole Engelstad, and VFW Commander Paul Halvorson observed the event.



THE ANNUAL DINNER DANCE was held recently by Sturgis, Mich., Lodge to benefit the state's major project. Among the guests were (from left) Southwest District Project Committeeman Erwin Hill; Project Vice Chm. Harold Dahlquist; Lodge Project Chm. Charles Meese; Lodge Committeeman Dillon Fritz; ER Keith Waltke, and Lodge Committeeman Ed Schragg.



OLD TIMERS NIGHT at Grand Rapids, Mich., Lodge was attended by some 60 Brothers who have been members for 50 years or more. The honored guest was PSP Richard Miller who is the oldest living Past President of the state association. Brother Theodore May, a life member, was recognized for his record membership of 69 years in the lodge.



A THIRD GENERATION of the Dywan family was initiated at East Chicago, Ind., Lodge. ER Matthew Zivich (right) welcomed the five new members and their fathers: (from left) Brother Joseph, his two sons Jefferey and Carl, Mark, Max, and Michael, sons of Brother Tad. Grandfathers Karl Buda and Michael W. Dywan, both deceased, were also members of the lodge.

by Marion Odmak

FRED ALLEN once said, "It is very bad to suppress laughter. The reason is it goes back down and spreads your hips."

There's more than a chuckle of truth to the late comedian's remark. Medical researchers and behavioral scientists are finding that to stifle an instinctive feeling is just as hazardous to one's health as it is good to give in to a gut reaction—particularly a response like laughter.

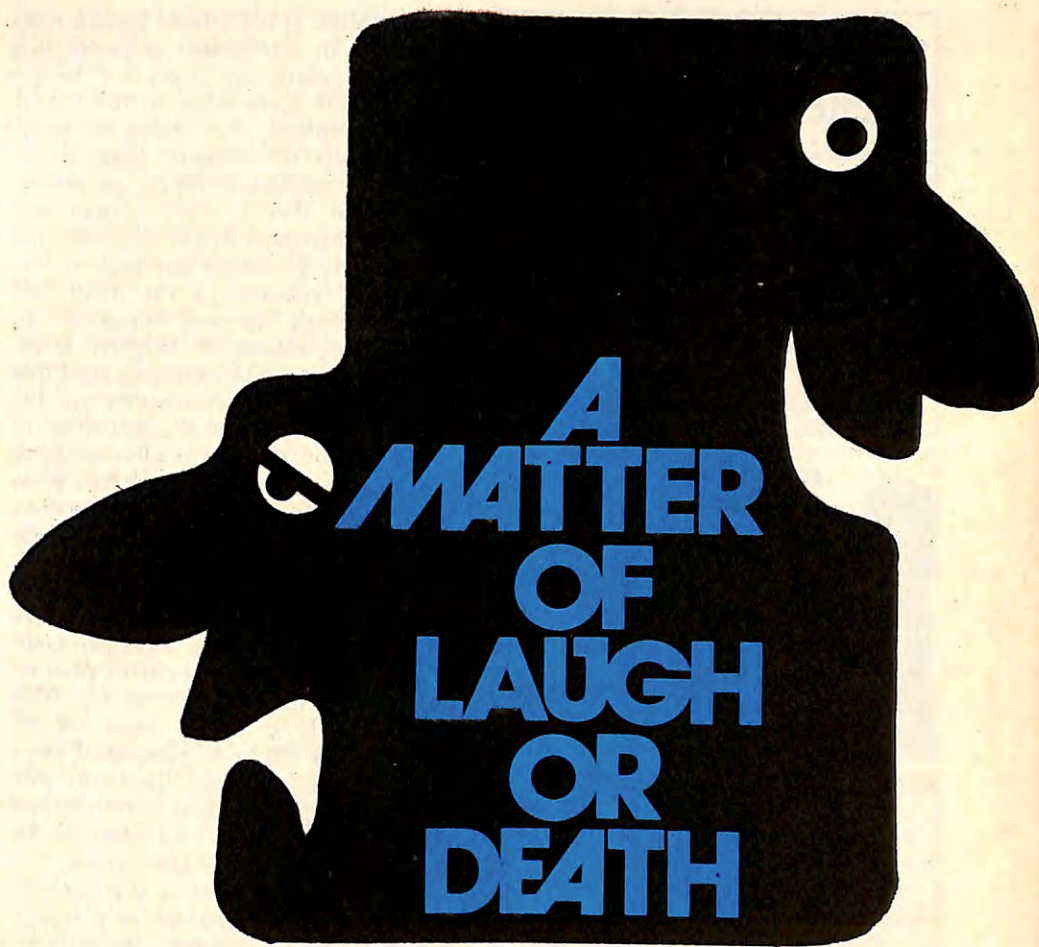
But if you're like most people in the mainstream of America, you're probably laughing less lately and needing it more—physically, psychologically, emotionally. Who isn't weary of worrying and the world's accelerating turmoil? Who doesn't live in a pressure chamber with the gauge continually on the rise? Who isn't boxed in by big cities, big business, big government, big egos, big problems? And who isn't losing the wonderful gift of laughter?

Old-fashioned belly laughs, side-splitting guffaws, even gales of girlish giggling seem to be a vanishing reflex in a society stoned cold sober by solemnity and perhaps just too pooped to whoop. No segment of our culture—sex, age group or status—is immune to the growing grouch syndrome.

Educators deplore youth's seriousness on the campus. Recently when Kaiser Aluminum issued a comprehensive study on the children of change, the summary stated in part, "The Movement lacks a sense of humor. It does not seem capable of laughing at itself." The same charge is frequently leveled at the feminist movement, by insiders as well as others; and against every rung of the corporate structure. Only the very young in innocence and the very old in wisdom enjoy the spontaneous laugh.

It's a sad fact of modern day living that the more a person advances in our scientific age and the more intense a life he leads, the less he laughs. And the more he is stimulated and keyed up, the farther away he is from the freedom that a laugh brings. This loss of the hearty laugh is a serious symptom. It is a sign our overall way of life is far out of harmony. And no laughter at all indicates terrific maladjustment. As Clarence Darrow warned many times, "If you lose your power to laugh, you lose your power to think."

The growing impoverishment of this power is not readily explained. Maybe we have less to laugh about as people like to rationalize. Maybe there is less media stimulus in that direction, to agree with Harold Howe, former commissioner of education, in his statement, "Humor should be merriment but today so much of it is contrived—especially



on TV people have forgotten what real humor is." And maybe somewhere along the line we have picked up the mistaken notion that anyone with a proclivity to see the funny side of things is a lightweight nut. Though he may be fun to be around, we nurse that idea that he likely lacks dependability and emotional stability. Studies at Yale, however, show otherwise. A person with a well-developed sense of humor tends to be more stable emotionally, better able to see himself and others in true perspective, better able to bear hardships without letting them get him down.

By not indulging in laughter we deny ourselves an all-purpose prescription. Physically, there is nothing like a good laugh to help what ails you. With the release of laughter, high blood pressure of 180 or above may drop 10 or more points; low blood pressure may rise 10 points or more. Little used areas of the lungs, diaphragm and larynx are exercised. Fifteen sets of facial muscles ~~spring into coordinated contraction, not to mention abdominal activity of side-splitting stitches.~~

In the annals of medical mysteries unaccountably ascribed to laughter none is more remarkable than the experience three years ago of Norman Cousins, distinguished editor and social commentator. Cousins was desperately ill with a baffling condition of rapid

deterioration of connective tissue in the spine and joints of arms, hands and legs. Weight loss was alarming. Even the best doctors said they could do nothing for him except feed him large doses of painkillers. As sick people have a way of doing, Cousins thought and thought about himself and his condition.

He remembered that the doctors had said it was caused by the high pressures and tension of his busy life. So he asked himself, What is the opposite of high pressures and tensions? Cousins came to the conclusion it was joy and laughter. As he relates, "I told my nurse to bring me all the old movies she could find, the cartoons and Mack Sennett comedies and anything else that would make us laugh. I also asked everybody who came to see me to bring along their funniest stories."

Believe it or not, Cousins started to laugh and he started to get well. He's now busier than ever. And the doctors are even more mystified by the relative swiftness and extent of his recovery. Considerable mystery continues to surround the phenomenon of laughter. We're still not sure just how it works. Physiological studies say that laughter, like crying, sobbing and yawning, is a form of respiration "modified by nervous impulses passing from the higher and conscious regions of the brain to the respiratory center." But it is more

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than a reflex. It is a wholly human reaction and an intellectual response that throws a corrective light on serious matters and gives edge to the trivial. To philosophers, the ability to laugh at moments of ultimate crisis is acclaimed a sublime attribute, an expression in us that is most human and civilized. Sigmund Freud observed that we learn to sublimate our rage at civilization's tyrannies of the mind and spirit through wit and wisecrack. In the sudden release of laughter is release of tension. Not surprising then that psychologists and psychiatrists are beginning to explore the possibilities of using humor therapeutically—laughing gas in group therapy, for instance, in an attempt to encourage the patient's sense of the ridiculous as an antidote to emotional disorders.

A sense of humor is one of our most valuable faculties in nourishing the love of life. That pioneering American composer and salty cracker-barrel philosopher Carl Ruggles said at his 95th birthday: "If it hadn't been for all those laughs, I'd have been dead years ago." The ability to see the funny side of things and to laugh at ourselves and our troubles is indeed an asset of the greatest magnitude in later years.

At any age, however, it is infectious. Who hasn't used laughter as a bridge to understanding other generations, other peoples, other lifestyles and found it a lubricant patently pacifying? Certainly nothing endears one more to fellow workers. Look around and like poet W. H. Auden you'll probably notice, "Among those whom I like or admire, I can find no common denominator, but among those whom I love I can—all of them make me laugh." Not surprising that a recent survey of a cross-section of some 30,000 employes of Snelling and Snelling, the employment firm found that a sense of humor rated highest on the list of admirable qualities in a boss.

Nobody, of course, has ever been known to admit he has no sense of humor, even old sobersides. For good reason. There is always something sometime that strikes somebody as funny, because what is meant by a sense of humor varies from person to person. And nobody is sure what HE means.

I remember an executive once asking a hopeful secretary in the course of an interview I was part of, "How's your sense of humor? We like our employes to be serious about their work—but not so dead earnest that they can't appreciate a little levity now and then." The girl assured the executive she had had no complaint in that department, adding, "I love nothing better than a good story. I'm no prude."

This is a common misunderstanding of humor and not at all what the executive had in mind. In most offices there is neither time nor temperament for full-blown banter or exchange of joke after joke. But there's nothing worse than a working partnership—at the office or home—where one member sees nothing funny about anything. And to anyone who likes a cheerful reaction once in a while, a good audience is important.

A true sense of humor irons out the wrinkles of the day and is the ultimate redemption of being alive. You don't have to be the life-of-the-party, a frustrated song-and-dance man, a semi-professional raconteur, or even a rakish cutup who has never matured to display one's endowment of a sense of humor.

In fact, the man who keeps you in stitches with a non-stop barrage of jokes and funnies may well be lacking the true essence of laughter. As the noted psychiatrist Dr. Joost A. M. Meerloo observes in summing up his findings on the subject, "I have known inveterate jokers who could not stop punning and telling anecdotes, who used their gaiety to mask deep-seated hostility."

Lodge Bulletin Competition

The Grand Lodge will again sponsor a Lodge Bulletin contest for the lodge year 1972-1973. This contest will be sponsored by the GL Lodge Activities Committee with Brother A. H. Lorentz as the committeeman in charge.

Rules for the contest are as follows: Prepare a plain manila folder containing three consecutive issues of your lodge bulletin for the period of April 1, 1972 to January 31, 1973. Judging will be made on the contents of your bulletin, not the folder.

Bulletins should cover local, district, state, and national news. Human interest stories, pictures, format, and timeliness will also be considered. Be sure to review Sec. 214 of the annotated statutes to see if your bulletin qualifies.

Lodge membership as of April 1, 1972 will be used to establish which category to place your lodge for competition. First, second, and third place plaques will be awarded in each of the following categories: 1 thru 300 members; 301 thru 600 members; 601 thru 1,000 members; 1,001 thru 2,000 members; more than 2,000 members.

Mail your entries to A. H. Lorentz, P.O. Box 244, Beloit, Kansas, 67420. Entries must be received no later than February 20, 1973 to be eligible for the judging.

Do not mail entries to the Elks Magazine, as the staff cannot guarantee that they will reach the proper source for consideration.

The belaboring jokester could be—and often is—inconsiderate of others to a marked degree in his effort to get a laugh. He is blind to timing that is vital. After all, you have to know how and when to lighten the day's burden with a little spontaneous laughter. The mood has to be right. You have to appreciate propriety and the feelings of others. The man who laughs off a serious request or situation threatens more than his reputation as a wag. Goethe said, "Men show their characters in nothing more clearly than what they think laughable."

It's often said today that comics and cartoons aren't as funny as they used to be as many resort to political barbs or social commentary. It's also true that in today's speed-oriented society, we don't have time to relish a lighthearted incident. One way or another, we miss out on the meaningful mission and intent of humor.

A few seasons ago when I was researching a 45-minute speech on "Laugh—and Live Longer" that I later delivered to several hundred women's clubs and organizations and dozens of men's groups, the most enlightened summary I found was made by social philosopher Julius Novick. His observation:

"Comedy is the sudden discovery that what isn't supposed to be, what you didn't and wouldn't expect to be, is. Laughter then is the expression of a swift increase in our understanding of the human situation. A well-directed ability to laugh is the beginning of wisdom."

Unfortunately, to a considerable extent

we are dependent on others to provide the ingredients of potential laughter. If the professional comedians and comedies continue to diminish, we will have to look to the non-pros for our fun and become surrogate wits ourselves. Luckily that's not hard to do. There are funsters around—and often in unexpected places.

The other morning, for instance, I hailed my cab in my usual state of early morning stupor. As soon as I settled down with an armload of packages and gave my destination, the driver, a big burly man in his late 60s, turned around from the wheel and asked with a grin, "How would like a little red light music?"

As one who will go along with a gag, even half asleep, I replied without thinking, "Fine." And then waking up with a start, I gasped, "Red light music? What in the world is that?" After all, a middle-aged girl alone in the big city can't be too careful—particularly if one associates "red light" with white slavery.

The cab driver laughed and said, "Just wait. You'll see."

And I did. At the next stop light, he picked up a ukelele from the front seat beside him and burst into "I Wanna Girl Just Like the Girl Who Married Dear Old Dad." And when the traffic light changed to green, he explained, "I like to put a little fun in my work, to entertain myself. Passengers seem to get a kick out of it too."

Lavishing an extra dime on the tip, I thought what a smart cabbie he is. When you can capitalize on fun in your day, you've got it made, no matter

what your troubles are.

And yet why I laughed and felt so set up for the rest of the day is largely a mystery—and may always be so. Some values in life defy appraisal. Interesting that when Michelle Urry, the fetching young woman whose job is picking out the cartoons that appear in *Playboy*, is asked how she decides a cartoon is funny she tells a story about a centipede to get off the hook.

All the animals in the forest wondered how the centipede could walk with 100 legs. Finally they asked him how he did it. The centipede thought about it for a long time, but had no answer and began to leave—when he discovered he no longer *could* walk.

"That's the way I feel," Michelle explains, "when I try to analyze exactly why I think something is funny. One of the essential characteristics of humor is that we don't know quite what we are laughing at; when we bring our intellect to bear on it, we lose the enjoyment."

Nor does anyone seem to know how we can cultivate laughter. Scientists say that the extent to which our sense of humor can help us to maintain our sanity is the extent to which it moves beyond jokes, beyond wit, beyond laughter itself. It must constitute a frame of mind, a point of view, a deep-going, far-reaching attitude to life. Developing flexibility, spontaneity, unconventionality, playfulness and humility helps.

It's a big order—unless, of course, we view it as a matter of laugh or death and realize that not laughing is no joke. ■

It's Your Business (Continued from page 32)

the nuclear power industry—he was never in it.

But now let's look at a quite different new industry—the mass-market leisure-and-recreation industry. As it exists today, that industry is hardly more than twenty years old—who talked about "the leisure-and-recreation industry" back in the 1930s or during World War II?

The growth of the U.S. leisure-and-recreation industry has already been tremendous and is expected to continue at a high rate. Midwest Research Institute, in Kansas City, Mo., is perhaps the leading private research organization in this field. It says that Americans spent about \$58 billion on leisure and recreation in 1970 and may be spending \$100 billion for that purpose in 1977.

But now let's review quickly the way in which Japan built up its tremendously strong position in world trade. It

did so by organizing its whole society into an enthusiastically dedicated "national economic-growth army," so to speak. This entailed making sacrifices in the Japanese consumer economy. It also, for all practical purposes, simply eliminated the issue of "big business vs. small business" in Japan. In con-

trast to the U.S., which has a more stringent antitrust policy than does any other nation, Japan has no antitrust policy at all. The Japanese government and Japanese industry are practically two sides of the same coin, and the government has enthusiastically favored and fostered the process of combining already-large Japanese companies into still larger ones in order to



Party Time

Residents of the Elks National Home in Bedford, Va., dressed as clowns to host a Halloween party for 1,000 local children. One of the Brothers—a former professional make-up artist—made up their happy faces. All the children received candy and apples.

increase Japan's competitive power in world trade.

Today in the U.S. the Justice Department is pushing its antitrust suit against IBM in a hope of getting that big company broken up into smaller ones.

Now, suppose that in the U.S. there should develop a strong feeling that "big business should be given more freedom in order to be more effective in world-trade competition." Such a development would almost inevitably greatly increase American big industry's competitive power at home also, even if all kinds of "safeguards" were to be set up in an effort to prevent this from happening. Even today big industry in the U.S. does not fully employ the amount of competitive power it actually could—probably even within present technical legal limits—bring to bear against small business. The reason is mainly that the big companies keep seeing the federal government's shadow over their shoulders. But there's probably also some fear of stirring up even more "Down-With-Big-Business!" feeling than quite a few Americans already have.

This whole situation could change, however—and if it does, American small business in some industries could find itself in serious trouble. We ourselves can't predict what—if anything—may be happening along the lines we've just indicated. We simply bring the matter up as something which we feel many small businessmen should keep in mind as they look beyond the present year to future business prospects.

Another thing they had better very much keep in mind is the growing feeling among employees that "a job should be something more than just a way of making a living." The problem of employees' dissatisfaction with the nature of their work is becoming a major problem both in the U.S. and in some other economically advanced nations. Last March, a General Motors plant was shut down for a month by a strike that

was called as a protest against the mind-numbing monotony of work on an auto-manufacturing assembly line. And some United Auto Workers members and officials have warned that when contract-bargaining time rolls around again this year the assembly-line production system itself may be one of the key issues!

But it is not only in the auto industry by any means that there has been a marked growth of dissatisfaction with monotonous jobs, authoritarian supervision, and the traditional "we-know-best!" management attitude toward work-planning and personnel-administration. Some large companies have clearly recognized this development and have taken various measures to cope with it. In some instances these measures have been quite radical. The new General Foods Corporation pet-food plant in Topeka is operated almost as if it were a sort of "workers' commune." There are no supervisors, no time-clocks, no management-planned daily production quotas. Instead the workers are divided into small teams—and they plan their work, set their production goals and so on. They also learn one another's job—and the team itself decides whether one of its members has learned a new skill well enough to qualify for a pay raise!

How has this quite unusual arrangement worked out? General Foods reports that employee motivation in that plant has been so high that absenteeism runs to about only 1%, whereas a level of 10% or so is quite common in industry generally. And the company says that the Topeka plant's productivity has been running 40% higher than the level that had been usual under the traditional system.

No matter what his own area of business may be, the small employer who remains unaware—or brusquely ignores—such developments as these is likely to be taking a very serious risk. On the other hand, the alert and imaginative small employer might well be able to

increase his company's efficiency and attract better employees by providing more opportunities for his employees to participate more fully in the job of keeping the company going—and going profitably.

And in spite of all the optimism that was being expressed last November, when this article was written, about how the economy would be performing in the 1970s, keeping a small business running profitably could prove to be very difficult.

Which brings us to the subject of . . .

Inflation

Last November, Colin Jones, of the prestigious *Financial Times* in London, said that few governments any longer "have realistic hopes of an early return to the old standard of price stability, even in advanced nations." Switzerland is certainly one of the "advanced nations," and even it has been having trouble with inflation. And in Argentina recently the rate of inflation has been as high as 60%—yes, sixty percent!

We want to stress the fact that inflation—particularly in so complex an economy as that of the U.S.—is an extremely complicated process. Not only that, but in the U.S. the relationship between "inflation" and "recession" is no longer what it was previous to 1950! Since that time the recessions that have occurred in the American economy have been inflationary recessions. Commenting on this in the 1965 edition of their textbook *Principles of Economics*, C. E. Ferguson and J. M. Kreps say: "This is a new phenomenon and one that economists are still trying to explain." We can assure you that the economists hadn't figured out that baffling new puzzle by election time last November.

You can see from this fact one reason why we strongly advise the small businessman not to drop his guard and let himself be carried away by the kind of ebulliently optimistic predictions which were being made last November. The feeling that "Happy Days Are Here Again!" can easily lead to waste and extravagance. It's likely that by this time next year ten dollars won't buy as much as it will right now. But the memory of a ten-dollar lunch won't buy anything at all—nor will it satisfy any creditors.

As of last November, there was wide diversity of expert opinion on the whole subject of inflation in the United States and about what "should" or "should not" be done about the problem. We ourselves strongly suggest that you assume that there is going to be a strong inflationary trend in the American economy for the foreseeable future. ■

Obituaries

PAST GRAND EST. LEAD. KT. M. H. Starkweather, who was a member of Tucson, Ariz., Lodge, died recently.

He served as Exalted Ruler of his lodge. Other offices he held included: President of his state association; District Deputy Grand Exalted Ruler; Grand Esteemed Lecturing Knight in 1937-1938; GL Lodge Activities Committeeman from 1939-1940, and Grand Esteemed Leading Knight, 1948-49.

Brother Starkweather was an active supporter of the Arizona Elks Hospital in Tucson.

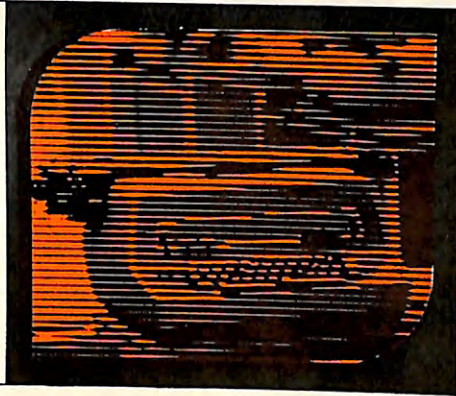
PAST DISTRICT DEPUTY Robert A. Kenne-

pohl, a member of Lancaster, Calif., Lodge, died October 29, 1972.

Brother Kennepohl served as Exalted Ruler of his lodge and was appointed District Deputy Grand Exalted Ruler in 1960-1961.

PAST DISTRICT DEPUTY Marion L. Massey, who was a member of Miami, Ariz., Lodge, died October 24, 1972. He served as Exalted Ruler of the lodge in 1947-1948. He was appointed District Deputy for his state's Central District from 1960-1961. Brother Massey's son Mike is also a Past Exalted Ruler of Miami Lodge.

EDITORIALS



Positive thinking in '73

□ Songwriter Johnny Mercer condensed into four lines what could be used as a long dissertation on philosophy when he wrote: "You've gotta accentuate the positive,/ Eliminate the negative,/ Latch on to the affirmative;/ Don't mess with Mister In-Between."

Mercer captured what we have heard people from other countries say is one of the major facets of our national personality . . . our philosophy of optimism and self-confidence. We've heard our country described as forward-looking, inventive, energetic and oft-times brash, people who know what they want and who mostly get it through individual and corporative initiative.

We've heard several other descriptions of the U.S.A., some of which aren't too flattering, but we'll confine our remarks to this one characteristic which has helped us to achieve the highest standard of living ever known.

The part of Mercer's song that made us reflect on our evaluations of the past year was the first line we

quoted. The year 1972 was one of our nation's most troubled, frustrating and irritating because of many critical voices which accentuated the negative, condemned, criticized, carped, but rarely offered workable solutions.

We do not want to convey the idea that everyone should meekly follow the lead of people in high places. We must continue to question, to criticize, to look for better ways . . . but as members of the loyal opposition we should try to better our country through *constructive* criticism.

This applies equally to the B. P. O. Elks of the U.S.A. We should resolve that 1973 will be the greatest year in our long, honorable history as we profit from the experiences of the past and thrust ourselves forward. The program of Grand Exalted Ruler Francis M. Smith is sound, comprehensive and forward looking.

It deserves our complete cooperation in '73.

did you know...



The first Elks National Home was a large hotel at Bedford, Virginia, which was purchased from a receiver in bankruptcy for \$12,500. This was in 1902. The Home was dedicated in 1903.

The present Elks National Home at Bedford was built in 1915 and dedicated in 1916. Present Executive Director is Doral E. Irvin.

The Elks Lodge in Agana, Guam, was captured by the Japanese on December 10, 1941 and was used

by their military forces until 1943 when it was leased to a Japanese civilian who turned it into an officer's club.

The Order of Elks provided material assistance in helping to recruit hundreds of nurses for Veterans Administration hospital work during the Second World War.

The Colorado Elks Association sponsors Laradon Hall in Denver, a school for the training and rehabilitation of mentally retarded children.

The Connecticut Elks Association is completing payment on a pledge of \$300,000 and is spending \$96,000 to build a new dental facility at the Children's Hospital in Newington.

The Michigan Elks Association is spending some \$125,000 to help handicapped children who are unable to get aid from state agencies. Some 554 such children were assisted last year, bringing the total cases handled since the program started in 1957 to almost 3,400.

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