

Job Boredom—
A Health Threat
Digest of Annual Reports



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Inseams: 26-27-28-29-30-31-32-33-34.

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7, 7½, 8, 8½, 9, 9½, 10, 10½, 11, 11½, 12.
WIDTHS: C, D, E, EE

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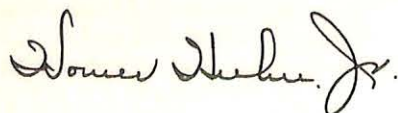
A message from the
Grand Exalted Ruler

Sharing The Opportunity

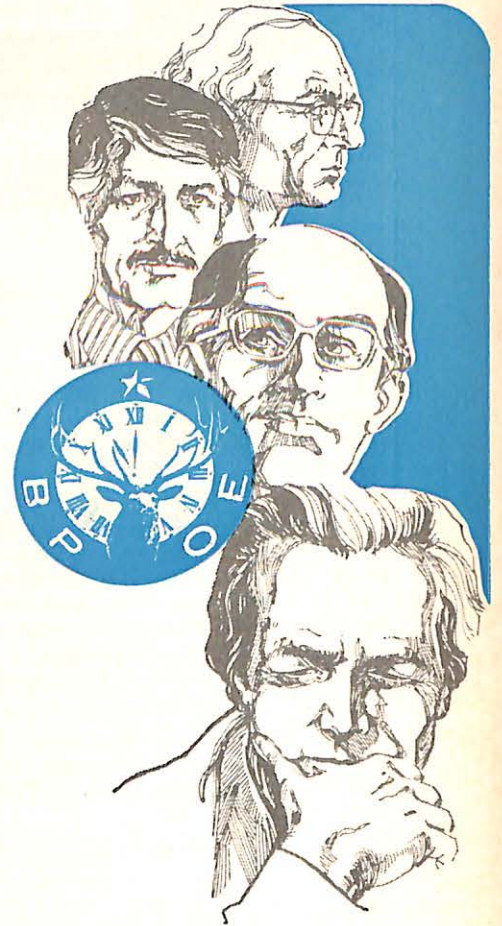
To be chosen Grand Exalted Ruler of our beloved Order is a rare honor, and I am deeply grateful to my Brothers for their confidence. But more than the honor, I cherish the opportunity that it gives me for service to the fraternity that has shown such capacity to call forth the best in millions of Americans for more than a century.

But this opportunity is not mine alone. I share it with every Elk everywhere. It is an opportunity open not just to officers of the Grand Lodge and of our Subordinate Lodges, but to every man who wears the proud Elk emblem. I invite each and every *individual* member of our Order to take advantage, this year, of the opportunity for *individual* service to Elkdom. In so doing, we will enlarge our own fraternal experience, expand our civic associations to our own enjoyment and benefit. Not by any means the least result, the bottom line at the end of the year will reveal eloquently that: "*Individual Responsibility—Assures Progress.*"

Officers and committeemen of our lodges are anxious to succeed, to make their lodges stronger and better. They have the primary responsibility and they will do their best in the tradition of Elkdom as shown by our Order's steady progress over so many years. But when every member accepts the opportunity for *individual* responsibility, and steps up and says: "Here, let me help—I want to be a part," the results will be tremendous. So, let's step up together.

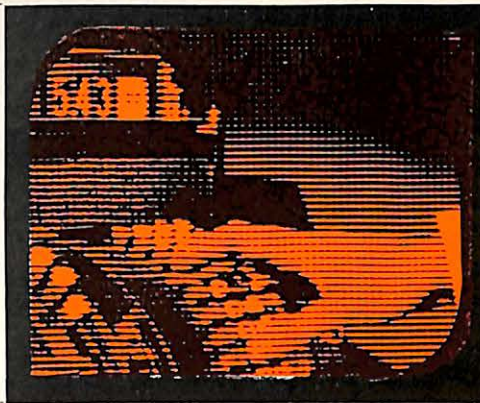


Homer Huhn, Jr.



IT'S YOUR BUSINESS

by John C. Behrens



A CABINET DEPARTMENT FOR SMALL BUSINESS?

Prof. George Doyle's report to the congressional subcommittee on economic growth and stabilization about preserving private enterprise in the 1980s, which I discussed here last month, has already produced apparent results.

Shortly after I wrote the column, Secretary of Labor Ray Marshall announced that he had ordered the Occupational Safety and Health Administration (OSHA) to concentrate on actual hazards and safety problems and to stop harassing businessmen by enforcing "Mickey Mouse" rules. Marshall's announcement and recent administrative changes in the top management of OSHA may give the embattled agency some breathing room. President Carter admitted several months ago that the six-year-old organization "is despised by many business people because of the way it has been administered in the past..."

Prof. Doyle believes that much more has to be done, however. The Assumption College economics department chairman told me recently that "OSHA has to be made over, to become more like agencies in other economic systems. The purpose in other countries is to find out how the firm can be helped to become a safe and healthful place, not how it can be punished. We did not take sufficient time to develop our approach to the problem and so we wound up taking the punitive-fine approach to private enterprise."

OSHA, Prof. Doyle insists though, will be merely one part of the proprietor's dilemma in the 1980s.

"I equate private enterprise with small business; the world of Exxon is another world. The business world of microeconomics is a small business world, and it is that world I want to see preserved. The cabinet at present is, in structure, a big business institution. Not only that, but President Carter has made it in fact a big business group of individuals; three board members from IBM, one from AT&T! I think we have to obtain clout at that level for small business. In the governmental structure it only has a small agency quite removed from the seats of actual power."

In his report, the Massachusetts economist advocates the creation of a Department for Small Business at the cabinet level.

"We in the United States constantly proclaim ourselves believers in private

enterprise as the foundation of our economic system. Yet it is other economic systems, not proclaiming themselves private enterprise systems, who do more actively to preserve, help and promote small business. If we are to begin to do the same, then we must start with the following basic principle; only one face of government toward small business.

"There should be no such situation wherein any agency of government so regulates, or threatens the existence of, a small business, forcing that business to go to the Small Business Administration for credit so that it might comply with directives of that other agency. Small business should only have to deal with one government, not many governments.

"Small businesses constitute 95 per-

cent of our enterprise and account for 60 percent of employment. Agricultural employment is less than 3.5 percent of the labor force, yet there is a Department and a Secretary of Agriculture. It is time to recognize that this is 1977, not 1877! If the government of the United States is related to the economic system of the United States, then let there be representation at the highest level which looks after the development of that system—and that system is largely a world of small private enterprise."

But not all business people, current or retired, agree.

"I don't believe that we need any more government agencies; we already have far too many. I think that the Small Business Administration, by having a really competent man in each district who could advise his people, would go a long way in helping," wrote a businessman, now retired, who spent 50 years developing a chain of variety stores.

"No new cabinet job will change the big government approach to the steady stream of laws that continue to make our work more complex. No, I don't think a cabinet level position will improve the situation. What the small businessman has to do is stop getting together in associations according to products and occupations and unite as a strong national association. We need the kind of power that other lobby groups in this country have been using for years without a cabinet post," said another businessman.

(Continued on page 22)



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Job Boredom: Nation's No.1 Killer

by Frank Thistle

The nation's No. 1 killer isn't heart disease, cancer, alcoholism or dope—it's job boredom. More and more authorities are recognizing this startling fact of life.

Dr. Milton Holmen, a management expert of the University of Southern California Business School, recently declared on a TV news show that most illnesses people complain about to doctors were due to job pressures and that job boredom was the country's leading killer.

Dr. Holmen's opinion is substantiated by a recently released report from the U.S. Department of Health, Education and Welfare (HEW) on "Work in America." It revealed that how long you live depends on how much you like your job. The special task force that compiled the report concluded that what you eat, whether you smoke, and how often you see a doctor may also be factors in determining your life span, but your happiness at work is the most important one of all.

The report stated that many workers at all levels guzzled alcohol during lunch hour to relieve the enormous pressure or boredom of their jobs and that drug use was rampant, especially among assembly line workers and long-haul truck drivers. The report said discontent is common among American workers of all ages.

Symptoms include low production, poorly assembled products, high turnover, and excessive absenteeism. In addition to these economic symptoms, the more serious personal symptoms—health problems that can shorten an unhappy worker's life—may include heart disease, strokes, alcoholism, emotional disorders and suicide.

The government-sponsored study found that although American workers on the whole never had it so good, most of them are dissatisfied with their jobs. To combat the "blues" of both blue collar and white collar workers, it said, jobs should, if possible, be redesigned to make them more interesting. Because employers and unions both resist thinking in these terms, the report said, the government should encourage them to do so.

The revealing report identified the two chief contributors to job dissatisfaction as: the diminishing opportunity to be one's own boss, as more and more corporations organize work so as to minimize the independence of work-

ers; the continued acceptance by industry of a dogma which has long been taught by efficiency experts but which is no longer valid that to gain maximum production all tasks should be simplified, fragmented, compartmentalized and placed under continuous supervision.

The report said the latter attitude was reflected in the construction by General Motors of America's "most efficient" auto plant at Lordstown, Ohio. Noting that workers last year struck the Lordstown plant in protest against the robot-like tasks they were asked to perform, the report stated: "What does it gain an employer to have a perfectly efficient assembly line if his workers are on strike because of the oppressive and dehumanizing experience of working on the 'perfect line.'"

Most people probably think that the blue collar assembly line employe is the greatest sufferer of job boredom. They visualize him as a middle-aged man drawing a middle-income salary from his factory job. His job is dull and dreary and there isn't much chance to move up or out. Life is tedious, he detests his work and he puts into it just enough effort to get by. Dissatisfied with his lot, he is also politically angry. He believes that others above and below him in status get all the breaks: the rich have tax advantages, the poor have welfare. So he is tempted by extremists of the right or left.

The foregoing stereotype is that of the man with "blue collar blues," an affliction supposedly peculiar to the man on the assembly line. But it isn't true, according to recent research at the University of Michigan. The middle-aged factory worker is no more afflicted with the "blues" than the white collar employe who makes more money.

Dissatisfaction with jobs is common in all strata of American life and among both the blue collar worker and the executive.

"It is grossly in error to remain fixed on the idea that the blues syndrome is the exclusive property of the hardhat," say the researchers. "He shares it about equally with his neighbors of disparate personal backgrounds, occupations and incomes."

A study of American workers performed at the University of Michigan's Institute for Social Research found that there was little relationship between the "blues" and the amount of money

earned. More often workers complained of less tangible factors such as inability to use personal skills or having to put up with petty-minded supervisors.

"High income workers may have the blues despite their income," say the authors. "Low income workers may be spared the syndrome despite their low income."

Having to work very hard or very fast at their jobs, surprisingly, seemed to diminish rather than increase the feelings associated with blue collar blues. The researchers said that the message was very clear: the blue collar blues are prominently associated with those working conditions that discourage good work performance, impede personal growth, fail to stimulate hard and fast work, and that stifle autonomy and creativity.

"One of the big reasons why job boredom is so rampant in American life today is that a fantastically large number of people do work that they are not best suited to perform," says Dr. Herbert Greenberg, a psychologist whose specialty is spotting and relocating industry's misplaced individuals.

"We know from our experience in testing more than 28,000 salesmen and managers that amazingly few people do the kinds of work they could perform with most productivity and personal reward," Dr. Greenberg says.

As president of Marketing Survey and Research Corp., Princeton, NJ, he and his staff have encountered a countless number of miserable employes. In one company, he found an accountant who was constantly losing his temper and hitting a fellow worker. A test showed that, though he was a competent accountant, his temperament did not react well to an office atmosphere. He was made a salesman and hasn't landed a blow since. Another time, his firm was studying the personnel of a large company's poorest performing branch sales office. The man with the best potential as a salesman turned out to be the senior controller. As a result, he was appointed assistant branch manager. Immediately, he started revamping the sales operation.

"This man could not be considered a flop if he died as a controller," Greenberg said, "but what he would have accomplished for his company would have no comparison to what he's doing now."

In its 28,000 tests run over several

Job Boredom: Nation's No.1 Killer

years, the research concern concluded that more than 50 percent of the employed salesmen involved would not be recommended for the job if they were applying today. This nonproductive half was just not suited to their jobs. One survey of a 1000-man sales force in the United States, Canada and England yielded the information that 80 percent of the company's volume came from 20 percent of its personnel. Reversed, that meant that 800 of the 1000 salesmen produced only 20 percent of its volume.

"Think of all the waste, the dead wood in a company like that," Greenberg laments. "The individual is not making out for his own benefit and what an economic loss to the company!"

Greenberg has another kind of test that anyone can administer. Look at the faces in the commuter trains some morning or evening. Study them, and make a count of how many seem genuinely glad to be going to work.

"Here they are spending 50 hours a week, with travel, three-fourths of their lives," he said. "What a waste!"

The psychologist calls for a rethinking of traditional approaches to matching people with occupations.

"Every individual must think through his own vocation and determine whether or not that kind of work is really right for him. Business and industry must also go beyond the fallacies of accepting or rejecting job applicants on the mere basis of time-honored superficial reasons."

The subject of job boredom is spotlighted in the book *The Job Revolution* by Judson Gooding, an editor of *Fortune*. His book grew out of a series he wrote for that magazine after interviews at all levels of employment around the country. Job boredom is a "revolution" against work itself, Gooding shows, or at least against work on old, familiar, unquestioning terms. Many workers see themselves as Charlie Chaplin in *Modern Times*, engaged on an endless and imposed rhythm of boredom that makes no contribution to anything. This frustration can result in deliberate acts of vandalism and spoilage.

The "job revolution" is akin to campus unrest and that in the modern military. Gooding cites the polarization between young and older workers, not only on production lines but in union affairs. It's not a matter of money; younger workers tend to reject overtime pay just to get away from the plant. Executive dropouts from business are increasing—like the oil company executive who quit to found a counterculture magazine where he could dress as he wished.

"The company sees a man as just a tool to make money," one worker is quoted. Another says: "They tell you to do the job the way it's always been done, even if you find a better way." Gooding drives home the point that work, to many, is a kind of jail, or a Marine boot camp at best.

According to Roy Walters, a management consultant, nine out of ten people are bored with their jobs. Why? Because many companies have built boredom into jobs in misguided attempts to achieve efficiency, he says.

They've structured jobs so rigidly and unimaginatively that all initiative to work harder disappears. The bored worker reasons: "If you're going to keep me in a stupid situation, I'm going to make you pay, and pay plenty." This feeling has led to more and more union demands, lateness and absenteeism due to alcoholism and dope addiction. The answer, according to Walters, is to give workers more responsibility and decision-making power.

Dr. Hans Selye, originator of the concept that stress is related to a number of human diseases, believes that relief from the strains of modern life lies not in shorter working hours and more leisure time but in taking on stress with enjoyment.

"People suffer as much from boredom and lack of activity as they do from concentrating energy on something from which they derive no satisfaction," he says. "Man is made to work, to do something that makes demands on him. With the decline of so many other values, such as religion, and nothing new to replace them, work is one of the few areas where man can find a sense of worth and enjoyment."

Selye, an Austrian-born physician and director of the University of Montreal's Institute of Medicine and Ex-

perimental Surgery, says that too often work is a source of frustration and insecurity, just something else to put up with like traffic congestion, pollution and violence. The root of this frustration is the depersonalization of the individual and the loss of pride in individual accomplishment.

"Sure, we're technologically more efficient but in the process we have lost personal contact," he says. "What's the good of the end product—efficiency—if everyone is unhappy? Formerly, a craftsman would make a table from beginning to end and get a great deal of satisfaction. Today, one person makes the legs, another the top and still another paints so no one person has made the article and no one is gratified."

Selye says the most important thing is to avoid the dulling monotony of such jobs and to determine what you really want to do.

"Too many people blindly accept status symbols such as owning a car and put up with a job they probably don't really want to do to gain them," he says. "They may get the car but also years of pent-up tension and no real feeling of accomplishment. People should do what is natural to them. There's just as much satisfaction in being a bricklayer and building walls well as there is in being a scientist. Everybody, no matter how low he may be in the scale of mental development, has something to give, something that he wants to express, some valve for letting off his steam."

A Russian physiologist echoes Dr. Selye's sentiments and says hard work is one of the secrets of long life—but not if you hate your job.

"If you are not happy in your job you should quit at once," declares Professor V. N. Nikitin of the Soviet

Veterans Remembrance Month Brochure Contest Winners

The following lodges have been judged winners in the 1976-1977 Veterans Remembrance Month Brochure Contest, also known as Grand Lodge

Contest "C." Their brochures were chosen from among the entries submitted to Peter T. Affatato, a member of the GL Lodge Activities Committee.

Lodges through 300 members

1. Greenville, TX, Lodge
2. Spokane, WA, Lodge
3. Hasbrouck Heights, NJ, Lodge

601 through 1,000 members

1. Augusta, GA, Lodge
2. Passaic Valley, NJ, Lodge
3. Weymouth, MA, Lodge

2,001 or more members

1. San Mateo, CA, Lodge
2. Colonie, NY, Lodge
3. Milwaukie, OR, Lodge

301 through 600 members

1. Smithfield, RI, Lodge
2. Raleigh, NC, Lodge
3. Dolton, IL, Lodge

1,001 through 2,000 members

1. Oswego, NY, Lodge
2. Boise, ID, Lodge
3. Grand Rapids, MI, Lodge

Union's Kharkov Institute.

Job boredom is a world-wide problem. What can be done to get the worker, treated as little more than a cog in the machine since the industrial revolution, to like his job?

With more and more workers today questioning the purposes and operation of industry, some enterprises are developing new work patterns that increase the worker's responsibility and reduce his sense of alienation. A few enlightened employers have concluded that it is work, not workers, that must change.

Says Robert Ford, personnel director at American Telephone and Telegraph: "We have run out of dumb people to handle those dumb jobs. So we have to rethink what we're doing."

In restructuring work, corporate experimenters have hit on a number of productive and promising ideas. Here are some.

Give workers a totality of tasks. In compiling its telephone books, Indiana Bell used to divide 17 separate operations among a staff of women. The company gradually changed, giving each worker her own directory and making her responsible for all 17 tasks, from scheduling to proofreading. As a result, work force turnover dropped, and errors, absenteeism and overtime declined.

Break up the assembly line. A potentially revolutionary attempt at change is under way in the Swedish auto industry. Volvo and Saab are taking a number of operations off the assembly line. Some brakes and other sub-assemblies are put together by teams of workers; each performs several operations instead of a single repetitive task. Experiments in new forms of work organization have been going on for four years at Volvo. What touched them off was an alarming drop in worker recruitment. Swedish youths were showing little desire to work in monotonous, assembly-line factories.

Now, at Volvo's Goetborg plant, workers change jobs every four hours to relieve the monotony. Individuals are encouraged to learn a number of jobs. Fitters, for instance, are taught to assemble an entire engine in less than an hour. Similar experiments have been under way in Japan. As in the West, Japanese workers are demanding a new social status.

Permit employes to organize work. Polaroid lets its scientists pursue their own projects and order their own materials without checking with a supervisor. AT&T eased supervision of its shareholder correspondents and let them send out letters to complainants over their own signature, without review by higher-ups. Absenteeism de-

(Continued on page 23)

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Management consultant David D. Seltz is one of the nation's foremost authorities on small businesses. He has written some 12 books on the subject and more than 2,000 articles which appeared in such publications as *Nation's Business*, *Dun's Review*, *Business Management*, etc.

He has spent the last 14 months researching 18,292 small business opportunities to compile the first complete directory of the most profitable small businesses you can start in your spare time for under \$1,000 (many for under \$500).

He has published his findings in a new book called, "A Treasury of Business Opportunities," published for anyone who's dream of owning a business.

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THREAT

by Philip Segal



□ John Phillips is not an ordinary college student. Last year he wore a tiger costume at Princeton University basketball games, started a pizza delivery service, and designed an atom bomb. The bomb design was a junior year term project in physics. Experts who have seen the plans think they should be classified for secrecy, yet surprisingly, Phillips got all the information for the bomb from readily available public sources in libraries and government information centers.

"The point of the project was to show that if I could do it, any undergraduate could do it with a basic grounding in physics," says Phillips. He goes on to raise a frightening prospect: "If it's possible, it's logical to assume that a terrorist could do it. If they were able to get the fissionable materials then they could build one."

Describing his project, Phillips points out that "the design I came up with was supposed to be simple enough for such a group to build, cheap enough for such a group to build, and liable to give a yield in the kiloton range." A kiloton is the equivalent of one thousand tons of TNT. In all ways, his design was a success. He says, "it's about the size of a beachball" and weighs a little more than 200 pounds. The bomb is estimated at being about half as powerful as the Hiroshima bomb and Phillips believes it could be built for about \$2000 with parts readily available from scientific catalogs or industrial suppliers.

The only part of his bomb which cannot be purchased commercially is plutonium, an extremely poisonous, radioactive element. However, he feels that enough plutonium to make the bomb could be stolen from a nuclear facility, in transit between nuclear facilities, or from a nuclear reprocessing center.

Reactors in use today make enough plutonium for at least several dozen nuclear weapons. It only takes about 10 to 15 pounds of plutonium, which is small enough to carry in a briefcase, to make a bomb. Breeder reactors which are currently being developed will literally create more plutonium than they use.

Plutonium which comes out of reactors cannot be immediately used in weapons. It has to be separated from other elements. For military or commercial purposes, plutonium is refined in very expensive reprocessing plants. But a terrorist group could use an easier process which involves dissolving a plutonium compound in acid and then getting the plutonium out of the solution. The equipment for doing this is not particularly expensive.

Phillips is not alone in his fears. Dr. Theodore Taylor, who for several years

designed atom bombs for the military, recently testified before a Senate committee that "present U.S. physical security applied to special nuclear materials for civilian purposes, though strengthened substantially during the last two years, is still inadequate to prevent theft by determined groups having resources and skills similar to those that have been used for successful bank robberies or highjackings of valuable shipments in the past." In 1975, Taylor told a House committee that "relatively crude, inefficient fission explosives with yields in the range from several hundred to several thousand tons of high explosive could be designed and built conceivably by one person working alone." Phillips' project has proven that Taylor was right.

Small inefficient bombs could turn out to be massive "Saturday night specials" for use by terrorists. Police and governments would have to cope with extortion threats of alarming proportions. How, for example, would we react if the Palestine Liberation Organization, the Irish Republican Army, the Weathermen, or some other group had an atom bomb? What would have been the response if the terrorists who invaded three buildings in Washington had threatened to explode an atom bomb in a major city? What if they gave no warning, but instead, detonated a bomb near the Capitol building while Congress was in session?

Dr. Taylor has pointed out that there have already been nuclear threats. He testified "we already have an example of a threat which turned out to be a hoax in Orlando." In that case, a fourteen-year-old shocked the system by threatening to blow up a fission bomb in the middle of Orlando unless he was given a million dollars and a small airplane to get out of the country. Luckily that case was a hoax. But what will we do if the next threat is real?

John Phillips' bomb relies on plutonium which could be stolen from nuclear reactors. But is that really possible? Between November, 1966, and January, 1976, there were 14 serious breaches of security at nuclear facilities. These breaches ranged from attempts to break into plants to the actual theft of uranium rods. U.S. companies were fined 12 times for not complying with security regulations in the year and a half between June, 1974, and January, 1976.

Obviously we need stronger security measures at nuclear plants. With the construction of more facilities, the security problem will increase.

Phillips' bomb raises another problem. With the increased construction of nuclear reactors around the world, nations could divert nuclear materials from peaceful to military purposes.

NEW NUCLEAR THREAT

India's atom bomb was developed in that way.

When word got around about his project, Phillips received requests for his plans from a representative of Pakistan and from the French Embassy. "The man on the phone from Pakistan said he was interested in developments in the nuclear energy field." When Phillips asked what that had to do with an atom bomb design, the response was, "we're interested in developing a nuclear energy capacity for our country." Phillips says that the French were interested because they were planning to sell a nuclear power plant and a nuclear reprocessing plant to Pakistan.

Instead of selling his plans to Pakistan or France, Phillips called the FBI. While he won't discuss specific security arrangements, he does say that he is still in contact with the FBI. The plans themselves have been locked away with a particularly sensitive section stored separately.

Before World War II, the New York City Third Ave. subway was sold as scrap metal. It later was used as enemy bombs. Could the nuclear power systems sold today become the atom bombs of the future?

According to Senator Alan Cranston, "nuclear power is on the loose in the world. The prospect of a world filled with nuclear weapons is no longer in the unpredictable future." He estimates that by 1990 power plants in under-

developed nations will be generating 30,000 pounds of plutonium a year, which would be enough for 3000 Hiroshima size bombs each year the plants are in production.

Dr. Henry Rowen, a Stanford University business professor, told a House committee last year, "many governments could be within days, or even hours, of having bombs without violating existing safeguards." He went on to say that what happens in one country could cause another country to build a bomb. "What is done in India affects Pakistan, and it, in turn may affect other countries, Iran, the Arab countries and so on."

In 1974, the Library of Congress listed 49 countries as having nuclear reactors or plans for them. Included in the list were Argentina, Brazil, Iran, Egypt, Israel, South Africa, Taiwan, Venezuela, Vietnam, and Zaire. Many of these countries have not signed non-proliferation treaties and have no international restraints to prevent them from developing nuclear weapons. While the major powers might not be directly threatened by weapons in some of these countries, their neighbors could be.

Even if the present governments of countries having the ability to develop weapons are responsible and do not create weapons, later governments might not be as responsible. Revolutions and coups are a fact of life in

many nations. How would the world react if a leader like Idi Amin had an atom bomb?

Congressman John Conyers recently asked "what on earth would South Africa possibly do with a nuclear bomb? And why on earth would it be in our interest to let them have one?" He charged that "in an aura of semisecrecy, the United States has quietly assisted the South African nuclear program in a number of ways." Even though South Africa has not signed a non-proliferation treaty, the United States has authorized the sale of "weapons grade" uranium for South African reactors.

Some congressmen would like to see us stop exporting nuclear technology to nations which have not agreed to a non-proliferation treaty. Others want to have a system of international inspections of nuclear power plants to insure that weapons grade materials are not being diverted.

Another proposal which has support is the building of regional reprocessing centers which would be under international control. Adrian Fisher, who was the Deputy Director of the Arms Control and Disarmament Agency, told a House committee that "the regional fuel cycle should be supported not on the ground we don't trust you fellows, but on the ground that this is the most economic way to do it. Here, it happens that policy and economics go together."

Others question the construction of regional centers because of an increased risk of theft. Nuclear materials could be more vulnerable while being transported between individual reactors and the regional reprocessing centers which serve them.

Congressman Clarence Long recently sent a letter to President Carter outlining some possible solutions. Included in his recommendations were the "ending of U.S. nuclear export subsidies," and "the encouraging of developing nations to adopt light capital energy development as a substitute for heavy capital energy technologies, such as nuclear energy."

Long would like the Energy Research and Development Administration to focus its research program on "small-scale, decentralized, rural energy sources." The Congressman also wants to see foreign aid reallocated toward such projects.

Possible technological replacements for nuclear energy in less developed nations would be hydro-electric power, windmills, or solar energy.

Experiments are currently under way to develop a fusion reaction to generate power. Fusion is the process which the Sun uses to create energy from

(Continued on page 22)

Excellence of Public Image Contest 1976-1977

THE WINNERS of the 1976-1977 Public Image Contest have been chosen from entries received by Larry McBee, a member of the GL Lodge Activities Committee. The contest has revealed many and varied community service programs conducted by the lodges during the year which have improved the image of Elksdom in the eyes of the community. The top three winners in each of the five membership divisions are listed here:

Lodges through 300 members

1. Kerrville, TX, Lodge
ER Alva Baker Sr.
2. Ocean Springs, MS, Lodge
ER W. C. Switzer
3. Greenwich, NY, Lodge
ER Roland Mann Jr.

301 through 600 members

1. Westchester, CA, Lodge
ER Joseph Sachen
2. Coalinga, CA, Lodge
ER Walker Armstrong
3. Valley Stream, NY, Lodge
ER Robert Stone

601 through 1,000 members

1. Oceano/Five Cities, CA, Lodge
ER Alvin Baughman



2. De Land, FL, Lodge
ER A. A. McMillon
3. Monrovia, CA, Lodge
ER Ronald Shoup

1,001 through 2,000 members

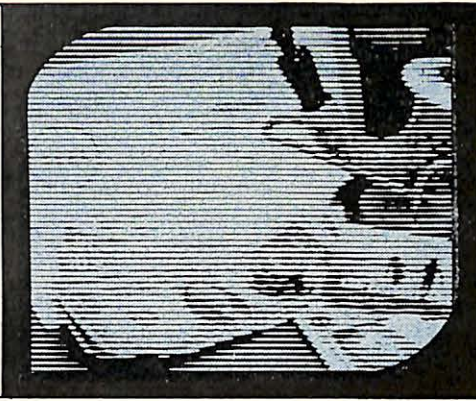
1. Anderson, IN, Lodge
ER Donald Hodson
2. Westbrook, CT, Lodge
ER John Doane Jr.
3. Midland, MI, Lodge
ER Robert Roetman

2,001 or more members

1. Carmichael, CA, Lodge
ER Robert Bartley
2. Vallejo, CA, Lodge
ER John Reza
3. Groton, CT, Lodge
ER George Adkins

YOU AND RETIREMENT

by Grace W. Weinstein



INSURING YOUR HOME

Insurance on your home is vital protection, no matter what your age, but with a reduced income after retirement insurance premiums can begin to seem a burden. There are ways to save money however, while maintaining protection.

The biggest single money-saver is **large deductibles**, as large as you can comfortably afford. A rule of thumb offered by State Farm Insurance Co. is that increasing the deductible on a homeowners policy from \$50 to \$100 yields as much as 10 percent in premium savings; going to a \$250 deductible yields about 20 percent. If you're paying \$196 a year for a \$30,000 homeowners policy with a \$50 deductible, as you might be in a midwestern city, the Insurance Information Institute points out that increasing the deductible to \$250 would reduce the premium to \$162 a year, a saving of \$34. That money could be used to increase the policy coverage, or spent on other things.

The next money-saver is the old standby, **comparison shopping**, as valid for insurance as for any other major purchase. There are major differences among insurance companies; the Pennsylvania Insurance Department found identical homeowner's insurance sold at rates varying by 60 percent. Don't simply take the lowest rate available, however, without checking out the company's record on claims and service. *Best's Insurance Reports*, available in many public libraries, provides a rundown on insurance company stability. Be sure, in seeking the best in cost and service, that you consider the real cost; some mutual companies charge more, then return a dividend at the end of the policy year.

Take advantage of available **discounts**, sometimes offered to people who install burglar and fire alarms. Notify your company if you install such equipment and ask if your rates may be lowered.

Reducing risks, insofar as possible, to forestall insurance claims, is always wise. Here are some hints:

- ▶ Install good locks on both doors and windows, not the kind that can be opened with a piece of celluloid.
- ▶ Protect your keys. Don't leave them in your car, in the mailbox or under the doormat.
- ▶ Don't advertise when you're away, for a few hours or an extended vacation. Leave lights on, with timers to turn them on and off. Leave a radio playing too.

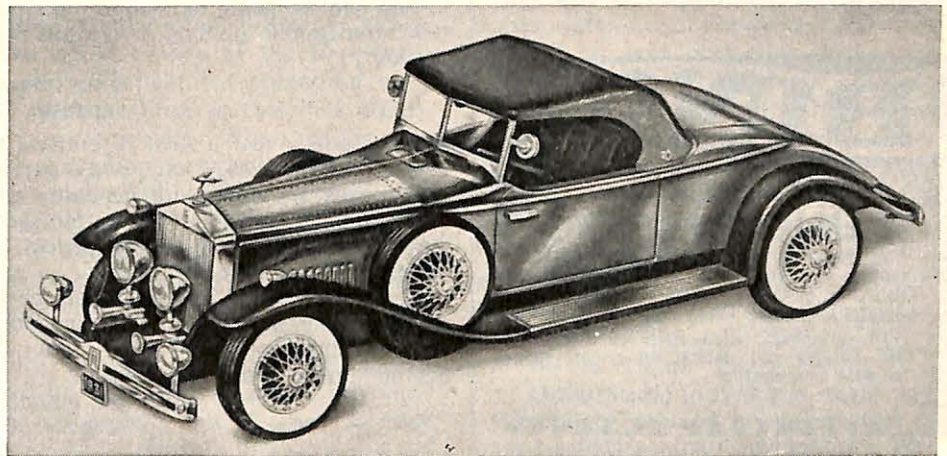
▶ Participate in a community prevention program, such as Operation Identification, in which engraving tools are used to place a personal number on all valuables.

While reducing costs is at the top of everyone's list, making certain of adequate insurance coverage is at least as important. Too many homes are underinsured. In case of a total loss, you can collect no more than the face amount of your policy, whatever that face amount is. In case of a much more likely partial loss, however, you can collect the full amount of repair or replacement cost only if your home is insured to at least 80 percent of its replacement cost (not market value, but what it would cost, at today's prices, to replace the house).

Eighty percent is a crucial figure, the bare minimum of insurance that you need on your home. If you have less insurance, either because you started out that way or because inflation has increased the value of your home and the cost of its replacement, you will receive only the actual cash value. Actual cash value reduces the replacement cost by depreciation, making a financial loss almost inevitable.

Because it's almost impossible, given the current escalation of housing costs, to review insurance coverage frequently enough, many companies now offer an optional "inflation guard endorsement" to the homeowner's policy. The endorsement provides an automatic increase in the policy's limits every three months at the rate of 1 percent of the original amount of coverage—4 percent a year, or 12 percent during the life of a three-year policy. Even with this endorsement, however, it's always a good idea to review your insurance coverage periodically.

Insurance is complex. Some help can be found in publications. "Insurance For the Home" is available free from the Educational Division, Insurance Information Institute, 110 William Street, New York, NY 10038. *The Shopper's Guidebook* by Herbert S. Denenberg, former Pennsylvania Insurance Commissioner, contains cost-saving tips on all kinds of insurance and is available for \$3.50 from Acropolis Books, 2400 17th St. N.W., Washington, DC 20009. ■



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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.



John Behrens took a look at House Resolution 29—a bill called the Debt Collection Practices Act—in his monthly column, "It's Your Business," [June, 1977]. Here are some of the letters he received concerning that column:

- I have just finished reading your article, "It's Your Business," and heartily agree.

I have operated a small, retail business for thirty-one years and have enough bad accounts and cold checks to paper the walls of my building.

Shady collection agencies certainly should be regulated, but the legitimate small business has enough collection problems without adding HR 29.

Norman V. Lewis
Bowling Green, KY

- Your contribution about collecting bad debts was simply excellent.

How are we going to change the situation when public opinion favors the "underdog"?

Herbert Baum
Modesto, CA

- I personally feel a thief is entitled to very few cordialities, if any, and a person who makes a purchase of necessity and deliberately intends not to pay for same while still satisfying his pleasures is nothing but a thief.

Bankruptcy laws? Few legitimate bankruptcies take place. Most are an avoidance of bills brought about by mismanagement. Who wins? The lawyers!

Keene O. Marstrell
Stillwater, OH

- If they feel it necessary to make new laws concerning this . . . why make it so convenient for the "dead beat." After all, if they paid their bills properly they would not have to be bothered.

Clint Johnson
Troy, ID

- House Bill 29 is one more means of creating chaos within the American business system. It denies the obvious fact that primary responsibility for indebtedness lies with the debtor.

If businessmen do not have a collection agent to resort to, how can their outstanding bills be recovered? It is those debtors who make a career out of living off others who will benefit most from House Bill 29, which makes no distinction in its solicitude for the type of debtor it aids.

The fact that unpaid debts are mount-

ing in numbers gives evidence to the fact that existing laws are already granting refuge to the debtor and causing losses which must be shouldered by the businessman and his paying customers.

Representative Annunzio's bill should be rejected.

Charles & Rosemary Sauers
La Porte, IN

- As the owner of a small business I can only see trouble ahead for those who Mr. Annunzio says he wants to protect: the poor, the middle class, the blue and white collar workers—as we will all be asked to pay more for the services and goods that we must purchase.

When will our government wake up to one basic fact: we can't take care of all the people all the time. Many have lost the ability to work because the Federal and State government has taken away the desire of working by giveaway programs and now goes so far as to say you can buy and not have to pay. I too am very much opposed to this kind of legislation.

Rob Robertson
Salem, OR

- I find it hard to believe that a representative of the American people in Washington could come up with legislation so deliberately designed to encourage those who wish to get out of paying their just obligations. You are correct, they are on the increase.

T. J. Sedam
Burley, ID

- I feel people who owe debts should be made to pay up, fair means or foul. The opportunity today for people to become educated and understand the way of living means they should not get into debts they can't get out from under. Bankruptcy laws too are far too permissive.

And you are so right, if a business can't collect it must of necessity pass these debts on to other people, in higher costs, to stay in business.

We have a small business and even the way things are now, it is difficult to collect unpaid bills. No way to overcome small bad checks.

I'll write my senators and congressman about this bill also.

C. H. Whaley
Clearlake Highlands, CA

Behrens indicates he will be keeping an eye on the progress of HR 29, and will report any further developments.



Lend me your ears ...



by Charles R. McConnell

□ When I gave my eleven-year-old permission to visit a girl-friend I warned her against the last-minute call asking to bring her friend home for the night. We had guests coming and it was no time for an extra youngster. Nevertheless, minutes before I was to go after her she telephoned and rapidly and urgently asked if Shelly could please, please, please come home with her.

I got angry, and talking over a frantic torrent of tearful words I abruptly squashed her plea. After all, I'm the parent so I win automatically—right? When I got to Shelly's door I was met by two glum girls and one patient mother who asked if *my* girl could stay *there* for the night. I said she could.

My daughter's eyebrows popped upward at my ready consent. "But, Dad," she said, "that was the second thing I asked and you said 'absolutely no!'"

Taken aback, I apologized for not listening well. After a few thoughtful seconds she said, "It's okay, Dad. I guess you were just too busy saying 'no' to listen to what I was saying."

This prompted some serious I-ought-to-know-better thinking. I write about communication and teach effective listening classes, yet I was undeniably guilty of hearing without listening. I didn't doubt I'd *heard* most of her words, but if I'd been *listening* I would have correctly received my daughter's altered request.

Listening is the toughest of the communication skills. As the one which ought to consume the largest part of our communication time, it's the skill for which the least amount of solid help is available. And it's the one most often taken for granted.

Let's first consider why we're likely to take our listening abilities for

granted. Then we'll look at the common barriers to effective listening and suggest some ways of overcoming them.

Using words—audible and visible symbols that stand for things—we send out information by speaking and writing. In two other ways, reading and listening, we receive information from others.

Imagine you're a radio with four settings. You can be switched to writing, reading, speaking, or listening. When you're tuned to one of the first three you can still hear, so spreading over your other settings is this one ability you can't turn off. When you're not writing, reading, or speaking, you're in what we can call a *Listening Mode*.

I have a little sign saying: **Please Engage Brain Before Putting Mouth in Gear.** Regardless of whether your brain is fully engaged, you *do* have to put your mouth "in gear." You need to perform certain voluntary actions to form the words and get them out. Likewise, writing and reading require some physical effort.

We can say that writing, reading, and speaking are *active* physically. We can't say the same about listening or the capacity to listen. Providing your ears are in working order, you don't have to do anything to "turn on" your receiver.

Close your mouth and you've stifled your ability to speak. Shut your eyes and you can't read, and if you sit on your hands you'll find writing is out of the question. But there's no way short of outside force—ear plugs?—to close down your audio circuits.

Because this listening mode—the simple state of hearing—is passive, we tend to take it for granted. We don't realize that listening, when properly done, requires *more* conscious effort

than writing, reading, or speaking—effort that must be completely self-applied between the ears.

Consider the importance of listening in our daily lives. We spend the least amount of our communication time writing and the second least, reading. The next to the greatest part is spent speaking, and listening commands—or ought to command—most of our communication time. This suggests we could profit by sharpening our listening skills.

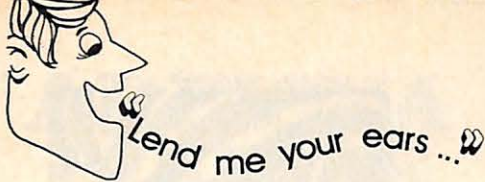
There's a sign on the wall of a quaint restaurant:

How Come It Takes Two Years to Learn to Talk and 60 to 70 to Learn to Be Quiet?

The sign's lesson is simple: when you're talking, you're not listening. The conscious effort listening requires can't be applied while you're busy generating speech. Neither can you truly listen while you're reading or writing. When you try to deal with different things using different skills at the same time, something's bound to suffer. (This could be why that book report Junior dashed off in front of the TV last night is something less than his best work.)

The first step toward effective listening is giving the incoming message your undivided attention. Only then will you be able to apply all your mental energy to the listening process. Next you need to become aware of the common barriers to effective listening and learn how to overcome them.

One of the greatest barriers is found



in the failure to separate talker from topic. This is especially likely if the person speaking is one you don't get along well with, or someone whose manner you find annoying. Maybe the tone is preachy or patronizing; perhaps the voice is a dreary monotone. These and other things can be listening turn-offs, and even though you're reacting to the talker you're blocking out the message.

There are many things about a speaker—in either a lecture setting or face-to-face situation—that can hamper listening if you let them. That's the key: *If you let them.* It sometimes requires supreme effort to focus on the topic in the face of all else, but it can be done.

Another common fault is trying to listen for specific information, for "facts." We should rather be listening for ideas and whole thoughts, usually more important than specifics. Most of us aren't able to retain more than a few of a number of facts coming our way in a short time, but we can recall ideas and express them in our own words. Facts themselves are not nearly as important as the ideas that bind them together.

Situation: you're nose to nose with your spouse in an important discussion. Something that's said rubs you wrong; you think it's incorrect and certainly unfair. Words are still coming your way, but your mind is racing ahead shaping your response. You can hardly wait for your better half to pause for breath so you can leap in. You're guilty of premature reaction.

Save your reactions. Whatever the cost in self-control—bite your tongue, stuff a hand in your mouth, whatever—keep quiet and hear the talker out. Most of the thoughts you have while another person is speaking won't desert you, and you'll find many of them aren't pertinent once you've taken in the entire message. Remember the old advice: It's better to remain silent and be thought a fool than to speak up and remove all doubt.

Strongly related to reaction-rushing are the listening roadblocks placed by emotion. We all have our sore spots, little emotional triggers causing us to feel anger, injury, or defensiveness when touched. You've probably had the experience of being rubbed the wrong way by something someone said. You were feeling resentment or other negative things, yet the other party rattled on as though nothing happened.

Maybe you've also had the experience of realizing—after the fact—that

you had apparently offended someone but had no idea what damaging thing you said. You blundered, but in innocence.

These two sides of the same coin lead us to one important conclusion: your blunder was innocent, and chances are the other party's jab was also unintended. Do your best to always extend the benefit of the doubt. You'll probably never be fully aware of all your own little sore spots, let alone second-guess everyone else's, so be quick to forgive.

When you react emotionally you're forming possible responses—excuses, complaints, accusations, and so on. And you're not getting the rest of the message. Even if you intend to remain silent, nurturing injury or resentment can be fully as damaging to your listening capacity. Generally, as your level of emotion rises your ability to listen effectively lessens.

Another listening obstacle is found in our natural ability to think about four times faster than we can talk. When someone else is talking you can take in and tuck away all the words and still have most of your thinking time open. Unfortunately, it's easy to be led astray during this open time.

Let's say your conversation partner uses the word "cleaner." You suddenly

(Continued on page 48)

THE JOY OF GIVING

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PER Maynard Julson (right) and his wife Helen were the only husband-wife team at Oceanside, CA, Lodge to receive two \$1,000 Foundation certificates during the past year. Then-ER Jack Gilmore thanked the couple for their donations, which helped bring the total of lodge contributions for the year to nearly \$12,000.



Carlton McWilliams (right), an 86-year-old honorary life member of Royal Oak, MI, Lodge, recently decided to work towards becoming a National Foundation honorary founder. Brother McWilliams' first \$100 contribution was acknowledged with the presentation of a Foundation certificate by Brother George Poirier.

◀ A state record was set by Covington, GA, Foundation Chm. Jim Bowie (second from left), who personally signed up 88 new members for the National Foundation. Brother Bowie's efforts were saluted by then-ER Ed Hixon (second from right) during a ceremony attended by (from left) PGER Robert Pruitt, the state sponsor, State Chm. Chuck Tynes, and SP Matt Hitlin. On that occasion, Brother Pruitt accepted a \$1,000 certificate purchased in his honor by the state lodges.

NEWS OF THE LODGES

Spreading good cheer is the business of the Jolly Corks of San Mateo, CA, Lodge who, along with the lodge glee club and band, visited the Crystal Springs Rehabilitation Center of San Mateo County to dedicate the new lounge in memory of Brother Monroe Brown. Prior to his death, Brother Brown had recommended that the lodge donate \$2,800 to provide the necessary furnishings to make the lounge comfortable for Center residents and their guests. For almost 20 years, the lodge has observed holidays at the Center with entertainment and the distribution of gifts.

A herd of "Royal" elk at the 5-H Exotic Animal Farm outside Cape Girardeau, MO, is owned in part by the local lodge. Several two-legged members of the species, including (from left) Jack Slaughter, Buddy Busch, Frank Stoffregen, Rick Shockley, ER Gary Mabrey, and Eddie Mueller, paid a visit to one of their four-legged friends.

PER Don Cassels was awarded a "silver chalice" by WeTip, a statewide drug control organization, for his "fraternal organization leadership" in promoting the program. A Big Bear Lake, CA, Lodge member, Brother Cassels was on the committee of the first lodge to become involved in the WeTip movement. Kudos also went to a Brother

of Lincoln, NE, Lodge from a non-Elk organization. Then-Secretary to the GER Vince Collura was named Advertising Man of the Year by the local advertising club for his charitable and professional accomplishments. Eveleth, MN, Lodge praised National Foundation Chm. Alfred Vito for his efforts in enrolling over 100 members and for acquiring an average per capita donation figure of \$6.773.

Tears of joy streamed down her face when 13-year-old Mary Celeste Duval Forbes was named the winner in the All-Yonkers Talent Show co-sponsored by Yonkers, NY, Lodge and the Department of Parks, Recreation, and Con-



Yonkers' Talented Teen

by 130 patients, followed the presentation of the Brothers' donations. Disabled veterans from the Barnes VA Hospital in Vancouver joined Long Beach, WA, Elks on a deep-sea salmon fishing trip. Box lunches from the Elks' ladies, charter boats donated by Elks skippers, and good fishing contributed to the successful day.

City and county government operations were examined by high school students during the annual Elks Youth Honor Day sponsored by Williston, ND, Lodge. The young people were feted at a dinner after they spent the day visiting the government departments and personally working with the various officials. Two high school students who were recipients of Florida Elks scholarships were sponsored by Southside Jacksonville, FL, Lodge. Ms. Gnam Volkhardt and Andrew Jackson received plaques from District Chm. Michael Kavanaugh.

Outings for youngsters were a popular activity for several lodges recently. Ephrata, PA, Elks Walter Demmy and Levi Andes chaperoned 33 young people on a free trip to Gettysburg, the site of a major Civil War battle. Modern history in Washington, DC, was the focus of a tour taken by 32 handicapped children who had an audience with Pres. Carter. Bethesda-Chevy Chase, MD, Lodge hosted the group from Pennsylvania and sponsored a post-tour luncheon for them. In Huntington, NY, members of the local lodge took 110 children from the township to a three-ring circus.



Cape Girardeau Elks

ervation. The sixth annual event involved over 700 children and 20 finalists. Mary's interpretive dance earned the first-place trophy, which she received from ER Michael Biscardi (second from left). Daniel DePonto and Mrs. Marion Groark, Parks Board members, also congratulated the talented teen.

While making a recent visit to residents of the Bedford Veterans Hospital, members of Wakefield, MA, Lodge dispensed paperback books, puzzles, playing cards, and men's and women's clothing. A Beano party, complete with cash prizes and refreshments and attended



San Mateo's Jolly Corks



THE ELKS' LADIES of Plymouth, MI, Lodge recently celebrated their 25th anniversary with PGER E. Gene Fournace (left) and his wife Rita Jane in attendance. To commemorate the occasion, then-ER Robert Miller presented Brother Fournace with a National Foundation certificate of appreciation.

DUCKPIN BOWLING was enjoyed by members of the Venango County Physically Handicapped Class of Central Elementary School during a party hosted by Franklin, PA, Lodge. Dr. Louis Wagner assisted his daughter Amy, while Est. Loyal Kt. Robert Johnston lent a hand to Billy Campbell.



A CHILDHOOD MEMORY of the fruit, candy, and ten pennies he received at New Bern, NC, Lodge's Christmas party for underprivileged children in 1903 prompted Brother Carlyle Dixon (left) to donate \$1,000 to the National Foundation. Foundation Chm. and PDD H. Frank Oglesby (center) accepted Brother Dixon's check, as ER Nat Baxter stood by to congratulate the lodge's first honorary founder.



GREENWICH, New York, Lodge participated in the opening of the Little League baseball season by donating a new flag for the center field flag pole. Joining ER Daniel Brophy (third from left) for the flag-raising were (from left) Dick Andrews, Tim Brownell, Ken Brownell, and John Andrews, all members of lodge-sponsored Boy Scout Troop No. 27.



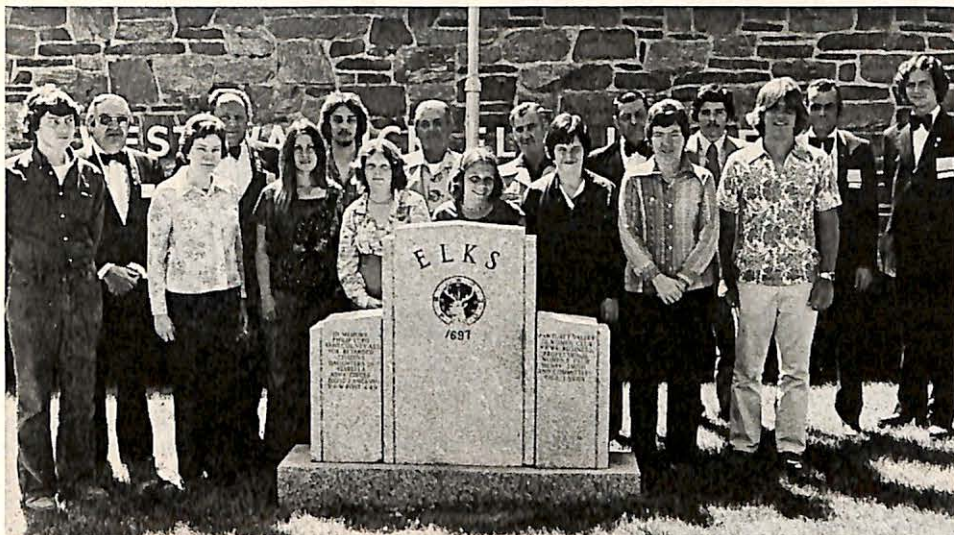
FRESH FLOWERS delivered by Est. Lect. Kt. Len Stefano (center) and Ray Bennett of Woodland, CA, Lodge to the Woodland Skilled Nursing Facility were accepted by Marguerite Farley. Each year the lodge observes Flower Day, when lodge volunteers arrange small baskets of assorted blossoms and distribute them at local convalescent homes.



A CONTINGENT of Wilkes-Barre, PA, Lodge officers, including Trustee Joseph Tirpak (seated, left), Luzerne County Controller, ER John Bednarski (seated, right), and (standing, from left) In. Gd. William Langdon, Secy. Thomas Dugan, Trustees Herman Kersteen and Charles Sennick, Est. Lect. Kt. Paul Maher, and Est. Loyal Kt. Edward Myers, were present when Mayor Walter Lisman signed a proclamation naming the first week of May as Youth Week. To set an example, the lodge made a donation to the Police Athletic League, which sponsors activities for local youth.



LA SIERRA High School's Student of the Month, Amy Jones, was one of 36 students who received certificates of recognition from ER Mike Koch during a luncheon hosted by Carmichael, CA, Lodge. Amy maintains an excellent scholastic record, even though she is handicapped with vocal defects and muscular damage as a result of cerebral palsy.



A MONUMENT donated by the S.T.A.R. (Senior Teens Aid Retarded) Group to West Warwick, RI, Lodge was dedicated in a ceremony attended by lodge officers and S.T.A.R. representatives, among whom were ER Donald Rogers and S.T.A.R. Pres. Ric Blaguire. For the past seven years, the local Elks and the group's members have worked together in an effort to raise over \$12,000 to send retarded children to a summer camp supervised by the teenagers.

FOR 75 of his 97 years, Brother Ben Russell (seated, left) has been a member of Cedar Rapids, IA, Lodge. Congratulating the old timer, who was recently awarded a certificate of appreciation, were ER Peter Bailey (seated, right), PER Daniel Ockenfels (center), and (standing, from left) Esq. Don Martens, Secy. and PER George Hill, and Harry Dunker.



A "THANK YOU" was extended by West Chester, PA, Lodge to the local police force. At a dinner for the law enforcement officers, ER Carroll Hillebrand (third from left) presented a plaque to Police Chief John Green as (from left) Cliff Downward, Wayne Boggs, William Chesko, and John Martin observed.





THE FIFTH ANNUAL BANQUET to honor the bowling teams of the Oxford County Association for Retarded Children, which includes people from the Adult Activity Center and Hope School, was hosted by Rumford, ME, Lodge. Admiring the 86 trophies furnished by the lodge for the event were (from left) PER Dan McDonald, Laurette Martin, president of the Hope School Auxiliary, PDD Armand Beauchesne, banquet chairman, Irene Theriault, secretary of the Hope School Auxiliary, and Brother Lionel Belanger, chief cook.



A VERY SPECIAL Arts Festival (VSAF) was held recently in Boulder, CO, under the sponsorship of the local lodge to promote arts and crafts and musical talents for the handicapped. Gov. Richard Lamm (third from left) lent his support by declaring the first two weeks of May "Handicapped Artists and Performers Days." At the signing of the proclamation were (from left) Homer Kay Paige, coordinator of handicapped students at the University of Colorado, Mary Kay Hefley, VSAF Executive Committee coordinator, Est. Lead. Kt. Bob Bartlett, Steve Sobol, VSAF public relations coordinator, and ER Jim Luckow.



COMPETITORS from the ages of 9 to 19 took part in the sixth annual Massachusetts Elks Gymnastics Open held in Framingham. For taking first place in the greatest number of events for boys, Paul O'Neil (right) of Framingham North High School received the AMF (American Machine Foundry) American Athletic Equipment Co. Award from AMF representative and Brother Bud Twombly. Nearly 350 gymnasts performed during the two-day meet.



THE BOWLING TEAM from Mendota, IL, Lodge bested more than 1,250 teams who participated in the 57th annual Elks National Bowling Tournament at Lansing, MI, to take the championship. For their efforts, (seated, from left) Jim Jarrell, Mike Rumsey, and (standing, from left) Dennis Piller, George Jauch, and Larry Wujek, team captain, received a trophy and a total of \$750.

DURING A VAVS volunteer recognition ceremony at the local VA center, Mr. I. V. Billes (standing), director of the center, awarded a plaque for 7,500 hours of volunteer service to PDD Garnett Shipley of Martinsburg, WV, Lodge. Brother Shipley is chairman of the lodge's Veterans Service Committee.





FIVE HUNDRED POSTERS were displayed on outdoor advertising panels throughout California to publicize the Elks' annual Flag Day program. Space for the posters was provided as a public service by the outdoor advertising industry, specifically the companies of the California State Outdoor Advertising Association. Estimated value of the donated space exceeds \$235,000.



A PLEDGE to the Newington Children's Hospital was fulfilled when Torrington, CT, Lodge delivered \$2,500 to John Goodman (third from right), assistant chairman of major projects and charities for the state. At the check presentation were (from left) then-VP Joseph Palmer, then-ER Allen Hopkins, Torrington Major Project Chm. Mario Teti, then-SP Francis Joyce, and David Brady, District Deputy at the time.



THE TABLES were turned recently when Rhode Island Americanism Chm. Bernard Schiffman (right) received a plaque for dedicated service to youth from Arthur Jackson on behalf of the Sachem District of the Narragansett Council, Boy Scouts of America. Brother Schiffman, who has presented certificates and flags to 492 Eagle Scouts over the years, was photographed by Ann MacKinlay of the *Observer* as he accepted his award.



"BAD LANGUAGE" doesn't pay for members of Tucson, AZ, Lodge's Luncheon Club, who are fined for verbal indiscretions committed at their weekly gatherings. Club President Charles Vogel (left) periodically deposits the cash collected with ER Bill Boughton for the Elks Charity Fund.



A \$15,000 DRIVING range donated by the Oregon State Elks Association for use by hospitalized veterans was dedicated recently. Special guests at the ceremony were Brother Tom Ginn, for whom the range was named, and Mrs. Ginn.

(Continued on page 36)

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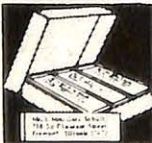


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NEW NUCLEAR THREAT

(Continued from page 12)

hydrogen. The advantage of fusion, if a breakthrough can be achieved, is that it will provide a virtually unlimited amount of energy. The hydrogen could come from the oceans and a fusion reactor would not create weapons grade materials.

President Carter, who had training as a nuclear engineer and worked on nuclear submarines, is acutely aware of the potentials and the dangers involved in the uses of nuclear energy. He believes that dependence on nuclear power should be kept to minimum. Carter has put forth a three step proposal for limiting the risks of using nuclear energy.

First, he would like to see a world energy conference sponsored by the U.N. "to help all nations cope with common energy problems."

Second, he has called for more in-

ternational agreements to limit the spread of nuclear weapons.

Third, Carter would like to see more international action to make the spread of peaceful nuclear power less dangerous. Included in this would be the banning of the sale of nuclear reprocessing centers which, in his words, "can only spread nuclear explosives around the world."

Ultimately, further technology will have to be a part of the solution to the nuclear dilemma. Successful solar energy research may lead to the further use of the sun to meet the world's energy needs. Solar power is already being used to heat buildings and hot water. Scientists are seriously exploring the possibility of launching solar generating systems into space and then relaying electric power to earth with lasers or microwaves. Large generators could be built as part of the space shuttle program. ■

It's Your Business

(Continued from page 5)

"Perhaps a cabinet position is what we need but we would be taking more chances on the government to really make it effective. For example, it wouldn't be valuable to me if the President appointed one of his cronies—cabinet positions usually go to presidential friends or friends of friends who never sold \$1 worth of anything, to help with my problem."

Doyle replies that small business people must stop looking merely at today and tomorrow and think about a future within a governmental system that is changing. It's a system that definitely won't return to yesterday. Actually, a positive, aggressive strategy on the part of the government is necessary if small business is to survive, he claims. "Achieving the solution to its situation will involve some revision of existing enclaves and that will be another problem . . ."

From Prof. Doyle's point of view, consequently, a cabinet position for small business is virtually the only way left to provide a vast array of proprietors with an effective voice in federal decision-making and week to week contact with the White House. Yet those whose business is small business still have reservations. Some are suspicious of bigness, an endless list of agencies and inefficient bureaucrats who, they fear, might create as many problems with a new department as long-standing difficulties still being tossed from agency to agency.

You can't really blame the businessman, either. He's had his fill of theories, promises, hassles, correspondence and regulation after regulation. Disillusionment has turned to skepticism.

Should there be a Department for Small Business, then?

I believe it can be seriously considered if the following issues are dealt with:

▶ The disenchantment that appears to exist among a number of proprietors about government participation. With some, it's deep-rooted and can only be resolved by a well-planned educational program to logically show that such a unified department and high level officer will actually help them individually.

▶ That the selection of the secretary for small business would actually come from the ranks of active small proprietorship; someone with a wealth of small business experience and enough government background to know how to go about dealing with the bureaucracy from within.

▶ A practical definition of what constitutes small business today. There are too many descriptions and too much guesswork as to what is and what isn't a small business.

▶ An elimination of agencies and regulatory bodies in other departments whose task has been to monitor and restrict small business for punitive reasons.

▶ Finally, the creation of a department in the field as well as Washington which serves regions of the country with experienced or retired business persons to expedite a constant flow of two-way communication between the proprietor in his shop and the department, Congress and the White House.

What do you think?

Address your questions and comments to John C. Behrens, c/o The Elks Magazine, 425 Diversey Parkway, Chicago, Illinois, 60614. ■

Obituaries

PAST DISTRICT DEPUTY Jack E. Carver of Delray Beach, FL, Lodge died recently. In 1960-1961 Brother Carver was named District Deputy Grand Exalted Ruler for the Southeast District.

PAST DISTRICT DEPUTY Chester A. Eaton of Myrtle Creek, OR, Lodge died May 8, 1977. Brother Eaton was appointed District Deputy Grand Exalted Ruler for the South District in 1969-1970.

Job Boredom: Nation's No.1 Killer

(Continued from page 9)

creased and turnover was practically eliminated. Syntex Corp. allowed two groups of its salesmen to set their own work standards and quotas. Sales increased 116 percent and 20 percent respectively over groups of salesmen who were not given that freedom.

Let workers see the end product. Chrysler has sent employes from supply plants to assembly plants so they can see where their parts fit into the finished product. The company has also put assembly-line workers into inspection jobs for one-week stints.

Let workers set their own hours. In West Germany, some 3500 firms have adopted "sliding time." Company doors are open from 7 am until 7 pm and factory or office workers can come in any time they like, provided that they are around for "core time," from 10 am to 3 pm, and they put in a 40-hour week. Productivity is up, staff turnover is down, and absenteeism has fallen as much as 20 percent.

Treat workers like adults. A few firms are attempting to give workers more status and responsibility. For example, in its Topeka, Kansas, plant General Foods has eliminated reserved parking spaces for executives, banished time clocks, made office size dependent not on rank but on need, abandoned the posting of inplant behavior rules and put the same carpeting in workers' locker rooms as in executives' offices.

"Workers want control over their destiny," says Professor R. W. Revans, a former manpower chief for the British coal board and now an industrial adviser in Brussels.

The sentiments of European workers were indicated in an episode in the Netherlands. A thick chalkline was drawn across a corner of a Unilever Corporation factory and workers forbade entry to all who could not give a satisfactory explanation of their mission. When an electrician came to put in a new light bulb, the workers said they were perfectly capable of doing this job themselves and took the bulb from him.

Progress is being made, slowly but surely, to prevent job boredom. Some "with it" corporations have their top executives study the emotional needs of workers. For example, three times a year, the Menninger Foundation, the mecca of psychiatry in the country, conducts a week-long seminar for executives entitled "Toward Understanding Men."

The idea is to reach the people who can influence thousands of other lives and thereby do the greatest good. The executives are exposed to an intensive grounding in psychology by top men

in the field. Men who spend their working lives with profit and loss figures, construction, design and executive recruitment—or the thousands of other tasks that make up the business world—suddenly are exposed to Freud, motivation, id, ego and superego. It's a step in the right direction.

Professor Wickham Skinner of the Harvard Business School claims the potential of the work ethic as a positive force in American industry is extremely great.

"We simply have to remove the roadblocks stopping individuals from gaining satisfaction on the job," he says. "The work ethic is just waiting to be re-found."

As philosopher Albert Camus once

wrote: "Without work all life goes rotten. But when work is soulless, life stifles and dies."

Donald M. Morrison, in an essay in *Time* magazine on whether the work ethic is going out of style, summed up his sentiments in these words: "It will be a long while, if ever, before men figure out ways to make the work of, say, a punch-press operator or a file clerk soul-enriching. While waiting for that millennium—which may require entirely new forms of work—bosses who expect loyalty from their employes should try to satisfy their demands for more freedom, more feeling of participation and personal responsibility, and more sense of accomplishment on the job." ■

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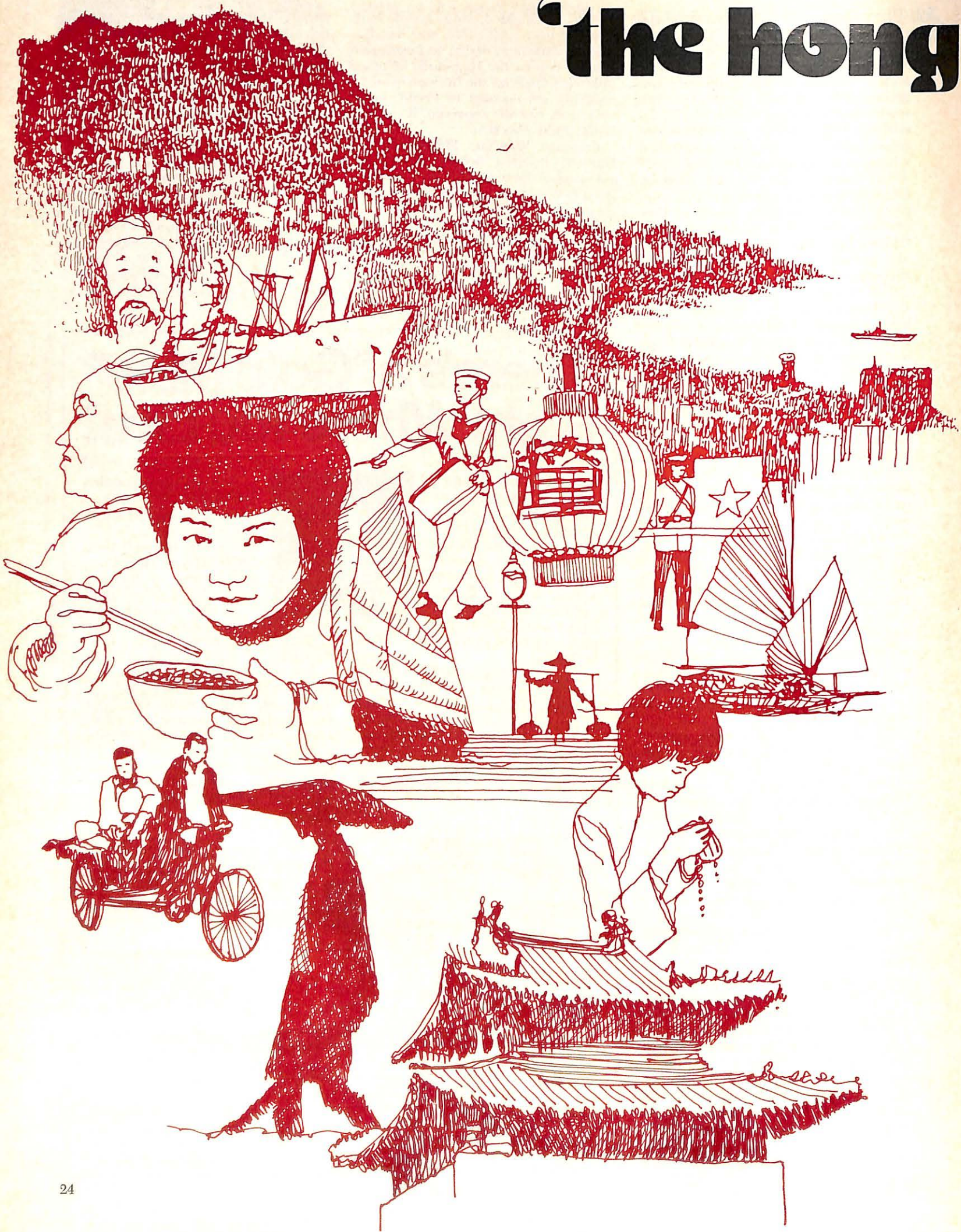
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Hong Kong Exception

by Jerry Hulse

In a year of continuing inflation, with the price of travel on the rise, the package tour to Hong Kong is a remarkable exception. Hong Kong has caught the imagination of the travel industry and the price war is on. One bargain is a \$700 package (West Coast departure) that includes air fare, hotel for two weeks, daily continental breakfasts, tips and transfers. Another operator is featuring a \$749 off-season package highlighting such extras as champagne breakfasts, cocktail parties and an authentic Chinese feast. And for those seeking only transportation, the flight can be booked for under \$500.

It is for this do-it-yourself tripper that I've been out scouting Hong Kong's economical hotels. While not in the same category with the Hiltons and the Mandarins, nevertheless they're friendly, clean and economical.

At the rock-bottom bottom of the list is the Luk Kwok at 67 Gloucester Road where a single starts at \$11 a day and doubles are available for \$15. Each of the 102 rooms contains a refrigerator, a color TV and a push-button console which operates the lights. Across the bay on the Kowloon side, 84 rooms are up for grabs at the equally inexpensive August Moon at 25 Kimberley Road, which is a block off Nathan Road and four blocks from the waterfront. While the name is far more romantic than the hotel, the rates make it a popular choice for vacationers on a budget. Singles at the August Moon start at \$14 a day and doubles at \$19. "Your home away from home," says the sign on the reception desk.

Among Hong Kong's inexpensive gems is the Empress, which is operated by the Peninsula Group at 17-19 Chatham Road. Facing Victoria Harbour, it offers views of sampans, steamers and the lights of Hong Kong itself. The tariff at the Empress starts at \$16 single and \$20 double. Figure on between \$6 and \$10 extra for a harbor view. A full American breakfast costs the guest under \$3, lunch is available for less than \$4 and the buffet dinner comes to around \$6. There is no better bargain in all of Hong Kong.

For the visitor desiring to escape the frenzy of Kowloon, try the Carlton Hotel on a hillside 4½ miles north of the waterfront in the direction of the New Territories. Overlooking Hong Kong at an elevation of 2,000 feet, it

offers a dazzling view of the harbor, the jets landing at Kai Tek Airport and the nightly spectacle of Hong Kong's water-to-peak string of lights. Ian Fleming once remarked, "Dinner at the Carlton unfolds one of the world's most memorable panoramas." Its 46 rooms start at \$17 single and \$21 double. Two- and three-bedroom suites bring \$36 to \$54 a day. More of a resort than a hotel, the Carlton provides a veranda, a swimming pool and lush gardens that flow over the hillside. For those wishing to shop, bus service on the hour is provided to the arcades of Kowloon. (A word of advice: ask for a room away from noisy Tai Po Road.)

Meanwhile, nearby Macao still attracts daily boatloads of Hong Kong's visitors. Once the seamiest spot in the Orient, today it appears as sleepy as some remote Mexican village during the siesta hour, a place of narrow crooked streets and pastel-colored buildings and white-shuttered windows, a European-Oriental city that rises like a transplant from the sunny Mediterranean. Macao is an anachronism: old and ugly and beautiful, its narrow cobblestone streets running past ancient temples and crawling over hills with glimpses of mainland China.

As the oldest European settlement in the Orient, Portuguese Macao displays Old World charm in a number of small shelters, mainly the Pousada de Macao, the Bela Vista and the Caravela. For the traveler who seeks simplicity rather than the chromium-plated glitter of Macao's modern hotels, these establishments will prove a joy, with one exception: Avoid them during the chill of winter. Without central heat, the guest has only one choice: Leap into bed and bundle. The smallest of the group is the Pousada de Macao, a 100-year-old colonial gem of only four rooms, each bid at \$14 a night double (plus 15 percent tax). In addition, Pousada de Macao possesses one of the settlement's finest dining rooms, the specialty being spicy African chicken served with vinho verde, the delicious Portuguese wine. Another century-old mansion, the Bela Vista, occupies a hilltop position with a superb view of offshore islands and the muddy estuary of China's Pearl River. Fans spin in high, old-fashioned ceilings, the 25 rooms up for bid at \$11 a night single and \$15 double.

For romantics a third choice is the quiet, rose-pink Caravela whose white-shuttered windows frame the Pearl River while lights beam back from mainland China. Rates for the Caravela's rooms—19 with bath—start at \$9 a night single and \$16 double, with suites available from \$20 to \$28 a day. You'll recognize the Caravela by two ancient rickshas at the door, paint peeling, green canvas roofs faded by the hot Asian sun.

Years ago Macao's crowds packed the old Central Hotel. It was here, too, that William Holden joined Jennifer Jones in "A Many Splendored Thing" and, as I recall, there was another scene from Ernest Gann's "Soldier of Fortune." In its glory the old Central rated more sin, room for room, than any hotel in Asia. Sinister figures always seemed to be slipping through its lobbies while dark-haired Eurasian beauties peered from its doorways. And always there was the pungent odor of opium drifting through its hallways. The old Central was sinfully exciting. I recall, too, the Villa Tai-Yap, the ramshackle old inn where I took up residence during my first encounter with Macao. Unlike the Central it wasn't sinful. It wasn't even romantic. Rather, it was a nightmare. The beds sagged, the floors were bare and the shower was so cold it nearly froze the blood. That was 15 years ago when the Tai-Yap was considered first class, which gives you an idea of



'The hong kong exception'

the sort of accommodations that were available in those days.

Well, it's all changed, of course. Macao has its new hotels that are anti-septically modern, and none is particularly sinister. The newest is the Sintra. With 260 rooms, central heating and air conditioning, TV and telephones, cocktail lounges and a 24-hour coffee shop, it is disappointingly un-Oriental and sadly lacking in Portuguese atmosphere. And then, of course, there's the Lisboa, which is fussier than the Fontainebleau, as lavish as Las Vegas, a Portuguese-Chinese palace etched in gold and crawling with high rollers. Built at a cost of \$20 million, it contains 600 rooms, nearly a dozen restaurants, shopping arcades and a couple of casinos with action 24 hours a day, 365 days a year.

Like Las Vegas, there's never a holiday. Instead of Scotch or bourbon, dolls in flesh-fitting cheongsams slip hot tea to Chinese gamblers intent on games of blackjack, roulette, craps, fan tan, sik po and paikau. Upstairs in a VIP gaming room, high rollers lose up to \$100,000 in a single turn of the dice. During intermission they take their fill of steaks in the Grill Room, tempura in the Furusato restaurant and shark's fin soup and lemon chicken in the Lisboa Room. Counters in the shopping

arcade groan with gold, jade and ivory. It makes no difference that you've lost your last dime in the casino; signs displayed throughout the hotel welcome American Express, BankAmericard, Diners Club and American and Japanese travelers checks. Rates at the Lisboa start at \$14 single a day and \$19 double, with top-floor suites available at \$100 a night for two bedrooms, a living room, three baths, his and her TV sets and valet service around the clock.

High rollers as well as nickel-and-dime gamblers crowd other gaming rooms aboard the Macao Palace, a floating casino the locals refer to as the Pirate Ship. It takes little imagination to figure out why. TV cameras peer from an ornate, pagoda-style roof, and those not wishing to be seen by other gamblers lower their bets in wicker baskets from upper decks. Macao is to Hong Kong what Las Vegas is to the U.S., only far closer. Jetfoils make the 40-mile trip in just under an hour, hydrofoils splash across the muddy Pearl River estuary in one hour, 15 minutes, and colorful ferries do the cruise in 2½ hours (although friends of mine were delayed four hours when the engine on their ferry sputtered and died midway downriver).

Hong Kong and Macao travel agents are selling two- and four-night week-day packages for \$55 and \$79 respectively, including transportation from

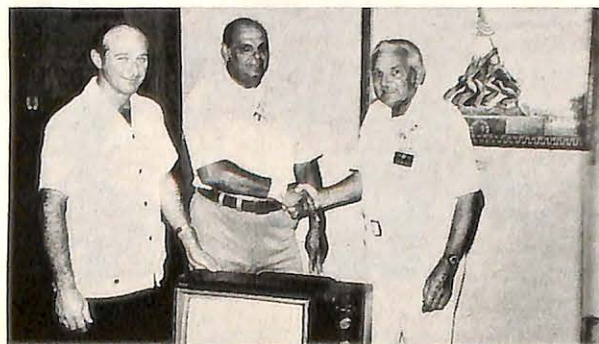
Hong Kong, double-occupancy room, breakfast, lunch and sightseeing. While generally relaxful weekdays, Macao is maddening on weekends. Up to 20,000 Chinese ride the jetfoils and hydrofoils down from Hong Kong. Chinese New Year's is even worse. Hotels overflow. Rooms are sought in pousadas and small inns, and even private homes. Roulette wheels spin constantly and slots—they're called "hungry tigers" here—gulp coins voraciously. To make room for its crowds, Macao built a slick bridge from the mainland to a couple of offshore islands, Taipa and Coloane. Plans are under way for a 600-room hotel on Taipa to be surrounded by gardens, tennis courts and swimming pools. Other developers have in mind a rash of new guest rooms on Coloane, along with a golf course, riding stables and a huge convention auditorium. Fleets of double-decker British buses carry visitors to island beaches, to the ruins of St. Paul's, the Monte Fortress, Sun Yat-sen's former home and Ma Kok Miu Temple, with its incense smoke and burning joss sticks. Crowds of Chinese, Indonesians, Japanese, Filipinos and Americans stroll through Lou Lim Ieoc, the classic, Peking-style garden with its bamboo groves and fish ponds and pavilions for moon watching. Others visit the border, staring across the brief no-man's land toward Chinese guards who patrol their side.

ELKS NATIONAL SERVICE COMMISSION

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



Cigarette coupons collected by Whitehall, NY, Vets Chm. Floyd Pickett (left) from area stores were redeemed for a 19-inch television set, razors, and radios for patients at the Albany VA Hospital. Helping Brother Pickett count the coupons was Mike Khoury, who came up with the idea for the project.



Among the gifts donated by the Hanover, PA, Elks to the Lebanon VA Hospital were two television sets. Participating in the presentation were (from left) PDD Russell Mummert, Abraham Chapman, John Smith, State Vets Committeeman Harold Templin, PDD George Swartz, Hanover Vets Chm. and Chap. Robert Lehman, Treas. Charles Cromer, then-DDGER Lloyd Yost Jr., and then-ER Harry Niehoff Jr.

The Elks of Jupiter, FL, remembered the veterans at the VA Hospital in Miami with a 19-inch color television set. On behalf of the patients, Mr. C. Fragola (center) thanked Vets Chm. Nelson Day (right) and Co-Chm. Edward Jerger, who made the delivery.

While the Portuguese remain in Macao, their troops are gone—along with much of the old intrigue.

Finally, for the visitor wishing to see the old China but who's unable to get a visa, the island of Cheung Chau is only 60 minutes by boat from the hustle of Hong Kong. Although belonging to the British colony, it rises up like old China itself.

Pressed ducks hang from tattered awnings and noodle vendors weave their way through a maze of narrow, twisting alleys, chanting to housewives who peer from the shadows of ancient structures. Only a mile square, the island is remindful of mainland China itself, sunk in the South China Sea 10 miles southwest of Hong Kong.

Supported primarily by fishermen, Cheung Chau faces a miniature harbor choked with sampans, walla wallas and junks. Standing on the deck of his boat, Ho Wai Fong looks off into the sunset, giving thanks to the gods who fill the sea with fish and his bowl with rice. Soon he will sail into the darkening waters, lanterns lit for nighttime fishing. While Ho Wai Fong is away, his wife will pray at Pak Tai Temple, lighting joss sticks as an offering for his safe return. Pak Tai, islanders say, is the patron deity of Cheung Chau's first fisherman. Plague that struck the island was suppressed, they insist, by placing an image of their deity in the temple. Later when a storm swept the island, superstitious villagers attributed the disaster to the influence of evil spirits, the ghosts of fishermen murdered a century earlier by a band of pirates. The pirates fled but they say the spirits remain.

Because of evils past, an annual ceremony is conducted to appease the gods who appease the spirits. During the fourth moon of the Chinese lunar calendar everybody—small fry and grown-ups alike—takes part in a three-day frolic billed as the Bun Festival. At the same time the entire island goes on a vegetarian diet. The cats are especially grateful; while the action continues they're safe from the pot. This goes for Cheung Chau's dogs, too. Meat is wiped entirely from the menu. During the festival Cheung Chau presents its answer to the Pasadena Tournament of Roses. Only instead of flowers, floats are covered with bakery buns. There's even a bun queen followed by a procession of paper tigers and dragons. Youngsters gussied up in ancient Chinese costumes do their acts as well, riding floats, walking on stilts and waving to proud mamas and papas lining the route. At the same time, towers of bakery buns 60 feet high are paraded through the streets to appease both ghosts and gods. Finally, precisely at midnight on the final day of the festival,

thousands of islanders scramble up the towers to grab off the buns as a token of good luck. The higher the bun the better the luck. (It takes no genius to figure out that at 60 feet if some poor bloke takes a tumble, likely he'll end up a ghost himself.) Held ordinarily in June, the ceremony attracts huge crowds from Hong Kong.

Meanwhile, journeys to the island are conducted daily throughout the year by Watertours of Hong Kong. Passage over and back in one of Watertours' ornate junks, complete with beer and soft drinks, come to \$10 a head. Or if you prefer to skip the frills you can board one of the nifty triple-decker public ferries sailing to Cheung Chau for 80 cents round trip from the Outlying Islands Ferry Pier in Central Hong Kong. Weekends you will pay about half a buck more. Beer, soft drinks and hot dogs are served up in a snazzy snack bar in the first-class section while the ferry drifts past dozens of islands.

Other ferries call at Lantau, an island 4 miles northwest of Cheung Chau on the Pearl River Estuary. Twice the size of Hong Kong, Lantau supports barely 20,000 persons, mainly fishermen in the market town of Tai O. Friendly Tours of Hong Kong does an 8½-hour island-hopping swing calling at Cheung Chau and little Peng Chau as well as

Lantau, all for \$13 (U.S.) which includes lunch, light refreshments and pickup at your hotel.

Meanwhile, back in Hong Kong, Watertours runs other nifty cruises, one of which follows the traditional route to Canton by junk through Victoria Harbour and northwest past the islands of Tang Lung Chau, Lantau and Ma Wan to Castle Peak. It returns along the New Territories shoreline past Pearl Island, Tsing Yi and Stonecutters Island. Other cruises take in Aberdeen, the fishing village of Lei-U-Mun and Typhoon Shelter, weaving among junks, sampans, walla wallas, ferries, tugs, warships and freighters. Terri Olsson, the Big Mama of Watertours, pays special praise to her "Romantic Evening Cruise," a two-hour sail to Aberdeen priced at \$13. The tab includes fine drinks, soft breezes and soothing melodies.

Here are the addresses of the various tour operators: Hong Kong Watertours, 905 Star House, Kowloon, Hong Kong; Friendly International Tours Ltd., G.P.O. Box 5385, Hong Kong; Hong Kong Lantau Peak Travel Co., 8-14 Connaught Road West, 17th Floor, Hong Kong; Ned Kelly's Last Stand, 11A Ashley Road, Kowloon, Hong Kong. (To reach the public ferry, go to the Outlying District's Ferry Pier on Hong Kong Island.)

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NEWS OF THE STATE ASSOCIATIONS



THE HILTON INN in Memphis was the scene of meetings, contests, banquets, and dances during the March 31-April 2 gathering of the Tennessee Elks. Then-GER George and Ruth Klein, PGER Edward and Maggie McCabe, Grand In. Gd. James Fesmire, PSP Ted and Mrs. Callicott, and PSP Bill Stanfill were among the approximately 600 people in attendance.

Kingsport Lodge was again judged the ritualistic champion for the state. Bristol Lodge came in second, with Paris Lodge ranking third. Three members of the Kingsport team were named to the all-state team. Co-winners of the Eleven O'Clock Toast Contest were Bristol ER Bill Stump and Kingsport ER Bob Patterson.

Per capita contributions of \$5.75 from the Fayetteville Elks to the National Foundation earned the lodge the Hugh Hicks Award. Nashville Lodge's donation of \$1,910 to the state's Benevolent Trust was the largest amount of money given by a single lodge. On a per capita basis, Kingston Lodge took the honors.

Cecil White of Bristol Lodge, Ross Reed of Greeneville, and Clay Jared of Fayetteville were named to the Elk Hall of Fame. The Brothers were awarded trophies to commemorate their distinction. Elk of the Year from the Upper East District was Harvey Anderson of Elizabethton Lodge, while David Arnold of Fayetteville represented the Middle District in receiving that same honor.

The Trustees of the National Foundation this year announced 29 scholarships ranging from \$700 to \$1,000 and 30 allocated scholarships of \$600 each. Nursing students will benefit from 26 \$900 scholarships made available by the Tennessee Elks Benevolent Trust. One of the scholarships was a gift of the Elks' ladies of Nashville Lodge. During the convention, the Elks' ladies

organized statewide and elected their first president, Mrs. Lynn Thune of Nashville.

Directing the state association for 1977-78 is SP Harry Lester of Nashville Lodge. He will be assisted by President-Elect Paul Elliott, Knoxville; Vice Presidents Oscar Kitchens, Elizabethton; William Bush, Oak Ridge; Bryant Baugher, Lewisburg; Michael Baloga, Camden; Secy. Joe McCulloch, Nashville, and Treas. Clyde Webb, Athens.

Fall and spring meetings of the Tennessee Elks are planned to be held at Trenton and Nashville, respectively.

PRESIDING at the 48th annual conclave of the New Mexico Elks Association was outgoing SP Ray Camp, who welcomed then-GER George Klein, the principal speaker, PGER Robert Boney, the state sponsor, PGER Francis Smith, and Colorado SP A. Wayne Patterson to the proceedings. Total attendance at the April 14-16 gathering in Albuquerque was recorded at 601.

SP Ike Alarid of Santa Fe Lodge heads the slate of newly elected state officers which includes Vice Presidents Greeley Myers, Las Cruces; Willis Claus, Albuquerque; Secy. Howard Nunez, Albuquerque, and Treas. E. H. Jahraus, also of Albuquerque.

GER Klein, PGERs Boney and Smith, and the state and local officers and their wives were the guests of Albuquerque Lodge at a special dinner. Santa Fe Lodge hosted a reception honoring the new state president, who is a lodge member, and Gallup Lodge staged its traditional luau. The social highlight for the ladies was a luncheon and style show with Betty Newlander of Albuquerque in charge.

In the ritualistic contest, Carlsbad Lodge took team honors with a score of 94.963. All-state ritualistic coach was PER Fred Bloss of Carlsbad, who



The Wyoming Elks State Association saluted its outgoing president, Ed Young (left), with the gift of a National Foundation honorary founder's certificate, presented by PGER Robert Yothers (center) and Lusk Lodge Foundation Chm. Victor Heckman. Per capita donations of \$6.82 from members brought Lusk Lodge the award for the highest Foundation contribution in the state.

also won the Flag Charge Contest. The Sportsmanship Trophy went to Alamogordo Lodge. For his work as State Ritualistic Chairman, Stuart Rucker of Gallup Lodge was chosen Elk of the Year.

The New Mexico Elks Association had its best year ever for the National Foundation, with over \$28,000 contributed. The State National Service Committee reported that over \$7,000 was collected in the Deer Hide Drive. Over \$105,000 for cerebral palsy was realized in the 1976-1977 major project fund drive, another record. The PGER Horace Wisely Traveling Trophy for largest net membership gain was awarded to Rio Rancho Lodge.

No dates were set for the October meeting of the state association to be held in Carlsbad, but the 1978 annual convention is scheduled for April 13-15 in Las Cruces.

NEARLY \$35,000 was collected for the Southern Eye Bank, the state major project, during the past year, it was reported at the April 22-24 meeting of the Louisiana Elks Association. A social hour, a banquet, and a dance entertained the 250 members and guests present for the annual convention hosted by Monroe Lodge. During the proceedings, the ritualistic trophy was presented to Baton Rouge Lodge's team.

Shreveport was chosen for next year's annual convention, which will take place April 6-8. The Louisiana Elks will convene in Baton Rouge November 5-7, 1977, for their fall meeting.

The new state officers received the congratulations of special guests PGER Willis McDonald, the state sponsor, and



A delegation of Elks and city officials including Mayor Harry Kinney, representatives of the Greater Albuquerque Chamber of Commerce, local ER Ken Littell, and incoming SP Ike Alarid extended a red carpet welcome to then-GER George Klein (second from right) and his wife Ruth, and PGERs Robert Boney (right) and Francis Smith (third from left) as they arrived in Albuquerque for the New Mexico Elks' convention.



Proudly displaying the Ohio ritualistic trophy were the members of Lima's winning team (seated, from left) Est. Loyal Kt. Don Prochnow, ER Ralph McClain, Est. Lead. Kt. Mike Schroeder, Est. Lect. Kt. Dave Warris, and (back row) Coach Howard Brinkman, Chap. Al Scrivner, In. Gd. Robert Buchanan, Esq. Bruce Plumb, and Coach Jim Shirey. Eight teams competed for the state title during the annual conclave in Columbus.

PGER William Wall. SP Ray Majure, Shreveport; President-Elect Fulton Mahan, Houma; Vice Presidents Fred DeJean, Opelousas; Darrel Walton, Baton Rouge; Treas. C. W. McGill, Slidell, and Secy. Ellis Ponthieux, Shreveport, were chosen to lead the state association for the coming year.

THE CIRCLEVILLE Elk Singers, under the direction of Terry Anderson, performed at the memorial service scheduled during the 79th annual convention of the Ohio Elks Association. Outgoing SP Floyd Shambaugh presided at the April 28-May 1 sessions in Columbus which attracted approximately 1,200 delegates and guests from 100 lodges throughout the state. Featured speakers for the convention proceedings were PGER E. Gene Fournace, the state sponsor, PGER Willis McDonald, and Ohio Attorney General William Brown.

Honored at a youth luncheon were 15 national scholarship winners who received awards of \$700 each, 16 additional state scholarship winners who were awarded \$600 each, and the state "Hoop Shoot" champions. The Ohio Elks had allotted more than \$128,000 during the year to foster youth activities.

On the roster of new state officials are SP Robert Kennedy, Dover; Vice Presidents James Ekelberry, Delaware; Richard Baker, Findlay; David Straight, Parma, and Secy. Paul Sedor, Salem.

HONORED GUESTS at the Iowa Elks Association meeting in Ottumwa were PGER Glenn Miller, the state sponsor, and Mrs. Miller. A total of 468 Elks and ladies were officially registered for the

May 6-8, 1977, event.

During the past fiscal year, the state Elks supported the Easter Seal Society of Iowa, which sponsors sales of products made by homebound people. Expenditures for this program totaled \$40,000.

Fairfield is the home lodge of incoming SP Robert Moore. Also on the slate of new officers are Vice President-Elect Darwin Hammer, Fort Dodge; Vice Presidents John Winger, Mason City; John Goldman, Sioux City; Larry Hart, Centerville; Claude Drake, Atlantic; Secy. Sanford Schmalz, Muscatine, and Treas. C. Tex Carter, Ames.

The Iowa Elks will reconvene in Des Moines on November 3-5, 1977, and will hold their annual meeting in Fort Dodge on May 5-7, 1978.

DOCTOR KENNETH SWAN, director of the University of Oregon Health Sciences Center, was named to the Oregon Hall of Fame during the yearly convention of the Oregon Elks which took place May 5-7 in Seaside. PGERs Frank Hise, the state sponsor, and Robert Pruitt were among the nearly 2,500 participants who witnessed the presentation of the Hall of Fame plaque to Dr. Swan.

The generosity of the state Elks was confirmed in their charitable contributions for the past year. Totals of \$39,784.88, \$19,179.01, and \$4,806.99 were recorded for the Elks Eye Clinic, the Meadowood Springs Speech Camp, and the Elks National Foundation, respectively.

Installed as State President for 1977-1978 was Salem Lodge's Ernie Zielinski. His fellow officers are Vice Presidents Bruce Reed, Beaverton; Dick Herndob-

ler, Ashland; Jack Sweek, Pendleton; Norman Polley, Ontario; Loyd Peterson, Florence; F. Braatz, Eugene; Don Stephens, Lake Oswego; Secy. Orville Mull, Keizer, and Treas. H. M. Randall, Salem.

Seaside will again be the site of the annual conclave next year. It will be held May 4-6.

FOUR-YEAR SCHOLARSHIPS of \$475 were received by Kori Graham and Angelo Kallas as part of the Wyoming Elks' state major project. The winners were announced during the April 29-May 1 convention of the Wyoming Elks State Association in Riverton. Also named were Most Valuable Student finalists Daniel Tomich, Christy Mercer, and Bryan Hassler, and alternates Monica Bertagnolli, Matthew Kelly, Susan Freeman, and Daniel Sanders.

Some 250 Elks and ladies, including PGER Robert and Dorothy Yothers and Montana VP Robert and Kay Greene, witnessed the election of the new state officers. Chosen were SP Gene Dunn, Laramie Lodge; Vice Presidents William Kupper, Sheridan; Lee Beezley, Cheyenne; Fred Houchens, Jackson, and Secy.-Treas. Jack Cash, Cody.

Lodges with the greatest membership gain on a percentage basis were recognized with the presentation of plaques. Tops in the South District was Riverton Lodge, which recorded a 15.22 percent increase, while Gillette Lodge led the North District with a 12.63 percent gain.

The Wyoming Elks will gather in Cheyenne September 9-11 for their 1977 fall meeting. January 20-22 were the dates chosen for the mid-winter meeting to be held in Gillette.

DIGEST OF ANNUAL REPORTS



This digest consists of excerpts and summaries of the Annual Reports of the Grand Exalted Ruler, the Elks National Service Commission, the Elks National Foundation, the Elks National Memorial and Publication Commission, the Board of Grand Trustees, and the Grand Secretary.

George B. Klein



Grand Exalted Ruler

The opportunity and privilege of serving our Order as Grand Exalted Ruler is one of the greatest honors that can come to any man. The year has been a most exciting and wonderful experience for Ruth and me as we traveled throughout America visiting State Associations and Subordinate Lodges. We have been able to see first hand those things that we had read and heard about, but not seen. The experiences have deepened our feeling that the Benevolent and Protective Order of Elks is truly the greatest of all fraternal organizations. The enthusiasm of the members and their lovely ladies has been most impressive. Through their activities they have brightened the image of Elkdom in their communities.

For many years I have enjoyed the friendship and guidance of my good friend and sponsor, Past Grand Exalted Ruler H. L. Blackledge. Through his good offices my name was placed before the Grand Lodge as a candidate for Grand Exalted Ruler and for this and all his other support I will be forever grateful.

Ruth and I have enjoyed the warm hospitality and friendliness that has been extended to us during our visitations. You have given us a year of memories that will forever be cherished.

Without the guidance of the members of the Advisory Committee, made up of the Past Grand Exalted Rulers of our Order, it would be impossible for the Grand Exalted Ruler to carry out the duties of the office. The willingness

with which these dedicated Elks give of their time and talents is a source of inspiration to all Elks. During the past year it has been my privilege to work with these men and visit in their areas. The respect accorded to them is well deserved and I say to them for the guidance and friendship given to me in the past and especially this year, a heartfelt thank you.

Having had the privilege of serving on the Board of Grand Trustees, I am well aware of the tremendous responsibility that rests with the Board members. As the general fiscal agent of the Order, the Board is charged with the preparation of the annual budget and supervision over all of the expenditures in connection therewith, control and investments of funds, and control of the Grand Lodge Pension Fund.

To Robert Grafton, Chairman of the Board, and all of his fellow Grand Trustees I give the thanks of all for their dedicated service to the Order during the past year.

In preparation for the office of Grand Exalted Ruler the Grand Secretary gives invaluable aid to the candidate and during the year in office many problems are met and solved in the office of the Grand Secretary. To my good friend, Homer Huhn, Jr., I offer my everlasting thanks for the job he has done as Grand Secretary. Every request for information or assistance has been promptly and efficiently handled. This year has seen additional duties assigned to the Grand Secretary; the Public Relations Department now operates under the direction of the Grand Secretary.

I also wish to express my appreciation to Paul Zimmer, Sol Solomon, Dorothy Morris, Keith Barrett, Stanley Kocur, Bob Sconce, and all of the other members of the staff for their dedicated service to the Order.

Much of the image of Elkdom, as projected in our communities, is based on our activities for Youth. The many

programs as carried out by Elks and their ladies represent not only great expenditures of money, but a contribution of countless hours of dedicated service to our young people—America's greatest asset.

This year over three million youngsters across the land participated in the "Hoop Shoot" contests on the Subordinate Lodge level, in State contests, regional contests, and the finals in Kansas City. The sixty finalists competed to determine the six best free throw shooters and were awarded appropriate trophies and, in addition, their names will be inscribed in the Naismith National Basketball Hall of Fame in Springfield, Massachusetts.

Again this year we have seen an increasing interest in the Business Practices Committee and the Officers Training Committee. Many times a Lodge in financial difficulty can get helpful advice from experienced business-oriented Elks. There are many Brothers willing to help and all that is needed is a request to the Business Practices Committee.

The emergence of Officer Training programs has been instrumental in preparing Officers to become the chief executive Officers of their Lodges. The lessons learned in these training courses will help insure a successful Lodge operation.

Recommendations

1. If our Order is to continue its record of continual growth it is of utmost importance that we place continuing emphasis on the matter of lapsation. The loss of members, whether by non-payment of dues or absolute dimits is an indication of either poor indoctrination or failure to provide activities to keep the interest of the Brothers. If we are successful in keeping our Brothers involved in the activities of the Lodge, the lapsation problem will be diminished.
2. I urge that more stress be placed upon the matter of Officer training. The programs instituted in several of the states have proved to be highly successful, and contribute to the stability of a Lodge. It is important that the Officers know their duties in managing the affairs of the Lodge, and learn the importance of communication and knowledge of the Statutes governing the activities of the Subordinate Lodges within the Grand Lodge structure.
3. I recommend that on all levels, every effort be made to project the image of Elkdom through adequate public relations programs. Each Subordinate Lodge and State Association should have working publicity committees and the Director

of Public Relations for the Grand Lodge should furnish as much assistance as possible.

4. I recommend that the business practices committees set up under the recommendation of the State Association Committee be staffed by capable men who can render assistance to Lodges that are in financial trouble. District Deputies should report to the State Association those Lodges that are experiencing difficulty and members of the Business Practices Committee should be assigned to assist them in solving their problems. It is becoming ever more difficult to manage the financial affairs of a Lodge, and too many Subordinate Lodges have proved incapable of managing their affairs without supervision from the Business Practices Committee.
5. I recommend the extended use of probation for Lodges that are in trouble financially, or in violation of Grand Lodge Statutes. The probation of these Lodges would require the notification of the members of the probation so that the concerned Elks in the Lodge can bring pressure to bear on the Officers to see that the problems are corrected. Notification of Lodge members can be accomplished by posting on bulletin boards, reading at Lodge meeting, and by mailing or printing in Lodge publications.
6. I recommend that the District Deputy's report be revised so that additional information is furnished to the Exalted Ruler and the Lodge, so that steps can be taken to comply with the recommendations of the District Deputy. The format of the present report does not now provide a written record for the guidance of the Subordinate Lodge.
7. State Associations should be strengthened and greater emphasis given to the important role such Associations have in our Order. It must be recognized that the Grand Lodge programs cannot be carried without the cooperation of these groups. The Grand Lodge State Associations Committee should continue to give emphasis to the programs carried out by the State Associations.
8. I believe it is highly important that the Grand Lodge Statutes be simplified and codified. Since most of the reference to the Statutes is by lay persons they must be written in such a manner that the intent of the law can be readily understood. At present there are conflicting opinions and decisions which make it extremely difficult to comply with our laws.

9. In line with the previous recommendations by PGER Gerald Strohm and PGER Willis C. McDonald, I would recommend that the State Associations and our Subordinate Lodges be aware of legislation in the various governing bodies of our government. It is not recommended that any partisan or political activity be pursued, but rather a protective policy to prevent the further erosion of our rights.
10. It is recommended that the possibility of association with other fraternal groups be explored to discuss mutual problems and probable solutions.

William J. Jernick
Chairman



Elks National Service Commission

Our long-standing and often repeated pledge never to forget hospitalized veterans has been faithfully kept by our dedicated hospital committees who welcome this necessary assistance from the lodges.

While we are proud of this record we know that what has been accomplished is not nearly so important as what we do in the future. The development of a sound relationship between hospital committees, lodges, District Deputies and State Associations is vital to continued progress. Too often in the past the responsibility of our "Mission of Mercy" to hospitalized veterans has been delegated to our hospital committees. Only with a spirit of cooperation by the lodges can the needs of the veteran patients be adequately met. In these days of ever-mounting costs the regular grants from this Commission to hospital committees are to be considered solely as "seed" money or "pump priming" funds for bare essentials. The intent is to provide a continuity of limited program planning and prevent interruption of our service. The need for "extras" for special occasions, holiday observances, and other programs always exists. They can be met only through help from all lodges. It is gratifying to report that this necessary help for the hospital committees is rapidly being recognized through an ever-growing concern by lodges, districts and State Associations. It must be understood that the distance of a veterans hospital from a lodge is not a valid excuse for non-participation in the project. A veteran

from a lodge's home community seeking treatment would have to apply to that distant hospital.

An objective for participation by all lodges is attainable. The realization of its accomplishment is in the willingness of the lodge leadership to assume some portion of the debt we owe to the now sick and disabled defenders of our flag.

Translating all of our high ideals and purposes into charitable deeds are our faithful and devoted Elks and their ladies who bring our message of encouragement and cheer into the hospitals. They are truly noble exemplars of Brotherly Love. Their compassionate fulfillment of the Elks pledge not to forget our veterans has greatly enhanced the esteem in which our Order is held. All Elks shine in the reflection of their great patriotic work. We are all profoundly grateful to each and every one of them.

Constant devotion to duty without occasional encouragement can often lead to loss of enthusiasm. Our Grand Exalted Ruler George B. Klein in his extensive travels throughout the country never missed an opportunity to seek out our committee workers for praise and commendation. For his many visits to Veterans Administration hospitals and the recognition and encouragement he extended to all, we offer our sincere thanks.

As always, Grand Secretary Homer Huhn, Jr. and his cooperative staff gave constant assistance in the many details of our program. We are most grateful.

Funds and a limited staff would not permit our rendering proper monthly reports directly to over 1,600,000 members of our Order. Thanks to the generosity of *The Elks Magazine* and the gracious cooperation of Publisher/General Manager John R. Ryan, valuable space is assigned each month to keep our membership informed of our work. We are greatly indebted to the skilled and talented writing of the Editorial staff who so cheerfully and willingly present our story month after month.

The measure of success in any Elk endeavor is due primarily to the interest and enthusiastic support of our Past Grand Exalted Rulers, Grand Lodge Officers and Committeemen, District Deputies and State Association officials. This support has always been given freely and in abundance. We wish to record our appreciation for this wonderful cooperation.

Our Order is particularly fortunate in that we have an abundance of sincere support from the very heart of Elkdom—the subordinate lodge officers and members, without whom no activity, however worthy, could ever succeed. With the establishment of a National Service Committee in each lodge, we are certain that as in many in-

stances in the past the cooperation will be freely given in time and deeds. We are also confident that the practice of augmenting the carefully budgeted hospital allocations by contributions from individuals, lodges and State Associations will continue. Herein lies the success we have enjoyed in the past year. With this cooperation the hope to have the Elks program the finest in the nation will be realized. Just as it is true that wars cannot be won without foot soldiers and the support of their families, so our war against sickness, disability and discouragement could not be won without the loyal service from the backbone of our Order, the subordinate Lodge and its members.

We are most grateful for the extensive coverage given to messages from this Commission to the lodges by the editors of all State Association and lodge bulletins. Their constant cooperation has meant much to the success we enjoyed last year.

The interesting and educational slide/tape report of the Commission's program, which was created by our Public Relations Department, is now being extensively used by lodges and State Associations. For this handling of the sets, which are always available at that office, and the cheerful willingness of its staff to assist us in every area, we are most appreciative.

The nationwide planning and specialized programming of the Commission's many diversified activities, together with the necessary coordination with the Veterans Administration and other government agencies, require competent and experienced administration. Thanks to Executive Director Brother Bryan J. McKeogh, his assistants, George M. "Bud" Hall, George Malekian and an efficient and faithful office staff we have again this year maintained the high standard of operation which has characterized the management of the affairs of the Commission through the years.

While our present efforts are focused on aid and comfort for hospitalized veterans, the Elks National Service Commission was created to be the Order's agency to implement any request of our national government for assistance in time of need. We have answered many calls for aid in the past and we are continuing with our assignment in the veterans hospitals. In these days of tension and threats against our American way of life, it is impossible to predict what responsibilities we will be asked to assume in the future. As America's leading patriotic fraternity, we pledge anew our willingness to cooperate and our ability to perform any duty that will contribute to the preservation of our beloved nation.

John L. Walker
Chairman



Elks National Foundation

Increased contributions, a conservative investment program, and sales of securities have resulted in another record year financially for the Elks National Foundation. The Foundation's annual report for the fiscal year April 1, 1976, through March 31, 1977, reveals contributions totaling \$2,486,922.01, bringing the 49-year cumulative figure to \$29,490,961.00 in donations. Sales during the year brought the cumulative gain on sales of securities to \$2,672,005.00.

During the 1976-1977 fiscal year the Foundation experienced its largest year of contributions in the history of the Foundation, an indication that the individual member is becoming apprised of the importance of the benevolent agency which has been created in our Order.

The following report of disbursements, made possible through the gifts of members and philanthropic-minded individuals outside our Order, contains no item of expense for administrative purposes. The Foundation emphasizes again that as the Order's principal benevolent trust, it makes no deduction from income to defray administrative costs which amounted to \$377,580.16 and were paid by Grand Lodge.

Disbursements from Foundation income in 1976-1977 totaled \$1,317,017.80 and were distributed in the following manner:

State Association Projects—\$310,000.00. Foundation Funds annually assist State Associations with established major projects and those being organized.

Scholarships Allocated to States—\$278,339.82. Scholarship awards to students nominated by State Association scholarship committee judges.

"Most Valuable Student" Awards—\$356,223.52. This program provided scholarship awards ranging from \$700.00 to \$3000.00 to outstanding students selected by State and National judges.

Emergency Educational Fund—\$288,954.46. This fund makes scholarship assistance available to the children of any Elk in good standing who lost

his life or has become totally incapacitated.

Youth Leadership Scholarship Awards distributed in the 1976-77 academic year totaled \$500.00 and represents the reserves held for students who had earned awards prior to the combining of the leadership with the scholarship program three years ago.

"Hoop Shoot" Free Throw Competition—\$80,000.00. The Foundation made this sum available to the Grand Lodge for its youth program recognizing boys and girls in younger age brackets.

T. L. Bear Fund (Grants for Vocational Training)—\$3000.00.

The annual report states that no part of the principal fund is distributed for any purposes; it is income earned through wise investment that perpetuates our charitable programs.

We invite our members to read the statistics of the Foundation's annual report, particularly those holding office and charged with leadership, and decide for themselves whether they and the areas under their Elks guidance are supporting the Elks National Foundation as generously as they should.

Robert Grafton
Chairman



Board of Grand Trustees

Following the close of the Grand Lodge Session and installation of Officers in Chicago, Illinois, July 8, 1976, the Board of Grand Trustees met, organized and elected Robert Grafton, Chairman; Leonard J. Bristol, Vice Chairman; Marvin M. Lewis, Approving Member; William H. Collisson, Secretary; H. Foster Sears, Home Member; Edward M. Schlieter, Pension Member; A. Lewis Heisey, Building Applications Member-East; and Frank Garland, Building Applications Member-West.

The Board held meetings during the year as follows: October, 1976, Elks National Home, Bedford, Virginia; February, 1977, San Antonio, Texas; May, 1977, Elks National Home, Bedford, Virginia; and beginning July 7, 1977, at the Fairmont Hotel, New Orleans, Louisiana. This last meeting will adjourn at the conclusion of this Grand Lodge Session.

By direction of the Grand Lodge in session in Chicago, Illinois, the Board procured and presented suitable testimonials to retiring Grand Exalted Ruler Willis C. McDonald; retiring Chairman

of the Board of Grand Trustees Alton J. Thompson and retiring Vice Chairman of the Board of Grand Trustees Kenneth V. Cantoli.

The Board reviewed the limits of the Fidelity Bond covering all Officers, Officials and employees of the Grand Lodge and considered these amounts to be adequate.

The Board reviewed the coverage and limits of insurance on the buildings and other property of the Elks National Home and its operations and they have been adjusted to conform with the best judgment of the Board.

The New England Merchants National Bank of Boston, Massachusetts, continues to act as investment counselor for the investments of the Grand Lodge.

The Board of Trustees has been concerned about having the Trust Funds provide, as near as possible, the annual requirement for pension payments. It has been determined that the services of a Financial Advisor should be used to provide the desired results and steps are being taken at this time to turn over the control for investments to such a firm. The Continental Illinois National Bank & Trust Company will continue to serve as custodian for the Pension Trust and will act as the paying agent for monthly pension payments.

From May 1, 1976 to May 1, 1977 the Board received and reviewed 323 applications from Subordinate Lodges requesting approval to purchase, sell, erect new buildings, make alterations or additions to existing buildings, purchase new furnishings, and to place mortgages upon their property. Authorization was granted by the Board and concurred in by the Grand Exalted Ruler for all of said applications in an amount totaling \$50,843,720.01.

Wade H. Kepner
Chairman



National Memorial and Publication Commission

In its report to the Grand Lodge Session of 1921, covering surveys made and consideration given, in connection with its authorized responsibilities, the National Headquarters Commission further recommended the following:

"That the sum of \$2,500,000.00 be appropriated for the purpose of purchasing a site and constructing a National Headquarters Building. That in

addition thereto, the unexpended balance of the War Relief Fund remaining in the hands of the War Relief Commission be also applied to this said purpose. That an appropriate sum be raised by special levies against the Subordinate Lodges, proportionate to the respective membership from time to time as needed, not to exceed \$1.00 per capi'a in any calendar year."

In that report there also appeared the following:

"It will be remembered that more than 70,000 members of the Order of Elks were in the service of our Country during the World War.

"More than 1,000 of these Brothers made the last supreme sacrifice and laid down their lives in exemplifications of their fidelity to the obligation of loyal patriotism and devotion to country which they assumed at our altars."

Thus was born the idea of the National Memorial Building—a war memorial conceived and executed in the mood of a spiritual victory and a bountiful peace that seemed eternal.

While the Building was originally dedicated in July, 1926, as a memorial to the Elks who served in World War I and particularly to those who made the supreme sacrifice in that conflict, 20 years later it was rededicated to include not only those members of the Order who served in World War I but also all members of the Order who served in World War II. Then, on July 4, 1976, an impressive rededication ceremony was held commemorating America's Bicentennial and the Golden Anniversary of the Elks National Memorial Building, recognizing those who served, and memorializing those who died, in the Korean and Vietnam conflicts.

In describing the Elks National Memorial it is difficult to avoid superlatives. The majesty of its architectural design, the beauty of its interior, its masterpieces of art, have led artists, poets, critics and laymen alike to acclaim its perfection and to accord it high place among the notable memorials of the world.

During the past year more than 65,000 people visited the Building. Since its erection total visitors number over 3,000,000. Expenses covering maintenance of the Building are paid from the earnings of *The Elks Magazine*.

There have been printed over the years six editions of Memorial Books. Copies of the latest edition, "The Story of Elkdom," are currently available at the price of \$3.50 per copy. The book not only reports the accomplishments of the Order, but presents in full color many of its beautiful murals and other artistic embellishments. Orders should be mailed direct to the office of Grand

Secretary of Elks, 2750 Lake View Avenue, Chicago, Illinois 60614.

The Fidelity Appraisal Company of Milwaukee, Wisconsin, in its report of April 29, 1977, has appraised the Memorial and Magazine Buildings at a replacement cost of \$14,683,000 and a sound value of \$10,230,000.

Appropriate insurance coverage is maintained at all times by the Commission.

The Elks Magazine

"It is not to be a mere bulletin or calendar of events, but a vigorous, high class, literary and fraternal journal, of which contents will render it worthy of a place upon any library table." (From the salutatory which appeared in the June, 1922 issue.)

On May 31, 1977, there was concluded the 55th year of the publication of *The Elks Magazine*. During the year ended on that date there were printed 19,955,620 copies of the Magazine. Total pages in the 12 issues for the period being reported, including covers, amounted to 720—an average of 60 pages per copy.

The Elks Magazine was conceived and instituted to be entertaining, as well as instructive. Primarily its purpose is to place in the hands of each one of the more than 1,624,000 Elks comprising the Order a monthly volume of fraternal information that will insure recognition of the Order's beneficent power; a keen appreciation of its uplifting mission; a deeper pride of membership and a constant inspiration to the renewal of fraternal obligations and an incentive to greater fraternal activity.

The present members of the National Memorial and Publication Commission sincerely hope they have adhered consistently to the standards set by the founders of the Magazine.

Established for three purposes: to publish news of the Order's activities on local, state and Grand Lodge level; to provide articles and features, both interesting and informative, for its readers so as to encourage their interest; and to maintain the best production standards in the interest of its advertisers by providing them with a suitable medium in which to display their messages to full advantage, thereby obtaining revenue over and above subscription income, to defray costs and produce a surplus.

During the past year the Magazine has continued to strive for the highest standards in its articles and feature material. The editor, in reviewing approximately 3000 manuscripts per year, seeks material of most appeal to Elks and their families.

Emphasis in articles the past year continued to be on such areas of wide reader appeal as business, human inter-

est, medicine technology, sports, and current events. In the field of medicine, for example, the Magazine carried an article entitled, "CPR Saves Lives," which led to a number of Lodges organizing courses in cardiopulmonary resuscitation. A look at new developments in Hyperbaric Medicine inspired letters from across the country.



Homer Huhn, Jr.

Grand Secretary

During the year ended March 31, 1977, our Subordinate Lodges added to their membership rolls 116,219 by initiation, 21,850 by dimit and 12,140 by reinstatement. In the same period 80,207 were dropped from the rolls for non-payment of dues, 283 expelled,

32,831 granted dimit and 23,325 lost by death. The total membership of the Order as of March 31, 1977 is 1,624,702, showing a net increase of 13,563. The total number of Lodges on March 31, 1977 is 2,214.

The Order continues to grow. Our gain in membership represents a normal, healthy growth comparable to that attained in the last few years. We are still plagued with the perennial problem of Lapsation but much improvement has been shown in this area due to the work being done by the Lapsation Committees of our Lodges. This problem demands the attention of Exalted Rulers, Secretaries and Committeemen, for it is only in the Subordinate Lodge that it can be solved. I urge the Exalted Rulers, Secretaries and Committees to analyze the membership tables contained in this report and endeavor in the coming year to improve upon this year's membership record, not only by adding to their rolls but by devoting an intensive effort to saving the delinquents.

The net assets of the Subordinate Lodges have reached the total of \$600,744,559, an increase of more than

\$39,738,716 over last year. The reports indicate that while some Lodges are experiencing financial difficulties many others are enjoying a healthy financial condition due to the establishing of good business practices.

The Lodges are annually increasing their contributions in Charitable, Welfare and Patriotic Work. This year \$14,257,597.00 was expended in these worthwhile endeavors.

Our record to date is truly impressive and we can and do aspire to greater things in the years ahead. As membership is the basic ingredient in the success of any of our endeavors, we must continue to introduce Elkdom into new communities in the form of new Lodges. We must, by increasing patriotic endeavors and community service, maintain and enhance the public image of all our Lodges, thus attracting new members and strengthening pride in membership which is so important a factor in keeping members off the delinquent rolls. Membership in its various phases—Procurement, Indoctrination and Lapsation should be of paramount concern to all.

New Lodges

GRANTED DISPENSATION NAME AND NUMBER OF LODGE INSTITUTED

Granted by Grand Exalted Ruler Willis C. McDonald

2-13-76	Poway, Cal., No. 2543	
2-23-76	Issaquah, Wash., No. 2546	5 -8-76
5-24-76	Eatonton, Ga., No. 2549	6-19-76
6- 9-76	Willingboro, N. J., No. 2550	
6-25-76	Ramsey, N. J., No. 2551	

Granted by Grand Exalted Ruler George B. Klein

7-13-76	Dallas Redbird, Texas, No. 2552	8-28-76
8-23-76	Sand Springs, Okla., No. 2553	9-25-76
10- 8-76	Lexington, Ohio, No. 2554	11-6-76
10-12-76	Sayreville, N. J., No. 2555	2-27-77
1-21-77	Brunswick, N. Y., No. 2556	3-13-77
2- 9-77	Lebanon, Mo., No. 2557	3-27-77
3- 7-77	Okeechobee, Fla., No. 2558	5- 1-77
3- 8-77	Sun City, Ariz., No. 2559	5-14-77
4-29-77	Peninsula, Wash., No. 2560	
6- 8-77	Summit County, Colo., No. 2561	

Benevolent Activities

Below is a list of Charitable, Educational, Welfare and Patriotic activities in which Subordinate Lodges are engaged, together with the total monies expended for the same during the Lodge year from April 1, 1976 to March 31, 1977:

ACTIVITIES	AMOUNT
Relief of Members, Widows, Orphans, Dependents, Burials, etc.	\$ 886,954
Summer Outings, Camps and Health Resorts	596,136
Cerebral Palsy	1,933,221
Crippled Children	1,677,908
Medical Aid and Hospitals	774,813
Care of Needy Families, including Thanksgiving and Christmas Baskets	1,293,276
Elks National Foundation	1,069,857
Youth Work (except for scholarships, free textbooks, etc.)	2,387,730
Scholarships, Free Textbooks, etc.	910,370
Red Cross, Salvation Army, etc.	332,228
Veterans' Relief	497,319
Miscellaneous	1,268,634
Flag Day, Constitution Day, Fourth of July, etc.	629,151
Total	\$14,257,597

Membership Gains And Losses By States

Lodge Year Ended March 31, 1977

State	Gain	Loss
Alabama	15	
Alaska	491	
Arizona	193	
Arkansas	486	
California	1,717	
Canal Zone		7
Colorado	441	
Connecticut	165	
Florida	1,129	
Georgia		362
Guam		4
Hawaii	84	
Idaho	253	
Illinois	72	
Indiana	925	
Iowa	68	
Kansas		735
Kentucky	193	
Louisiana		38
Maine	360	
Maryland, Delaware and Dist. of Columbia	18	
Massachusetts	866	
Michigan	1,273	
Minnesota	283	
Mississippi		105
Missouri	625	
Montana	469	
Nebraska	200	
Nevada	185	
New Hampshire	236	
New Jersey	605	
New Mexico	163	
New York	552	
North Carolina		586
North Dakota	42	
Ohio	940	
Oklahoma	852	
Oregon	1,096	
Pennsylvania	158	
Philippine Is.		87
Puerto Rico		2
Rhode Island		166
South Carolina		74
South Dakota	323	
Tennessee		64
Texas		810
Utah	253	
Vermont	235	
Virginia		212
Washington	332	
West Virginia		438
Wisconsin	394	
Wyoming	561	
TOTALS	17,253	3,690
NET GAIN	13,563	

Activities By States

The following table shows the amount expended in Charitable and Welfare work by each State and Special Jurisdiction, during the period from April 1, 1976 to March 31, 1977:

State	Amount	State	Amount
Alabama	\$ 142,513	Nebraska	163,091
Alaska	166,755	Nevada	70,747
Arizona	251,245	New Hampshire	80,718
Arkansas	58,128	New Jersey	1,158,975
California	1,941,136	New Mexico	215,753
Canal Zone	20,736	New York	920,670
Colorado	567,665	North Carolina	136,423
Connecticut	250,570	North Dakota	118,166
Florida	700,374	Ohio	350,073
Georgia	88,259	Oklahoma	196,537
Guam	15,792	Oregon	580,590
Hawaii	49,451	Pennsylvania	647,366
Idaho	182,538	Philippine Is.	19,259
Illinois	426,897	Puerto Rico	5,547
Indiana	304,850	Rhode Island	90,887
Iowa	121,440	South Carolina	94,425
Kansas	111,157	South Dakota	124,510
Kentucky	60,199	Tennessee	110,598
Louisiana	60,612	Texas	372,335
Maine	101,611	Utah	130,757
Md., etc.	237,689	Vermont	111,299
Massachusetts	821,252	Virginia	126,056
Michigan	410,349	Washington	535,389
Minnesota	134,876	West Virginia	92,817
Mississippi	36,306	Wisconsin	186,227
Missouri	175,374	Wyoming	57,834
Montana	122,774	Total	\$14,257,597

The foregoing Digest of Annual Reports was prepared by the Staff of *The Elks Magazine* from texts of the official reports involved. Each of the reports was published separately in its entirety. In addition, the Grand Exalted Ruler, the Grand Secretary, and the several Chairmen presented supplementary remarks at Grand Lodge Session held in New Orleans, Louisiana, July 10-14. These remarks appear in the printed Proceedings of the Grand Lodge Session.

LODGE VISITS

GRAND EXALTED RULER
GEORGE B. KLEIN



An awards banquet with GER George Klein as featured speaker was one of the highlights of a recent meeting of the Utah Elks hosted by Provo Lodge. Brigham City Lodge was named the state ritualistic winner during the affair.

◀ Southern hospitality with a Western accent was extended to GER George Klein (left) when he visited Kissimmee, FL, Lodge. Then-SP Charlie Pride (right), then-DDGER H. A. Durnell, and Brother Klein examined the banner which proclaimed the lodge's welcome.



Dalton, GA, Lodge was the scene of a state association meeting which was attended by several hundred Elks, including GER George Klein (center) and PGER Robert Pruitt (second from left). Discussing the new state major project with the special guests were (from left) Phil Bailey, meeting chairman, then-SP Matt Hitlin, and then-ER Bill Cook Jr. of Dalton Lodge.

Then-SP Earl Case and PSPs Charles McGinley, Fred Reno, James Ebersberger, Alex Brady, and Edward Brown were among the more than 1,000 Elks and ladies who heard the address of GER George Klein during a dinner-dance held in Monroeville under the sponsorship of Pennsylvania's Metropolitan District.



A trip to the Oaklawn Track during an official visit to Hot Springs, AR, Lodge provided GER George Klein (seventh from left) and his wife Ruth (sixth) with a chance to relax and "horse around." Along with State President Elect Maurice and Beverly Bell (third and second) and then-ER Paul and Barbara Clark (fifth and fourth), the Kleins discussed the track record of the horse "Gun Bows Music" with owners Caroline and Jim Manning and racetrack personnel.

NEWS OF THE LODGES

(Continued from page 21)



LIFE MEMBER Charles Yingling (right) accepted an honorary founder's certificate recently from Chm. Carl Guthrie of Newcomerstown, OH, Lodge. The local Elks ranked ninth in Ohio in the past year's contributions to the National Foundation.

A PROCLAMATION declaring Elks National Youth Week was signed by Mayor John Willertz of Bay City, MI, while local Elks (from left) ER Frank Vincent and Est. Lect. Kt. E. A. Jankowski observed. Other witnesses to the ceremony included Most Valuable Student scholarship winners Margaret McNally and Keith Simon.



HOSPITALITY was offered to Al Otis, L. P. Bosch, Brian Deese, Eldon Nunez, Earl Abshire, Paul Alline, William Devine, and William Prat Jr., all new members of Slidell, LA, Lodge, by PGER Willis McDonald (back row, right) and then-ER Bayard Lott (back row, left). The class was initiated in honor of then-GER George Klein, who was represented by Brother McDonald.



THE CHAIR of fidelity at Macomb, IL, Lodge was taken by Robert Williams Jr. (right), who received the congratulations of his father, PDD Robert Sr. The elder Brother Williams of Charleston, WV, Lodge initiated his son during a recent meeting of Macomb Elks.



CHICAGO (NORTH), Illinois, Lodge officers received the congratulations of their Brothers after they won the North District ritualistic competition. It was the first time since the lodge's inception 32 years ago that the members achieved a first-place position.



THE MILLS of Bowling Green, OH, have supported the local lodge with a great deal of family participation over the years. The installation of ER Lawrence Mills (center) was celebrated by his relatives (from left), Darrell, a second cousin, his father Clare, who performed the ceremony, David, a first cousin, and Glee Jr., an uncle, all of whom are PERs of Bowling Green Lodge.



THE EXPANSION of Farmington, MI, Lodge got underway when ER Lester Moss (center), PER Stephen Magyari (left), and Building Chm. Russell Ellis turned the first shovelful of earth. Upon completion of the \$300,000 addition, the present facilities will have doubled in size.



SPRINGTIME in Missouri was also time for the state ritualistic competition held during the annual convention at Springfield. The fourth-place team members (from left) In. Gd. Earl Obermann, Chap. Earl Rhodes, Est. Loyal Kt. Dan Bollinger, ER Larry Dooley, Est. Lead. Kt. Bill Borneman, Est. Lect. Kt. Bill Daugherty, and Esq. Jack Simpson accepted their trophy and the congratulations of their Brothers from Chaffee, MO, Lodge.



SEVENTY-SIX high school students who made the honor roll during the past year were honored at a banquet sponsored by Bellevue, OH, Lodge. The youths and their parents listened to guest speaker E. Gene Fournace (fifth from left) and then met with other Elks dignitaries (from left) PERs Fred Edwards and Joe Sweet, Brother Robert Regula, school principal, PDD and Chm. Ernest Widner, ER Gary Hirt, and Richard Faulkner, assistant administrator.

THE SECRETARY'S quill pen was passed for the first time in 33 years from PER Robert Sturkin (right) to a successor at St. Joseph, MI, Lodge. Upon his retirement from the position, the 85-year-old member received a plaque of appreciation from ER Al Wolting (left) and a standing ovation from his lodge Brothers.

TALL & BIG MEN

FED - UP WITH CLOTHING STORES

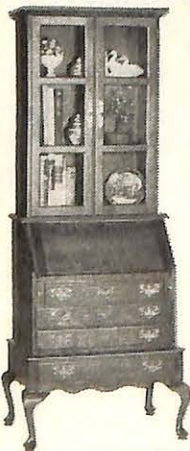
Sick of searching for your size, only to find last year's styles at this year's prices . . . and they still don't fit? Step into a "clothing store" that specializes in you. Where everything is in your hard-to-find size and is proportioned to fit you comfortably and correctly or your money back. You've never seen anything like The KING-SIZE Co. catalog . . . brand name clothing and shoes for Tall, Extra Tall and Big Men exclusively. Send for your Free Copy Today to look your best in the styles you want and the sizes you need. We guarantee to fit you, even in suits . . . or money back.



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ELKS FAMILY SHOPPER

More for your money

by Mike LeFan



CHANGE OF SEASONS

August signals a change of seasons, and this month's bargains reflect that.

Back-to-school items are on sale, as are early fall fashions, plus clearances on summer clothes—and especially swimsuits. Other clothing buys include furs, men's and women's coats, and clothing accessories. Baby needs are also cheaper now.

Ring up savings on household items like bedding at the white sales, also drapes and curtains, furniture and decorative furnishings, housewares, lamps, and gardening supplies.

New cars are priced to sell this month (the outgoing year's models), so look them over if you're thinking "new car." If you need shoes for your old car, remember that tires are on sale through August. Look for good buys on air conditioners and on camping gear. For you letter writers and office keepers, stationery supplies are on sale now.

Supermarket Snoop suggests these fresh produce buys: blueberries, nectarines, peaches, pears, plums, prunes, sweet corn, eggplant, plantains, and okra.

Room air conditioners are now on sale. Even at sale prices, however, some makes and models are better bargains. Learn which makes and models are most economical. Order *Room Air Conditioner Certification Directory* (also available: *Refrigerator-Freezer Certification Directory*). They're 50¢ each from AHAM, Dept. MM, 20 N. Wacker Dr., Chicago, IL 60606.

The psychologists tell us that manufacturers have packaging tricks designed to make you buy on impulse, based on colorful and appealing packages. Placement is also a factor, and you're especially vulnerable in supermarket or discount store check-out lines. Be aware of those rack displays designed to catch your eye and snatch your dollars. Before you buy, ask yourself, "Do I need it?" and "Can I afford it?" Forewarned is forearmed.

"Dear Mike: For the lady having trouble with sparrows, I've read that you can make small cheesecloth or nylon net bags, fill with moth balls, and hang where you want to discourage sparrows. Have also read of a 'Roost No More Bird Repellent' you can make which is said to prevent pigeons and starlings from nesting or landing where applied. Find out about it from National Bird Control Lab, 5315 W. Touhy Ave., Skokie, IL 60076."—F. E. Kruchten, Fort Dodge, Iowa.

Attention Mr. Home Handyman: If the face of your hammer is chipped, dented, or cracked, it's time to throw it out and get a new one. This will save you some bother—and could prevent a painful and costly injury from a broken hammer.

"Dear Mike: I'd also like to know if there is someone else that makes custom-made shirts."—Joseph Elsom, Bothell, WA.

Thanks for writing, Joseph, and by now you should have seen our May listing of custom shirt makers. We've

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gotten follow-up recommendations on the firms we mentioned from these folks: Joe O'Rourke, Harrisburg, PA; Frederick Miller, Oakhurst, NJ (Asbury Park Lodge No. 128); John Masserwick; Fred Stroh, Hattiesburg, MS; and Ken Cox, Attleboro, MA. Thank you, fellows.

Clothes are expensive these days, but you don't have to hock the family jewels in order to dress well—if you're willing to do a little bargain hunting. The moneysavingest places are Goodwill, the Salvation Army, and similar outlets. Top quality outfits may go for \$5 or less in every size, shape, and color. Sometimes you'll even find new items. It takes time and effort, but the savings are worth it.

Clothes are on racks, but not sorted by size so you'll do some looking. Dressing rooms are nearly unknown, so wear something that will let you try on over it. Take your time and look for items you specifically need or want. Resist buying something just because it's cheap. I've seen costly Paris originals evidently worn once by a wealthy lady and donated to charity for tax reasons. You'll also find similar fantastic buys on clothes for men and children. So check the Yellow Pages for Goodwill, the Salvation Army, or local church groups selling "Clothing—Used."

If it leaks, chips, clogs, cracks, or just won't work, you can fix it with the help of *The Home Repair Book*, by James L. Bright (published by J. G. Ferguson Publishing Co., Chicago). It's 365 pages of photos, drawings, and directions for saving time and money on plumbing, painting, carpentry, electrical work, home security systems, and more. Price: \$12.95 at your bookstore (ask them to order it if it's not in stock).

The water in your car's battery, says Auto Authority, is one of the most neglected areas of car maintenance. It's especially important to keep a check on it during hot weather. Take the caps off and make sure the water comes up to the bottom of the filler neck, just touching it slightly. If it's lower than that, add water up to

the proper level (some batteries have a mark indicating "Fill to this point").

It's a good idea to check battery cables too, making sure they're tight and not frayed. A whitish powder around the terminals is corrosion and should be cleaned off with a stiff brush. **Warning:** Do not smoke when working with a car battery since they can give off explosive gases.

When buying a new battery, don't sacrifice quality to save a few bucks. A cheap battery—especially in an older car—is asking for trouble, so get the best. You'll like the performance and durability of the new no-water batteries in particular.

Speaking of cars, there's a new innovative fix-it book called *The General Motors Diagnosis and Repair Manual*. It uses a new concept of graphics—instead of text—to show you what's wrong with your car and how to fix it. If you want to do some of your own car repairs, you'll find this manual easy to use. It's good for all GM cars and many other makes too. Price: \$4.95 from GMDR Manual Headquarters, Dept. MM, P.O. Box 1185, Southfield, MI 48075 (make checks payable to GMDR Manual Headquarters).

Budget Motel List. Gotten very good response, and a lot of nice letters, too. If you're still waiting, could be you forgot to enclose a return address with your 50c. Know who you are, just don't know where. More For Your Money, 1802 S. 13, Temple, TX 76501.

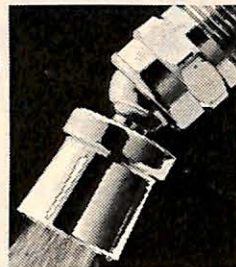
Whoops. Mentioned last year's price for the *Toll Free Digest* in the June "More For Your Money." It's still a bargain at \$3 plus 50c for postage and handling from Toll Free Digest Company, Inc., Box 800, Claverack, NY 12513.

Money Saver of the Month: Cut paper napkins in half and get two for the price of one. You'll also aid the ecology effort by using less paper. You're welcome.

Send questions and tips to Mike LeFan, c/o More For Your Money, 425 W. Diversey, Chicago, IL 60614. ■

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Ordinary shower heads are shamefully wasteful! Most use *three times* as much water and heating fuel as is actually required for hot, satisfying showers.

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You'll love the Eco-Flo shower!

Many users will save *thousands* of dollars with Eco-Flo over the years! Incredible? We'll *prove* it with facts and figures when we send your Eco-Flo for a 90-day trial.

Most people who try Eco-Flo, with its patent-applied-for baffling action, prefer it to other showers. It's brisk, cleansing, stimulating — *feels* like you're getting *lots* of water!

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More Eco-Flo benefits: less water used means lower sewer bills, less septic tank back-up. Eco-Flo makes the hot water in your tank go further; produces a good spray where water pressure is low, as in camps or boats.

Eco-Flo is a quality product: solid brass body, mirror-chrome finish, two year guarantee against defect in manufacture. Not sold in stores. May be installed without tools.

Try the economical, ecological Eco-Flo for 90 days. Unless delighted, return it for complete refund.

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White only

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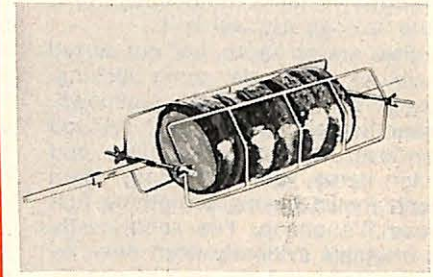
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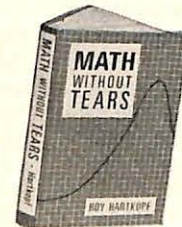


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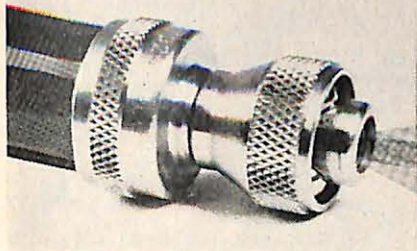
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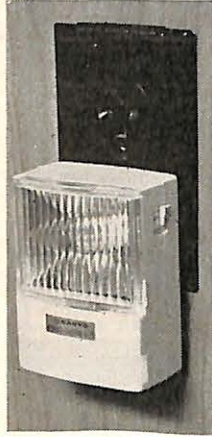
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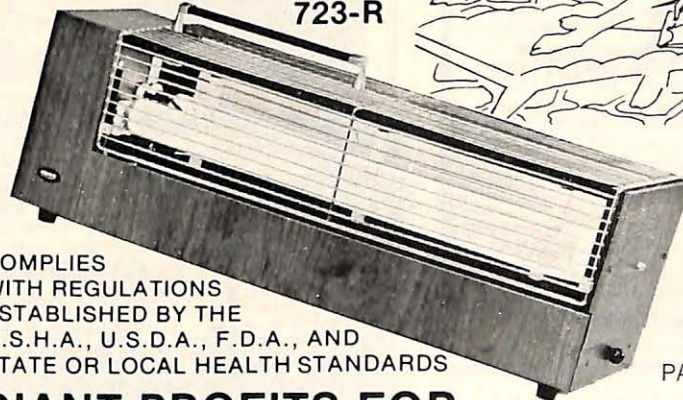
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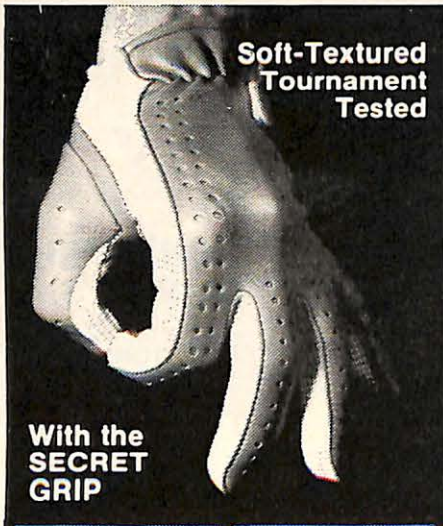
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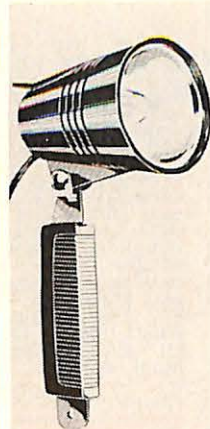
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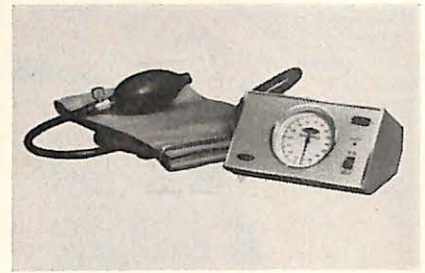
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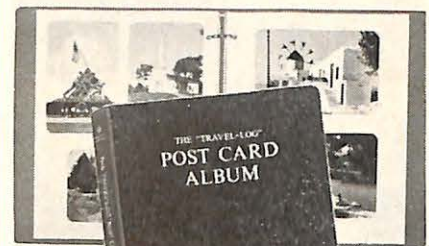
Elks Family Shopper



TRANSISTORIZED ELECTRONIC BLOOD PRESSURE UNIT doesn't even need a stethoscope. This new unit is completely portable, weighs less than 2 pounds, requires no electrical outlet. 1-yr. warranty. Kinlen Hemo-Sphygm™, \$89.90 plus \$2 shpg. (Mo. res. add 4%.) Kinlen Co., Dept. EK-87HE, 811 Wyandotte, Kansas City, Mo. 64105.



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Sirs: Please send me _____ pairs for which I enclose \$_____. I have checked my choice of style, size, & color and I await with interest. **SHIP AT ONCE!** THIS ORDER GETS FREE TWO-WAY BELT!

Keep the belt even if you return shoes for full refund!
72K-441(916) Belt size _____

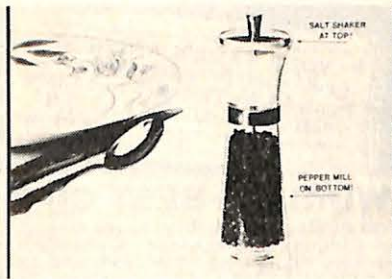
STYLE	Size	Width
BLACK Reptile		
BROWN Reptile		
BROWN Side Buckle		
BLACK Loafer		
BROWN 'Gator		
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SOLVE THE ASCOT PROBLEM. New Open Collar Ties shape to the neck, adjust to size and stay in place with Velcro closure. Solids in Polyester from Italy, fancies in Estron. Paisley or Dots: Navy, Wine, Brown, Green, Solids: Navy, Wine, Brown, Beige, Green, Yellow, Rust, White or Black, \$6.95 plus 75¢ shpg. OST Cravates, Champlain, N.Y. 12919.



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See Advertisement on Back Cover

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Please rush me one Miracle Car Brush #R119 at purchase price of \$3.99 plus 80¢ shipping and handling.

SAVE! Order TWO at purchase price of only \$6.99 plus \$1.00 shipping and handling.

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Sorry, no C.O.D.'s—(N.Y. residents add sales tax.)

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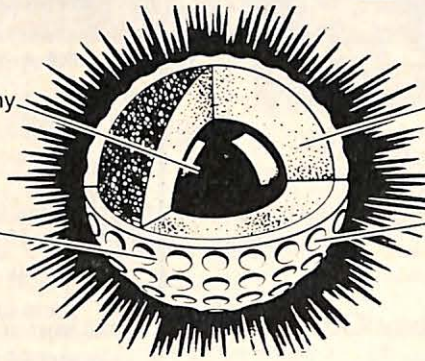
Mention This Ball And Golf Hustlers Clam Up!

Core out-rebounds any other by up to 51%.

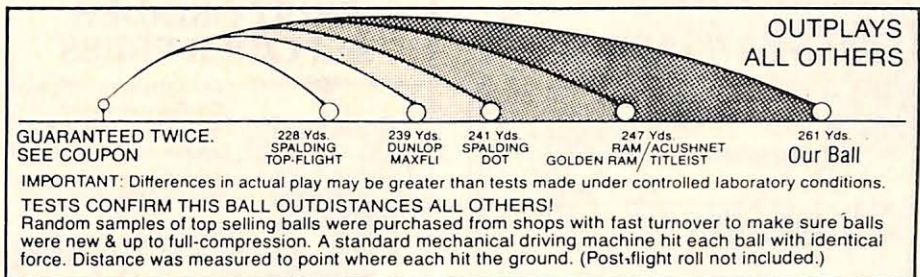
High-tension winding bonded both to cover and core.

Lifetime Cut-Proof Cover. No more "smilers"

Extreme compression and perfect roundness locked in for life!



It drives 20-30 yards longer. Putts like a billiard ball. Straightens out hooks & slices. Trims 3 to 5 strokes off your score! Guaranteed! To prove it we'll send 1 ball FREE. (Be convinced or don't pay!)



WARNING: Illegal for USGA Tournament Play!

By regulation, no U.S.G.A. approved ball can come off the clubhead at a velocity of more than 250 feet a second. But our golf ball can, and does! So, they made it illegal in the U.S. Our ball comes off the clubhead faster! It travels farther with more roll and less bounce!

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How it Works

Our golf ball is smaller in circumference, yet weighs the same as the American ball. This means it has greater density, and higher compression packed into a smaller area. So, it comes off the clubhead like a cannon shot, with a flatter, lower trajectory. It handles better in wind, goes straighter and 30 yards farther! What's more, it cuts down on hooks and slices be-

cause, its smaller size makes more contact with the clubhead's "sweet spot"! No wonder the same pro states point-blank, "any time you have the choice, it's silly to play the big ball."

Like Putting Into a Barrel!

Our ball drives at least one club longer. You will hit one club less on shortirons. On long par 5's, reach the green in 3 (or even 2 if you're already a long hitter). You'll birdie shorter par 4's. Even duffers will find themselves shanking fewer shots, because you can actually hit this ball off-center and it'll still go straight! On the green, it putts like a billiard ball, so you'll sink more short putts and leave long-putts closer to the hole. Our golf ball starts off faster and runs truer, and you worry less about the way the putt will break! Furthermore, because the ball-to-cup ratio is changed dramatically in your eyes, you'll feel like you're putting into the mouth of an open barrel!

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Golf Balls, DEPT. 5151, 49 Riverside Ave., Westport, CT 06880.

Gentlemen: Please send me the following packages of YOUR Golf Balls.

How Many? _____ Dozen(s) for \$15 PLUS 1 FREE (Add \$1.50 Delivery)

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I understand I may play these balls entirely at YOUR risk. I must be 100% delighted, or I may return them within 30 days for full refund of the entire purchase price. The free ball is mine to keep.

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CT 06880.

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Burpee's Garden Party Drawing ends Dec. 30, 1977.
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EASY-LIFT



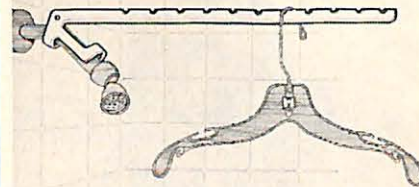
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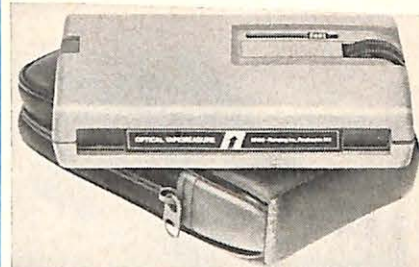
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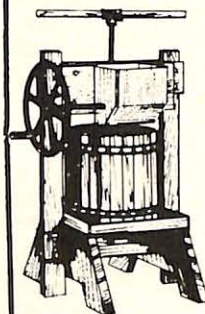
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Ring #11
16x14mm top

Solid 14k Gold
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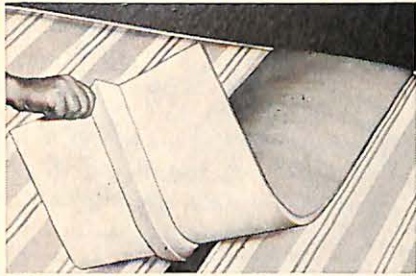
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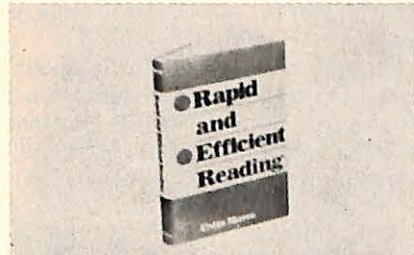
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Elks Family Shopper

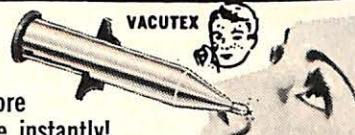


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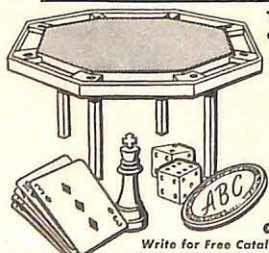
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SAVE 1/2!

FREE CATALOG — WRITE!

“Lend me your ears...”

(Continued from page 16)

remember you need to have your best outfit cleaned by Friday. This means you should get it to the cleaner today, and you know they close at . . .

When you get back to the talker you find some added words have zipped through your head without hitting anything. You weren't there; you were at the cleaner's. You may have most of your thinking time open, but it occurs in such brief chunks that any tangent thought you chase causes you to miss something.

Use your open thinking time so it works for you. As you take in more words and thoughts, roll them into what's already been said and do some summarizing. Or if possible—if the message is logically delivered—anticipate what might be said. Not second-guessing or jumping to conclusions, but honest anticipation of what *might* follow based on what you've already heard. But whether summarizing or anticipating, stay with talker and topic the whole time.

Routine distractions such as other conversations and external noise can cut into your listening ability. You may be able to control these distractions in a private conversation and you probably do so at times. If you're discussing yesterday's ball game with Uncle Joe you might do it well in a people-filled room. However, if you're trying to hammer out some serious personal differences you'll want to go where it's quiet.

If you're part of a listening group you may not be able to control distractions—the chatterers behind you, the brawl in the next room, the speaker's annoying habit of saying uuuuuh! every five words. You can't control these things, but you can reduce their effects with deliberate concentration.

One last listening barrier is outlined for people who find it helpful to take notes at times. The problem lies in the tendency to try to listen with the paper. I got caught by this time and again in school. The professor would say we were about to hear the seven great pearls of wisdom, and we'd better know them cold. Next week's test, you know.

I'd try to catch everything only to find I was still frantically scrawling pearl number two and the

professor was already voicing number five. I'd leap to number five, catch a piece of number six, then quickly try to fill in the gaps. By the time I looked up from my page of erratic chicken tracks, I'd discover the speaker was two new topics down the road.

If you must take notes, keep them brief. Remember the suggestion to listen for ideas and whole thoughts? Do this, and catch each in a two or three word phrase or a single key word. Later you can use these words and phrases as mental triggers when you begin to rework and expand upon your notes.

Through all of these words about listening the notion of concentration has popped up several times. Concentration—deliberate focusing of mental effort—will give you the best start on becoming a better listener. To this concentration add your determination to separate talker from topic, listen for ideas instead of facts, avoid rushing reactions, control your emotions, and fight distractions. Then you'll be ready to begin building improved listening habits.

It's been said that man is the only animal who can talk his way into trouble. Most of us slip once in a while; I have days when I feel like I only open my mouth to change feet. Take heart; listening is not only more valuable than speaking, it's also safer. As Calvin Coolidge said, "Nobody ever listened himself out of a job."

To be an effective listener, keep your mouth closed and your mind open (*don't* get these turned around). In the words of Wilson Mizner: "A good listener is not only popular everywhere, after a while he knows something."



"No thanks. I'm just smellin."

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19⁹⁵
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*This elegant high fashion belt is black on one side, brown on the other. Custom made for these shoes!

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BROWN Reptile		
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