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SPECIAL LIBRARIES

Vol. 22

July-August, 1931

No. 6

PROCEEDINGS
of the
TWENTY-THIRD ANNUAL
CONFERENCE

At Cleveland, June 10-12, 1931

A NEW INDEX OF INDUSTRIAL ACTIVITY

by Col. Leonard P. Ayres

LABOR AND UNEMPLOYMENT

by Whiting Williams

PLANNING AHEAD—The Place of Commercial Research

by Randolph Eide

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Official Magazine - Special Libraries

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for this

Proceedings Number

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*New members joined since last issue of *Special Libraries*.

Special Libraries

Vol. 22

JULY-AUGUST, 1931

No. 6

Address of Welcome

By Linda A. Eastman, Librarian, Cleveland Public Library

IT is a real pleasure to welcome this Association to Cleveland. I have heard so many addresses of welcome which were panegyrics of the cities in which they were given, that I am not going to inflict anything of that sort on you, I assure you.

We Clevelanders are, I think, very loyal to our city, and we hope that you will have a chance to form favorable opinions of it while you are here.

There are two things which have been said about Cleveland that I should like to speak of, because I think they may be significant to this group, as they are to me.

It has been said by, I believe, those who have been studying the city and social relations of the various cities of the country, that Cleveland is the experimental station of the nation. And it has also been somewhat noted for its spirit of coöperation. I think it was Mr. Duffus who wrote an article in *The Nation* two or three years ago, in which he said, "The good Clevelander does not think of going to bed at night without asking himself: Have I coöperated today?"

We are modest enough to admit that not all Clevelanders are quite so good as that. But we librarians especially do believe most heartily in cooperation

and in the power that goes with intelligent coöperation. And I do want to assure you that all of the Cleveland librarians are absolutely unanimous in welcoming this group to Cleveland.

We want you to see our libraries, just as many of them as you can. We want to welcome you to those. Even our Main Library, as some of you know, is really a congeries of special libraries. We believe in special libraries in Cleveland. We have been able to foster and coöperate with practically all of the special libraries here, and we hope that there will be more of them as time goes on.

I do hope that we will be a great help in some ways in making your stay here pleasant. If we can be of service to you in any way, do let us know.

The proffer of service to such a self-contained and perfectly efficient group as this group is, I think does seem rather presumptuous, and as I said it, there occurred to me something I read a day or two ago, about a darky preacher who prayed to the Lord that he might be of service to Him. He said, "Oh, Lord, Oh Lord, let me help you! Let me help you, if it's only in an advisory capacity."

Anyway, we are glad to have you with us.

A Welcome

By Nell G. Sill, President of the Cleveland Chapter

I WISH that you would visualize in my place this morning the whole splendid group of workers that make up the Cleveland Chapter. It is in their name that I am coming at this time with just an old-fashioned welcome.

Several generations ago, almost every house that you entered had hanging on its wall, in a conspicuous place, an old-fashioned motto, embroidered, variously worded, but most often having the simple word "Welcome," or if the

embroiderer was very ambitious, "Welcome to our Home." These mottoes were very painstakingly worked out by the busy housewife in bright-colored wool on a perforated cardboard.

I remember the process, for my mother had a piece of the cardboard left. I liked to experiment, so the method was taught to me by making a picture of a little red church; up through one hole, across two, back, and over in the opposite direction, making a cross stitch, and thus the design was worked out.

They were not marvelous works of art, those mottoes, but into them went the effort and the sentiment that were characteristic of the homes in which they hung. As one writer of that period said, in writing of Hannah More, "She was given to interior adornments, and the fruits of her needlework were thick in the house, homely handiwork but well seasoned with the true flavor of rustic life."

Cordiality and hospitality were never lacking in those homes. The best that the house afforded was none too good for the guests, whoever they might be.

We of the Cleveland Chapter are opening the door of our house to you. We know we have put time and effort into this welcome motto of ours, and we hope that you will find it expressive of that same whole-hearted hospitality that was in the homes of long ago.

If there are some things that have been overlooked in the details that would be to your pleasure and profit, we hope you will let us know about it. As individuals we are inviting you to our business homes, the libraries, some tiny alcoves and others of more or less pretentious quarters throughout the city. Every corner of these has been swept and dusted. Every activity is in full swing for your coming. In my own library the whole walls and the ceiling have been cleaned and painted, something that hadn't happened in fifteen years.

When the week is over, I know that we shall have received a great deal of personal and of professional value from your being here. We hope that you will find the time has been well spent and will go away feeling that Cleveland is one of the most beautiful, the most interesting, and the most hospitable of cities.

Response

By Joseph A. Conforti, President of the Illinois Chapter

IN behalf of the delegates who have come to Cleveland to participate in this Twenty-Third Annual Conference of the Special Libraries Association, I cordially thank Miss Linda Eastman and Miss Nell G. Sill for the gracious words of welcome. Their addresses reflect the true spirit of the people of Cleveland, and give us assurance of a most delightful time we are to enjoy during our brief stay here.

The people of Cleveland have every right to be proud of the many industries, civic institutions, magnificent buildings, and cultural activities which have made Cleveland one of the most progressive cities in the United States. Cleveland is a convention city, not only because of its beauty but because of the fine and hearty hospitality which it ex-

tends to delegates and visitors. The delegates of the Special Libraries Association are fortunate indeed to be able to enjoy these privileges.

Appreciation and thanks in the highest degree would not be sufficient to reward those librarians who by their untiring and unceasing efforts have provided a program and a conference so superb in character and so appropriate to this time of economic readjustment as our program is.

We are especially happy to meet in Cleveland when we remember the high place Miss Linda A. Eastman holds in the development of public and special libraries in the United States. To be librarian of the Cleveland Public Library in itself is a great distinction. We further honor Miss Eastman, because she is

the leading woman librarian of the entire world. Although small in stature she is great in professional ability and executive capacity. It can truly be said that the Cleveland Public Library is a monument to Miss Eastman. Her foresight and ability have made this public library the most modernly equipped and best public library in the United States.

Special librarians cannot emphasize too often their indebtedness to the public library systems for their generous cooperation at all times.

In the early days, public libraries assisted in the development of special

libraries, and even now are constantly providing new developments to serve the general public in the same way that the special libraries now serve their own patrons. I feel sure that when the delegates leave Cleveland Friday, they will go away convinced that this conference has been one of the best conferences ever presented by the Special Libraries Association.

Again most heartily do I thank those librarians of Cleveland, the citizens of Cleveland, and all others who have made it possible for us to enjoy these three days in this beautiful city.

The Cleveland Conference

The annual conference of S. L. A. at Cleveland in 1931 added one more to the lengthening line of helpful and worthy meetings of special librarians. Attendance exceeded expectations. The program, dealing with problems of the current business situation, presented some of the Nation's highest authorities in the field of economics. Rarely has such an attractive group of speakers been assembled for a library meeting.

The plan of starting general sessions at 9:30 in the forenoon, instead of at 10 o'clock, gave a substantial and welcome increase in time. Meetings began promptly and ended promptly. There was an air of efficiency about them.

While only three days, Wednesday to Friday inclusive, were announced for the conference, the program actually extended over five days. Tuesday was devoted to meetings of the Executive Board and the Advisory Council, of which the latter drew an unprecedented proportion of members, comprising the chief executive officer of each Chapter and Group, and the Chairman of each standing committee. Only one Chapter was not represented.

And on Friday evening, when Cleveland had given of its best in every way, Detroit Chapter came forward to serve

as host for the next 24 hours. Beginning immediately with a dinner and reception on the great steamship which, leaving Cleveland late at night, arrives in Detroit the next morning, the hours were crowded full. Detroit members joined the steamship passengers for breakfast, buses conveyed members to Detroit special libraries for a forenoon of inspection and conference, and luncheons and social functions followed one another quickly until the day was over.

The conference opened auspiciously with an address of welcome by Miss Linda Eastman, Librarian of the Cleveland Public Library, an ex-president of American Library Association and its official representative at this meeting. Her message was most hospitable, and was expressed in her unassuming way. Special librarians were pleased with her sincere praise of their work and with her hearty yet simple welcome. Miss Nell G. Sill, Cleveland Chapter's President, likewise gave a greeting in a charming, old-fashioned way. Joseph A. Conforti of the Chicago Chapter made a well-expressed response.

Lewis B. Williams, President of the Board of Trustees of the Cleveland Museum of Natural History, in his address showed an appreciation of the important place of the library in the

museum. Whiting Williams, well-known author and consultant on labor problems, gave the main address of the session which for its understanding and humaneness could scarcely be surpassed. He was at his best, and his listeners were enthralled while he pictured the world in its present economic depression from the standpoint of the laboring man and woman. It was most informing and, given in an understanding way, was filled with humorous glints.

The Thursday morning general session program was devoted to a three-fold discussion of the economic crisis from the standpoint of industry, the farm, and finance. John W. Love, special writer and industrial editor on the *Cleveland Press*, gave an exposition of the steel industry and its position and importance in the present economic state. The Federal Reserve Bank of Minneapolis sent its specialist on agriculture, O. S. Powell, to explain "The Agricultural Situation." Equally to the point as the first two speakers was David C. Elliott, Economist of the Midland Bank of Cleveland, who with the aid of charts, exposed "The Money Market in Relation to Business." The session was of high educational value, and the facts presented on business matters were up to the minute.

The third general session on Friday morning was another rare treat, because Col. Leonard P. Ayres, Vice-President of the Cleveland Trust Company and one of the brightest stars in the economic firmament, was the speaker. His subject was "A New Index of Industrial Activity," and it summarized and brought to a close the entire program of the Conference, which had centered around the industrial and economic situation in the present era of depression.

There was another valuable contribution to the conference program, which came not in the general sessions, but at the annual dinner on Thursday evening, when Randolph Eide, President of the Ohio Bell Telephone Company, spoke on "Planning Ahead: The Place of Commercial Research." The dinner

itself was a splendid affair, graced by the presence of all the program speakers, with K. Dorothy Ferguson of San Francisco as toastmistress.

As usual, afternoons were devoted to group meetings, and most of the groups held three such sessions. The Newspaper Group on Thursday afternoon invited members of the Association to a visit by bus to Akron, 37 miles distant, as guests of the *Akron Beacon Journal* and the Goodyear Zeppelin Corporation.

The social program of the Conference was admirably arranged. There was something for every day. On Wednesday, an informal dinner was given at the luxurious suite of the Cleveland Chamber of Commerce in the lofty Terminal Tower; on Thursday, the annual dinner was held at the Hotel Cleveland; on Friday, there was a scenic ride about Cleveland and its beautiful suburbs.

Cleveland Chapter outdid itself in the plan and program of the Conference. Nothing went amiss, nothing jammed. From beginning to end, from arrival and registration to the moment of farewell, everything moved along like a well-oiled machine. It was a worthwhile, dignified, friendly, and helpful Conference. Cleveland Chapter supplied the material from its own membership for the working committees. Miss Rose L. Vormelker, thrice Secretary of S. L. A., made an ideal chairman of the general conference committee, and with Miss Alta B. Clafin, former Vice-President of S. L. A. and former President of Cleveland Chapter, as Chairman of the Program Committee, a great team was in charge, supported enthusiastically and intelligently by every member of the Chapter.

The Conference was confronted with an unusual situation caused by the resignations of the Secretary and the Editor of the magazine. Immediately after the election of the new President, the Executive Board met and appointed committees to secure successors.

Museums and Their Libraries

By Lewis B. Williams, President, Board of Trustees, Cleveland Museum
of Natural History

WHEN the invitation to appear in this presence was first presented to me I experienced all the classic reactions of those in whom the senses of dignity and vanity have both been subtly stirred. That I was cast in any other role than that of an hospitable town-welcomer never troubled my consciousness. Whatever the topic, the text was doubtless—"Hail and Welcome!" Greater kindness was never done than that which Miss Vormelker did when she sent to me the detailed program of this Twenty-Third Annual Conference. Then came realization that the part was that of a layman venturing into a field highly developed technically, and speaking to a group of professional workers broadly trained in that field. This was rather a terrifying discovery. I have no souvenir of knowledge that you may take with you from this first session of your Association—no memento of an expert interpretation. To recommend my few words upon a trite and well-worn thesis I have nothing to offer save the experience of a layman who has spent ten years in liaison between a group of deeply interested donors and a devoted band of skilled museum workers who are striving to transmute private generosity into a vital educational resource that will enrich the lives in this community. Let that be my prologue and apology!

If we start from such widely diverse points as layman and professional, with no knowledge of libraries and little of museums on my part (but with a burning interest in each from the date in boyhood when I founded both in the attic of my country home), then I am sure there will be no danger of misrepresentation—therefore, no right to your money back on your part—and I, at least, shall have had a good time.

The ancient libraries and cabinets of seventeenth and eighteenth century Europe were largely private treasures—the marks of an intellectual curiosity associated with vanity or power. They satisfied the acquisitive instinct, and distinguished the owner from others in his society. There was little in their purpose or use designed to stimulate a generous diffusion of knowledge. The modern use and relation of libraries and museums is only part of the newer manifestation of the practical ordering of our public benefactions. This new point of view approaches the abstract in its relentless but beautiful demonstration by equation:—

The curious and the beautiful things of the world added to man's recorded effort to understand, yield an increase in social culture and happiness. . . .

The problem of the scope of a museum library is as broad as the starry firmament. The relation of selection to the primary collections and research of the museum, and the budgetary limits of the trustees are the only necessary and sound guides. Ah! but when we come to use, we are at the very heart of the worth and meaning of any collection of books. To my lay mind the library is the greatest supplement of any museum. Without its intelligent direction the usefulness of the museum is restricted and incomplete. Museums are but storehouses except the recorded knowledge of its specialized library is available to help man toward the interpretations and meaning of collections. Thus do we put life into mere objects and develop the understanding which enhances the degree of beauty in each object of art, or gives dignity to the study of the history of life upon the earth.

All great educational museums for the people are inarticulate except as they have at their center an ordered and understanding knowledge of all that has been recorded or interpreted within the special field. So a museum is but a dull and sorry thing if there is no one to tell the story of life, or history, or art, and the place and meaning of each thing therein. How can the museums, or those who give them life and meaning to the people, be the great teaching agencies that they are meant to be, except as both definition and interpretation rest upon a scholarly, organized use of special library facilities? Around a carefully chosen library can be built a real museum, and the happiest and wisest of directors and curators are those whose high library ideals have been most nearly realized. The museum whose library does not keep pace—or, better still, lead in pace—among its working resources, will not grow into the place of fullest meaning in public usefulness.

In all that has been said we have not referred to public use of museum libraries nor reciprocal library relations. Those large fields of service may be taken for granted. It is the wise use by a museum staff of adequate library material that really reaches and stimulates the public. This is the paramount use. Who of you in the happy post of custodian of such a library would not feel that he was at the pulsing heart—in control of a great central station of power? From this source under your control would come that energizing aid to intellectual effort, the real stimulus to understanding.

I know that what I have tried to say has been redundant. Mayhap it smacks of those platitudes which pass with some as "the sage counsel of timid souls."

But I assure you that in the museum world I should be timid only if the museum were without an adequate library at the heart of its organization.

Andrew Keogh, Librarian of Yale University, speaks simply and nobly when he says, "A library is an instrument of learning and power." In worthy degree museums for the people are instruments of learning. But next to the intelligent devotion of a trained staff I should place the service to that staff of the specialized library as the contributing factor of greatest and most constant service toward the building of power for usefulness in museums.

If such a statement appears to ignore the riches and importance of collections, let me plead again that collections must be interpreted and published; purchase and discovery must be planned; growth in skill and knowledge of museum workers must be stimulated; the popularization of the museum must be grounded in scholarship; and all these great considerations can only find their vivid inspiration and sound relation as they take their source from the recorded scholarship of an ably directed museum library.

And at the end, no matter how doubtful you may be about the validity of anything I may have said, let me hope at least that I may convince you that your coming to Cleveland is an event which does great honor to a city devoted to educational effort. We are, moreover, as a city, jealous enough of our hospitality and its name to hope that your sojourn among us will bring to you a reward of happy and stimulating recollections of this your Twenty-Third Conference.

Labor and Unemployment

By Whiting Williams

BEFORE I get into my talk, I want to take advantage of this chance to make something of a protest on behalf of my particular specialty. I feel that there are two classes of books—books made up of paper and ink, and books made up of flesh and blood. The difficulty that I have in mind is that I feel that most librarians, and also most college professors, make the mistake of assuming that you have to depend upon one or the other, rather than, as I believe ought to be more common, depending upon both.

In other words, I have in mind many uneducated men who feel as if the whole world of books is more or less closed to them, but who have developed a tremendous amount of intelligence and information and wisdom as the result of their ability and their long life training in reading the other kind of books, the books of flesh and blood. They have made of themselves exceedingly intelligent, trained men, by applying themselves to the reading of that kind of book.

On the other hand, I have in mind the other men, the better educated men—the more formally educated men, I should say—who assume that because they are able to read books and to digest the books, they must therefore perforce concentrate on the paper and ink kind of books for the increase of their learning.

What I should like to see the librarians and college professors and teachers in the schools develop is a much greater measure of emphasis upon the ability of an educated person to use both types of books. In my opinion, the educated man is the man who can use either of those books at will for the obtaining of his information and the increasing of his intelligence and wisdom.

Along with the understanding of the uneducated person that he must, of course, restrict himself to the left hand of understanding of his human beings, his fellow human, the educated person,

in my opinion, ought always to be told everywhere the moment he begins to subject himself to the educational forces of his country, that as an educated person he is expected to be ambidextrous, he is to be made equally at home in the study of books of paper and ink and in the study of books of flesh and blood.

The reporter was told at this point that Mr. Williams had a paper, and later told that he had not, so a considerable portion of Mr. Williams' address is omitted. From notes taken during the address we have the following summary of the omitted portion:

Several factors have helped to "cushion" the force of the present industrial situation upon the wage earner. Relations between employer and employee have been better during this depression than during any other. The staggering method of employment and the promise to employees that they would be called back to work as soon as possible, has tended to lessen the long lines of unemployed men at the factory doors—the men have stayed away from the doors because they have the promise of their managers that they would be called back to work.

The stenographic report continues:

The second surprise that I got was the number of men who were able to tell me that their wage rates had been maintained. There is a connection between those two, because if a superintendent, looking out his plant window, sees a thousand men outside his gate and realizes that he can get any of them to work for him at practically any amount he wants to offer, the chances are that he will find it very, very difficult to keep even the most sacred promise he or his associates may have given to the President in the White House Conference of combining the staggering of work with the maintenance of wage rates.

Those two together have undoubtedly helped very greatly to cushion the unemployed man against the impact of the recent joblessness.

A third factor you will be interested in is the increased amount of savings that I found among the workers, the

increased number of men who were even looking for jobs with the help of the old "flivver." So I came to the conclusion that the American worker today feels that the retention of his tires and his self-starter under his feet is almost as much of a demand upon his self-respect as the retention of the very roof above his head.

With that is connected also the fourth thing, namely the lengthening, the surprising lengthening of the economic wheel base of the ordinary American family, due to the increased number of women wage earners. If Father or John has lost his job, the chance has been enormously greater in this depression than in any other that Mother or Maggie still carries on.

It is all I can do to resist the temptation to make a digression into all the interesting influences and results that change of the bread winner may have upon the whole social and moral outlook of the American family, because my opinion is that the leadership in the home tends to follow the pay check in the pocket, and the shifting of the pay check, therefore, may be expected to have some very great results upon the whole outlook of the American institution of the family.

This way in which the women have been carrying on has led undoubtedly toward the increase of savings and the increase of the use of automobiles and the retention of the "flivver" by even the unemployed man.

They tell a story of one of the Van Sweringens here in town. He was once reproached by a woman for paying such high wages to the building trades men that were finishing the Hotel Moreland up here on the Heights, because she said she saw every morning, parked outside of this establishment, such beautiful cars of the carpenters and the painters and all the others. Whereupon this particular Mr. Van Sweringen is reported to have replied that he didn't agree with her diagnosis, that probably the man's wife was working a part of the year at Halle's Department Store and his daughter and son were probably taking a part-time job after school, all for the purpose of enabling the family to play properly the part in that well-known indoor and outdoor

American sport known as keeping the wolf away from the garage door.

I speak of that not at all to be amusing, but to bring out the fact that up until the crash of 1929, what I like to speak of as the famous October Mourn, the American worker had come to feel that he must endeavor to the utmost of his ability to retain himself upon a gasoline standard of living. That has a very, very great importance, in my opinion, in all thought that is to be given toward the working of our way back into something like the conditions that we have known at least in 1928, if not in 1929.

I cannot be just to myself as an investigator and as a person who believes that we cannot possibly think about economic well-being for any of us here in America, except as we think first about the problem of economic well-being of the worker, without adding one further cushion, with which you may not agree. That is this. There is just no question whatsoever that any careful observer must say that, to the cushions I have named as helping the workman to get through these conditions, must be added nothing less than prohibition. There is just no question but that the absence of the saloon, in spite of the presence of the speak-easy, has resulted in an enormous help to the great mass of the working man in weathering the storm of the recent depression.

I say in spite of the speak-easy. I supposed previously, when a man said to me a town that had had a thousand saloons now had a thousand speak-easies, it was just too bad, and represented a total loss and the situation was as bad as before.

As a result of my investigations, while wearing old clothes last summer, however, I say to you there is no connection between the speak-easy and the saloon, or practically none. Time after time, working men in various cities said to me, "It is just as bad as it will ever be or ever has been. You can get the stuff anywhere." He would always add, "Of course, they got to know you."

Well that is some limitation, believe me, particularly in times of unemployment, because during unemployment a man is free to wander about the city

at will. If he is known in only one speak-easy out of all the thousand, the situation as compared with the old days of the saloon bears no resemblance.

After loafing a day in the speak-easy district of Homestead, Pennsylvania, with which I was familiar, because I had been a working man in the big steel plant in 1919, I came to this conclusion: that all the speak-easies of Homestead, Pennsylvania, do not today in an entire twenty-four hours do the business done by any one, during a single morning, of the dozen or so saloons opposite each of the great steel plants, when the six o'clock whistle blew for the ending finally of the thirteen-hour shift, when all of us with pick and shovel would rush out across the street, fairly shoe-horn ourselves in through the door and inch our way up to the bar, there to be served by any one of half a dozen sweaty, shirt-sleeved "Hunkies" or Lithuanians with our order of one or two editions of what is known as a "blacksmith and helper," a "blacksmith" being a big whiskey like that (indicating) and helped down by a big beer like that, before we wiped our mouths and worked our way through the crowd again.

The saloons used to be runways of the worker, almost putting their hands on his shoulder as he walked by. They were attractive and well lighted. We had reason to thank them for the warmth and courage and enlightenment they gave to the man addressed with jobless news in that district back in 1919.

Today, on the contrary, the speak-easy is likely to be far removed, at one side, where you have to go with, not malice, but at least a thirst aforethought, and where instead of bright lights you have dirt and grime and dinginess, and instead of sociability you find the conversation stopping every time the door opens, when everybody looks up to see whether the law, a policeman, or somebody else, is coming in.

So I can only say that I expect to see very careful thought given to what has happened, in connection with all the attention that we are increasingly giving to the ways back to something like the old standard of living and of consuming and therefore of producing; because what has happened is, in my opinion, that in spite of the very obvi-

ous defects, prohibition has done this, and it is a thing of enormous economic significance: It has very largely taken the weight of the liquor traffic off the necks of the hundred million-odd who have had daily to choose and who must today choose between shoes and booze, and has put the weight of the liquor traffic very largely upon the neat, nicely-pressed lapels of the few odd million of our fellow citizens who can perfectly well afford to have all the saloons and all the booze they care to.

But if it is true, it is a fact of enormous social significance that will affect every community in which you work or live or have your being for it is significant to the manufacturer of shoes and of radios and of gasoline and of rubber tires and everything else, because in days of mass production every one of those manufacturers and every one of us dividend earners or salary earners is dependent upon the consumption of those things, not by the few odd millions but by the hundred million-odd.

That is, in my opinion, what has happened, and that is what is going to be given increasing importance, because of the fact that in beating our way back to a kind of level of living in which millions of consumers can be well enough off to keep going millions or thousands of assembly lines in our great mass production factories, then we are not going to overlook a tremendous crumb in the economic cupboard, such as is represented by that shift of expenditures of the hundred million-odd over into new channels.

In that connection, I can't but stop a moment to tell a story I think is going also to give us increasing change in our whole point of view, with an increased emphasis upon the economic factors of the prohibition problem.

I have in mind the time I stepped up to a big steel worker out in Pueblo, Colorado, and was introduced to him as a young fellow who wanted to write an article about "Prohibition and the Worker."

The first thing he said to me, as he looked me over, was, "What the hell right have you got to write about a subject like that?"

I flushed, but knew I shouldn't get angry, and said "What do you mean?"

He said, "Anybody can see it is perfectly safe that you ain't had no experience that justifies your tackling a subject like that. I bet you a dollar you was never in a saloon a dozen times in your life." He lost on that.

Then he said, "I bet you \$4 you was never good and lousy drunk in all your born days!" He wouldn't have lost on that. "So what right have you to talk about it? Me, I used to take eighteen shots of good whiskey every day in my life, come into the plant, stand up against the hot furnace, and sweat it out of me, never the worse for it except my old woman and me never had no money. Last week, now that Colorado has been dry for a year, we sat down and figured out how we paid for the house and were just about ready to pay for the flivver, since Colorado has gone dry, and then we got mad about the people sitting in their clubs, that never had been in a saloon in their lives, and never knew what it done to the working man, and say, 'I see Jim Millionbucks is drinking more than he did before prohibition, and I see his wife is drinking more too,' and then they say, 'Ain't prohibition hell?' They don't know anything about it."

Now of all these cushionings I am talking about, I believe the fifth brings about a final surprise, namely the very small amount of progress that I found the agitators making among the workers. Everywhere I go among my friends I am accused of being a conservative, because I refuse to tell them how excited I am about the radical menace.

I listened everywhere. I spent hours out at the Public Square listening to the agitators and watching the reaction of their listeners. Some of them were perfectly good agitators, clever fellows and good talkers, and fine reasoners. But that doesn't make much difference.

What is the result of their arguments upon their hearers, unemployed men? I don't see any particular result. For instance, one fellow out there, after talking to them about what a wonderful situation they had in Russia and what a terrible mess of a situation we had in America, and what a particular loss and complete flop capitalism is as compared with Russian state capitalism, finally said, "There is a law in Clevel-

land that forbids my passing the hat among you guys, but there ain't no law against your putting a hat at the bottom of this little platform."

Then he went on talking. Finally his temperature got so high he blew up. He said, "I spend my time bringing to you guys here the thinking of the best economic theoreticians in the world," as he put it (they like to use big words) "and I have distributed among you guys literature that cost twelve good dollars to print, and yet you have the nerve to send me away with a collection that doesn't amount to any more than forty-five, fifty, fifty-five cents. How the hell do you suppose a guy is going to live on fifty-five cents?"

I would have come back with a different story, if at that every listener had gone down and drawn a dime or a nickel or a quarter out of his pocket, but not a hand moved to a single pocket. It is just too bad.

I found the same conditions in various other places. I am perfectly sure that it would not have been true last summer. And I am perfectly sure we wouldn't have had as little unrest and rioting and bread-line stuff as we have had in this country during the past winter if it hadn't been for those cushionings I am talking about—the staggering of work, the maintenance of the wage rate to the extent it has been maintained, the increased amount of savings as a result very largely of coöperation between employer and employee, the increased number of women workers, and prohibition.

But I want also to say that all of those things, I believe, represent a new development, which it may be we shall later come to adjudge almost as important as the invention and application of steam itself, in the way of making economic and social history.

In other words, those gains are not indicative merely of an increased kindness on the part of the employer. If they were, then they would have a very tentative and tenuous foundation. They represent, on the contrary, the acceptance here in America of this new idea, namely that you cannot possibly have profitable mass production except as you have prosperous mass consumption. Practically all of our recent eco-

conomic history, I believe, in terms of industrial relations, in terms of my subject of labor and unemployment, has been shot through with this new, astonishing idea, that the classes cannot possibly hope to get their dividends by the exploitation of the masses, much as Mr. Marx would like to have it so.

On the contrary, here in America we believe that you cannot possibly have the selling of enough things to run your assembly lines to make your dividends for the classes, except as you devote yourself all the time to ways and means for maintaining up to a maximum the buying power of the ordinary everyday mass citizen.

So those things that I talked about and others are things that are worth taking very, very seriously, as factors in our present, and factors of enormously greater value in the future, just because they represent not a nice sentimental increase of kindness on the part of a few. If that were the answer, then the bestowers of that kindness and friendliness might also be those who take it away, so that we could not count upon it. There is no question whatsoever that here in America all of the factors of our future economic history are bound to be based most of all upon the acceptance of that idea, the maintenance of the buying power for the mass citizen.

Now that has made, I think, very, very great history. It has made, for instance, the average employer from Maine to California lean upon his employment department, get its help in trying to meet the necessities of the market situation upon the employer, while at the same time making every effort to maintain the maximum buying power on the part of his own industrial group of employees.

That is very different as compared with the history of things in 1921 and 1922, when during that great depression those same employment and personnel and welfare departments were practically thrown out on their ear, right out of the window. People were saying, "Of course, it is very nice for us to do these things for our employees when we can, when we have the money, but we haven't the money now so there is nothing doing!" Now as a

result of this new idea, every effort has been made in the contrary direction.

But I am only talking of these gains in the whole situation for the purpose of helping to place a proper evaluation upon certain ways out of it, because I should be absolutely false to my whole understanding of the situation if I were to give you the idea that for a moment these gains represent a sufficient approach to the whole problem. In order to make it absolutely sure that you won't forget that, I am saying it is not enough.

I will have to tell you the story, I think, of the jokesman on the New York stage who told how he loved statistics. He said, "I dearly love statistics. I like to watch charts and all that sort of thing. It is wonderful! I get a great kick out of them. I got a beautiful kick the other day in reading that in this country we spend for perfumery, nothing but perfumery, the sum of umpty-umpty dollars and forty-nine cents. Isn't it wonderful! They spend all that money for perfumery. But I have to tell you confidentially that every time I come up on the East Side subway in the rush hour, I say to myself, 'It isn't enough!'"

I tell you that simply to make sure that you get my point, that all that I am talking about isn't enough. We cannot save our souls that way. We must some way or another find more jobs, because if there is any one fundamental that I have secured in my various years of reading the book of human beings, at the job, on the job, it is this: that in all the world there simply is no substitute for a man's or a woman's job.

And there is a perfectly good and exceedingly fundamental reason for that. The trouble is that most people assume that a man's job is nothing except an economic entity, that its purpose is simply for putting some money in his pocket with which he can go ahead and live his life and find his real satisfactions.

That misunderstanding is at the base of most of the talk that goes on about "people ought to have more pleasure." Most people completely miss the point of the spiritual meaning of the man's job to the owner thereof.

I can but say how that works out by repeating how Evan Pugh was a teacher of that to me. Old Evan was a repair man in a mine in Wales. The repair man is the least important, least skilled, least responsible person in the mine. But the time would come when Evan and I would have to hurry and find a rock that had fallen on the rail. That closed up traffic in that part of the mine. Evan took himself very seriously and would make a diagnosis as to what caused the falling through of the rock. And as he went up to see where it came from, he would scare me out of a year's growth, by the way he would exclaim. We realized that not until we did our job, and got that big rock off the rail, could the very important fellows do their jobs. I could see the pride with which Evan put out his chest and took up his tools and started back, crying over his shoulder, "Well, they be seeing now. They can't run the old mine without you and me now, can they?"

That is true with everybody's job. That is what a job does for a man. Since time began there has never been a thing that could compare, one, two, three, with a man's job, in helping him to understand how he becomes important to other people and other people become important to him.

So when a man's job is gone, his money is gone, yes, but the spiritual right for the man to take himself seriously is also gone. So until we can solve the problem of getting more jobs, we can't be sure of anything because unemployment, very largely for the spiritual rather than the economic reason, is the destroyer of more human fiber, the maker of more bitterness, the instiller of more hatred, the bringer about of more unrest and challenge to the entire economic system than all the other things put together.

So that the great prayer of the workers of the world, as I have found it, is this: "Give us this day our daily job." That prayer is infinitely greater than the prayer for the daily bread. The daily job does give the where-withal for filling the stomach with the daily bread, but enormously more important, it also gives the bread of self-

belief and self-importance in the scheme of things without which man cannot live.

So that prayer for the daily job is: "Establish Thou the work of our hands; yea, the work of our hands establish Thou it." Is that an economic prayer? Not at all. It is a prayer that goes to the very bottom of men's souls, because if that work there can establish the value of my hands, it establishes the value of me.

Therefore, we have to talk about not so much unemployment insurance and a lot of those things until we have absolutely done all we can to get the jobs themselves. My great complaint, therefore, of most people, and most educated people especially, is that they assume that they are talking about the real thing when they are talking only about substitutes, because unemployment insurance and a lot of those things are not the real things. They don't constitute the heart of the problem, except in so far as they may possibly be made helpful in the prevention of unemployment.

I am for everything and anything that will help prevent unemployment, but I also say that we haven't the right to assume that we have done everything that we can to clear the boards so that we can now begin to talk about the substitutes.

In the time remaining, I must say that I think there are at least two or three things that can be done in order to make sure that we have provided every man possible in the world, and in America particularly, with the job which is the answer to his prayer.

One thing, is, for instance, more coordination among the leaders of business. Everybody is unhappy about the absence of the leadership shown. But, after all, I think a great many people feel we haven't been set up for that and we ought properly to consider the possibilities of setting ourselves up for it, making that kind of leadership more evident (such coordination of business men in particular trading areas as the New England Council, for instance,) as could be done if the Sherman Anti-Trust Law were changed. I expect to see some change made in that direction if we are going

to go farther toward a larger use of different kinds of centralized planning.

Another thing is that we ought to go enormously farther in directing our attention toward the possibility of inventing new products, the making of which will give employment to the men who have been laid off through the improvement process, through the improvement of machines and methods.

Finally, I believe that we Americans haven't the slightest right in the world to assume that we have done everything we can do to increase the number of jobs in America until we have as people become enormously more internationally minded.

Just think of it! When 122,000,000 people today earn a national income of nearly \$90,000,000,000, which is almost equal to the national income earned by all the other billion and a half people in the world, think what that means in terms of their standard of living as compared with ours! So I am not at all unwilling to say that in my opinion one cause of the recent depression has been our old friend the American movie, a benevolent cause, because unlike any other invention of recent times the American movie has been carrying to all the people of the world the daily message of the contrast between their type of living and that we enjoy—at least in the movies.

I have in mind being approached in a Russian village by an old woman, who came up and said, "Are you really Americans?"

"Yes," we said, "what about it?"

She said, "All these few years I have been seeing about you wonderful people in the movies, how everybody enjoyed everything, bath tubs and telephones, and all sorts of things. And finally I said, 'It can't be. There is no such people. It is just propaganda. It can't be possible.' Now I see you. I said to myself, 'I shall never see an American in the flesh. They don't exist.' But here you are. I shan't sleep a wink this night."

That is happening all over the world. So the revolutions and other things of that sort that have been taking place are very largely the result of the banging of the table while millions of dozens of people say to their political leaders,

"What is the matter? Why don't we enjoy things of that sort? Get out of the way! Let's see if we can't get a better man!"

Of course, I should like to preach throughout the country the damage of the ordinary, small-town, interior-viewed citizen. I have in mind, for instance, stepping off the gangplank at Barranquilla, Colombia, South America, three years ago, and seeing as never in my life before so many grand, spiffy automobiles, direct from Detroit, the first hour off the boat. There are no roads down there, and all the new automobiles run around in circles in the same town, practically in the centre. But you could get off the boat right now and never see any of those new automobiles from Detroit. Because they aren't making them in Detroit? Oh, no. Because coffee is bringing 10c or 12c a pound less in the world market than back in 1929, when I was there.

And yet men like Borah and editors like Hearst can stand up and make their fortunes politically and otherwise by saying, and getting away with it, to all the peoples of the United States, "You don't have any right to be bothered about these peoples in Europe and Africa. They are all low-brows and shysters and dishonest people. They don't even speak English. They have nothing to do with you at all." That may be a perfectly good way of getting votes or subscriptions, but I say it represents a kind of economics that we simply must do away with if we are going to answer that prayer of man for the daily job.

That same sort of thing has a bearing, I think, also finally in connection with the Russian situation. I suppose I ought to mention Russia, because they say that modern conversation in America today, like all Gaul, is divided into three parts, the length being provided by unemployment, the width by prohibition and the depth by Russia. I believe that Russia today is gradually being de-Bolshevized really by the necessities we have been talking about or the wish of the ordinary man to have the satisfaction of his daily job, from the very bottom of his soul.

I believe unless man does have that satisfaction there in terms of work, in

terms of value of themselves as individual units in the scheme of things as a result of what they do, you cannot possibly have an efficiently operated industry, with the result, as I see it, that Russia is finding that up against that compulsion day after day she is making concessions in the direction of what we have been talking about here. So little by little they have gotten away from the old communistic idea. There is no such thing as communism at all in Russia today, but the state capitalism is gradually working toward the American capitalism. American capitalism through centralized planning is working somewhat in the direction of Russia. As a result I expect to see the success in time of the Five Year Plan and other five year plans as an enterprise, but a success purchased only at the cost of the success of the Bolshevistic philosophy which it is supposed to demonstrate.

But as that comes about, then we shall see, I believe, a drawing of the teeth of the fanaticism of the whole Russian scheme, with the result that we shall probably find that as the plan works out we have more to gain from the increased ability of the Russian citizen to consume and to enjoy a higher standard of living, than we have to fear from his ability to become an increasingly efficient producer.

But all of that means in my experiences, that we can trust after all to the goodness of the individual, and that we shall see that what we have been working on here in America more and more is the application of a combined social, economic, and spiritual motive through the increasing measure of satisfaction that we have been able to arrange for men to enjoy in their work. And if Russia and other countries can work out efficiently in the direction of men's energies, we are going to be forced to come to very much that same objective.

So I want to speak a word for these books I have been talking about by saying that I find this wish of every human being to believe that through his work he demonstrates his right to his self-respect is the common denominator. I have found men at the bottom of mines who were worried because some-

body might think they weren't as good a miner as this other fellow. I have found men sitting at magnificent desks, at the heads of railroads, worried because somebody might think they weren't as good railroad presidents as some other men. From the top to the bottom that is the thing that makes the common denominator hold steam. That wish of the man to believe in himself is in my opinion the mainspring of the entire industrial system and all the social and economic appurtenances that are added thereto. The moment any of us begins to feel that through our work we haven't a right to take ourselves seriously, all the money in the world wouldn't keep us at our work.

In all of that you have a very important part in your community, and in everything you write and every report that you make, because after all the real remuneration that every worker wants is an amount of appreciation and understanding of the value of his service.

I have in mind talking to a fellow in the glue factory of Swift & Company. He said, "I'm going to give up being superintendent of the glue house."

I said, "Why?"

He said, "People don't understand. When I go back to my college commencement reunion, everybody says, 'What are you doing, Jack?' He says, 'I am Vice-President of Such-and-Such a company.' They say, 'What are you doing, Jim?' and he says he is President of some company. Then they ask me, 'What are you doing, John?' and I say, 'I am superintendent of the glue factory.'"

I said, "What do they say?"

He said, "Well, not much, but it is plenty."

I said, "Well, what *do* they say?"

"Oh, all they say is 'Oh,' and then they change the subject."

If tomorrow we were to begin to say, "Oh," and change the subject, when people said they were nurses or librarians or teachers or whatnot, there isn't enough money in all the world to keep them on their jobs.

And whether we say, "Oh" or "Is that so?" or "Isn't that fine?" that is your job and my job, because you are the interpreters to great multitudes of people of not simply the facts, I hope,

not simply the factors, not simply the mechanics, but the real spirit, the real soul of the business world in these special lines.

So I want to say finally that I am optimistic about our possibilities to keep going with emphasis on the individual, with emphasis on more coördination, because I trust the ordinary human being so thoroughly, after having tried to get as close as possible to the reading of the very inmost contents. I find that all of these chaps I have run into have exactly the same desire you and I have,

namely, the wish that somebody may say of us what somebody said back in Ecclesiasticus, about those people who were out on the street making things. He said of them, "All these put their trust in their hands; and each becometh wise in his own work. Without these shall not a city be inhabited, and men shall not sojourn nor walk up and down therein. They shall not be sought for in the council of the people, and in the assembly they shall not mount on high But they will maintain the fabric of the world; and in the handiwork of their craft is their prayer."

The Steel Industry

By John W. Love, Industrial Editor, Cleveland Press

THE purpose of this talk is to summarize the main currents of development in the steel industry over the last four or five spectacular years. If after most of them are mentioned they seem to be swirling in futility, it would readily be admitted that steel is not alone in so missing its goals, but that perhaps it is only one facet of a general industrial disillusionment. That we must leave to the social philosophers, but I think all of us will agree that practically the whole of the industrial philosophy so popular only three years ago is now being liquidated, or, more accurately, has been frozen.

We have not consolidated prosperity, some of our new financial tools have broken under the strain, our new technologies have produced overwhelming surplus output, the new era turned out to be just another old era, only more so, and now we are back where we started in the year 1921 or the year 1893.

Let us see how the steel industry has fared in the recent boom and collapse, beginning with the technical changes it had been going through.

Probably the greater number of technical improvements in the industry lately have been concerned in one way or another with electricity. It happens that the Association of Iron & Steel Electrical Engineers has been

holding its national convention in Cleveland this week, with an exhibit down at the Public Hall. When this Association was last in Cleveland, in 1922 or 1923, they were talking about the savings which electricity was making in the steel process. It was figured at that time that something like \$2.50 a ton could be saved by changing a rolling mill from steam drive, with its complicated sets of belts and shafts, over to electricity, with powerful motors on every train of rolls.

Now these electrical engineers are realizing that they have in fact stepped up the industry to a new plain of speed, that they have established an equilibrium which did not exist before. By installing electrical drives they found they had a flexibility which steam never had. The steam engine is itself about as flexible as the electric motor, but steam power is not nearly as flexible by the time they get it to the machine. Such was the adaptability of electric current that they were about to connect up rolling mills with one another in entirely new ways, and construct what amounted to virtually a new automatic and continuous machine.

By assembling these trains of rolls in series, they were able to construct machines which would roll steel sheets

from the bar to the finished product without the intervention of any human labor. Formerly the steel sheet was passed back and forth between the rolls by men with long tongs in their hands. These laborers were highly skilled. The United States Steel Corporation attempted three times to make the production of sheet automatic, and on the third failure announced that it was impossible. The company which achieved this impossibility was the American Rolling Mill Co. of Middletown, O., which built the new machine at Ashland, Ky., so very secretly that hardly anybody in the steel industry suspected what was going on.

Others, however, were working on the same idea or parts of it, with the result that two or three other interests had attained something near enough that the Armco people had to compromise with them or buy them out.

By the time the company was ready to license the process generally it had already licensed about as much capacity as there was a market for. They went on licensing, however, until some eight or nine of these gigantic mills had been built, including one now under construction in Cleveland. Each of these machines with their shelter and their accessories and the electrical power they have to have behind them, plus the additional capacity they make necessary in the other departments of the works, costs between \$7,000,000 and \$10,000,000 with the result that some \$60,000,000 worth of new sheet capacity came suddenly upon the market before the market was ready for them. In fact the market never could have been ready for such a gigantic potential as was released upon America by the new continuous sheet process.

The sheet makers had already their trade association and the individual firms were swamped with the production. Prices broke down in the sheet business before 1929, and naturally they have shown no signs of recovery. Some of the smaller sheet plants have closed down, those which could not afford the high priced new equipment. Only the other day the Empire Steel Co., primarily a sheet maker, went into receivership.

The whole steel industry is running about 40 percent of its capacity this week, and the sheet capacity of the country is employed in a smaller percentage than that. Obviously it will be necessary to find many uses for steel sheets which do not yet exist, such as for highway foundations and cheap dwelling houses and so on. The engineers did their work completely and they released something the sales department of the steel industry was unprepared for. But other industries were doing substantially the same thing, and we had what was known as general overproduction, even though there were millions of people who had not yet been able to buy these things that the new machines were able to make. That is another of the things we shall leave to the social philosophers.

We have discussed sheet, let us look now at tubing. For generations there had been just two ways of making a tube. One was to roll up a plate and fasten it together along the seam. The other was to punch out the center of a bar. The Romans used the first method to make lead pipe for their famous bath rooms. The British used the second method in hollowing out logs for a London water system. Both fundamental schemes were employed in the steel industry. Pipe was manufactured by forming plates, or skelp, into tubing and then welding the seams by pressing them together hot. Seamless tubing was made by piercing a billet and driving the metal out to form a tube. For more than 40 years these two processes worked side by side without much competition. The welded pipe had its field and the seamless tube its field.

In the last few years not only have two quite new principles of tube manufacture been developed, but strange things have been happening to the two old methods, welding and piercing. Let us take welding first.

It had been nearly 30 years since a man named Otto Parpart, in a shop on the west side of Cleveland, discovered that he could weld a tube by the use of electricity. When he rolled a sheet into a tube he found the current would jump across the lap instead of going around the long way. It took nearly all this

time for Parpart and his successors to master the details of a new and very complicated technique, but mastered it was in the hands of several different groups of engineers.

About 1926, the A. O. Smith Co. of Milwaukee began to trouble the manufacturers of pipe by getting most of the orders for the large sizes. It was ascertained that Smith had a method of making pipe by welding it electrically. The Company was attaining such speed and economy that no other manufacturer could meet its prices on pipe 18 inches in diameter. It made its tubing by grouping a number of mechanical welders along the length of the tube. Not only was the tube just as good as the old-fashioned pipe but it was twice as long, and this made for economy in laying it.

While A. O. Smith was approaching the problem of large tubing in a new way, a man named Gustav Johnston applied electrical welding successfully to the production of small tubing. Instead of arranging separate welding machines along the length of the tube, Johnston pushed the tube through the machine and it came out welded. A Cleveland capitalist bought this machine for a million dollars without seeing it. All he saw was the completed tube coming out of a slot in the shed which housed it. This capitalist sold it to another capitalist for something like \$8,000,000, but this second capitalist naturally was allowed to look it over in more detail.

Thus came the Johnston pipe welding process into the hands of Cyrus Eaton and the Republic Steel Co. Around it and a few other new technical achievements Eaton built the \$350,000,000 Republic Steel Corporation.

Confronted with the production of large pipe by two new high speed processes, both in the hands of companies which had never made much oil well and gas pipe before, the older companies in that field were greatly disturbed. They too put their engineers to work, and fortunately for them they found that Otto Parpart's original Cleveland invention was old enough to be available to all, free of patent claims. Around it as a fundamental, several other

electrical pipe welding installations were built. One was constructed by the National Tube Co., subsidiary of the United States Steel Corporation. Another was erected by the Youngstown Sheet & Tube Co. in Youngstown, both different not only from the other two but different from each other. It was said of the Youngstown equipment that so fast was it that tube came out at the rate of 600 feet or so a minute—but only for a minute—it would then break down. If that was ever true they have corrected it, for the Youngstown company is now getting a good share of the new welded pipe business. One or two other companies have been working on the same thing. Now we have the pipe industry with at least four very large and powerful aggregations of new machinery and without a market to keep it going more than half the time. It is true that the pipemakers have been busier than the sheet makers, because they had the benefit of an outburst of new business, amounting to a boom, in the transportation of gas and oil long distances. It is difficult to say what made the gas boom possible, whether the discovery of new gas supplies or the fortuitous provision of the pipe to carry it. One without the other would have been insufficient. But it is not by any means sure how long the new market will last, and such as it is, this bonanza demand is not keeping the new pipe mills much busier than the rest of the sadly depressed steel industry.

In the testimony in the Youngstown Sheet & Tube case last summer the officers of the company expressed their fear that the new high speed welding of tubes would turn out to be just like the high speed automatic production of sheets—a considerable demand for just long enough to get far more companies into the business than could make money.

While the electrical engineers were busy designing new ways of making welded tubing, the old time seamless mills were not asleep. The small mills went over to more or less continuous handling devices. The large mills got larger, until by a general overhauling of the process it was found that tubing of very large size could be pierced from

a billet about as easily as it could be rolled up from a plate and welded together by electricity. This was the achievement of the National Tube Co., the Corporation subsidiary, and between the two new methods in its possession, including electrical welding, National decided to scrap all the old pipe-making methods it had previously used. Pretty soon, if not already, National Tube will no longer be making pipe by the old fire welding or pressure welding processes developed before the Civil War.

I said earlier that two other and entirely novel methods had been worked out for making tube. One is spiral welding, the other the expansion method. The American Rolling Mill Co., the same which worked out the continuous sheet process, has recently designed machinery which makes a tube out of a spiral sheet coiled together and fastened by welding along the seam, in much the same way that the paper tube is made for shipping calendars and other printed matter in the mails. The expansion method of tube manufacture consists of taking a seamless tube with thick walls and then pushing out the walls until you get a thin-walled tubing of the required size. This is a specialty, but it may have possibilities we do not yet apprehend.

All these methods together are breaking down the old non-competitive distinctions which used to separate one pipe business from another. The distinction between pipe and tubing is about gone.

Markets have fused and melted down together, and nobody can say just where the market of one process leaves off and another begins. For the present they are in flux, and here again it is imperative that new industries be developed or old industries greatly enlarged to take all the new stuff that this machinery is capable of dumping upon the world.

The possibilities of pipe lines are only beginning, apparently. Powdered coal is already being moved a short distance by pipe line. The next generation may get most of its fuel that way, either the shipment of powdered coal through mains under pressure or its

processing into gas at the mine and its distribution by pipe line. This would complete the decline of the railroads, and the government would doubtless have to take them over to keep them running.

It is plain to any observer that the technical end of steel production developed very much more rapidly than the marketing. Indeed, is this not true of nearly every other industry? In fact it might be said that the mastery of technique was nothing to the solution of the problem of how to dispose of surplus, but here we are getting over into social philosophy again.

Let us go back a bit into the history of the organization of the steel industry. Prior to the Spanish American War the industry was in the hands of a large number of small and large companies. The whole picture had substantially the appearance of the independent portion of the steel trade today.

It was without form, and void. Then the spirit moved over the waters and the agglomeration known as the United States Steel Corporation emerged. It was completed in 1901. Since then about 40 percent of the industry has been in the hands of the Corporation and 60 percent with the independents.

Judge Gary, the founder and so long its chairman, developed the policy of price maintenance and stability. This policy was best exemplified during and after the World War. In the period of high prices the Corporation stuck to its schedules and took care of its regular customers at prices lower than those most of the independents were getting. Then when industry declined in 1921 the Corporation maintained prices on the other side. It did not engage in price cutting as that term is ordinarily understood. It held an umbrella over the industry.

The Corporation was itself the product of great prosperity following hard upon a great depression, the McKinley prosperity following the depression of 1893-97. The country did not see anything comparable to that depression until 1921. As soon as we began fighting our way through that post-war decline we perceived the outlines of another steel corporation developing. This was to have been a union of the Youngstown Sheet & Tube Co., the Lackawanna

Steel Co., the Midvale Steel Co., the Cambria Steel Co., and the Steel & Tube Co. of America. The federal trade commission advised the promoters not to go ahead with it. Bethlehem, already the largest independent, stepped in and bought Lackawanna. Youngstown took the Steel & Tube Co. of America. Some of the independents have always suspected the man who first mentioned it to the Federal Trade Commission was none other than Judge Gary. At any rate the Gary umbrella had to be sufficient for the independents for several years after.

About 1926 the spirit of union again began moving over the steel industry. It is a strange and little known fact that the man who first proposed a consolidation of independents on a grand scale after the federal intervention was Hugo Stinnes, the German iron genius. The first man to accomplish anything important was Cyrus S. Eaton, Cleveland capitalist, lately from the public utility business. Eaton believed that methods successful in light and power could be applied with equal merit to the highly competitive steel industry. He began with the acquisition of the Trumbull Steel Co., and in the course of three or four years he had combined Trumbull with Republic, Central Steel with United Alloy, and finally these and the Union Drawn Steel, and Donner Steel and Interstate Steel, and Bourne-Fuller Steel into a grander Republic Steel Corp.

Eaton seems to have had in mind for the steel industry a sort of four-system consolidation not unlike that proposed for the eastern railways. U. S. Steel would, of course, remain at around 40 percent of the industry. Bethlehem would stay Bethlehem, second in the east. Eaton's Republic, third in the industry, would become the independent colossus while Sheet & Tube, in which Eaton was the largest stockholder, would be the stem of another consolidation in which would be grouped various companies. Finally, possibly the whole of the steel industry would be assembled in these four groupings.

But while Eaton's back was turned Bethlehem and Youngstown took steps to consolidate. You well remember

what happened. In resisting this merger Eaton carried on the most bitterly contested legal battle of the generation. While he was winning the battle he lost the war through the outflanking of his lines by an enemy which neither of the contestants were prepared to resist. This enemy was the decline in the stock market. Eaton had weathered the 1929 collapse, but the long and fierce decline which began last summer was too much for him. Eaton had to part with control for a time, at least, of his great financial structure of steel and public utilities.

Technically it is possible for Youngstown Sheet & Tube to start all over again its effort to merge with Bethlehem. All it needs to do is call a meeting of the directors, and if any stockholder complained this time that he did not have enough material on which to make up his mind, the directors could ship him a truck load. But for some reason, maybe obscure, maybe plain as day, the directors do not proceed. Can it be that the virtue has gone out of mergers? Had the union been effected between Bethlehem and Sheet & Tube, it would have been possible for some of the stockholders to have sold out at \$100 a share more than they could get now. Arithmetically the consolidation would have been worth literally hundreds of millions more than the two together are now. Naturally only a few of them could have obtained such prices, but many must have looked forward to enjoying the substantially higher values that consolidation was supposed in those days to assure permanently.

There is nothing to stop a merger now, nothing but the desire to merge and that seems to be gone for the time being. The companies struggle along as they did before, and Eaton's Republic is having its own hard times.

The steel industry seems to have saved nothing from all its improvement in technique. Individual shareholders are in no wise ahead through all the new processes the industry has developed. Competition is as bitter as it was in 1921.

On the financial side, consolidation has apparently but pooled the weaknesses which existed before. It may be that one or two individual concerns now

consolidated might have found their way into receivership by this time. If so, the misery is diluted and spread over the whole group. Consolidation has done nothing for competition, absolutely nothing.

The U. S. Steel Corporation adheres to its old policies of price stability, but under the new hand, that of James A. Farrell. To those of Gary, Farrell has added a new principle, the maintenance of wages. How long the Corporation can adhere to it remains to be seen. This is the voluntary maintenance of one element in the costs, something no great corporation ever assumed in the history of industry. It has pegged labor for part of the industry, but for only a part. Three considerable independents have cut wages openly, perhaps more of them furtively. Farrell complains of it, but can do nothing.

This is the first depression of the sort which the Corporation has had to experience. The depression of 1921 was more difficult for the steel industry in some respects, up to now, but it looks as if the summer would be as hard as any period in 1921. This depression resembles 1893-97, before the Corporation was formed. In 1893 and following years the steel companies cut wages right and left, and I suspect they will do so again.

Engineering technique has but increased production beyond the capacity of the world to absorb it. Financial technique has but created consolidations their authors could not control. Neither has approached a solution of the disposition of surplus, and that, perhaps, remains for neither the engineers nor the financiers, but for the social philosophers.

The Agricultural Situation

By O. S. Powell, Statistician, Federal Reserve Bank of Minneapolis

IT is a real pleasure to be here this morning to talk about the agricultural situation, although it is somewhat of a novel experience to speak on this topic to librarians. Usually in talking about agriculture, we are talking to people who have farms that they are wondering whether to sell or not, or to railroad executives who are wondering what the tonnage of agricultural products will be, or to country bankers who are wondering what to expect in the way of agricultural income and perhaps are wondering what advice to give to their farmer customers.

Assuming that your interests are perhaps more general than those special interests which are ordinarily served by discussing the agricultural situation, and also assuming that you are interested perhaps in discussing more the interpretation of data to become more familiar with methods of handling material of that sort, I am taking the liberty of discussing the topic from that point of view.

I should like to deliver an optimistic, rosy address, if the farm situation permitted it, but I must beg that question. The farm situation for some time to come will reflect the industrial situation. Other speakers on your program, much better able than I to discuss that phase of business, will tell you what is happening and is going to happen to general business. You can count on agriculture following general business. Consumption of farm products will increase at profitable prices to the farmer only when the buying power in the cities and the buying power abroad returns to more normal volume.

At the outset it must be recognized that there is no one agricultural situation. There are as many agricultural situations as there are farmers. Conditions surrounding dairy farming, wheat raising, cotton growing, cattle shipping are very different. There is not even a single set of circumstances affecting all of the wheat growers or all cotton growers.

We find wheat farmers in certain parts of Kansas claiming that they can produce wheat profitably and sell it at a price of less than 50c a bushel. We find farmers in North Dakota, who quite obviously cannot produce wheat profitably at considerably higher prices. Even in a single community we find very different problems. One farmer will make a success and another one on similar land across the road will fail absolutely.

And, of course, we have such tremendous differences as the contrasting cases of the master farmers outstanding successes in the Middle West and the one-man and one-mule farmers in some parts of the South, where it is said that the mule furnishes the brains.

Nevertheless this discussion must deal necessarily with generalities affecting large parts of the farming industry.

The most universal fact to be observed in the farm situation is the deep pessimism of farmers regarding the outlook. Conditions have developed which are new to the present generation of farmers, and these conditions have caused much bewilderment. Between attempts at governmental relief, Bolshevik competition, world over-production of some farm products, international business depression and bank failures, which are only a few of the factors affecting the farmers' affairs, there is no wonder that distress and confusion of thought has occurred.

Foremost in the farmer's mind at the present time is the low price level of farm products. Using the Bureau of Labor Statistics' index of farm product prices, the farmer is now selling his output at a price level as low or lower than that preceding the World War. Prices of commodities which the farmer must buy have not declined as much. Consequently, the farmer finds himself not only with a shrunken cash income, but also with a reduction in purchasing power due to the unequal declines in prices.

A fact in the price situation which has apparently escaped much comment is that farm product prices have always declined more sharply during periods of business recession than do the prices of non-agricultural commodities. The

reason for this is that farm products are usually in weak hands. Farmers are compelled by financial circumstances and the perishable nature of some products to market the greater part of their output when it is harvested or finished for market. If consumption demand will not absorb the supply, the price rapidly declines to a level at which excess supplies can be worked off. Non-agricultural products, on the other hand, are frequently in the possession of sellers amply fortified financially to withhold their over-supply from the market indefinitely. These non-agricultural products are generally non-perishable. Frequently the producers of industrial products are few in number, and can arrive at an agreement for the maintenance of price which is beyond the power of the unorganized and multitudinous agricultural producers.

The important point in the price situation to consider at the present time is that agricultural product prices at the bottom of a depression begin to increase earlier and more sharply than do non-agricultural prices. With surplus stocks of farm products worked off, and frequently with current production curtailed as a result of unprofitable prices, any increase in consumers' demand is almost immediately reflected in higher prices for the farmers' goods. On the other hand, industrial products continue to sag in price for some time after the revival of business begins on account of the continued pressure of surplus stocks. The result is that for a period farmers find the prices of their products increasing, while prices of the commodities which they buy are still decreasing. Again using the price indexes of the United States Bureau of Labor Statistics, we find that this phenomenon has occurred in every period of business recovery during the nineteen years covered by the Bureau's indexes. Important examples are the years 1913-14, 1921-22, 1924-25 and 1927-28.

The price situation at the present time gives some evidence of a repetition of the same sort of occurrence. Non-agricultural prices have continued to decline up to the present time, whereas prices of farm products have apparently

stabilized for the time being, since there has been no significant change in their index for three months.

However, one should be extremely cautious in drawing the conclusion that farm product prices will follow historical precedent during 1931. Farmers have been assisted by governmental support in holding the prices of certain major farm products above the price at which the products will be consumed. As a result, we have the spectacle of exceptionally heavy carry-overs of wheat and cotton. In other words, for the first time in the history of the United States, these two major farm products have joined the ranks of such non-agricultural products as copper, oil and rubber in their resistance to price decline and the building up of excessive stocks. The result is a complex picture of farm product supplies with stocks of some farm products abnormally large, and other stocks small.

It will be profitable to review briefly the situation which exists in the major farm products. The key to each commodity's outlook is the stock of that commodity in existence. Wheat has held the center of the stage for the last two years. According to the latest issue of "Foreign News on Wheat," published by the United States Department of Agriculture, the four principal exporting countries outside of Russia had 703 million bushels of wheat available for export on May 1. If Russian supplies are added, there was on May 1 the largest exportable quantity of wheat on record for that date. Russia looms up as a growing factor in the situation, having produced one billion bushels in 1930. On the other side of the picture, we have a demand situation which is somewhat more favorable. It appears that Europe has exhausted most of its wheat supplies and for the remainder of the present year will be a heavy purchaser of wheat from other countries of the world. The world acreage planted to wheat in 1931 is smaller than a year ago, and crop prospects are not as favorable. However, in spite of these favorable aspects, the price of wheat has been reduced to a level below the pre-war level, and the price of wheat futures for the new crop is still lower, giving evi-

dence that in the minds of the trade supplies are going to exceed probable demand.

Owing to price uncertainties, bakers and other users of flour have been buying on a strictly hand-to-mouth basis. Mills have a very small volume of forward orders for flour. As soon as the outlook for the price of wheat becomes more settled, millers expect to receive a more normal volume of orders for future deliveries and a moderate increase in the stocks of flour carried by bakers, wholesalers and others may occur. If this happens, it will provide a temporary aid in relieving the wheat situation.

A special factor in the wheat situation is the question of the physical handling of the 1931 product. Terminal elevator capacity is the crux of the problem. With terminal elevators able to store over four hundred million bushels of wheat, it is ordinarily possible for them to handle easily the normal crop of the United States, amounting to around eight hundred million bushels of wheat, and also to take care of such other grains as come to the market.

However, this year the Grain Stabilization Corporation has an unusual accumulation of wheat, which is not moving into trade channels rapidly. Our export demand for wheat has been small, and according to the latest figures published by the Car Service Division of the American Railway Association, which has the best table on the subject, terminal elevators had only 153,000,000 bushels of free space as compared with 171,000,000 bushels a year ago. With only four more weeks before the commencement of the heavy marketing movement of Southwestern wheat, the question of the physical handling of the new crop is certainly a live issue. However, further elevator space is being built this summer, especially in the southwest, and it is hoped that the new crop can be marketed without serious difficulties.

Cotton also presents a picture of excessive stocks. Domestic stocks of raw cotton in mills and warehouses at the end of March totaled 8,120,000 bales, as compared with 5,952,000 bales a year ago, and 4,131,000 bales two years ago. In other words, cotton stocks in

the United States are twice as large this year as in 1929, which may be considered a more normal year.

These large stocks of cotton have accumulated in spite of a moderate shrinkage in production during 1930 on account of the drouth. The reason for the piling up of stocks was, of course, the curtailment of activity of cotton mills during the earlier part of the current business depression. With prices declining and demand for cotton goods at a low level, retailers, wholesalers and manufacturers carried out a program of curtailing stocks of finished cotton goods on hand.

Fortunately for the cotton producer, clothing has a limited wearing life and must then be replaced. Replacement demand for cotton goods began in August 1930, and was immediately reflected in the activities of cotton mills, since stocks of cotton goods on shelves and in warehouses were low. The result has been an almost continuous increase in the activity of cotton manufacturers up to the present time, according to the weekly index of the New York Annalist and the monthly index of the Federal Reserve Board. Furthermore, until April the increase in cotton goods manufacture did not keep pace with demand, and stocks of cotton goods in the hands of manufacturers continued to decline, according to the monthly report of the Association of Cotton Textile Merchants of New York. In April, the level of production was higher than the level of shipments, indicating some stocking up by cotton mills. Apparently for the present, a level of cotton consumption between 80 and 90 percent of normal is indicated, and any advance of production over those levels produces excess stocks of finished goods.

Dairying in many sections of the United States has been expanded this year, as a means of improving farm income and providing a profitable outlet for feed grain, which of course is selling at very low prices in the markets.

Due to an early spring, a larger number of cows, and more intensive feeding, the output of butter is running about seven percent larger than last year. History shows that in a period of business depression the butter con-

suming public spends less money for butter than during periods of more active business, butter being considered somewhat of a luxury.

Therefore, with buying power for butter curtailed and an increase in production, it was to be expected that butter prices would be greatly reduced. And that has come about. The price of butter paid to Minnesota farmers in May was 20½c a pound, 10c below the price one year ago, and 20c below the price two years ago.

Fortunately, or inevitably, this price was low enough so that consumption has increased and has almost kept pace with the increase in production. As a result, butter stocks in cold storage have been built up only slightly over normal, and preliminary reports for June are still more favorable than the May reports which were available at the time of developing this material.

Let us look at the figures for a minute. United States cold storage butter holdings on May 1 were about 6,000,000 pounds more than the five-year average for that date. Now 6,000,000 pounds sounds like a lot of butter, but when you consider that the United States consumes more than 1½ billion pounds of butter in a year, these excess butter stocks amount to only .4 percent of the annual demand. In other words, if every consumer increased his annual consumption of butter by only one-twentieth of one pound, the excess of butter stocks would disappear. That could almost be accomplished by doubling the size of the little butter pats they give you on dining cars.

The other livestock and poultry industries present a mixed picture. Here also the stocks of these commodities are the key to their future. These records are published monthly by the United States Department of Agriculture. Stocks of eggs are large, due partly to the early spring which stimulated egg laying. However, the increase in stocks in terms of per capita consumption is not significant. Stocks of poultry in cold storage are low, and this is truly remarkable for there has been an increased slaughter of mature fowls due to unsatisfactory prices for eggs. In this case also low prices have evidently

stimulated demand. Looking into the future, smaller market supplies of poultry and eggs are expected during the coming fall and winter on account of the unusually small hatching program carried through this year by the commercial hatcheries.

Stocks of pork in cold storage have shown a moderate increase over the average storage holdings, but stocks of lard are low. This is a result of two factors, the early marketing of hogs at light weights from territories where feed crops were small and the substitution of wheat, rye, barley and other feeds for corn, which produces a smaller proportion of lard.

Stocks of beef are low. Cattle marketings have been small. The important business of feeding steers for market in the feed lots of the corn belt was very disappointing last winter. The prices of finished steers dropped in 1930 to a level which wiped out any profit to the feeder.

The sheep industry has been running into an over-expanded state for several years. It would be expected, with the number of lambs coming to market running about 40 percent larger in 1931 than in 1930, for the first few months anyway, that we might find considerable backing up of stocks of lamb in cold storage. However, that has not happened. Stocks of lamb in cold storage are small, showing another instance where low prices have stimulated consumption.

Wool prices are down to the 1921 level, before the high tariff on wool was installed, and recently wool consumption has followed the same trend as cotton consumption and probably for the same reasons—the need for replacement of clothing, both in stocks of merchants and in the hands of consumers.

Tobacco growers are receiving somewhat lower prices this year than a year ago for their product, on account of moderately larger tobacco stocks and a curtailment in the export demand for the commodity. In the domestic trade, consumption is running at about last year's level.

So much for the details of the various important commodities.

The effect of the price declines in almost all agricultural commodities has been to reduce the cash income of farmers, even without consideration for the further reductions caused by drouth conditions in many parts of the country. The reduction in farmers' purchasing power can be well illustrated by describing what has happened to the income and expenses of an average farmer.

Each year the United States Department of Agriculture collects income and cost data from many thousand farmers throughout the United States. These figures are summarized in averages which are published in the official publication, "Crops and Markets." Using the average farmer in the Northwest Central states as a typical case, we find that in 1929 his total cash income was \$3,257. His cash outlay for farm expenses was \$2,325, leaving him approximately \$1,000 of cash income for living expenses. Of these expenses, the most important were hired labor, livestock purchases, feed, interest payments, machinery and tools, taxes, and farm improvements. Between 1929 and 1931 price declines have reduced this farmer's cash receipts from crops 39 percent, and receipts from the sale of livestock and livestock products 32 percent. There has been a probable shrinkage of \$1,000 per farmer in this average farmer group in gross receipts.

Offsetting this shrinkage in receipts, his cash outlay, of course, has been reduced in some respects. Wages of farm labor are 30 percent lower in the Middle West than they were two years ago. The price of livestock purchased has decreased 29 percent. The cost of purchased feeds has been reduced 45 percent. The cost of some seeds is also lower. On the other hand, taxes, interest payments, the cost of new machinery, and some other items have not been reduced at all.

If the farmer's program in 1931 covers the same items as in 1929, his expenses have been reduced about \$400, whereas his gross income has been reduced \$1,000. His net income has, therefore, been reduced from something like \$1,000 to a little over \$200. Of course, the shrinkage in net cash income has not been that great, for the farmer has eliminated certain of his

expenditures for the larger items, such as improvements, new machinery, automobiles and purchased livestock. Also, he and his family are doing a larger part of the farm work than formerly.

The foregoing applies only to cash income and expenses. The farmer has also suffered seriously in reduction in inventories. His net worth, if he wishes to liquidate his business, and his borrowing power if he wishes to pledge his chattels as collateral for a loan, have both been seriously diminished during the past two years.

The farmer's credit, both for short-time purposes and for long-time purposes, has been adversely affected by the present conditions. Banks, in considering the farmer's request for a short-term loan, are paying more attention to the debt-paying power of the farmer. They are questioning the loan more closely, not only as to the liquidating value of the collateral, but more particularly as to the ability of the farmer to repay his note at maturity without going out of business. The banker's attitude is that he does not wish to make a loan the collection of which will force him to sell out the farmer, and that it is much better for the farmer to reduce his scale of operations and to do without the loan if there is any uncertainty as to his ability to repay.

Mortgage credit has also become more conservative, due to the existing unsettlement of farming conditions. The shrinkage in farm income has reduced the value of farm land on the basis of what it would produce. In addition, there has been a steady pressure on farm land prices ever since the war, due to the fact that a vast amount of farm land has come into the hands of unwilling holders through foreclosure. The United States Department of Agriculture makes a very reliable estimate of the value of farm land in each state on March 1 of every year. This computation is made as nearly as possible on the basis of recorded sale prices rather than on the estimates of farmers as to the value of their holdings. In other words, facts rather than hopes are the basis of these figures. The latest estimates indicate that farm land prices have decreased from 116 percent of pre-war prices in 1929 to 106 percent in 1931.

The decline in the latest year was the most serious in any one year since 1922.

The shrinkage in farm land prices points also to a growing belief that farm land is not the all-important factor in farm income. Scientific management is in the ascendancy as the profit-making force in farming, as it is in industry and trade. It is a well known fact that two farmers on adjoining pieces of land, identical in fertility and climatic conditions, will have very different degrees of success. One farmer will make a good living and the other may go bankrupt. The only difference between the two farms will be in the matter of management of farming operations. Since this is so, it would seem logical to put a premium on good management, and to reduce the premium on good land. This is exactly what has occurred in many instances. A new profession has sprung up, that of farm management. Farm land corporations have been formed with farm management experts as general managers. These corporations own scores of farms, each operated by a tenant under the close supervision of the farm manager. This super-imposing of farm management overhead costs upon the ordinary expenses of the farm has generally proved profitable inasmuch as each farm has usually shown a marked increase in net income.

Since the current depression began, a new force has entered the farm land situation. Unemployment in the cities has reversed the trend of population away from the farms. Moreover, farmers themselves are using less hired labor. The result has been a persistent and marked surplus of farm labor in most parts of the United States. Furthermore, reports from many localities indicate a surplus of prospective farm tenants. As an illustration of this, I cite the case of a farm owner who advertised in a mid-western newspaper for a tenant. He received approximately 200 replies. Of course, a large number of the applicants were not qualified either by experience or capital to enter a tenant relationship, but the interesting thing in the situation was that a great majority of the applicants were people who merely wished to make a living; they were not interested in getting rich quickly.

With this flood of farm labor and tenant prospects, the farm operator has an excellent opportunity to weed out inefficient help and the farm owner may secure a satisfactory tenant. This in itself will tend to improve net farm income. It will make the landlord less anxious to sell his property. Also out of this situation should evolve a larger number of prospective farm buyers. No sudden reversal of farm land prices can be expected, but the growth of a potential demand for farm land is clearly indicated.

There is apparently developing a changed attitude towards farm life. The old-fashioned belief in farming as a livelihood is returning. The history of farming is that few farmers have become rich from their farm operations, but, on the other hand, they have been reasonably sure of three square meals a day and a place to sleep.

In closing, I wish to say that the American farmer is not down and out. He is largely dependent on outside factors for better prices for his products. But under the powerful influence of low prices for some products he is shifting his production to take advantage of markets where prices have dropped relatively little.

An interesting survey was made last winter of this shift in farming program in North Dakota. North Dakota traditionally has been the home of the spring wheat crop. North Dakota has been cited as the worst example of one-crop farming. And that criticism was true until several years after the war.

However, with wheat prices at an unsatisfactory level and moderate profits available from other forms of farm activity, notably dairying, a gradual increase in dairying has occurred and a gradual decrease in the importance of wheat raising.

When the serious decline in wheat prices began two years ago, the movement away from wheat raising and toward dairying and other forms of mixed farming became more pronounced. The survey made last winter showed that at the present time twenty-five percent of the farmers in North Dakota are carrying on a fully diversified program with wheat only a minor part of the farm income.

Another fifty percent of the farmers are on the way to diversification. Unfortunately the slump in general farm prices caught them before they had fully fortified themselves with reserves, and they are not faring overly well at the present time, but they are on their way to better and more stable farm income.

Only the bottom fourth of the farmers are still following one-crop farming methods, some because they haven't capital enough to make any change, and others because they went out to North Dakota to raise wheat and they intend to continue in that line of activity.

But in certain sections where bank failures were very abundant and where farm stress was most noticeable following the World War, we find that the farmer's income is not from wheat now but from dairying, hog raising, turkey growing, and the feeding of beef steers and lambs.

A normal acreage has been planted in the United States this spring. The farm market for manufactured goods will be small until the depression in farm prices is over, but the farmer has not been going deep into debt to maintain a standard of expenditures not warranted by his present income, and thus he will be in a position to benefit by higher prices for his product when they arrive.

The Money Market and Its Relation to Business

By David C. Elliott, Economist, Midland Bank, Cleveland

MR. Love and Mr. Powell have discussed very interestingly two industries which are extremely important to our general business prosperity, namely the steel industry and the farm industry. We cannot be pros-

perous without prosperous conditions in the steel industry or in the farm industry.

I want to talk about another matter which is also closely tied up with business conditions and business ups and downs, of a little different sort, and that is what we call the money market, or if you wish to call it that, the level of money rates or interest rates.

A lot of us read a good deal these days about the so-called effects of easy money and the ups and downs of the money market, but possibly some of us are a little bit confused as to just what we mean when we say the money market or the level of money rates. So I thought it might be of interest this morning to discuss first, briefly, just exactly what we do mean by the money market; second, to point out the relationship between money rates and business; and third, to discuss a little bit what may be expected of money rates in the future and what probable effect they will have on business conditions.

First, then, there is the matter of the money market. What do we mean by the money market? About the simplest way to put that is to say that there is a place, an open market, where money can be borrowed or loaned, just the same as there is an open market where you can buy and sell groceries or anything else. This market is located largely in New York City, although there are smaller money markets in other cities, and if somebody outside of New York wants to do business in New York money markets, he can do it through some relationship in New York.

How could a transaction in this market come about? Suppose that you are a bank, for example, and therefore a lender of money. You wish to loan out all your funds so as to earn interest on these funds. You will, of course, loan the greatest amount possible to your own customers, but there are certain times when you will find that you have a surplus of money. For example, at the present time, a great many banks in the country have more than they know what to do with.

Customers do not require this money for loans, so the banks have to find some other place to put it.

In such a case, if you were a bank, you would go into the open market. You could lend your funds in this open market in several ways. You could, for example, lend it out on the New York Stock Exchange on call. And that gives rise to what we name the call money rate. In that case, you would be, through your correspondent bank in New York, lending to some broker on the New York Stock Exchange. This money, of course, could be called in at any time.

Then you could do the same thing as that, only you could be lending it on time. And that gives rise to the rate on time money, or what we call the time money rate. That is again lending to some broker on the New York Stock Exchange, only the loan runs for thirty or sixty or ninety days or more, instead of being callable at any time.

In the third place, you could buy bankers' acceptances. Those are also sold in the open market. You could buy them from the bill dealers, who do nothing but buy and sell bankers' acceptances.

Or you could buy commercial paper in the open market. That is, through a note broker you could put your funds into that particular kind of promissory note. This gives rise to the commercial paper rate.

So we have these four principal transactions in the open market, giving rise to four principal classes of open market money rates; namely the call money rate, time money rate, commercial paper rate, and the rate on bankers' acceptances or "bill" rate.

The first two are often called Stock Exchange money rates, because they apply entirely to loans covering transactions on the New York Stock Exchange; that is in connection with buying and selling securities. The last two, the rates on bankers' acceptances and on commercial paper, are sometimes called business rates, because they apply to business transactions rather than to Stock Exchange transactions.

All these types of money rates that I have been talking about so far con-

stitute a group of short-time money rates; that is, rates on loans maturing within a short period of time. If you, as a bank, wish to invest in something with a longer maturity, you will not put your money into any one of these four types, but you will probably go out and buy bonds, for instance. The yield on bonds is practically a long-time money rate, because after all a bond is only a promise to pay after a considerable period of time.

So we have these open-market money rates, consisting first of short-time rates, and second of long-time rates, as represented by bond yields.

Next, taking up the relationship of money rates to business, we find a very interesting connection throughout many years. In fact, we have considered money rates one of the best single forecasters of business that we have. I will explain that to you in a minute on the chart.

Why should money rates be so important to business? Our business today, under our complicated industrial system, is built up almost entirely on the basis of credit—borrowed money. We do very little business in actual cash, and we do a great amount of it on bank credit, which involves, of course, rates of interest or money rates.

We find that in times of prosperity business is expanding, building new plants, and so forth and so on. In order to do this, it must, of course, have funds, and so there is a great demand for funds at such times. As we come along toward the end of the period of prosperity, ordinarily the demand for funds for either speculative or business expansion becomes larger. At such times it is quite likely the supply will not increase as rapidly as the demand. Therefore, we have the working of the old laws of supply and demand; that is, the demand for funds at such times exceeds the supply, and so the rates on money go up.

On the other side of the picture, in a business depression, we have a large supply of funds, but very little demand for them. Business is conservative, and not undertaking many new ventures. Instead of borrowing money

people are trying to pay off the debts which they have already incurred. So in such times we discover that ordinarily if the supply of loanable funds is greater than the demand, money rates go down.

The same thing occurs in the open market. If at any time there is more surplus money available for this open market than there is demand for loans, the rates on these different classes of open market paper will go down. If the demand for such funds is greater than the supply, the rates will go up.

So money rates, after all, behave just like anything else which is subject to the basic economic law of supply and demand. Looking at it from that angle money can almost be called a commodity. If people want more money than lenders have, the rate will go up. Vice versa, it will go down.

From all this I think we can deduce a general rule covering the relationship of money to business. It is simply this: that a long period of high interest rates is followed by declining business activity, and a long period of low interest rates is followed by rising business activity. Sometimes the following processes are close, so that one almost accompanies the other.

To make this a little clearer, I have drawn this chart, which I hope you can all see (indicating chart). The top part of the chart is a picture of money rates and the lower part of the chart is a picture of business activities.

The particular money rate here shown happens to be the commercial paper rate. This exhibits the fluctuations up and down of the commercial paper rate. The line through the middle is the so-called normal line.

As a matter of fact, if you are very discerning—and I suppose librarians always are—you will discover there is a little more area in red than there is in black in this chart. I took some statistical liberties with this thing. I cut out the few extreme peaks here, and by doing so got a normal which is a little below what it would have been if I had taken the straight average of the commercial paper rate all the way through.

This period, by the way, covers about forty years, beginning in the panic of 1893, so the normal line is a little lower than the average of the commercial paper rate through all these years. I have chosen the commercial paper rate because it exhibits, about as well as any other rate you would choose, the relationship between money rates and business activity.

If you had the call money rate here, the picture would be very much the same, or the time money rate, or the rate on bankers' acceptances. Rates which banks charge to their customers, the so-called customer rates, would not apply, because those move slowly and do not spread so widely as other rates. So the open money market rates exhibit much better the relationship between general money rates in business than do the customer's money rates; that is, as far as their forecasting ability is concerned.

The bottom part of this chart shows a curve of business activity, that which was recently published by the Cleveland Trust Company. The 100 line here is the normal line, and we have fluctuations above and below. You notice when business is declining the line is in red and when business is advancing we have a black line.

On the other hand, on the upper part of the chart, when money rates are above normal, I have put the area in red, and when we have money rates below normal, the area is in black. In other words, the red area means a period when money rates are above normal. That might be called a danger signal so far as business is concerned.

Let's see exactly how these two curves are related. Taking our business picture back to the panic of 1893, the first year shown on the chart, we discover in 1893 we had money rates way above normal. In fact, the highest point the commercial paper rate reaches in this chart is the early part of 1893. We discover a very sharp decline in business activities, the red curve going down there.

In 1894 and 1895 we have a temporary recovery in business, which is shown by the black line, accompanied by a period of low money rates. Following this

upswing, we have a recurrence of the depression. That was accompanied by a period with money rates above normal.

After we got through the depression of the 90's, we had a lengthy period of prosperity and advancing business, represented by the black line here, extending through 1897, 1898, 1899, and up into the early part of 1900. During all the period you will observe money rates were below normal, with the exception of this one little peak, which was so temporary that it hardly counts.

Then we had a mild decline in business that lasted the better part of the year 1900, and we find that we had a mild area of money rates above normal.

We had a recovery then in 1901 and 1902, accompanied by an area of low money rates. We had the so-called Rich Man's Panic of 1903, which didn't last long, but was quite a panic while it lasted. And then we had high money rates.

We had a recovery in 1904 and 1905, and low money rates at that time.

Then we come into the grand old panic of 1907, which probably some of you have heard about. That is represented by this line here. Business declined very slightly at first, and then went down very, very rapidly. In that period you see we have high money rates coming up to a very high point, when the money panic hit the country late in 1907.

The next period on the business part of the chart is the recovery in 1908 to 1909. We have low money rates, a slight decline in 1910 and 1911, with a short period of high money rates. We have recovery in 1912 and 1913 with the area below normal up here. And then we have a decline which is called the war decline. In fact, it was on its way when the war began and was pushed on by the fear psychology induced by the war. That was accompanied by high money rates.

Soon after the psychology of fear wore off this country became quite prosperous. We began supplying foreign countries with ammunition and supplies. We have a rise extending through 1915 and 1916. There we had very low money rates. Then we had a decline in 1917 and 1918, and a period of high money rates.

Of course, there must be an exception to prove every rule, and here it comes. After the Armistice was signed, we had a feverish year of speculation with false prosperity that lasted through 1919 and the first part of 1920. All the speculation, however, instead of being accompanied by low money rates, was accompanied by high money rates. So there is an exception. We have the black line coming up here, and we still have high money rates. The level did come down somewhat, as you see but didn't get below normal.

Then we have the very bad depression of 1920 and 1921, accompanied by very high money rates—a long period of high money rates, probably the highest we have ever experienced in this country. Then we had the recovery in 1922 and 1923, accompanied by the small area below, the minor depression of 1924, the small area above, and the long so-called Coolidge prosperity, or whatever you want to call it—Coolidge depression, in case you are a Democrat—accompanied by this long period of low money rates here.

Then we have the reversal into a high money rate period, which you can no doubt still recall with very unpleasant sensations. That was followed by the present smashup which undoubtedly is the worst business depression of this century.

I have been very optimistic here. You observe I have a black line starting up at the end of the business depression, in the first four months of 1931. I am not going to stand here and tell you it is going to continue to be that way. I don't know. At any rate we do have a come-back in the first four months of this year, which is very encouraging to the statistician, who has been wrong so much that he would like to be right once.

You observe we have had a period of low money rates,—very low money rates. The lowest money rates we have had anywhere along in this period are being experienced at the present time. For instance, the rate on short-term bankers' acceptances, as probably most of you know, is seven-eighths of one percent. That is pretty low. What is the use of buying anything with a

yield like that? You might as well take the money home and put it away as to take a yield of that sort.

So we have a period of extremely low money rates, and if things are going to happen as they have happened in the past, that should result in a progression upward of this black curve.

Having established a very beautiful relationship between money rates and business, the next thing is to discover that the relationship isn't working, which is very unfortunate. The question is, Why?

In this depression, contrary to nearly all others, we had low money rates almost right from the start. Money declined back in October 1929. By the early part of 1930 we had low levels, and ever since then we have gone from low levels to lower levels, as you see by looking at the chart.

If I am right on that black curve, of course, we can see how well the thing has worked although it has worked pretty late. But in case that black curve turns out to be some more red it is going to be too bad for the forecasting significance of this chart.

So it is only fair to take up a few of the reasons why the old-time relationship isn't working out so well this time as we should like to see it.

They are, briefly: The money rate itself is not the thing that determines these movements in business, but it is the relationship of rates to other things. For example, in depressions low money rates themselves do not bring us out of depressions, but they do encourage a strong bond market in all cases. When you have a strong bond market, you almost invariably have recovery of business.

That is as good a forecast as the forecast of money rates we see here. The reason for that is, in times of depression when money rates have been low for quite a while business houses are encouraged to float new bond issues when they can get reasonable rates. They use the proceeds of these issues, in a good many cases, to construct new buildings, install new machinery, put in labor saving devices, make additions to their plants, and do other things of that nature which should have been

done in the previous prosperous era, but in such a time as that business is running at such high speed those things are let go.

The use of funds in that manner, of course, means that men have to be hired to do the work, wages are paid out, and so we get increase in construction through a rising bond market, which in turn means more wages paid out, more money put into circulation, and the beginning of the purchase of goods, which turns the vicious circle in the other direction. We have the circle going upward—more wages, more purchases of goods, more production, and so on. That is the beneficial way in which the low money rates in times of business depression make themselves felt.

Unfortunately, in this business depression we have an extremely weak bond market, and have not had these large capital flotations to be used for construction that we have gotten in the past depressions.

As a matter of fact, we have two bond markets. Any of you who have been watching the bond market know that. We had a very good market for the very best and highest grades of bonds, such as United States government securities, and the very best of corporation bonds, and we have had a very excellent market for short-term issues. But the depression psychology has so gripped the country, and people are in such a state of fear about things, that the rest of the bond market has been extremely weak. In other words, it is almost impossible for a corporation to float a bond issue successfully if they want to because nobody will buy the bonds. Therefore, the construction I have been talking about has not been getting under way, as it has in the past depressions.

Another feature of this situation is the fact that there is less need for construction than there has been in past business depressions. We have just gotten through with a ten-year period in which we have had a tremendous amount of construction, a period that started way back in 1922, (and incidentally helped us out of that depression) when there was a real shortage of building in the country following

the war. That shortage has been more than made up, so our necessity for new construction is not as great as it has been in some of the past business depressions. There is no particular need in many cases for a corporation to make an addition to its plant or build a new plant because it has more plant than it can handle now. As Mr. Love pointed out, that has been a retarding factor in the situation.

The other point, of course, is that there have been a lot of things in the business depression aside from the mere matter of money rates or the bond market. There is unsettlement all along the line and bad foreign conditions, over-stock of commodities, and all the rest you read about every day. Those things have had a retarding effect on the recovery process.

However, I think that even considering all these drawbacks to our money-business theory here, we can say that eventually low money rates are going to have their effect, if in fact, they have not already begun to have it, as shown by this black curve at the end of the chart.

I think also, as soon as confidence is restored a little bit and people get over being so nervous about things, there is going to be a grand rush into the bond market for a lot of bonds at low prices, and there will be a great transfer of funds from the short-time money market into the long-time money market, that is from such things as bank acceptances, which now have a rate of $\frac{7}{8}$ of 1 percent, to good bonds which are still yielding between 4-1, 2 and 5 percent. There is going to be a transfer of funds from the short-time market to the long-time market, and that will enable business corporations to float these bond issues which are ordinarily necessary to bring us out of depression.

My conclusion is then, regardless of the ill effects of all the business calamities we have had so far, the one underlying thing in this whole situation is the fact that we have the lowest level of money rates in our history, and that is bound to have its effect in bringing about business recovery sooner or later.

A New Index of Industrial Activity

By Colonel Leonard P. Ayres, Vice President, Cleveland Trust Company

SOME seventeen years ago, in 1914, the year that the Great War broke out, a brilliant young economist in the University of California, Wesley C. Mitchell, published a book on which he had for a long time been working with his associates, and the title of the book was "Business Cycles." What Mitchell had done was to depart from the century old practice of his fellow economists in discussing that topic, and to attempt to bring together in definite form in figures and in diagrams the evidence about the business cycle.

The term that he used for the title of his book was new. "Cycle" had been used to talk about these great recurring fluctuations of business activity, but not that concise term—the business cycle. It was a fortunate term, for everywhere here and abroad people realized that that was the name of the thing that they had been interested in and it was the most appropriate designation that perhaps could be given it.

So from that time since, the term business cycle has been used everywhere, here and abroad, in English and in translation, to designate these great moves of business, about which we are talking briefly this morning. And Mitchell's book became the classic in its field. He was the first to attempt to study that curiously important and mysterious human phenomenon by marshaling the evidence concerning it. After that it was translated into languages all over the world and reproduced in part and in whole. It is now out of print but is followed by other books, including a very important one by Mitchell, covering in general the same ground and bringing material up to date.

What Mitchell told us was that there seems to be going on in every industrial country all the time a working out of forces that we know a great deal about, but that we understand only too dimly, which in their combined effects tend to carry business activity and human prosperity incessantly through a series of changing phases—four phases

perhaps most conveniently considered—from prosperity, down through decline, on still down to depression, up through recovery, and still further up to prosperity again.

The cycle keeps rolling. But it rolls irregularly, by methods and through paths that we have not yet been able clearly to understand or map out.

Now we realize it is not merely a matter of more or less active business, greater or smaller business profits, more or less opportunity for the person who wants to work to secure work, but that there goes along with these changing phases of business a succession of changes in general public sentiment—not merely business sentiment, although primarily that, but the whole sentiment of the community. In that connection one may use "community" not merely in the narrow sense of the community where you live, or even the country of which you are a citizen; but in these larger changes of business, in the world sense, corresponding to the world changes in the nature of business activities, there seem to be going on all the time changes in how people look at life.

When business is depressed but coming up, in the phase of recovery, the general business sentiment is one of hope. As it goes on into genuine prosperity, hope changes to confidence. As prosperity begins to get less certain and to start off on the other side, confidence changes into doubt. As decline continues in business activity, finally that doubt gets down to such a point that when decline has become depression, the doubt has changed into fear. And so we have those four phases—on the one hand, of business activity, and on the other hand, of business sentiment—going forward continuously: recovery with hope; prosperity with confidence; decline with doubt; depression with fear.

Always and everywhere, if we have been afraid long enough about what may be going to happen to us, we find in

every activity of life that the worst things that we thought about didn't happen; they never do happen, because our imaginations are always more capable than the realities. And so after we have been afraid long enough we begin to get hopeful once more, and depression then changes into recovery, and we go on through that cycle.

Business in the world at the present time is in the phase of depression, far in and deep down; and fundamentally, the sentiment of the world at the present time is a sentiment of fear, a little more this week or next, a little less perhaps in the following, but for some months past it has been true. It will not continue. It never does continue. Some time fear will once again begin to change to hope, and depression will change off into the beginnings of recovery.

Some two years ago, in this city, the Board of Education held examinations at the end of the summer season to find out into what grades the children, who had come to the city during the summer from other places, should go. One of the boys took two examinations in succession in one day, the first in grammar and the other in geography. One of the questions in the geography examination was: Name the zones. The youngster wrote: "There are two zones—masculine and feminine. The masculine is either temperate or in-temperate; the feminine is either frigid or torrid."

That is a very good description of the business cycle. It is always moving from one extreme to another. The only thing that we can be sure about in considering the condition of business or the business cycle is that whatever the conditions are now, they won't be that way very long. They are always changing to something else.

We know a good deal about these things. Sometimes it seems to me that the business cycle is fundamentally for the world of business what the problem of cancer is for medicine. About both of them we know a great many facts. They are so very important that there is much subsidized research going on all over the world concerning both of them. Concerning both there has grown up over a

long, long period of years a truly large literature. We have in both fields many individuals who are acknowledged as being informed about those things. And yet concerning neither one do we know the cause. We have much knowledge but not complete or adequate understanding.

We know a good deal definitely about business cycles for more than three-quarters of a century past. During that long period there have been twenty-two depressions, of which this, of course, is one. Eleven of them have been minor business depressions, and the other eleven major depressions. This is not merely a major depression, but it is going to take rank as one of the great major depressions of our long economic history.

On the average, these business cycles, measured from depression to depression, or from the peak of prosperity to the next peak, to the next and the next, and so on, have been about forty months long—three and a third years. In general, of those three and a third years, two years have been spent on the way up, and one and one-third on the way down. The way down is steeper than the way up. Remember, "Facilis descensus Averni."

But while it is true that the average length has been forty months, the fact is almost always not anything more than an arithmetical generalization. It doesn't help us much. It doesn't mean that this one is going to be forty months long or that after one and one-third years of decline you can be pretty sure we are through with that decline, for one of the characteristics most published about the business cycle or cycles is that they are irregular in size, irregular in contour and irregularly spaced. And yet they keep on rolling incessantly.

I think that of those twenty-two well-defined depressions, eleven were minor. The minor ones don't do much harm. They do so little that most business men do not even recall that we had a depression in such a year, if it was one of the minor depressions. For example, we had a truly deep depression in 1924; most business men do not remember it. We had another that was less serious in 1927; hardly anyone remembers that, except

the students of such things. They were short. It was quite easy to bridge over them.

Of course, the fact is that we have an almost complete business depression once a week, on Sunday, every Sunday. But it does not do much harm, because we are used to it. We count on it, and it is brief. What does harm is the duration of the depression, not its severity.

Minor depressions, if we diagram them out, if we make a line that represents the contour of business activity, are what we call V-shaped. The line goes down, doesn't stop long at all at the bottom, and starts up the other side. V-shaped depressions do not do much harm. We do not remember them very clearly.

Major depressions are U-shaped. They have a considerably extended bottom, usually for about a year, and yet there was one in the '70's that had a bottom six years long, six continuous, successive years of business depression.

This depression isn't even U-shaped. We had a great crash in the stock market late in 1929. Business activity, which had been declining slowly, came down rapidly to the first part of 1930, and then business activities started to move sideways, and those of us who studied such matters said, "Here is a U-shaped depression, forming its contour, clearly moving rather slowly and getting ready, after having some successive months of this sort of thing, to start to climb the other side."

That process of moving slowly sideways continued for about half a year, until almost exactly one year ago. And then, after a nice, long, irregular floor had been formed, this depression, instead of continuing that floor out and moving up the other side, turned sharply and went right down into the cellar. There we are now, on a much lower secondary bottom, which is a very serious matter.

Perhaps the depression is serious in this country, particularly to Americans, because the contrast is so great, because as a nation we had been enjoying prosperity almost without any interruption from 1921. I said there had been two minor depressions there. That is true. But in general we had been

prosperous for a long period until this thing came along. The contrast at least makes this one seem exceptionally severe.

Prosperity comes from the Latin words *pro* and *sperare*, the thing which we hope for. And prosperity is something we hope for. In reading some Arabian history some time ago, I came across an old Arabian proverb which may have a bearing on this. It said, "It is continuous sunshine that makes the desert." So perhaps it may be that after a country has been over-prosperous for a long period, there is bound to ensue a period of depression.

In thinking about that in turn the other evening, I wondered if I should find anything in the dictionary about depression. I thought I knew what it came from. It is Latin, and it means "thing pressed down," but when I looked it up, I found in my dictionary there was no intimation that depression was a word that could be used in talking about business conditions. There was mental depression and other sorts of depression, but not business depression. So I looked back in the front of the book to see what I had there, and I had Funk and Wagnalls Dictionary, the edition of 1929. In 1929 they didn't even put that meaning of depression in the dictionary.

During recent months the statistical organizations with which I am connected have been trying to extend backward our knowledge of business depressions so that we should have a better basis for studying this one.

It is a fact that general commodity prices were very high in the Civil War, fell for about thirty years, climbed all the way then up to the time of the World War, and since then have been coming down. Nearly all the students who have been making researches in this field of the business cycle have been working on the data of the later period, during which wholesale prices were rising.

We know that business is very different when prices are falling, and so it seemed to us that it would be a useful contribution to attempt to extend backward our knowledge until we could find out about those depressions following the Civil War and those prosperities, when wholesale prices were falling. We

undertook that task and we tried to carry back the data even before the Civil War so that we should come over the top and down the other side and see what happened, because now we are in an era when we have gone over the top and down the other side, and very serious things are happening.

We became convinced, as we carried that work along, that it was particularly important to find out what happens to business after great wars, because apparently it follows a very special pattern. We have had, of course, four great wars in this country: the first war with England—the War of Independence, the second war with England, the Civil War, and the World War.

So far as we are able to find out about it, business activity has followed almost exactly the same pattern on each of those four occasions. And what is happening now is the same thing, with certain changes, that happened at least three times before in our national history.

Each one of the great wars has been followed or accompanied by a great price inflation, each one by land booms, each one by depressions, each one by deflations of the land booms, and each one by long periods of very difficult readjustment.

John Adams, our second President, wrote very interestingly on that same theme, a long time ago. He wrote: "I am old enough to remember the War of 1745 and its end, the War of 1755 and its close, the War of 1775 and its termination, the War of 1812 and its pacification. Every one of these wars has been followed by a general distress, by embarrassments of commerce, by destruction of manufactures, and by a fall in the prices of produce and of land." It sounds quite modern, doesn't it?

I ought not to take your time to discuss at all in detail these things that are primarily of interest to the economic students, and yet I think I will venture to tell you very briefly what I think it is that happens after great wars, because it seems to me that it explains what is happening now, and that clearly is something that we need to have explained.

I think I would put it something like this. The simplest general classification that we can make of the people who

live in the world is into two groups: the people who live in the country and extract things from the earth by agriculture, by mining, by fishing, by forestry; and, on the other hand, the people who live in the cities and take those things and fabricate them and trade in them.

When a great war comes, the first result is a tremendous inflation of prices. Prices mount very rapidly, as we saw during the past war. The immediate result of that is that all those people who live in the country experience a great wave of prosperity, particularly if they are farmers. What they are producing costs no more to produce, and what they get for it is very greatly enhanced. After a few years it would cost more to produce, but the wages do not go up nearly so rapidly as the prices, and mostly the farmers furnish their own working forces.

So when there comes one of these quick increases in price, it not only may happen, but it does happen that the profits of the farmer may be increased by a doubling of prices, ten times, so that the profit may be ten times as great as it was just before, when the prices were a little low.

At once there ensues a great wave of prosperity on the farm, a farm land boom, the plowing of new fields, the mortgaging of farms in order to buy more farms, the erection of buildings and the purchase of equipment in the agricultural district. This period meanwhile is rather difficult for the people living in the city, because while trade is brisk and everyone can have a job, the cost of food has risen sharply and wages rise slowly. Labor difficulties result. They always result in the early parts of war periods.

By and by the war comes to an end and prices turn down. There is great depression. We had ours this last time in 1921. It was a serious depression in the city but a terrible depression on the farm. That was true here. It was true all over the world. There are whole countries that one may classify as being what I call populated by the country people, who extract things from the earth, and whole nations that are made up almost of city people who do the manufacturing and the trading, and

there are nations like ours that are divided more or less half and half.

After that depression, always after the great war, there comes a period of prosperity for the cities, because during some years following that first depression the city is purchasing cheap food, the farming district has increased its output, and can't decrease it quickly, and the relative expense for food in the city is small. Then we have a period of land booms in the city, of city real estate mounting and mounting in price, of great speculation in everything except commodities. In this last case, a great stock speculation occurred. This is a period during which the city people feel that they are destined to go forward, carried by a new era that is very delightful in nature.

But in the meantime the purchasing power of the country district is becoming more and more seriously inadequate, and there comes a time when no longer can they buy these products of the city workers, and then we get a secondary price decline, a secondary deflation of the building boom, a secondary collapse of speculation, and a long and grinding depression. We are in one now, in which those two great compartments of world activities jolt and jar once more into such an effective adjustment that they can go on and carry forward the business of the world.

This happened after the Civil War, almost to the month on the same timetable as it happened this time, not dating from the end of the war but dating from the peak of prices: great country prosperity, city difficulty, turn down of prices, depression, city prosperity, city real estate boom, great speculation, secondary turn down, secondary deflation, secondary depression. And then that time after the Civil War it took six years before we got back to normal business.

Don't interpret that as an expression of my thought that it might take that long this time. I don't think so.

The same thing happened after the War of 1812. a primary depression, and then several years later a secondary depression, and a long and grinding period of readjustment.

So far as we are able to cipher the rather indefinite evidence in the case, it happened after the Revolutionary War.

I think that the great lesson of this depression is not something relating to our monetary and fiscal system or even to our social structure. I think the fundamental lesson of it is, we can't afford great wars, that the real penalty of the great war comes ten years later and is long and difficult.

With a great deal of aid from the Cleveland Public Library, the organizations with which I am connected were able to carry back the study that I have been talking about. Miss Vormelker and her associates excavated for us the ancient data. They are engaged in further excavation now, some of it very intricate and difficult. You know, after all, it is hard work to find out just what evidence is in existence as to the amount of pig iron that was produced in 1792, for example. That is the sort of thing that we are doing now.

I have here a number of copies of the diagram that we produced in connection with our study of the cycles back to 1853; that is, beginning at 1854. It is in the shape of a desk diagram that was made in the hope that people would want to keep it on their desks for reference *

I think in the main you will find the diagram self explanatory. The black silhouette is, of course, an attempt to diagram the contour of general business in terms of the percent above computed normal that it was or below the computed normal, each month during this long period.

You will note there are designations—not explanations so much as the names of these depressions and prosperities as business men recorded them in the literature of the day. Some of them are definite names, just as we give names to battles and other great events. Some of them are more or less explanatory names. For example, along in 1903 or 1904 we had a depression accompanied by a panic that is known as the Rich Man's Panic. That is not a designation that we gave to it, but one that was given to it at the time by the people who passed through it. It was perhaps the

*Copies of this diagram, which was published originally with the May 15, 1931 issue of the *Cleveland Trust Company Business Bulletin*, were distributed to the audience.

only panic in our history that did almost no harm to the working people and a great deal of harm to the wealthy people. Someone has proposed that this depression ought to be called the Wreck of the Prosperous.

You will see that running through the background there is a light dashed line. That is a line showing the changes in wholesale prices during this long period, and you will see that in 1864 it made a peak and in 1920 it made another peak, and the peaks are exactly equal. The prices were just as high in the Civil War as they were after this war.

If we are ever able to extend this back to Revolutionary times, we shall find another peak in 1814, also exactly of the same height. We shall also find the same contour, roughly, following that peak.

If you count ten years from that peak or about nine years, you will find an industrial overexpansion prosperity after the Civil War. Count the same number out here, and you will find a bull market boom. A little later on you will find the long depression of the '70's and the depression of the '30's. The timetable worked out quite truly.

I think it is inevitable that very many of you will have, during the months and the years directly ahead, an increasing volume of demands for material about business cycles. It not only is the most important problem in the world today; it is going to continue to be an extremely important problem for a rather long time. The literature on the subject, as many of you know, is voluminous, heterogeneous and scattered.

I think myself for the man who comes in and wants to know about these things, the answer pretty uniformly is that the one good book is Mitchell's second book on the subject, "Business Cycles, The Problem and its Setting."

Many of you may know there is a history of business depressions—and only one really—Lightner's "History of Business Depressions," a book which went out of print some years ago, which never was a successful book, and which, curiously enough, can be picked up rather easily in second-hand book stores all around the country, and can hardly be found in libraries at all. So if any of you

find Lightner's "History of Business Depressions" in the book stores, you had better pick it up, because it is moving up in value very rapidly, and clearly will be in great demand. There is a good book on the subject by the late Senator Burton of this state.

I can tell you another thing that is coming, because I have been through it once myself at least, and that is what you are going to have—all of you who are connected with business libraries in any way and with general public libraries—increasing demand in the months ahead for material, data of all sorts, concerning the cost of living. Those demands always come late in each depression period, when wage readjustments get really seriously under way.

In 1921 and all the way through 1922, my own office was almost swamped by the demands in all sorts of repeated forms for material about the cost of living, because as soon as the employer and the employees begin to discuss wage revision, the question comes up as to what has happened to the cost of living. So I think everybody who is exposed in that way would be wise to provide against the future and accumulate material on the cost of living.

I wish I could go ahead now and end this very heterogeneous and scrappy talk that I have given you with an optimistic forecast about the end of this depression, the return of recovery, and its progress into full-fledged prosperity. I am not wise enough to do that. This is a very serious depression. It is a world-wide depression. All of our major depressions for the past one hundred and fifty years have been world-wide depressions, and minor depressions are local depressions. When the whole world gets into a profound depression, as it has this time, when these distinctions between people who live in the country and support themselves by the extractive industries and those who live in the city where fabrication goes on, when those distinctions apply not merely to groups within the country, as they did after our Civil War, but to all the people in all the countries, and almost literally to all the countries all over the world, as they have this time, then we must expect that the readjustment will be slow and difficult.

So I think we should not reasonably expect a prompt and enthusiastic return to prosperous conditions. I think it is probable that we have hit the bottom of this depression, statistically speaking. I think that black silhouette that extends so far down there will not again bore its way down to still lower levels. I do not anticipate that it will be at all extended, as was the long depression

after the Civil War. And yet I do think that when the depression is through, we shall look back at it and realize that whether measured in terms of human problems involved or of the statistical evidence in the case, it was a very serious depression, and that the recovery from it was rather slow, rather prolonged, and distinctly difficult.

Planning Ahead—The Place of Commercial Research

By Randolph Eide, President, Ohio Bell Telephone Co., President, Cleveland Chamber of Commerce

at Annual Banquet, Special Libraries Association, Cleveland, June 11, 1931

I will confess at the start that there is some bravery necessary in discussing at this time a subject which involves plans for the future. Many of the plans and programs that business had two or three years ago have been rather severely upset by the economic disturbances that have been occurring throughout the world. My presentation is not going to take on the aspects of prophecy but will cover commercial research and its relation to planning ahead.

In a general business situation of the sort that exists today, commercial research takes on great importance. Some of our present day experiences indicate rather clearly that past planning ahead may have omitted many important factors that today are greatly emphasized and will be given more future weight as a result of more experience. I trust I shall not be regarded as criticizing errors of the past, but rather that I am willing to project the future with full weight to these experiences.

In the final analysis the primary purpose of a business is to make a profit and with that to maintain a standing of good citizenship. It goes almost without saying that any business, in order to exist with esteem, must produce a worthwhile thing or service that others want or can be induced to

purchase, but a business with all these prerequisites cannot long continue with full employment of its personnel, if it fails to make a profit. To continue making a profit a business must see ahead, not merely guess ahead; it must program its future under carefully prepared plans, and it must be alert at all times to change its future program with each new set of conditions. So far as humanly possible, it must anticipate what will happen and what is required. Many businesses may have succeeded by industrial accident and without any apparent good management or other reason for so doing. Success may just seem to have happened, and in turn failure has happened in much the same manner.

Many businesses have failed because their managements were too complacent as to the present, past successes having lulled them into a sound slumber from which they awoke to wonder when the procession had gone by. Many businesses, successful for the time being, have been seriously upset because their management had only one objective, that of size or extension, without full regard to the requirements a few years ahead. Business also often has turned its back to the future, and has persisted in furnishing or making something the public no longer wants. It has grum-

bled at the present changing events and longed for the good old days. As a matter of fact, days far better than the good old days were ahead if they had been properly planned for. Strangely these good days do not just come into being, and they will not rush in and embrace either your business or mine. The good days ahead must be wooed in accordance with a well planned courtship.

The buggy maker, who, in this day of automobiles and aeroplanes, insists on making buggies in quantity and extending his plant just because he was once a successful and profitable buggy maker, is obviously ready for a guardian or keeper of some sort. There is undoubtedly a market for kerosene lamps, but a factory that would double its capacity today to make them is probably headed for failure and the workers are faced with unemployment or new jobs.

These illustrations of the need for planning to me are self-evident and they must be to you. But there are many businesses today doing well, making an article of daily use that will be just as obsolete 25 years from now as the buggy and the kerosene lamp. There are many businesses, perhaps not just now in this depression, that not so long ago increased their productive capacities when, as a matter of fact, they should have remained in size as they were and improved their product, or broadened and diversified their field.

In a little church in Williamsburg on a March day in the year 1775 a group of men was assembled at the Second Virginia Convention. A resolution had just been offered which included the principle of armed resistance against the unjust policies and practices of a ruling nation. A man was speaking in support of the resolution and his dramatic appeal, together with his unquestioned sincerity, courage and loyalty to a cause, broke down all opposition. Quotations from that impassioned plea for liberty and justice are many, but no single sentence spoken that day typifies the reasoning process of the speaker so well as this:

"I have but one lamp by which my feet are guided and that is the lamp of experience I know of no way of judging the future but by the past."

Patrick Henry was courageously willing to risk everything in his passionate desire for liberty. We find him, however, unprepared for the responsibilities which that liberty brought. The beams of the lamp of his own personal experience were directed toward the past, and it remained for others with vision, whose lamps were gathering rays of the past and projecting them into the future, to build the foundation of a great democratic nation. These men of vision were not unmindful of the teachings which the school of experience provides, but in addition they furnished us a good example of planning ahead by diligently searching for all of the experience which had a bearing on their problems, and by adjusting such experience in the light of present and probable conditions. That is true planning ahead, and true planning ahead in business brings into action this thing called commercial research.

If we had available now the daily newspapers, trade journals, trends of people's tastes and desires, statistical information of all descriptions, population figures, etc. that will be issued during the next 50 years, there would be no difficulty to plan business for those 50 years.

To approach this result is the problem of commercial research. Commercial research takes known facts, trends and tendencies of the past and from them builds and plans the business of the next year, five years, ten years, or even twenty-five or fifty years hence. Intelligent planning involves very serious effort to consider all predictable elements and reduce the chance elements to a minimum. The more factors which can be measured, interpreted and reliably projected into the future, the less chance there will be for the occurrence of unexpected events which disrupt the program, cause heavy financial losses, upset economic structure and commerce, and throw many men and women out of work. It is to be hoped that out of the present situation there will develop more

and broader attention to future plans that consider a wider scope of factors than ever before, with the result that better control of business will lower future peaks and fill in future valleys. It is in this respect that commercial research will have a more exalted place.

Enthusiasm in any program ahead is essential, but this can never be a substitute for sound business judgment that is guided and controlled by facts, either known or reasonably predictable. Speculative guessing may be successful just like a throw of the dice, but the facts brought out by research are the only sound foundations upon which to build and plan the business of the future.

The economic structure under which we make our living is dynamical. Changes are constantly taking place which have varying effects upon the fortunes of our industries. Economic society is in a constant state of change. It is influenced by changes in ethical standards, by inventive genius and industrial research. It is affected by people's tastes and desires, both as to what they themselves want and as to what business, through improvement and progress, induces them to want. It is acted upon by fashions, trends in government, by natural causes, and by acts of God, such as floods, storms and pestilences. It is affected by changes in the rate of population and growth, and of course a war may alter the whole course of events.

A business organization can advantageously employ commercial research only if it avoids the fallacy of considering the limited experience of the individual, and does not ignore the broader vistas of general experience. The light of experience must be gathered from its various sources, after which that light must be analyzed and interpreted, then it must be amplified and directed and correlated with independent experience to the common general end of furnishing illumination for guidance in the future.

In the early days of the telephone industry, with which I am most familiar, there were those who believed that the limit of practical long distance telephony had been reached at a few hundred miles. It was the voice of experience that pointed out the apparent impos-

sibility of extending the distance, because of the prohibitive weight of iron wire sufficiently large to carry the necessary current, yet the answer to the difficulty then was also a matter of experience. The superior transmission quality of copper was already known, and it was necessary only to survey general experience sufficiently to discover this fact, in order to supply the means of extending a practicable talking circuit to four times the previous distance. Again experience seemed to say that a thousand miles was the limit of a long distance conversation, and again a matter of previous experience in the general sense resulted in the development of the loading coil, which supplied a solution and further extended the range. A third time the experience of the industry seemed to indicate that the limit had been reached, and a third time a more general sort of experience supplied the answer in the form of vacuum tubes, which made distance no longer a barrier.

There is a world of experience about us, entirely too much to be confined within the scope of the intelligence of one individual or some group of individuals. Even within the limits of a single business organization the accumulated facts of past experience are too numerous and detailed to be mastered completely without special organization or consideration.

All business enterprise is dependent on outside sources, such as statistical service organizations and various publications, for the general statistical data which they need. There is a great wealth of general statistical material that is readily available. Data on industrial activity, banking, credit, finance, commodity prices, employment, wages, prices, earnings, and so forth, are available in reports accessible to every business man. These reports are usually found on the shelves of our public or special libraries. Of course all of these various services require adaptation to the particular circumstances of the individual business and to its many unique and separate problems. When properly adapted and interpreted such general business information will assist in establishing rules of action, in discovering the best commercial practices,

and in formulating sound business policies, and also can form a foundation for the general future program and operation of a business.

I should like to give you an illustration from my own industry, the telephone industry, of the adaptation of general business statistics to the needs of a particular business, and of their combination with specialized statistical information in that business itself, and their use as the foundation for the general future program and plans of expansion and operation.

Telephone wires, cables, poles, buildings, switchboards, and all other associated apparatus, must be in place and ready for service where there are people, and in such amounts, quantities and qualities as are required by these people. The operating personnel must be trained and available, and profitable operation must result if the business is to endure, both for the shareholders and the employees themselves. It is necessary for us to estimate well in advance, even as far ahead as ten to twenty years, the telephone requirements of our population.

You have perhaps read statements of probable future growth of certain metropolitan areas, based on figures furnished by the Telephone Company. These, of course, are developed neither because we are engaged in population forecasts as a business, nor with the idea of furnishing encouraging news items with respect to any city or locality. They are a part of our commercial research in making plans for the future, in order to make it possible to build the right kind of telephone plant in the right amount, in the right place, to have it ready at the right time, and with the right kind of people adequately trained to carry on.

The starting point in making a survey of this character is the forecast of national population at some fixed future date, say twenty years ahead. Such population forecast is made in the ordinary manner, by considering the trend of the birth rate, the mortality rate, and the excess of immigration over emigration, and such other general facts as are available.

There must then be a study to determine how this population will be distributed. To accomplish this, general

economic forecasts are made for various sections which give due attention to the trends, both in volume and concentration, in the various fundamental industries of the respective sections, and to natural geographic advantages. In this manner a figure is fixed as the probable population at a given date for each unit area that is considered; for example, first the state of Ohio, then its various sections, and finally for such an area as you would find here in metropolitan Cleveland.

Telephone subscribers or customers, while related to population, are more nearly related to families and business firms. It is therefore necessary to reduce the general population figures to families, and, in turn, to associate with the families the probable number of business firms, both in down town sections and in residential neighborhoods.

It is next important for our purposes to know the probable number of customers for the different classes of services, and just where in the area these customers are going to be located. It therefore becomes a requirement to estimate in advance the character of the various neighborhoods. Will a given section be an apartment house development, will it be of lower or higher grade single residences, or two-family houses? It is important to estimate the location of businesses, large and small, factories or industrial plants, also both large and small, also those occupying large spaces with small telephone requirements differentiated from those occupying small areas with perhaps proportionately larger requirements. In brief, from what our past experience gives us, we must try in a broad way, yet rather precisely and specifically by districts, to picture the city as it will probably be. We must try to picture not only this particular city but others as well, because the relation between cities and the flow of commerce and business between them are important factors in determining the number of lines connecting the cities for long distance purposes.

To picture the city of the future all known facts in present experience are ascertained, such as rental values of homes, value and character of existing homes, their relation to existing trans-

portation, the time of travel from the center of the city on existing means of mass transportation. We next study and forecast ultimate transportation zones, based on plans for bus, rapid transit, and ordinary street car transportation. In addition to transportation, other factors essential to a determination of growth or change in character of an area or section must be investigated in order to fix estimated increase or decrease in families or businesses. Among these factors are suburban developments, decay of mid-town residential neighborhoods, changes from residential to industrial neighborhoods, business to apartments, or from residential to either, zoning restrictions, city planning, and topographical advantages of areas.

When we once get this future city pictured we know from our own experience that one type of area produces a certain telephone requirement, and that another produces a different requirement. We also know the kind and quantity of plant required to serve one section and another. But telephone habits of people and the art itself have changed in the past, and we know they will change in the future. A few years ago a telephone was considered a luxury by many who today regard it as an absolute necessity. Formerly one telephone in a home used to do, but now the trend is toward one in every room, at least so in the modern home, and business also has found that efficiency improves with adequate telephone service. These factors must be projected from past trends just as the population and business in our future city are projected.

This is a high spot description of the use of commercial research in future planning that I have given you from my own business. I have outlined it simply as a broad general illustration in which much detail has been omitted. It should be remembered that each business has its own peculiar problems and limitations, which determine the nature and extent of commercial research as a possible or practicable foundation of a future program. The example, however, is further illustrative of the use of a combination of general statistical information and specialized

data peculiar to a business as the fundamental basis for a general future program in a specific case.

The mere development of a plan is in many respects just a beginning, even if it may be assumed that the general plan is sufficiently broad to embrace the principles and policies of the organization, including the common desire for efficiency. There is still the question—what are we going to do about it? Certainly we cannot sit back and say, "Mr. Plan, we have created you, now get busy," or "Well, Mr. Plan, you're a fine plan and you'll take care of my business if I stick to you." Here an even greater amount of research work in careful detail comes into being. This research work must be carried on continuously if the plan is to be successfully prosecuted, and if modifications resulting from changed conditions from any causes are to be incorporated in time to prevent mistakes. A present view is always an essential of good planning ahead, and the present is always a rapidly moving point.

The present widespread business depression is a challenge to the American business man and to the business men of the world, that they work out methods which will alleviate the fluctuations of general business and minimize the suffering and losses which accompany them. This may or may not be the worst depression to which the economic system of this country has been subjected. Nevertheless it is no credit to the economic system under which we live that millions of able-bodied men, willing to work, are seeking employment and are unable to find it. We have the resources, machinery and brains with which to produce wealth, greater than that which the world has ever known, but millions upon millions of dollars worth of productive capacity is standing idle.

The vast majority of us yet have faith in the economic system under which we make our living. We know it has not achieved all that we would like it to achieve, but, I am sure, we prefer it to any other system so far tried or suggested. Recently people living in other parts of the world began trying out arrangements for making a living which

vary sharply from our own. Even in our own country various political experiments for stabilizing business have been and no doubt will be attempted.

Smooth and uninterrupted progress and the elimination of so-called business cycles may never be completely realized. If business buries its head in the sand and says that a business depression is a condition that must be endured and allowed to work itself out, that nothing can be done about it, then there is grave danger that the public, either acting as a separate entity or through the federal and state governments, will enact reform legislation aimed at a solution, which may prove both bad and costly. If our own system is to be maintained, if we are unwilling to pass on the entire problem from the business world to the political world, business, as well as politics, is responsible for finding a solution.

Business may not be entirely accountable for conditions, but certainly business cannot escape a very important share in the responsibility. Business stabilization should no longer be considered as an incidental aim, but rather it must become a fundamental aim or purpose, notwithstanding the fact that changes are constantly taking place in our economic relationships, social customs, and systems of government. It is here that commercial research in all its broad aspects as related to planning ahead takes a seat of first importance, and blind guessing and enthusiastic speculation, without relation to the predictable facts of the future and their consequent effect upon the fortunes of people and business, will have no place in the saner operations of the future.

To be caught unawares by these ups and downs in business is costly, and the sound business man wants more than advance notice of their coming—he wants, and those in his employ also want, and deserve it, the readjustment in our economic structure worked out so that it will be fortified against these upheavals coming into being at all. If we do not build the peaks, the valleys will take care of themselves. In the construction of a railroad right-of-way the roadbed does not climb to the peaks and descend into the valleys. There takes place what is known as

“cut and fill,” resulting in a uniform grade. Those factors which are continually disturbing the equilibrium of economic forces will be sought out and eliminated by more attention to future plans.

Business can face the future with confidence. We have been floating on a wild wave of false prosperity. We have been spending more than we could afford. There was a revelry or orgy not only of stock speculation but of business speculation. We got into the idea that fundamental principles could be disregarded.

Production and sales, factory and office, accounting and administration, finances and development, in fact all aspects of business, subjected to the searching lenses of commercial research and projected into the future, not of next year but of the year after, the next ten, twenty and even more years, I am sure will go a long way toward the stabilization of the future. Then the factory will be less likely to double its capacity because the sales force for one or two years, fired with enthusiasm and pressure, put a lot of back orders in the files only to shut down the factory the third year; then the financial structure to carry the program is less likely to break down and collapse in trying to meet bond interest and sinking fund requirements, to say nothing about dividends; then those in the employ of industry will be able to plan more securely their own problems and futures. They will not build up false hopes and take on impossible commitments because things for the time being are going forward at a pace so dizzy that the eye, as it turns to the future, sees only the present and thinks it sees the future forever in the light only of the present.

By way of summary, we might say that commercial research means little else than the application to business and business organization of the several principles of common sense which we exercise or should exercise in our own personal affairs. One of these is the natural tendency to plan ahead, because we recognize the wisdom of doing so. Another is the use of past experience as a basis of future plans. A third is the supplementing of the experiences

of the individual with the past experiences of others, and the acquisition of experience by experiment. Last, and perhaps most important for group activity, is the idea of constantly checking actual results with our plans.

I do not say that the adoption of this mechanism will entirely cure business

ills and avoid further troubles. I am confident, however, that the application of these principles will bring the production and distribution machinery of our economic system into better harmony and diminish, if not avoid, depressions such as this present one from which, I am hopeful, we shall soon emerge.

Heard At The Convention

Everyone present voted the 23rd S L.A. conference one of the nicest ever held. Cleveland was a fine host—the programme was right, the hotel did everything possible for the comfort of its guests and if some old friends were absent there were new and worthwhile members to take their places.

* * *

Hats off to Rose Vormelker was heard again and again. That little lady earned the admiration and thanks of all the membership.

* * *

We were shocked to learn of the accident that kept Miss Agnes Petersen in a hospital in Milwaukee. Her many friends sent greetings and good wishes for speedy recovery.

* * *

Each annual meeting brings out representatives new to our gatherings. Among others, we welcomed Miss Susan A. Hutchinson of the Brooklyn Institute of Arts and Sciences, Miss Lillia D. Trask, Librarian of Rockefeller Institute, New York City, Miss Etheldred Abbot, Ryerson Library of the Art Institute of Chicago and Miss Margaret Hatch, Librarian of the Metropolitan Life Insurance Company Library in San Francisco, Calif.

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Our thanks are due Miss Linda Eastman for her gracious words of welcome to Cleveland, her continued interest in the meetings and her generosity in giving us so much of Miss Vormelker's time.

* * *

The Association now boasts a Counsellor on Parliamentary Procedure in Miss Grayce Hartley, Technical Librarian of the Engineers Club of Dayton, Ohio. Miss Hartley's timely advice was most heartily appreciated during the Business Session on the last day in Cleveland.

* * *

Join the Newspaper Group and see the world is no idle jest. Two large bus loads of Special Librarians did that on Thursday when an interesting side trip to Akron, Ohio was

arranged by Mr Sheridan of the *Akron Beacon Journal*. A "closeup" of the giant dirigible S S Akron in her dock was one of the sights we saw. An opportunity to go "blimping" was offered and eagerly grasped by about twenty adventurous spirits. Later the group visited the plant and reference library of the *Beacon Journal*, arriving back in Cleveland in time for the Banquet that evening.

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And speaking of Banquets, that filet mignon was a stroke of genius—such a welcome snub to the ubiquitous chicken.

* * *

Some familiar faces were missed, especially Messrs. Handy, Johnston and Fletcher.

* * *

Did any of you see the Insurance Group in session? That baby Group is growing in numbers steadily—due we suspect to the good offices of Miss Florence Bradley, our National membership Chairman.

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The San Francisco Chapter was well represented by Miss K. Dorothy Ferguson, Mr. and Mrs. Thomas Cowles and Miss Margaret Hatch.

* * *

One of the delightful events of Detroit Day was the tea given to the visiting Special Librarians by Mr. Adam Strohm, Librarian of the Detroit Public Library, and President of the American Library Association.

* * *

Miss England, Miss Ione Ely and Mrs. Dorn were complimented on leaving no gaps in the post conference junket.

* * *

Two of our members, Miss K. Dorothy Ferguson and Miss M. Jane Henderson from the Sun Life Assurance Company of Canada flew by amphibian plane from Cleveland to Detroit, on Saturday.

President's Address

By Margaret Reynolds, Librarian, First Wisconsin National Bank, Milwaukee.

IN accepting the presidency of the Special Libraries Association in San Francisco in June 1930 no promises were made, but I did say that I had an idea or two that might be of value to the Association. I did think of the words by Kipling:

"I had six honest serving men
They taught me all I know:
Their names were Where and
What and When
And Why and How and Who."

These serving men who have taught your President some of the Whats and Whys were not merely members of the Board. The correspondence files give ample proof of the ideas which not only members of the Executive Board had, but the ideas of the membership as a whole.

It is too soon to survey the work done during the year. We have only just begun and our accomplishments cannot be numbered or piled high for your inspection and approval.

My aim, my first aim and perhaps my only aim, has been to make the Association activities more wide-spread, to act as a liaison officer between not only the Board, but the entire membership. Committee workers have been chosen from almost as many states as we have representation in our membership list. Nearly one hundred individuals have served on committees.

Five board meetings for Executive Board members only, so that we might transact a greater amount of business in parliamentary fashion in a shorter period of time, have been held in San Francisco, Cleveland and Pittsburgh. The attendance at the board meetings has varied slightly, but there has always been a quorum and one or two to spare at each meeting. The San Francisco meeting followed the election, the Cleveland meeting came while the American Bankers Association was holding its September 29--October 2 meeting in Cleveland, for although the Financial Group has held yearly exhibits since 1926 none of our national officers had ever visited one of these

exhibits. As the Financial Group was the first one of our groups to establish contacts for exhibition purposes with a national organization outside the library field some recognition was due them. After a long board meeting we visited the exhibit which was held in the Cleveland Hotel. In between, Miss Eastman entertained us at luncheon and introduced us to some of her staff and took us on a tour of the Cleveland Public Library. Then at dinner time we made the acquaintance of the members of the Cleveland Chapter at a delightful dinner followed by an informal reception at the Art Museum.

The Pittsburgh board meeting was preceded by a high tea and musical given on Sunday, February twenty-second, in the Art Museum Library. Students from the Carnegie Library School were among the guests. After the board meeting on February twenty-third, we met the Pittsburgh Chapter at dinner. At that time Mr. Ralph Munn, Director of the Carnegie Library in Pittsburgh, paid us special librarians a gracious compliment because of the place we were making for ourselves on the library map. Perhaps before another year has elapsed we may persuade the R. R. Bowker Company to make a pictorial map showing special libraries and the work they do as it really is, so as to live up to Mr. Munn's ideas about us and his ideals for us.

We do believe in studying maps not only for committee appointments but for enlarging our membership and adding to the number of local chapters. Cincinnati as a chapter was formally accepted at the first Cleveland board meeting. The day following, your President visited thirteen special libraries there.

The Illinois Chapter entertained at dinner on November 3, 1930 and again on May 28, 1931. During the year eighteen calls were made upon members of the Illinois Chapter and three at A. L. A. headquarters. During my vacation I met some of the New York, Newark and

Boston members informally. I attended the closing session of the Massachusetts Library Association at Springfield on March seventh and invited the members to come to Cleveland. I attended the council meetings of the American Library Association in Los Angeles in June 1930 and in Chicago in December 1930. I paid an official visit to headquarters, 11 Nisbet Street, Providence. My schedule may read like that of an itinerant preacher. As Abe Martin says, "A goose may take her time crossin' a country road, but I'll say this fer her, She's got sense enough to look both ways." I wanted to look both ways so that the members scattered throughout the country would feel that we were considering their problems and promoting their work.

At State library meetings held in California, Connecticut, Michigan, New York and Ohio, round tables either planned by our members or with our members participating in the program were held. What are you doing for your own state library association at its next meeting?

I cannot resist mentioning the newest chapter, Milwaukee. Miss Erna Schneider, librarian of Morris F. Fox & Company, is here as the representative of this baby chapter, which had fourteen charter members and now the total membership is thirty-six. Four other members besides Miss Schneider are also here from the Milwaukee Chapter.

Nor can I refrain from mentioning our publications. The two revised pamphlets distributed by the Financial Group or by sub-committees of this group at the meetings of the American Bankers Association in Cleveland and the Investment Bankers Association in New Orleans brought requests for these from literally all over the world. The "Handbook of Commercial and Financial Information Services," which was compiled under Miss Cavanaugh's direction, is still being sold. Incidentally has your library a copy? Let us exhaust the edition.

The various chapters and committees will report for themselves. Graphs might have been made showing the increase in membership under Miss Bradley's leadership as Membership chairman.

The committee on Classification, through its chairman, Miss Louise Keller, has done yeoman service in answering countless questions on her special subject. Miss Morley, although seriously handicapped because of illness, has also handled much detail for the Publications Committee. The Subscriptions Committee under Miss Rankin has added the name of many a public library to our subscription list.

A new committee created at the San Francisco meeting is the committee for Coöperation in Business Library Service. This has done splendid work. The Business Reading Committee, formerly called Continuation Reading, is making a start. Evidence of what they are planning will be seen at the Chicago World's Fair in 1933.

The Constitution needed some slight changes and a sub-committee of the Board have these ready to present to you.

The resignations of Mr. and Mrs. Brigham as Editor and Secretary have been sent to the Executive Board. Since Mr. Brigham has practically given his services to the Association, a cash honorarium only having been given him when the Association finances permitted, one finds words futile at this time. Mrs. Brigham, despite her responsibilities as a wife and mother, has filled the position created during President Cady's administration.

It is nearly twenty-two years since the Special Libraries Association was begun. Few of the charter members remain, but we do possess part of their vision. The inheritance left us by John Cotton Dana is a valuable one. The next five years will be critical ones for us. A greater income must be provided so that we may become better established on a firm, impersonal footing. Charles M. Schwab is quoted as saying, "Coöperation requires leadership that regards itself not as a partisan but as a trustee." I have regarded this as my slogan all through the year, trying to serve as your trustee. I wish I could thank those of you who have supported me in some other way than with mere futile words, for I feel with Hamlet, "I am even poor in thanks."

Our New President

OUR new President is a versatile person! The personification of the efficient modern executive during office hours, her hobbies are bridge and music and she is as efficient in these as in her work. Miss Clafin is an accomplished pianist and an inveterate attendant at opera and symphony concerts.

After graduating from the first-year course in Library Science at Pratt Institute, Miss Clafin became an assistant in the Catalog Department of the Cleveland Public Library—that training school for so many of us.

A service of nine years here brought an offer as Cataloger of the Western Reserve Historical Society, where she carried on for six years, with an interlude of one year, for attendance at the New York Public Library School.

In 1918, the Federal Reserve Board in Washington decided that the Federal Reserve Bank of Cleveland should have a library. Miss Clafin was chosen to organize it but no one in the Bank really wanted a library or really knew

what it was supposed to be or do. With her indomitable will, Miss Clafin set out to show the need and the uses of such a department and today, she and her six assistants can supply a deluge of information and figures about the whole financial sphere, with its shifting trend, its peaks and its crashes.



The program of the Cleveland Convention stands as testimony to the splendid work of Miss Clafin as Chairman of the Program Committee. The Association welcomes her, and promises its whole-hearted cooperation.

Editorial Board

EDITOR, Ruth Savord, Council on Foreign Relations, Inc., New York City.

Associate Editors

D. N. Handy, Insurance Library Association of Boston; M. E. Pellett, Library The Port of New York Authority, Rebecca B. Rankin, Municipal Reference Library, New York City.

Department Editors

Charlotte L. Carmody, Department of Commerce Library, Washington, D. C.
Ethel Cleland, Business Branch, Public Library, Indianapolis, Ind.
Thomas Cowles, California Academy of Sciences, San Francisco, Cal.
Elizabeth O. Cullen, Bureau of Railway Economics, Washington, D. C.
Louise Keller, Independence Bureau, Philadelphia, Pa.
Marian C. Manley, Business Branch, Public Library, Newark, N. J.
Emilie Mueser, Engineering Societies Library, New York City.
A. A. Slobod, General Electric Co., Schenectady, N. Y.

IF after seven years spent in editing SPECIAL LIBRARIES, Mr. Brigham still says in his final report, printed elsewhere in this issue, ". . . the Editor cannot accede to reader demand if we do not know what that demand is . . . , " please imagine the helplessness of the new Editor. There is only one solution. It has been expounded again and again. This is *your* magazine and it is issued as an open forum for discussion of *your* problems. Therefore, the membership at large must decide what SPECIAL LIBRARIES means to them individually and whether or not it is supplying their needs. Then, again individually, they must feel a sense of responsibility—first, for constructive criticism; second, for contributions.

Constructive criticism consists in telling us how and why the magazine is not fulfilling its mission and in suggesting remedies. Are the articles the type in which you are interested? Are the Departments as helpful as they might be? Would you rather have less or more shop-talk?

Because you are not a designated member of the Editorial Board or have not been solicited for a specific contribution need not prevent you from submitting articles descriptive of your libraries, notes or methods used, questions on your problems, or items of news about yourselves, other members, new books or events of interest to the library world. Local Presidents are especially urged to submit copies of outstanding addresses made before their Associations.

Once we know your wishes, we will try to satisfy them insofar as is consistent with space limitations. The Editor asks: "Will you share the responsibility for making SPECIAL LIBRARIES a worthy organ of our Association?"

President's Page

THOSE of us who can look back on several years of membership in S. L. A. see how greatly the Association has grown year by year in strength and prestige. This has been brought about only by the whole-hearted devotion of its leaders in the past and present. Their names are too many to enumerate, but they can be assured that their services, recorded or unrecorded, are not forgotten in the minds of those who now have the task of maintaining the welfare of the Association during the coming year. Your President has been made well aware, even in these few weeks since the convention, of the efficiency, interest and devotion of your chapter presidents, group chairmen, and national officers and directors.

There were two important tasks that needed immediate attention. The resignations of Mrs. Brigham as Executive Secretary, and of Mr. Brigham as Editor of SPECIAL LIBRARIES, took effect the first of July. It was therefore necessary to appoint a new Secretary and establish a new headquarters office to be ready to function by July 1.

Under the constitution, the appointment of the Executive Secretary is a function of your National Board. A committee of the Board consisting of Miss Cullen, Chairman, Miss Cavanaugh, and your President, was given executive powers to settle this problem. The following arrangement has been made:

The offer of free office space, for an indefinite period, in the library quarters of the Standard Statistics Company, was accepted. The appointment of a properly qualified person as paid Executive Secretary, with the necessary breadth of view and knowledge of the policies and needs of the Association, will take a longer time to bring about. It was therefore decided to appoint Miss Rebecca B. Rankin as national Secretary, without salary, for the coming year. She is supervising the reorganization of the national office and the work of a paid full-time office secretary at our new headquarters. It is needless to say that it is a very great burden which we have put upon Miss Rankin, in addition to all her other duties and activities.

The task of selecting a new editorial staff for the magazine was given to another committee consisting of Mr. D. N. Handy, Chairman, Mr. William Alcott, and Miss Rebecca Rankin. The results of that committee's work are as follows:

For Editor of SPECIAL LIBRARIES—Miss Ruth Savord, Librarian of the Council on Foreign Relations, Inc., 45 East 65th Street, New York City.

For Business Manager (advertising and circulation)—Miss M. Dorothy Howard of the Standard Statistics Company, Inc., 345 Hudson Street, New York City.

Both of these appointments have been accepted, so that the magazine can now go on under very able management as before.

We cannot express here our gratitude to Mr. and Mrs. Brigham for their services in the past. The thanks of the Association are embodied in the Resolutions which appear in the regular Proceedings of the convention elsewhere in this issue.

You will note in the report of convention proceedings that it was voted to send a copy of our pamphlet "List of Members, 1930" to all active members of the Association. If any member has not yet received his copy please write to the Secretary or the President for one. It is suggested that the supplementary lists printed in SPECIAL LIBRARIES of November 1930 and February 1931 be added thereto to bring the list up-to-date. New members will be listed in coming issues of the magazine.

We wish here to extend the congratulations of the Special Libraries Association to Miss Josephine Rathbone, upon her election as President of the American Library Association. It is a matter of special gratification to your own President who gained her first training in library work under Miss Rathbone at Pratt Institute.

ALTA B. CLAFLIN.

Reports of Officers and Committees

Secretary

At Toronto, four years ago this month, plans were laid which led to the opening of a general office for the Association. "General Office" was perhaps a misnomer, since the fine-sounding title was really only a third floor room in the home of the Secretary.

Nevertheless, the humble beginning served the purpose of gathering together in one place all the scattered records of the Association whose funds were equally scattered. Hundreds of dollars of back dues were collected and some routine for business established. The Treasurer's reports have borne effective testimony to the progress of the work.

When we began, the outstanding bills

approximated the bank balance. The balances given at this convention mean with all bills paid.

Much remains to be done. New contacts with the world are needed, a new era. This should be an era of aggressive progress with big plans and big accomplishments.

Owing to family ties and geographical limitations your Secretary is not in a position to carry forward this big work which should lie in the immediate future and which you have a right to expect of your leaders. I regret that I cannot share your destiny but this convention must complete my period of service to you and I am tendering my resignation.

Respectfully submitted,

MARY H. BRIGHAM, *Secretary*

Treasurer

FINANCIAL SUMMARY, 1930

RECEIPTS:	Dues	Publications	Advertising	Interest	Convention	Miscellaneous
January	2257.33	113.48	152.13	2.18		22.50
February	597.40	69.88	79.60	3.00		
March	308.95	51.99	195.00	7.30		
April	351.90	40.40	223.16	5.61		.01
May	317.00	38.82	106.40	5.35		7.70
June	8.00	2.25	14.00	5.13		
July	265.25	301.10	416.05	3.38	421.90	16.00
August	118.34	31.25	34.00	2.84		58.50
September	121.75	73.77	98.00	3.33		96.00
October	278.30	57.10	111.30	2.30		50.00
November	363.25	25.70	90.60	2.32		58.82
December	1958.00	25.40	171.95	1.80		

TOTALS \$6945.47 \$831.14 \$1692.19 \$44.54 \$421.90 \$309.53

TOTAL RECEIPTS \$10244.77

Balance Forward 2089.86

\$12334.63

DISBURSEMENTS:	Salaries	Budgets	Travel	Publications	Convention	Office	Miscellaneous
January	\$222.00	\$225.00		\$196.95		\$80.35	\$14.74
February	222.00	50.00	60.56	376.40		70.59	77.23
March	222.00	50.00		199.66		4.16	.30
April	150.00	225.00		209.04		69.25	21.50
May	150.00		25.00	529.75	8.93	7.40	
June	150.00	52.50	818.20	509.25	267.00	29.39	7.50
July	150.00				169.00	6.75	12.00
August	150.00			454.60	206.61	51.59	14.60
September	150.00	241.50	50.00	303.40		34.50	
October	150.00		86.85	130.85		37.28	
November	150.00	256.25	27.74	399.67		86.50	50
December	150.00		16.00	476.76		6.00	.40

TOTALS \$2016.00 \$1100.25 \$1084.35 \$3786.33 \$651.54 \$483.76 \$148.77

TOTAL DISBURSEMENTS: \$9,271.00

TOTAL INCOME 1930 \$12,334.63

TOTAL DISBURSEMENTS 9271.00

BALANCE 12-31-30 \$3063.63

Respectfully submitted,

ELIZABETH O. CULLEN, *Treasurer*

SUPPLEMENTARY REPORT
JANUARY-MAY, 1931

For your information, I made some tentative totals of the first five months of the year 1931. From dues we received \$2918.50. From the sale of publications we received \$1071.81; from advertising revenue, \$355.50; from interest \$24.52; from miscellaneous \$1; making a total of \$4371.33.

We have spent for salaries \$750; for local budgets \$817.90; for travel \$74.45; for publications \$2144.96; for office supplies \$299.83; miscellaneous \$.40; making a total expenditure of \$4087.54. As of May 31, we had a balance of something over \$3000 in the treasury.

Editor of "Special Libraries" 1930-31

In making my annual report to the Special Libraries Association, I am going to review briefly the work of the past six years.

At the request of former President Handy, in October, 1924 I assumed the editorship and have carried on under the presidencies of Mr. Cady, Mr. Alcott and Miss Reynolds. During that period I have edited and sent to press 67 issues of SPECIAL LIBRARIES carrying a total pagination of 2,528.

At first I tried as an objective to secure articles from prominent men outside the profession, such persons as John Moody, Irving Fisher, Professor Harry Jerome, Percival White and other men high in the fields of transportation, insurance and finance.

At the Swampscott meeting in 1925 an informal gathering to discuss the policies of the magazine brought forth decided opinions that the magazine should cater more to the wishes of the members and should contain more material relating to library technique and operation, and so our policy was changed and we began to increase the scope of the departments adding a special one for new ideas called "We Do This." The local associations were growing and developing unusually good programs which brought us an occasional article and in addition the Proceedings, which in 1925 were printed in one volume, were in the following years scattered through issues of the magazine for several months.

In 1925 we established a series of special numbers relating to specific subjects, such as legislative reference, transportation, statistical interpretation, railroads and insurance. In

the following year we started a series of local numbers, one devoted to Chicago, another to California.

In the succeeding years the proceedings of the various Groups were often segregated into special issues, such as a Financial number, a Newspaper number and a Museum number. Our latest special issue which went to you recently was the Cleveland number.

It should be borne in mind that all of this work has been performed in addition to the routine work of a state official with manifold duties in librarianship, legislative reference, archives and records.

During the course of the year the Editor received various letters and communications, both favorable and unfavorable. We have had many pleasing comments upon the department inaugurated in 1930, called "Digest of Business Book Reviews" compiled by the staff of the Newark Business Branch. A group of our membership is also very much interested in the Classification and Indexing department which was also inaugurated in 1930.

For lack of space we have been unable to establish a department relating to transportation, or one devoted to government documents and for over a year we have not asked Mr. Slobod for material for his column on "Science and Technology".

It is obvious that the Association must have additional finances in order to increase the size of the magazine. There is always material for a regular issue of 48 pages and the pre-conference and post-conference numbers require additional signatures.

The Editor has also received other comments which are not so favorable. Errors are quickly called to our attention and while we try to avoid mistakes, during the rush of printing it is inevitable that some little item should come through printed erroneously.

Another caustic critic stated that she did not read the magazine as it did not interest her and that we should return to our previous policy of having noteworthy names among our contributors. I agreed with her but asked her how she expected us to put into type the mass of material we now have which is prepared by our own membership. The question is worthy of debate at an annual session and some future editor can attempt to determine the opinion of the membership. The editorial office does not receive sufficient letters of approval or disapproval, and the Editor cannot accede to reader demand if we do not know what the demand is.

When your Editor assumed the duties of the office, there were in existence two other national library periodicals. Today there are four and the competition is getting more and more keen. This not only applies to subscriptions and reading matter, but to advertising. An agency recommends the use of two library periodicals and sometimes we are not selected because the agency believes that other periodicals in the field are more suitable. This competition, together with the depression, has had a marked effect upon our own advertising columns. There has been a decided shrinkage during the past year and accounts which have been with us for many years have either been withdrawn or have reduced their total space. It has required a considerable correspondence with prospective advertisers and has placed an undue burden upon the Editor. This was recognized at a recent meeting of the Executive Board and a motion was passed that the local chapters of Boston and New York should cooperate with the Editor by appointing advertising committees. As a result, Miss M. Dorothy Howard assumed the duties for the New York Chapter and Mr. D. N. Handy for the Boston Chapter. Already results have been achieved and Miss Howard is responsible for several important advertisements in the current issue. Mr. Conforti of the Chicago Chapter and Mr. Robertson of Toronto have also assisted in their respective territories. This local aid has been of great value to the Editor and has solved a problem which has always been of serious concern to him. With the passing of the depression and the assistance of the local advertising committees, I have no doubt that the year 1931-32 will present a better story than the year 1930-31.

I regret that I am forced to give up the editorship of the magazine. I have enjoyed the work and am only dropping the task because I cannot conduct the heavy duties of my own office and in addition continue the editorship. Much of the work on the magazine has to be done after hours, on Saturday afternoons and Sundays, thereby giving me a seven-day week with little relaxation. Time also frequently has to be taken from my daily work with consequent impairment of my regular duties.

Respectfully submitted,

HERBERT O. BRIGHAM
Editor

Sub-Committee on Amendments to Constitution

AMENDMENTS TO CONSTITUTION. APPROVED BY EXECUTIVE BOARD, FEBRUARY 23, 1931.

SUBMITTED FOR ADOPTION TO ASSOCIATION, JUNE 10, 1931. TO BE VOTED ON AT CONVENTION IN 1932.

I.

SECTION 3, paragraph 4, line 2—delete the words "and qualified."

II.

SECTION 5, with regard to the "further nominations" in paragraph 3, it is advisable that when nominations are called for from the floor the presiding officer should remind the meeting that such nominations may be made, in terms of the constitution, only on the written petition of ten voting members. It is also suggested that on appointing the nominating committee the President should remind them that non-members should not be included in the list of nominations.

III.

SECTION 6a and c. There is an apparent conflict between the powers of the Secretary and of the President as to the signing of certain documents. The committee suggests that section c, line 12, should be amended to read as follows: "he shall, with the President, sign and attest all conveyances of property, written contracts and obligations, and shall perform, etc."

IV.

SECTION 14. The committee recommends that this should read as follows: "At all annual and special meetings forty voting members constitute a quorum."

V.

SECTION 16. The committee recommends that the word "regular" be deleted, making the section read: "By-laws may be adopted or cancelled by vote of the members present and voting at any meeting of the Association."

VI.

BY-LAW NO. 7. The committee recommends that this by-law should read as follows: "At the first meeting of the incoming Executive Board the following standing committees shall be appointed: Auditing, Membership, News, Publications, and Resolutions." While the committee recommends no change in the appointment of an Auditing Committee, it considers that the incoming President should have due regard to the convenience of the audit taking place at the office of the Secretary,



and that if necessary the Executive Board should make financial provision for professional services required.

VII

BY-LAW No. 8. The committee recommends that this by-law should read as follows: "The members of the Advisory Council shall meet with the Executive Board once during the annual convention, and upon the invitation of the Board may meet with it at other times of the year. The members of the Advisory Council at any such meeting may submit to the Executive Board such recommendations as may be deemed advisable. The chairman of each local association, chapter, group, or standing committee may designate an alternate to represent him at a meeting of the Advisory Council."

VIII.

The committee gave careful consideration to the question of providing for a smaller Executive Committee within the Executive Board and did not feel able to recommend it.

IX.

In order to remove ambiguity the last paragraph of Section 3 should be made the second paragraph of that section, to follow the words "three directors."

HERBERT O. BRIGHAM
ELIZABETH O. CULLEN
ANGUS FLETCHER, *Chairman*

Business Reading Committee

A survey of what is actually being done by librarians of special libraries to promote the use of business literature and to advertise their services to their organizations is the work attempted by the Business Reading Committee of 1931.

A list geographically arranged was compiled from the subscription list of SPECIAL LIBRARIES and the 1930 membership list of the S. L. A. The total list numbered 730. As the survey was concerned with business literature only, from this list were eliminated colleges, museums, state and legislative reference libraries, chambers of commerce, newspapers, U. S. Government libraries and public libraries not listed in Business Service of the Public Libraries in 109 Large Cities. This reduced the number to 433. Even then the list had some of the weaknesses to which all mailing lists that are compiled from directories possess.

Through the courtesy of the American Telephone and Telegraph Company in New York the committee was spared the expense of mimeographing the questionnaire 433 Questionnaires were sent out. 234 have been returned. A return of 54 percent. A commercial return of 5% is generally regarded excellent.

The answers varied from an uncompromising "No" to very complete descriptions of bulletins, names of house organs in which the library has a department, mailing lists and methods of obtaining and using these lists, of publications in which material concerning the library has been published, and copies of various forms of publicity

Thirty-eight librarians reported that they prepared for their own executives and staff mimeographed lists or bulletins, giving accessions, short book reviews, scientific abstracts, and items of current interest, which may not be sent to other libraries.

Thirty-two librarians reported that they can send their bulletins or lists to other librarians requesting them. Certain qualifying phrases were added in some instances to this statement, for example: within limits, depending on the number of requests received, occasionally, on an exchange basis. The necessity is obvious. Copies of nearly all these bulletins may be seen in the display prepared by the Exhibition Committee.

A list of these libraries and their publications may be found in Exhibit A.

A list of twenty-three libraries that publish lists in house organs or other publications is appended in Exhibit B.

One member of the committee who feels deeply on this subject and discussed the matter informally at the Los Angeles Convention suggested that while collecting information on Business Literature we collect material on the organization and routine of the special libraries circularized with a view to preparing a manual that would be helpful in organizing new libraries.

The net result of this query was 13 outlines sent, 2 reports of activities, 7 reported a statement for use only in the organizations and not in form for distribution, 3 not up to date, 3 could prepare one if desired.

This list of libraries and the material will be filed at S. L. A. Headquarters and will form a nucleus for some future committee to develop.

SATTIE E. WARN,
Chairman

EXHIBIT A.

LIBRARY BULLETINS THAT MAY BE SENT ON REQUEST.

- California**
- Los Angeles**
 General Petroleum Corp. Monthly review of current literature in oil industry.
 Municipal Reference Library—Weekly mimeographed lists—Recent additions.
 Mo. articles in "City Employee."
 Mo. book reviews in "Municipal Engineer."
 Southern California Edison Co. Library Bulletin — notices of new material.
- San Francisco**
 Bank of America. Library Bulletin—weekly.
 Wells Fargo Bank & Union Trust Co. Library Bulletin.
- Connecticut**
- Hartford**
 Phoenix Mutual Life Insurance Co. Library Leaf.
- Delaware**
- Wilmington**
 E. I. du Pont de Nemours & Co. Jackson Library—Mo. list of additions and new patents.
- Illinois**
- Chicago**
 Insurance Library of Chicago. Mo. multigraphed list of recent publications.
 Joseph Schaffner Library of Commerce (Northwestern University) Mo. lists of books and articles in current periodicals.
- Maryland**
- Baltimore**
 Maryland Casualty Co. Search Light Bulletin—weekly.
 Library Scope—quarterly.
- Massachusetts**
- Boston**
 Administration Library, Boston School of Com. Bi-mo. min. list of books
 Federal Reserve Bank Occasional list of additions.
 Kirstein Business Branch. New books and Services. mo.
- Missouri**
- St. Louis**
 Municipal Reference Library—Library Bulletin. On exchange.
- New Jersey**
- Kearny**
 Western Electric Co. Quarterly bulletin of additions.
- Newark**
 Business Branch. Business Literature—mo.
 Public Service Corp. of N. J. Library Bulletin—mo.
- Pascaic**
 U. S. Rubber Co. General Laboratories—Bulletin—wkly.
- New York**
- American Founders Corp.** Wkly. List of investment trust articles.
 Consolidated Gas Company Library Bulletin.
 Industrial Relations Counselors, Inc. Library Bulletin—semi-ann. Annotated list of publications on industrial relations subjects and bibliog. on some subjects of current interest.
 Metropolitan Life Insurance Co—Library Bulletins—multigraphed lists.
 Municipal Reference Library. Municipal Reference Library Notes—wkly.
 Standard Brands, Inc. Wkly sheet of reviews and recent additions.
- Ohio**
- Cincinnati**
 Procter and Gamble. Library Bulletin—short notes on new books.
- Cleveland**
 Business Information Bureau. Monthly Bulletin.
 Federal Reserve Bank. Service Bulletin.
- Oregon**
- Portland**
 Pacific Northwest Public Service Co. Library Bulletin. min.
- Pennsylvania**
- Philadelphia**
 Provident Mutual Life Insurance Co. Library Bulletin min.
 United Gas Improvement Co. Bulletins—wkly. Abstracts. Engineering.
- Wisconsin**
- Appleton**
 Institute of Paper Chemistry. Mo. Bulletin. Abstracts & bibliographies.
- EXHIBIT B.**
- LIBRARIES THAT PUBLISH LISTS, REVIEWS, ETC. IN HOUSE ORGANS OR OTHER PUBLICATIONS THAT MAY BE SENT ON REQUEST.**
- California**
- San Francisco**
 Stock Exchange Institute Courses for Spring Term 1930.
- Connecticut**
- Hartford**
 Phoenix Mutual Life Insurance Co. In house organ *Mutual Field*.
- Delaware**
- Wilmington**
 Hercules Powder Co. In house organ *The Mixer*.
- Illinois**
- Chicago**
 Illinois Chamber of Commerce. *Illinois Journal of Commerce*. mo.
 National Association of Real Estate Boards. Lists of books on specific subjects.
- Indiana**
- Fort Wayne**
 Lincoln National Life Insurance Co. In house organ *Life with the Lincoln*.
- Indianapolis**
 Business Branch. *Reader's Ink*. (Special business numbers.)
- Maryland**
- Baltimore**
 Consolidated Gas Electric Light & Power Co. In house organ *Baltimore Gas and Electric News*.
- Massachusetts**
- Bedford**
 U. S. Veterans Hospital. In monthly publication *The Oval Mirror*.
- Boston**
 World Peace Foundation. *International Book News*. Bibliographies on subjects dealing with international affairs.
 Town Room Library (Mass. Civic League) Lists & reviews in *The Lens*.
- Michigan**
- Detroit**
 Detroit Edison Co. In house organ *Synchroscope*.
- New Jersey**
- Princeton**
 Industrial Relations Sect. Dept. of Economics and Social Institutions. Research reports and bibliographies on industrial subjects.
- New York**
- Cleanliness Institute.** In *Cleanliness Journal*
 Consolidated Gas Co. In *To Serve New York*.
 Guaranty Co. of New York. In house organ *Guaranty News*.
 Insurance Society of New York. In *News Letter*.
 Russell Sage Foundation. *Bulletin* bi-mo. No Complimentary copies.
- Pennsylvania**
- Philadelphia**
 Provident Mutual Life Insurance Co. In house organ *Between Ourselves*
 United Gas Improvement Co. In house organ *U. G. I. Circle*.
- Pittsburgh**
 Mellon Institute Library. Bibliographies.
 Philadelphia Company. In house organ.
- Wisconsin**
- Stevens Point**
 Hardware Mutual Casualty Co. In house organ *Casualty*.

Committee on Classifications 1930-1931

We hope each of you has looked, or will look at the Classification Exhibit. It is a small exhibit, but it illustrates the considerable range in classification work which has been undertaken for the Association.

Except for the exhibit of classifications shown a number of years ago, it is the only advertising we have ever undertaken, apart from the Classification and Indexing Department in SPECIAL LIBRARIES, the annual reports, and a few stray articles by the Chairman, also in SPECIAL LIBRARIES.

It pays to advertise. We agree with that ancient slogan, but before advertising more, we need more Classification enthusiasts as workers. Please notice the words "as workers." As it is, our membership has advertised us sufficiently for the correspondence of your Chairman to go into every section of the United States, to Hawaii, the Philippines, Canada, Newfoundland, England, France, Russia and, indirectly, to Switzerland and Brazil. If you want to increase the range and frequency of our performance you certainly will have to enlarge your broadcasting station, and increase your announcers.

The first step towards enlarging our capacity has indeed been taken. The Classification Department in SPECIAL LIBRARIES run by Miss Mueser and her Advisory Committee has been a great addition. It is doing real work and adding to the value of the magazine as a reference source. It means something to be building reference sources, but the Department people have no desire to be selfish. Outside contributions are not taboo.

Boston has asked Miss E. Louise Lucas of the Fogg Art Museum to act as liaison officer with the Classifications Committee. During the winter we had several questions along horticultural lines which puzzled your Chairman, and finally they were sent up to Boston where Miss Lucas assigned them to Miss Dorothy Manks of the Horticultural Society Library, Boston. That is real and worthwhile co-operation.

New York in connection with a survey of libraries collected some interesting manuscript classifications which have been given to the National Collection.

Miss Callan at Pittsburgh sent on a small collection of classifications.

Philadelphia has been experimenting along educational lines for several years. This last winter it held two conferences on classification which were truly helpful to the participants. It is also remembering classification in the loan collection of books which it is building for its members' use. Your Chairman has more than once been thankful to borrow the last Brussels Classification from this collection. Mr. Paul Vanderbilt of the Pennsylvania Museum will be Chairman of the Philadelphia Classification Committee for the coming year.

This being the season when classification questions bloom abundantly, it has been difficult to steal time for this report, but none the less we wish we could record more examples of worthy work. Perhaps another year you will afford us the opportunity.

LOUISE KELLER,
Chairman

Committee on Coöperation in Business Library Service 1930-1931

Following the discussion of relations between public and private business libraries at the San Francisco conference, this committee was appointed. The work for 1930-31 has necessarily been experimental. The first step was an endeavor to provide a clearing house for the valuable material discarded from special libraries but still of use in many places. Letters were sent to a number of special librarians explaining the objects of the committee and asking for lists of their material to be discarded—in particular the trade directories.

Although other methods have been tried for reaching libraries—addresses at library meetings, notices in SPECIAL LIBRARIES, etc.—they have not been so successful in getting results as these direct letters. It takes time, however, to reach all the libraries, and active coöperation from the Association in this line would be whole-heartedly appreciated.

The committee approached approximately 100 libraries; 22 responded with lists of material that could be distributed; 30 failed to answer at all; 30 expressed keen interest but inability to coöperate, 17 expressed approval but stated that the disposition of their discarded material was already planned.

An interesting point brought out through this correspondence was that a number of libraries are already giving to local public

libraries. Five, for example, give to the public library in Philadelphia. Possibly duplication might be avoided, especially as large public libraries are in a better position to buy such publications than are smaller ones who are also further away from other sources of information, yet whose business men are in even greater need because of this distance from more comprehensive information bureaus. Public libraries as a rule accept gifts. They are not always in a position to dispose of these gifts to other institutions. It might be well for some of these special libraries to carefully consider the disposition of this material.

In 1929-30 the Newark Business Branch made a survey of the public libraries doing business work, and from this survey those probably most able to profit by such material were selected. At intervals, a combined list of material available in special libraries is assembled and mailed with a letter to these public libraries. Many more requests are received for individual items than can be filled at once, but may be later. The total list price of the material sent by special libraries to public libraries in the past year is \$1,927.23. What the current value would be, cannot be estimated. What the value to the public libraries is can be gathered from such comments as these:

"This is a very generous offer." Little Rock (Ark.) Public Library.

"Your idea regarding an interchange of directories is perfectly splendid. So often we poor public libraries have not had sufficient funds to purchase the directories we need and could use back copies of them." San Diego (Calif.) Public Library.

"This work of cooperation between libraries is a splendid idea and we hope to be able to contribute something to the cause soon." Business Branch of the Hartford (Conn.) Public Library.

Many special libraries have cooperated in sending material to various public libraries.

MARIAN C. MANLEY,
Chairman

Publications Committee 1930-1931

Miss Peterkin's report covering the early part of the year as acting chairman of the committee is as follows:

The copy for the new "Handbook of Commercial and Financial Services" was submitted to the Publications Committee early in the Fall.

Bids were obtained from various printers and the contract awarded to B. H. Tyrrel. The printing cost was \$650, which was reduced to approximately \$500 by advertisements. To date receipts on sales amount to \$1031, showing a net profit of \$531 to the Association (as of May 25, 1931).

The question of how to ascertain the demand for a new publication has always been troublesome. Miss Manley came forward with a suggestion that we circularize a selected list of prospects and enclose an order blank for the Handbook, the Electrical Engineering Bibliography, and the Union List of Periodicals. The Newark Public Library, through the generosity of Miss Winser, agreed to underwrite the cost of such a circular and early in January the order blanks were sent out.

A member of the Publications Committee tabulated the returns and forwarded the orders to the Secretary's office. The returns were gratifying, although comparatively few orders were received from our own members.

(signed)

GERTRUDE PETERKIN,
Acting Chairman

Three publications have been issued during the year: "The Handbook of Commercial and Financial Services" compiled by a special committee appointed for the purpose, of which Miss Cavanaugh was chairman; a chart, "Statistics on Commodities," prepared by a committee of the Commercial-Technical Group, of which Miss McCaskie was chairman, with the cooperation of the Harvard Business School Library; and a "Bibliography of Bibliographies in Electrical Engineering" compiled by the Electrical Engineering Committee of the Commercial-Technical Group headed by Mrs. Maynard. The "Illuminating Bibliography, 1929-30" compiled by the Illuminating Committee of the same group, which for several years has been published with the financial cooperation of the Illuminating Engineering Society, will this year be printed in the July issue of their *Transactions*. Two hundred reprints will be given to S. L. A., for our Institutional members and for sale.

A "first purchase" list of trade directories prepared by a committee of the Commercial-Technical Group, of which Miss Cleland is chairman, is being printed in the Convention Number of SPECIAL LIBRARIES and if approved by the Executive Board reprints will be made for general sale.

The following record of expenditures and sales for publications during the year shows a balance on the right side of the ledger:

EXPENDITURES (PAID OR CONTRACTED FOR)	
<i>Due and Paid</i>	
Mimeographing	
Descriptive List of U.S. Government periodical mimeographed statements (3rd run)	\$45.66
Printing Handbook of Commercial and Financial Services	675.90
Printing advance order blanks	76.00
Publicity (postage only)	35.00
	<hr/>
	\$832.56
<i>Bills Not Yet Due</i>	
Printing Chart Statistics on Commodities	43.00
Printing Bibliography of Bibliographies on Electrical Engineering	530.00
Tubes for mailing charts	6.25
	<hr/>
	579.25
Total	<hr/>
	\$1,411.81
REVENUE (PAID AND FUTURE)	
Sales of Descriptive List of U. S. Government periodical mimeographed statements	\$106.85
Sales of Membership List	64.50
Sales of Handbook of Services	1,031.51
Sales of other older publications	172.06
Advertisements in Handbook of Services	150.00
	<hr/>
	\$1,524.92
Advance orders for Bibliography of Bibliographies on Electrical Engineering	450.00
	<hr/>
	1,974.92
Total Expenses	1,411.81
	<hr/>
Profit	\$563.11

Considering the fact that two of the three new publications of this year are just off the press and are of the type that have a very fair market, our publication policy seems to be justifying itself. The significant factor in these results is the large sale (about 550 copies within five months of issue) of the "Handbook of Commercial and Financial Services" which was due to the broad-scale publicity campaign handled by Miss Alexander, the publicity member of the Publications Committee. The recommendation of the Publications Committee that publicity be made part of the responsibility of that committee and that a person with a knowledge of advertising methods be added to its membership for that purpose has been very advantageous. The association has benefited by the revenue on sales but even where sales did not result, by bringing S. L. A., to the attention of over 4,000 persons and organizations and so building prestige. Actual returns on this publicity as represented by sales amounted to 17 1/2 percent to date. The report of the publicity chairman is submitted in full and attention is particularly called to the recommendations it contains.

REPORT ON PUBLICITY ACTIVITIES

The work of the Publicity Chairman has centered this year around the "Handbook of Commercial and Financial Services." This book was published on January 15, 1931. The publicity devoted to it to date (May 1, 1931) is described below. Samples of releases are pasted in the official scrap book maintained by the Publications Committee.

PROFESSIONAL LIBRARY JOURNALS

Announcement mailed to these, January 15, 1931. Personal letters were written to Mr. H. W. Wilson; Miss Weston, Editor of *Library Journal*; and Mr. Sawyer of *Public Affairs Information Service*. Free review copies were sent to H. W. Wilson and the *A. L. A. Booklist*.

All of our professional journals gave the Handbook publicity as follows:

A. L. A. Booklist, 1931, page 343
 Business Literature, published by the Business Branch of the Newark Public Library, February, 1931, page 1
 Industrial Arts Index, February, 1931, page 1
 Libraries, February, 1931, page 93
 Library Journal, February 1, 1931, page 138
 New York Public Library Bulletin, February 11, 1931, page 32

Public Affairs Information Service,
January 24, 1931, page 4 and 7
Publishers Weekly, February 7, 1931,
page 698
Special Libraries, February, 1931, page 63;
March, 1931, page 100

TRADE PAPERS

A list of about three hundred and fifty of the leading trade and business magazines was compiled and releases mailed to each on January 15. We do not know how many of these used our news item. Several members of S. L. A. cooperated with us by clipping the publicity they saw; some publishers mailed us copies of their reviews; but we believe that many items appeared of which we have no record.

Those from which we have clippings are:

Advertising Age, January 24, 1931, page 8
American Banker, January 17, 1931, front page
American Printer, February, 1931, page 78
The Annalist, January 16, 1931, (annual statistical review number)
Bankers Magazine, February, 1931, page 292
Bankers Monthly, February, 1931
Bond Buyer, January 17, 1931, page 4
Business Briefs, May, 1931, page 639
Business Economic Digest, March, 1931, page 4
Chicago Printing and Advertising News, February 14, 1931, page 2
Daily Bond Buyer, January 13, 1931, page 119
Domestic Commerce, March 20, 1931, page 89
Editor and Publisher, January 17, 1931, page 39
National Underwriter, January 15, 1931
Nation's Business, March, 1931, page 114
Newark News, January 27, 1931
Printers' Ink, January 22, 1931, page 58
System, March, 1931, page 213
Trust Companies, February, 1931, page 244
U. S. Review and Southern Underwriter January 24, 1931
Wall Street Journal, February 9, 1931, (both morning and afternoon editions)
Western Insurance Review, January 10, 1931

NEWSPAPERS

The Standard Statistics Company maintains a mailing list of all of the important newspapers in the country. Their librarian, Miss Cavanaugh, arranged to have our news releases

mailed to three hundred of these newspapers in the larger cities in the country. Standard Statistics multigraphed the releases and paid the postage but Special Libraries Association stationery was used. These went out January 23.

INFORMATION SERVICES

As soon as the Handbook was off the press, a personal message was mailed to each of the two hundred and fourteen information services included in the book. The regular news releases to editors were used with a red label pasted at the top of each bearing the phrase "You are listed in this book. Order a copy today."

BANKS AND BROKERS

Through the further cooperation of Miss Cavanaugh, letters especially directed to the statisticians of three thousand important banks and brokers, were sent out at the expense of Standard Statistics Company on March 25.

BUSINESS SCHOOLS

The membership of the National Association of Teachers of Marketing and Advertising covers all of the important colleges and universities interested in business publications. Their 1931 roster was secured and letters mailed to four hundred and ninety-six individuals on April 15.

MEMBERS OF SPECIAL LIBRARIES ASSOCIATION

A check of the sales of the Handbook showed that relatively few members of our own Association were ordering copies. Accordingly the mailing list was analyzed and the names of institutional members who had automatically received copies of the Handbook, as well as the names of assistants in large libraries, were eliminated. A special letter was then sent to four hundred and thirty-five members on April 22. This letter was multigraphed and mailed by the American Telephone and Telegraph Company through the courtesy of Miss Mary Cox.

MISCELLANEOUS

The Handbook shared in a circular mailed by Miss Marian Manley for the Commercial-Technical Group of S. L. A., early in January, 1931. This circular went to libraries and to a selected list of engineers. Its purpose was to learn the demand for the proposed bibliography in electrical engineering. The Handbook was one of four publications featured

An advertisement has appeared in each issue of our magazine, SPECIAL LIBRARIES since January, 1931.

Through an exchange arrangement which our magazine has with the H. W. Wilson Company we have had a half-page advertisement on the inside cover of the Industrial Arts Index for May and June.

Free review copies were distributed only on request since these cut into our profits considerably. Only about a dozen copies have been given away

COSTS

The cost to our Association for this publicity has been almost negligible. Clerical work, postage, and paper for multigraphing have been donated by Batten, Barton, Durstine & Osborn, and, as indicated above, by the Standard Statistics Company and the American Telephone and Telegraph Company. In furnishing us with Special Libraries Association envelopes, the headquarters has sometimes supplied the stamps. I have no accurate record of this but know that the cost was well within the amount which the Board voted for the Handbook expense, namely, \$25.

SOME CONCLUSIONS AND RECOMMENDATIONS

Your publicity chairman believes that as our Association issues more and more creditable publications our reception by the press will be more generous. We are not yet well enough known to have our releases mean much to the busy editor. However, if we continue to send them good news material, in accepted journalistic style, from a central clearing point, we should be able to establish a reputation.

To build a good mailing list, it is desirable that we devise some method of checking the publicity we secure from magazines and newspapers. There are no national clipping bureaus which cover magazines adequately so that the help of our members should be solicited and organized.

While releases to the press are necessary and will become increasingly helpful, results may always be secured more easily and quickly from direct mail. Ordinarily this method is much more expensive but with the splendid cooperation our Association always gets from its members, this cost is reduced to a minimum. It would make for efficiency if a Standard Practice for publicity for all Special Libraries Association publications could be worked out

by the Publicity Committee so that this activity might become part of the routine of the headquarters' office. Mailing lists should be maintained by the Executive Secretary and the Publicity Chairman would then be responsible only for the planning and writing of campaigns for each new publication. This Standard Practice for promoting a publication should be something like this:

1. News releases, personal letters, and free review copies to be sent to each of the five or six important library publications.
2. News releases to the editors of general magazines and trade papers. Card file of three hundred and fifty publications now maintained to be checked to show our experience with them. Basic list to be revised or enlarged as the work progresses.
3. Newspapers. A key list of the important papers throughout the country might be developed although these are so numerous that it would seem wiser to accept the cooperation of companies that do maintain stencil lists of papers for their own publicity operations. The Standard Statistics Company is one such and undoubtedly there are others among our members who would be willing to run off envelopes for us.
4. Direct mail. There are certain people and organizations that will be a market for nearly every publication that Special Libraries Association might issue. Such organizations should regularly be circularized and special lists made up to suit the type of publication being sold. Some of the standard lists might be:

Public Libraries, especially those maintaining business branches or sections
 Research services
 Banks and brokers
 Colleges and universities, especially those which have business schools
 Trade associations
 Chambers of commerce
 Regular purchasers of Special Libraries Association publications.

Other lists to be considered as the needs arise would be statisticians, engineers, manufacturers in special fields, etc., etc.

I recommend that the Board authorize the Executive Secretary to take over the existing

mailing list, prepare new ones as needed, and handle the routine work in connection with publicity.

Respectfully submitted
(signed) MARY LOUISE ALEXANDER
Chairman, Publicity Subcommittee

A special report containing recommendations for future publication policy and method of operation based on the experience of the past three years has been submitted to the Executive Board for action.

The members of this committee have cooperated in the work done in their usual whole-hearted way. To Miss Peterkin especially, who stepped into the breach and also put the handbook of services through the press, during the enforced absence of the chairman, the Association is greatly indebted

MARY LOUISE ALEXANDER
HERBERT O. BRIGHAM
ANNA G. CROSS
JOSEPHINE CURRY
DANIEL N. HANDY
BERTHA F. HULSEMAN
GERTRUDE D. PETERKIN
LINDA H. MORLEY, *Chairman*

Committee on Subscriptions

Late in October this Committee was created to assist Mr. Brigham, the Editor, in securing additional subscribers to SPECIAL LIBRARIES, the suggestion having been made by our former President in his Presidential address at San Francisco November and December were spent in selecting and appointing committee members. The following, all of them members of the staff of a public library, were chosen and have worked diligently on this problem:

Miss Edith Guerrier, Boston
Miss E. Gertrude Avey, Cincinnati
Miss Edythe Prouty, Cleveland
Miss Agnes Greer, Chicago
Miss Josephine Hollingsworth, Los Angeles
Miss Anita Levy, San Francisco

By January plans for action were made and we started a campaign for subscriptions.

It was deemed advisable by the Committee to limit our efforts at this time to public libraries particularly in the middle-sized cities, to branch libraries in metropolitan centers, and to college libraries. Most of the work has been done through direct correspondence, succeeded by follow-up work on the

part of individual members of the Committee in each community.

The Chairman first made a list of all present subscribers of SPECIAL LIBRARIES as taken from our Association Membership List (an excellent tool by the way) and checked against the A. L. A. Handbook—and also with the "American Library Directory." This made a mailing list of one thousand. A letter of appeal was then formulated, approved by the Committee, President and Secretary and mailed on January 15, 1931. An incidental result of the Committee's work was that, in the checking, certain subscribers who seemed possibilities for active or institutional memberships were referred to the Membership Chairman.

The individual members assisted by asking librarians of their public libraries to subscribe to as many copies of SPECIAL LIBRARIES as they did *Library Journal*, and appealed to the Supervisor of Branches to subscribe for all major branches. They also made announcements about SPECIAL LIBRARIES in all local association meetings, and sent press releases about subscriptions to all local library bulletins and publications.

Now as to the results. It is rather difficult to estimate exactly how much was accomplished. All we can say is that the Secretary's record which she kindly reported to me up to May 26, 1931 shows an increase in subscriptions; there were thirty-eight (38) *New* subscriptions received in these past five months. Undoubtedly this Committee can not take credit for all of these because some might have been received due to other members' efforts or for other reasons. If all are credited to the Committee, it means an additional income for the Association of \$190 from this source.

The Chairman wishes to point out that January is a poor time of the year to initiate a campaign for subscriptions. Most libraries make up their subscription lists in September or October. It was impossible this year to get under way at that date. But what we have done thus far this year is good spade work for securing subscriptions in the coming September and October.

Miss Agnes Greer of the Chicago Public Library did an extra piece of work for the Committee in compiling a list of 60 libraries within a radius of 40 miles of Chicago to whom she sent a special appeal over her signature on April 18, 1931. Mrs. Brigham followed this up with a sample copy of the magazine to each library. Miss Greer suggested that a follow-up letter be sent to the same libraries between

August 15 and September 15, 1931 which, of course, is the proper time to make an urgent bid for subscriptions.

The Chairman thanks her Committee for faithful work performed. She also suggests to the incoming Executive Board that a Subscriptions Committee be continued for 1931-1932 to carry on the work just started this

year. If possible, the same individual members should function and the same mailing list of libraries be solicited again. Miss Greer would make an excellent Chairman.

Respectfully submitted,

REBECCA B. RANKIN

Chairman

General Education Board Grant to A. L. A.

In announcing a recent grant of \$13,500 from the General Education Board to the American Library Association, the *Library Journal* of June 15, 1931 reported that the fund was "for the study of cooperative cataloging which will deal with the methods of cataloging research items in special libraries . . ." Lest there be any misunderstanding among special librarians, the Editor wishes to amplify this statement by explaining that special libraries is here used in the sense of special collections such as the Goethe, the Oriental, and the Latin American collections at Yale. As is well known, most of our large public and university libraries have collections of foreign books, old books, and technical

books in various fields for which cards are not available from the Library of Congress. The General Education Board's grant to the American Library Association provides for a thorough study of the methods and costs of centralized cataloging of such items preliminary to the cooperative production of cards. The results of this study will determine the practicability of carrying out such a project. The Advisory Committee appointed for the study includes Dr. Herbert Putnam, Mr. C. H. Hastings, Prof. J. C. M. Hanson, Mr. H. M. Lydenberg, Dr. J. Christian Bay, Dr. W. W. Bishop, Mr. Andrew Keogh, Mr. T. Franklin Currier, and Dr. C. C. Williamson.

A Saturday Morning in Search of the Documents for One City

The experience of thoroughly studying the New Haven documents was so interesting to me, in the light of numerous discussions on the subject of collecting city documents, that I have decided to put it on paper. It serves as a cross section of the municipal document problem that we have been studying this year.

My first step was to go through the cards under New Haven in the Yale Library. Then I went to the Public Library and did the same thing. I found a fuller collection in the Public Library. I noticed that some of the most interesting documents of a few years back were not official at all but publications of the Civic Federation of New Haven. The Public Library helped me to discover that the Civic Federation had been merged some time ago with the Chamber of Commerce.

Supplied with notes from the study of the cards mentioned, I went first to the City Clerk's office. There I was able to secure the 1931 manual, The New Haven yearbook for 1924, 1925, 1927, 1929 (the supply of 1926 was exhausted and 1930 was not published). They also presented us with a 1928 edition

of the charter and ordinances, with slip editions of ordinances to date. For reports of the Park Department and the Recreation Commission I had to go directly to the departments. One of the items that I desired was a health demonstration, 1920-23. I was told that Dr. in the Health Department would give me a copy but he had to report the supply exhausted, saying that there were too many people like me. I told him that he should rejoice that there was such a demand but he came back with, "I have to think of it in terms of another nurse." I came away, however, with a copy of the 1928 health survey in my hand.

A visit to the Chamber of Commerce gave me no satisfaction as to how to get copies of the Civic Federation publications. Somebody, somewhere, probably has them buried away in a basement supply of duplicates, but where?

New Haven was deservedly proud of the fact that it had won the health prize this year and I was told that material for a new health survey was in the files and might be published if funds were available.

INA CLEMENT.

Reports of Local Associations

Annual reports of the 12 local chapters yielded many interesting things. Baltimore Chapter's report might well serve as a textbook for new chapters on what to do and how to do it. The report contained an illustrated cover, a table of contents and 21 pages devoted to history, objectives and meetings of the chapter, together with four outstanding papers of the year. A survey of Baltimore special libraries has been completed and will be mimeographed.

Boston reported a successful year with the class on library methods, gained 27 new members, and had a maximum attendance at meetings of 143.

Illinois Chapter reported red-letter meetings in the entertainment of President Reynolds, Jane Addams, and A. L. A. officers, and recommended for new work a survey of salaries and a card index of information about members.

Cincinnati Chapter had 10 meetings, with an average attendance of 28. At Christmas time baskets were filled and sent to needy families.

Cleveland and Pittsburgh Chapters each entertained the Executive Board of S. L. A., and held their second joint meeting—this year in Pittsburgh. Cleveland supplied most of the conference committee working members. Pittsburgh held four regular meetings, a tea, five bridge parties, and an annual bridge luncheon.

Detroit, in its fifth year, adopted a new constitution and increased its membership 176 percent. Miss Lutz, the President, personally visited 39 of the 42 listed libraries.

Milwaukee Chapter, the baby of S. L. A., was organized last January with 14 members and gained 128 percent.

New York Chapter, the largest in the Association, announced a gift from Carnegie Corporation for a publication fund and three new publications to its credit. Meetings ranged in attendance from 125 to 194.

Philadelphia Council, completing 12 years, mimeographed all the reports of the year, and distributed copies to all members.

Both San Francisco and Southern California Chapters revised their constitutions, and each published a union list of periodicals. San Francisco Chapter, feeling the impulsé of the 1930 conference in its city, made a 56 percent increase in membership.

The reports, somewhat abridged, follow:

Baltimore Chapter

In order to derive a maximum of benefit and enjoyment from a well-balanced program, the Vice-Chairman, W. S. Hamill, prepared the following set of objectives, which were adopted as a guide in planning activities for the coming year. 1—To foster and develop a greater interest in libraries; 2—To arouse an increased interest in the use and extension of special library facilities; 3—To assemble periodically and discuss our mutual problems, and through this interchange of ideas broaden our knowledge as to the aim and functions of special libraries; 4—To promote and encourage social contacts among special librarians of Baltimore, with a view to increasing their already splendid spirit of coöperation.

Our activities were designed to meet the needs of a heterogeneous group of individuals with diverse interests and training. The successful execution of the schedule of events proved to be of interest and benefit to us all. The program combined cultural and cyclopedic aspects of libraries in general, and an examination of important problems of special libraries as well.

The first meeting considered "What libraries have meant to us," and "Things a special librarian can do," the first topic having two speakers, and the second five speakers. At

the second meeting the topics were "Research facilities at the Library of Congress," and "Research facilities in Baltimore." At the third meeting "The Science of Bibliography" and "The origin and development of a typical special library in Baltimore" were discussed. The fourth meeting dealt still further with the subject of "Research facilities in Baltimore," and since then the survey has been completed and is in the process of publication in mimeographed form for members of Baltimore chapter.

A brief description of the questionnaire for the survey follows:

1—Nature and purpose of the corporation, association or institution which maintains a special library.

2—Nature and scope of special library, including name of librarian, date library was established, major functions and use made of library; departments served and extent to which outside individuals or firms are served.

3—The special library collection; approximate number of bound books, pamphlets, and other material; nature and scope of material on file; subjects covered and unusual collections.

4—Organization; personnel; method of acquiring material; type of shelving, files, etc. used; type of card indexing and book cataloging used (samples requested); system of outside circulation, if any.

5—Future prospects for expansion, extended service, etc.

6—Remarks.

We feel that with the completion of this pamphlet, much has been accomplished. It is the first time that such an undertaking has been attempted in Baltimore, and the multitude of interesting and valuable information available has surprised even those who were conversant with local library facilities. The spirit displayed by members of the chapter and their willingness to give information proves very forcibly that our chief aim has been accomplished—cooperation.

Laura A. Woodward,
Chairman

Boston Chapter

Boston Chapter held eight meetings from September through May. We met for the first time this year at the Federal Reserve Bank and at the newly opened Kirstein Business Branch of the Boston Public Library. Another new departure was our successful joint meeting with the Boston Group of Catalogers and Classifiers. Two meetings of real entertainment were held at the Harvard University Theatre Collection and at the Boston Museum of Fine Arts where splendid illustrated talks were given by the directors. Two meetings were given over to discussions of library problems as at the State Library when three of our members discussed the outstanding reference tools in their respective fields of banking, museum and newspaper work. At our meeting at the Massachusetts Horticultural Society, five of our members, whose libraries also included material on horticulture gave us a broad survey of that field. As it is practically impossible to meet at all the libraries devoted to any one subject, this symposium enabled us to get a splendid idea of the resources in any one branch. Attendance at these meetings varied from 68 on one very rainy evening to 143.

Our standing committees have made distinct contributions to the work of the Chapter. Our Hospitality Committee provided a place for supper preceding each meeting and arrangements were made for us to sit by groups. This committee was also in charge of the Annual meeting at which was staged a "May Frolic." The Registration Committee has had the expected larger number of applications for positions during this period of depression and the corresponding smaller number of

positions filled. A course of 10 lessons in Library Methods with special emphasis on cataloging and classifying was successfully conducted for our members. Twenty-seven new members were submitted by the Membership Committee and in April as part of the National Association's drive for Active members, our Associate members were circularized as to the advantages of Active Membership, enclosing the National Association's new folder on Membership. The Publicity Committee was composed of members representing each of the important Boston papers with the Secretary as Chairman, and very satisfactory results were secured. The Methods Committee has finished its long and painstaking Bibliography on Special Library Methods and has presented it to the Publications Committee for action.

As one serves as President of such an organization as this, she cannot but be impressed with the real spirit of cooperation and good-fellowship among the members. Appointments to committees were cheerfully accepted and genuine service was always shown.

Abbie G. Glover,
President

Cincinnati Chapter

Membership of Cincinnati Chapter increased from 30 active members in 1930 to 41 in 1931. We lost one member by death, Miss Virginia Hickman, our Vice-President.

The schedule of meetings, with the attendance, was as follows:

June—Picnic at the farm of Miss E. Gertrude Avey at New Richmond, Ohio, with 14 present.

Sept. 22—First fall meeting at Business Woman's Club, with 26 present.

Oct. 2—Tea for Miss Margaret Reynolds, President, at the Procter & Gamble Co. in the Gwynn Building, with 40 present.

Oct. 17—Special Libraries luncheon at the Engineers Club, Dayton during convention of Ohio Library Association, with six members present from Cincinnati Chapter.

Nov. 10—Trip to Crosley Radio Corporation, WLW, with 27 present.

Dec. 18—Christmas party, at which baskets were filled for eight families numbering 35. Every member of the chapter had a part in this, as those not able to attend sent their gifts.

Jan. 19—Meeting at the Public Document Room of the Cincinnati Public Library, with 26 present.

Feb. 3—Meeting at Union Gas and Electric Co., with 16 present.

March 9—Meeting at the University of Cincinnati, with 33 present.

April 13—Meeting at Art Museum Library, with attendance of 36.

May 11—Annual meeting at Mariemont Inn, with 32 members present.

E. GERTRUDE AVEY,
President

Cleveland Chapter

The meetings of the Cleveland Chapter were notable this year in the opportunity afforded of getting acquainted with the national officers. There were two meetings at which they were present, aside from the Cleveland Convention in June.

The first national executive meeting was held in Cleveland September 29 in accordance with the policy of the President, Miss Reynolds, to vary the place of meeting in order to get acquainted with various S. L. A. chapters. The Cleveland Chapter made this the occasion for an informal dinner at the Cleveland Museum of Art with about 30 in attendance. Following the dinner Miss Reynolds spoke briefly of the hopes for the year's work and Miss Callan, for the Pittsburgh Chapter, told of the plan for a Pittsburgh-Cleveland joint meeting in February.

The second opportunity to meet the national officers was in connection with this Pittsburgh-Cleveland meeting held in Pittsburgh February 23. An enjoyable luncheon at Hotel Schenley made informal contacts possible; this was followed by visits to some of the Pittsburgh libraries. A most successful dinner meeting at the Rittenhouse Hotel was concluded with inspirational and informational talks by Miss Reynolds and others. The success of these joint meetings have proved the value and pleasure to be gained from neighborhood association.

The other meetings of the year were varied in character. One was an evening meeting held in the Cleveland Public Library in connection with the members of the Alumni Business Club of Flora Mather College. J. B. Anderson, assistant Federal Reserve Agent, gave a most informing talk on the work of the Federal Reserve Banks.

In February about 25 members met for dinner at Bohannon's Restaurant in Cleveland Heights, and, for the evening, proceeded by auto to the home of Otto F. Ege, a teacher at the Cleveland School of Art. The evening was spent most charmingly as the guests gathered around informally while Mr. Ege talked of his priceless collection of illuminated manuscripts and allowed them to be examined as freely as desired. One event of each year has come to be the visit to the home of one of our members, Mrs. Birdsall, at Twinsburg. This year the visit was made on May 2 for the annual meeting. A beautiful spring day made the trip by automobile most enjoyable and a walk in the woods, filled with early wild flowers, whetted the appetites. After the picnic dinner the officers for the coming year were elected and final Chapter plans were made for the June convention.

Much of the effort of the members of the Cleveland Chapter this year has gone into preparation for the annual convention, beginning with the first general committee meeting held in November. The effectiveness of this effort may be judged by the results as shown in the program, exhibits, and general arrangements at the Convention. The efficient chairman of the local Convention Committee was Miss Rose Vormelker, Business Research Librarian of the Cleveland Public Library.

NELL G. SILL,
President

Detroit Chapter

This, the fifth year of the Detroit Chapter, was one of organization. It was realized at the outset that such would be the case. The prime object was to establish some set of governing rules. It was also the purpose of the organization to investigate the special library field in Detroit and vicinity, and to increase the paid membership.

There were six regular meetings and one special meeting.

The first meeting of the year was held Sept. 26, at the library of the Engineering Laboratories of the Ford Motor Company, at Dearborn. Luncheon was followed by a short business meeting in which the President outlined plans for the year. There were 65 people present, which constitutes the largest meeting ever held by the Chapter. Miss Jane Hicks was the hostess. The special attraction of the day was a visit to Mr. Ford's Greenfield Village. For the second meeting, the group assembled

at the "Green Cottage" and Miss England read her paper entitled "Special Tools." Miss Manning, of the Detroit Edison Company, acted as hostess. A committee to draw up a constitution, and a membership committee were appointed.

The third meeting was held in the Florentine Room of the Hotel Tuller on Nov. 25, with Miss Marjorie Darrach as hostess. Dr. Richard McKean spoke on "The Professional Man's Use of the Library," and Dr. Daly, a guest from the University of Detroit, graciously responded to the address. The discussion proved to be particularly interesting because views of both doctor and librarian were exchanged.

The fourth meeting was held on February 9, at the Wardell. The proposed constitution, drawn up by a committee consisting of Miss Louise Grace, Miss Mildred Treat, and Miss Louise Thompson, was adopted.

On Feb. 22, a telegram was sent to the Executive Board, meeting in Pittsburgh, inviting the Special Libraries Association to visit Detroit at the time of the annual convention in Cleveland. The letter of acceptance was received March 23. At a meeting of the Chapter held on March 24, plans for the post-conference visit were immediately set afoot. At a meeting of the general committee on April 1, various committees were appointed, and publicity was prepared by Miss Ione Ely and sent to Mr. Brigham for publication in SPECIAL LIBRARIES.

At the fifth meeting of the Chapter, which was held at Striker's Cafe on March 24, with Miss Frances Curtiss as hostess, Mr. Cecil Betron of the Detroit News, talked about "Clippings—What to File and How."

A special meeting was called for April 29 to discuss convention plans. The meeting was held at the Women's City Club. Reports of the various committees were presented, and satisfactory development was apparent. Since that time the entire membership of the Detroit Chapter has been canvassed, and a fine spirit of helpfulness is evident everywhere.

The annual meeting was held at the General Motors Proving Grounds at Milford, Michigan, on May 23, at which time the election of officers was held.

The average attendance for the year has been 30. At the beginning of the year the paid membership was, Institutional 3, Active 14; Total 17. This has been increased to, Institutional 4, Active 22, Associate 21; Total 47.

During the year, the President of Detroit Chapter visited 39 libraries out of the 42 listed.

CAROLINE W. LUTZ,
President

Illinois Chapter

The year would not have been a success were it not for the splendid cooperation by officers and committee chairmen. Every effort was made to secure the 1933 conference of S. L. A. for Chicago. The President of the Chapter was invited to a sub-committee meeting of A. L. A., which recommended the establishment and plan of organization of a 1933 Chicago World's Fair library.

To the new administration the following suggestions are offered: 1—Continuation of effort to secure the 1933 S. L. A. conference for Chicago; 2—Adoption of recommendations of the Employment Committee; 3—Survey of Chapter's membership for the organization of committees. To substantiate the third suggestion the following quotation from one of our members is given: "It is always a good thing to have an association studying specific problems. It increases the interest and stimulates members to greater efforts in their own work. For this reason I think it is a good thing to divide into committees for special study. My own reaction is that committees should be formed and studies made on topics that are most vital to those concerned, and that the initiative should come from members who feel the need for something of the kind. Any contribution to a national committee will be the outgrowth of actual experiment in local organization."

Seven successful meetings were planned by the Program Committee. The first meeting was held at the Lake Shore Athletic Club. The second meeting, at the Illinois Women's Athletic Club, was a dinner and reception for Miss Reynolds, President of S. L. A., and was attended by about 40 members and several representatives from A. L. A. Miss Reynolds gave a most interesting and enthusiastic talk, and Carl H. Milam, Secretary of A. L. A., and Walter R. Spofford, President of the Chicago Library Club, also spoke. Seventy-five members attended the third meeting at the Presbyterian Hospital, where Dr. Morris Fishbein, Editor of the A. M. A. Journal was the chief speaker. The fourth meeting was held at Hull House, with an attendance of 90, the largest of the year, and Miss Jane Addams

was the guest and speaker of the evening. The fifth meeting was a joint meeting with the Chicago Library Club at the Newberry Library. The sixth meeting was held in the crystal room of Marshall Field & Co. The final meeting was held at the Merchandise Mart, and was the annual business meeting.

The Employment Committee has an active file of 100 seeking new positions. This committee recommends for future activities the following:

1—That the promotional work be undertaken as soon as business conditions permit, so that executives will turn to the Employment Bureau for assistance in establishing research departments and business or special libraries.

2—That a survey of salaries paid in special libraries in the Chicago area be made. The committee feels that special librarians and research workers will never get salaries commensurate with the caliber of work required, or for the amount of ability and training necessary, until it is known what is paid for certain work, certain ability and training. The results of these studies may be worked into certain definite standards which could be brought before the Chapter for adoption.

Membership in Illinois Chapter shows an increase of 28 percent during the year, from 87 on June 1, 1930, to 112 on May 28, 1931.

JOSEPH A. CONFORTI,
President

Milwaukee Chapter

Milwaukee Chapter was organized on Jan. 20, 1931. The petition for membership in the national Association was signed by 10 of the 14 librarians present. With four out-of-town librarians who were unable to be present, but who had signified their desire for a local chapter and their intention to join, the number of petitioners became 14, representing the following industries: 2 banks, 2 public utilities, 3 newspapers, 2 insurance companies, a department store, advertising agency, law library, manufacturing company and municipal reference library.

At present our membership is thirty-two: six institutional, 11 active, and 15 associate members. Four more applications for associate membership have been made.

Four regular meetings have been held, at which we have visited the libraries of the First Wisconsin National Bank, of which our national President, Miss Reynolds, is librarian, The Three Schuster Stores (department store),

The Milwaukee Electric Railway and Light Company, and The Municipal Reference Library. Plans for coming meetings include round table discussions, addresses by specialists in different fields, visits to other special libraries and points of interest, and joint meetings with allied groups.

The officers originally elected will serve until June 1932.

ZILLA R. MCCLURE,
Secretary-Treasurer

New York Association

How can your President present in one brief annual balance sheet a satisfactory accounting of the year's accomplishments that will analyse all the "tangibles," to say nothing of the "intangibles," which in my opinion are of incalculable value?

The "tangibles" have been recorded fairly well in our monthly bulletin. In the May bulletin were summarized reports of the various groups and committees in order to give a quick bird's-eye view of them. As to the meetings, they have been exceptionally well attended, never dropping below 125, and with a maximum of 194.

Your Executive Board have worked hard on your behalf, but their efforts would have been worth little without the active and loyal support of many willing members. Curiosity prompted me to total up the number who have served on committees and my count showed that at least 63 members have done active committee work, a splendid record for busy librarians. I cannot recollect a single case in which I asked for help and was refused.

I must commend the zeal of our very efficient Secretary, Miss Constance Beal, in sorting over an accumulation, of many years' standing, of letters addressed to the Secretary and countless other old records. The remaining reports of historical value are now encased in substantial loose-leaf binders, where they can be readily referred to at any time by future officers and group chairmen.

Another group among the "tangibles" to which I want to refer briefly are the programs. Our plan was to have represented in the series both inspiration and information. Such a speaker as William C. Redfield, in his talk on "Dependent America," broadened our vision and made us world conscious, both as citizens and as librarians. Another speaker, Miss Clare Tousley, of the Charity Organization Society, most effectively awakened our social

sympathies and at the same time indicated the absorbing interest in the field in which the "social-civic" librarians work. A practical outcome of this particular talk was our first philanthropic venture to my knowledge, when we offered our assistance in assembling books for the unhappy boys detained in the House of Refuge.

Helpful suggestions for improving methods and library service generally were brought out at a joint meeting with the Catalogers Group. Also, most informing were the glimpses behind the scenes of two great organizations, typical of many served by our libraries, The Western Union Telegraph Company and the Daily News Publishing Plant, while the talk by Professor Charles R. Richards on the industrial museum opened up a vista of new activities for librarians in exhibit work as well as new sources of information in visual form.

Last among the "tangibles" I list our publications. Five distinct publications appearing this year should be mentioned, although only one can be strictly claimed as a production of this particular administration. The long heralded "Water Transportation Bibliography" appeared in its first volume under the zealous guidance of M. E. Pellett of the Port of New York Authority. "The Union List of Periodicals in Special Libraries of the New York Metropolitan District," to which many members contributed, and which is almost entirely the work of Miss Ruth Savord, has just come out. Miss Eleanor Cavanaugh, chairman of the committee which compiled the "Manual of Commercial and Financial Information Services," reports a record sale of that publication, following a well thought-out plan of mailing-list publicity, so that the entire cost of publication has already been covered. A publication which is just appearing this month, "Sources of Current Statistical Information for Commodities," is a chart covering 106 commodities and 76 magazines, giving statistics on prices, production, sales indexes, imports and exports, and Miss Gladys McCaskie of the Newark Business Branch is responsible for a large part of the work. Finally the revised directory for the New York Special Libraries Association, compiled by a committee under the chairmanship of Miss Rebecca Rankin, has already gone to press and should be ready for distribution early in June.

It is gratifying to announce that the Association is now the fortunate possessor of a Publication Fund established through the generosity of the Carnegie Corporation from

the proceeds of sales of the "Union List" which they financed. The fund is being put to immediate use to finance the publication of our new directory.

The "intangibles" in a balance sheet such as "good will" must be given an arbitrary value, as no one can say accurately and specifically what they amount to. Outstanding in our "good will" assets are the friendly contacts made possible through a renewed activity in our groups. For the new life infused into these groups this year, the greatest credit is due the various chairmen, who have succeeded in arousing a real enthusiasm for their luncheon, tea and dinner meetings and their library visits.

Even in our general meetings, which are naturally more formal in nature, the spirit of friendliness was in evidence. May I point out, too, the value of our chatty little news bulletin in creating a feeling of friendly interest in one another's doings. On your behalf I want to convey to Miss Esther Wright our grateful appreciation of her successful editorial efforts.

The hidden talents of our members recorded in the answers to the hobby questionnaire revealed a surprisingly wide range.

One question that has grown out of a year's experience I should like to raise for the consideration of the incoming administration and also of the Association as a whole. Are we having too many meetings? The constitution requires seven monthly meetings beginning with October, with December only omitted. If this matter could be left to the discretion of the Executive Board and the minimum specified, say four meetings a year, I think an interesting experiment might be made in coordinating group and general association activity.

In closing, I wish to say that in constructive individual achievements, and in fine cooperative committee work, the Association can congratulate itself upon a year's record that shows a state of unusually healthy vitality.

MARGUERITE BURNETT,
President

Philadelphia Council

The twelfth season of the Special Libraries Council of Philadelphia and Vicinity came to a close on May 1, with its annual business meeting and election of officers. The meeting was held in Alumni Hall of the Wharton School, University of Pennsylvania,

where it has been our privilege to hold many meetings during the past two years, as guests of our Chairman, Miss Bemis, Librarian of Lippincott Library. The meeting was preceded by a dinner meeting of the Executive Board and heads of committees for the purpose of reviewing the plans and accomplishments of the past year and outlining unfinished business.

As has been our custom for the past few years, the annual progress reports of officers and committees were summarized by the Chairman, and distributed in mimeographed form to the membership in advance of the business meeting. This method of informing the membership of the Council's activities, accomplishments and financial condition is especially helpful to those members who are interested but unable to attend all meetings.

Miss Bemis, in her address, referred to the Council as having grown two years older with the passing of the present administration. "With the passage of time," she asked, "has the association grown two years stronger? Have we as an association inspired the confidence of our members through our activities and aroused their pride in their membership? Or are we moving along in our self-widening groove serving only as a social agency for our supporters?" Recalling the fundamental principles of the Council, "to coordinate our local sources of information, to promote our divisional interests and to encourage helpful cooperation that comes through acquaintance," Miss Bemis stated that while she believed it essential for us locally to organize as a divisional association, she believed it "just as necessary that we unite to support our parent or general association."

Mr. Rigling, the incoming Chairman, on behalf of the Council, paid tribute to Miss Bemis, the retiring Chairman, for steering the Council's affairs so pleasantly and profitably through the past two years.

HELEN M. RANKIN,
Secretary

Pittsburgh Chapter

Sociability was the keynote of Pittsburgh Chapter's 1930-31 program. Besides the four regular sessions, there were special dinner meetings, a tea, five bridge parties, and the annual bridge luncheon. In addition, several executive committee meetings began with business and concluded with bridge.

In September, a special dinner meeting was held at "Ye Singing Kettle," in Pittsburgh's Greenwich Village. Miss Elizabeth O. Cullen of the Bureau of Railway Economics Washington, President of the District of Columbia Libraries Association and Treasurer of S. L. A., gave a delightful talk on her work in Washington, with constructive suggestions for further cooperative effort among Pittsburgh libraries.

The first regular meeting was held in October at the United States Bureau of Mines. Director George St. John Perrott spoke on the work of the Bureau, and this was followed by the showing of two motion pictures, "Heirlooms of the Future, the Story of Silver," and "Carbon Monoxide, the Unseen Danger." Mrs. H. E. Foote, Librarian of the Bureau, served refreshments in the library. At this meeting, the President proposed that members should drop in informally at her apartment on the first Saturday of each month for tea, bridge, or chatter. The idea was well received, and the first bridge was set for November first.

The December session was again a dinner meeting at "Ye Singing Kettle." Miss Marion L. Hatch, librarian of the Business District Branch of Carnegie Library of Pittsburgh told of the activities there.

In February, it was Pittsburgh Association's great pleasure to welcome the Cleveland Chapter to Pittsburgh, to reciprocate, in so far as possible, the very enjoyable time had at the joint meeting held last year in Cleveland. An additional reason for holding the meeting this month was the fact that, for the first time, the national Executive Board was meeting in Pittsburgh, and Miss Margaret Reynolds had promised to address the joint gathering. An informal tea was given on Sunday, Feb. 22, for the members of the national Executive Board and other guests. On Monday there was an informal luncheon at the Hotel Schenley followed by visits to some of the libraries, and in the evening the joint dinner meeting at the Rittenhouse Hotel. A number of members of the Pittsburgh Library Club and other librarians not affiliated with the Pittsburgh Chapter, attended the dinner. Mrs. Blanche K. S. Wappat, formerly Librarian of Carnegie Institute of Technology, was toastmistress. Miss Margaret Reynolds gave a book talk on "Librarian's Lure." Ralph Munn, Director of Carnegie Library of Pittsburgh, spoke on inter-library cooperation. Harold J. Rose, Director of General Laboratories, Koppers Research Corporation,

gave an illustrated talk on "Coal, the Cinderella of the Chemical Industry."

The April meeting was held in the library of the Aluminum Company of America, New Kensington, Pa. A tour of the beautiful building was followed by a business meeting and the annual election of officers, at which the present officers were elected.

For the annual bridge luncheon, which usually concludes the Pittsburgh program, members were invited to the home of the President in May. An unusually chilly day changed the plans from a garden party to an indoor affair but everyone voted the party most successful.

The special work of the Pittsburgh Chapter for the year included the preliminary steps toward revision of the Union List of Periodicals compiled in 1926 by Miss Mary M. Lynch of the Pittsburgh Academy of Medicine, and Miss Henrietta Kornhauser of the Mellon Institute Library. Three questionnaires were sent out by the President of Pittsburgh Chapter, the first to ascertain the hobbies and special interest of our members; the second asking for a complete bibliography of the publications of Pittsburgh members; and the third requesting complete information on the size and scope of the various special libraries of this district, to be used as the basis of a book on Pittsburgh libraries. Replies to the last questionnaire are still incomplete, and a follow-up letter will probably be sent out later, as it is thought the publication of such a book will be helpful both to librarians and to the public.

JESSIE CALLAN,
President

San Francisco Association

The activities of the San Francisco Chapter during the past year were notably affected by the stimulation resulting from the pleasant experience of being host to the annual convention of the national Association the preceding June. The personal acquaintanceships and the official contacts made with our Eastern and Southern colleagues at that time, provided not only many enjoyable memories but also proved an invaluable incentive to the accomplishment of more and better professional objectives. One direct result to be seen is the intention of four of our local members to attend the coming Cleveland convention, whereas but one has usually gone.

The outstanding piece of work completed during the year was the Preliminary Union List of Periodicals in the Libraries of the San Francisco Bay Region (exclusive of those in the two university libraries and their branches, already recorded in the Gregory List), a publication of over 100 pages. This project, under way for several years, was brought to a successful conclusion by Isabel H. Jackson and her committees. The Pacific Gas & Electric Company generously contributed the paper, mimeographing and binding. The company's librarian, Mrs. Agnes G. Reiner, was named chairman of a new committee for the object of keeping the list up to the minute. The card file has been placed at the California State Chamber of Commerce, where Mrs. Amy M. Caya, research librarian, will be custodian and answer requests for information. The committee is planning to issue supplements from time to time.

The publication of the Union List was made the occasion of preparing to issue shortly a circular letter to a list of 100 firms and organizations in the city selected by the publicity committee for the purpose of broadening our field of influence and seeking to make the business and professional sections of the community more special-library conscious. The activities of the committee got off to a good start in October at the regular meeting at the Women's City Club, with a talk by Shirley Walker, of the Walker Advertising Agency, who entered with enthusiasm into the committee's plans by offering specific advice and suggestions on the various projects under consideration.

Another of the publicity committee's activities was cooperation with the officers of the Special Libraries Section of the California Library Association, who for the year were Isabel H. Jackson, President, and Margaret M. Miller, Secretary, both members of the local chapter. Ever since the inception of the Section, about four years ago, it had been the aim of the founders to provide in this way for an annual meeting of all the special librarians in the state. Miss Jackson and Miss Miller arranged an interesting brace of meetings for Saturday, April 11, at Del Monte preceding the general sessions the following week.

As the California County Librarians were meeting the same day, a joint dinner was held, with a program keyed to the topic of special library service. Mr. R. Jenney, assistant

rate engineer of the Pacific Gas & Electric Company in San Francisco, spoke for the business man; Mrs. Faith Holmes Hyers, director of publicity for the Los Angeles Public Library, Mrs. Alice G. Whitbeck, librarian of the Contra Costa County Library, and Mary A. Taylor, librarian of the Standard Oil Company of California in San Francisco, presented the professional aspects of the question. There were about 100 present.

One outcome of the Del Monte meeting was the proposal to develop our monthly bulletin into a medium not only for the exchange of technical information, but also for the promotion of interest in our work and services to outside circles. A section for the exchange of duplicate material has already been added.

Last year before the convention there was a concerted drive to increase our membership under the able leadership of W.A. Worthington. This year Mr. Worthington has continued his efforts in the same direction, and with extremely encouraging results. The membership has increased fifty-six percent. The report of the employment committee chairman, K. Dorothy Ferguson, indicates that while we have about forty registrants on file only three were placed during the past year, including one new library.

Perhaps as a matter of record the changes in our constitution and by-laws should be set down here. In November the addition of a section enabling affiliation and thus legally confirming our *de facto* status in the national Association was made, the change of fiscal year to July-June, with the annual meeting in May, was adopted in order to conform with national practice in the matter; and the quorum necessary for a legal meeting was changed from two-thirds of the membership to fifteen members. The incumbent officers were automatically retained till the end of the new fiscal year, thus making an annual report covering wholly their own administration.

Meetings have been held nearly every month during the year, and the practice of having dinner meetings instead of luncheons has proved highly successful.

Aug. 19—Luncheon at Studio Tearoom, for consideration of plans of coming year

Sept. 16—Dinner at El Portal Cafe and visit to the museum and library of the California Academy of Sciences.

Nov 18—Dinner in offices of the California Region of the U. S. Forest Service in the Ferry building.

Jan. 22—Dinner at Women's City Club.

Feb. 19—Dinner at Special Diet Laboratory of Stanford University Hospital, followed by visit to Lane Medical Library.

March 19—Dinner at Maison Paul Grill, followed by talk on the San Francisco Law Library by Robert C. Owens, librarian, and visit to the library in the City Hall.

April 11—Combination meeting with Special Libraries Section of the California Library Association at Del Monte.

May 21—Dinner at Women's City Club, preceding annual meeting.

THOMAS COWLES,
President

Southern California Chapter

The year 1930-31 in the Special Libraries Association, Southern California Chapter, has been one of special achievement, and shows steady progress toward the goal which we set for ourselves at the beginning of the year, namely, the coordination of committee activities, so that each and everyone would operate toward the one end of making the community aware of the Special Libraries Association as a useful and active business organization

Our Publicity, Union List, Employment, Membership, Exhibits and Program Committees have all done much to bring this association before the public. The Employment Committee, under the direction of Miss Faith Smith of the Los Angeles Public Library School, undaunted by the business depression and the lack of new libraries for the unemployed, took this opportunity to circularize and enlighten business houses of the value of special libraries. The Membership Committee paid special attention to following up with formal invitations those who visited our meetings. In this manner some new members were acquired. Mrs. Leidendeker, Vice-President of this Association and Chairman of the Program Committee, introduced the plan of having each standing committee in charge of one meeting during the year. Consequently, we have had a diversity of programs, inspected several new libraries and heard numerous noteworthy speakers.

The meetings have all been preceded by dinners, and the fact that they were very well attended indicates the interest shown by the members. Our first meeting of the year was held in October at the Los Angeles Public Library. Judge May Lahey of the Municipal

Court of Los Angeles was the speaker. In November the meeting was held at the Southern California Edison Company Ltd. Walter G. Blossom of the Edison Company presented an illustrated lecture on the life of Thomas A. Edison, and the romance of electric power. The social meeting held at the Barlow Medical Library was most appropriate for the December meeting. In January our meeting was held at the Los Angeles Museum of History, Science and Art, where Arthur S. Woodward, Curator of History, gave a very interesting talk on the museum expedition to Gila Valley, Arizona.

Guy E. Marion, Manager of the Research Department of the Chamber of Commerce, was our host in February. After a dinner served by the Chamber of Commerce, Wayne H. Fisher, President of the Walter H. Fisher Corporation, outlined the work to be done at the Hoover Dam site. A trip taken by Mr Fisher and his party up the Colorado River in a small power boat, and again by airplane, illustrated by his own motion picture camera record proved intensely interesting. A second speaker, Ralph G. Lindstrom, Comptroller of the Q.R.S. Neon Corporation Ltd., gave an inspiring address on the purpose and value of the Olympic games, stressing business sportsmanship, and competition between nations for excellency rather than for de-

struction. On March 17, we met at the Los Angeles County Tuberculosis and Health Association where we had the pleasure of hearing an illustrated talk by Miss Rama Bennett on the work done with the children in the Summer Schools and Mrs. Ida Spaeth, Librarian, told about her unusual library publicity methods. In April we were the guests of Mrs. Pauline J. Bullard, Librarian of the California Taxpayers' Association, and Harold A. Stone, Director of Research, explained how governmental research was carried on by the Taxpayers' Association. The May meeting was a purely business affair held at Menlo Manor. It is planned to have our annual meeting on June 17, at the Southern California Telephone Company.

Among the more tangible accomplishments of the year are the revision of our constitution and by-laws, and the printing of the Union List of Periodicals in Libraries of Southern California. For two years this association has been laboring faithfully toward the completion of the Union List, and it is with a great deal of relief as well as pride and satisfaction that we now present this valuable reference tool to the research world.

MILDRED E. SCHAEER,

President

Greetings from the British Association

Too late to be read at the Cleveland convention the following letter, addressed to Mrs. Brigham, was received from Guy W. Keeling, Secretary of the British Library Association, 26-27 Bedford Square, London, W.C.1:

"Would you please convey to the members of your Association at their Annual Convention next week the cordial greetings of the Library Association, and at the same time extend to any who may be able to be present a warm invitation to participate in the forthcoming Conference of this Association. This is to be

held at Cheltenham (Gloucestershire) during the week commencing August 31st, 1931. An attendance of close on one thousand delegates is anticipated.

"With kind regards,

Yours sincerely,

GUY W. KEELING,

Secretary."

Miss Claflin has forwarded to Mr. Keeling the greetings of the Special Libraries Association at the coming Conference in Cheltenham.

Reports of Groups

Most of the Groups devoted much time during the past year to the verification of their membership lists, and to ascertaining actual and potential members. Preparation of material for publication was a major interest. In New York a sub-group of museum librarians was organized and held three meetings for the promotion of acquaintance and professional interests.

Detailed reports follow:

Civic-Social Group

The first problem before us during the past year was to establish a roster of Civic-Social Group members. With the help of Miss Constance Beal, Secretary of the Group, such a working list was compiled. There are 245 names on it.

Two major activities were proposed, one by Miss Rankin, who suggested that the Group cooperate with the Social Science Research Council in the compilation of a bibliography of source material in criminology. Due to conditions in no way under our control this project did not materialize. Miss Hollingsworth presented a suggestion that we study the question of distribution of municipal documents in cooperation with the Library of Congress. This vexing question seemed to merit serious study, and a committee consisting of Miss Hollingsworth, Chairman, Miss Clement, Miss Rankin, Miss Clark, Mr. Sawyer, and Mr. Hyde was appointed. This committee has done excellent work and its report constitutes the basis for the Friday afternoon meeting of this Group in Cleveland.

Your Chairman feels strongly that we should see that the Group is represented in the national conference of our cognate organizations, that we could contribute to the advancement of learning and to our own professional standing if we plan for exhibits of the work done by representative organizations within our Group or if merited, by the Group itself. To that end, the Chairman suggests that a standing Committee on Exhibits be authorized.

In conducting the business of the Group during the year, it has occurred to your Chairman that a standing Committee on Activities would provide an admirable clearing house for new projects, could help to line us up with the cognate societies and organizations and could be of great assistance to your executive officer in helping the Group to function more smoothly and much more effectively. Such a Committee on Activities might automatically include the retiring chairman of the Group and the chairman of the Committee on Exhibits but should otherwise be the choice of the current Chairman, who should be Chairman of this committee.

It has been a pleasure and an honor to serve this Group this year. I thank you all for splendid cooperation and many of you for wise counsel and constructive criticism.

GRACE A. ENGLAND,
Chairman

Commercial-Technical Group

During 1930-1931 several of the older committees of the Group have taken a well earned rest. Others have completed projects on which the committees have been engaged for some time. Of new committees appointed, two finished their work and others are still engaged in definite tasks.

The Electrical Engineering Committee (Mrs. Maynard, chairman) has completed its noteworthy contribution to research, "A Bibliography of Bibliographies in Electrical Engineering, 1918-1929." There had been reason to believe that the National Research Council would cooperate in its publication. This proved not to be feasible, but due to the cooperation of the Massachusetts Institute of Technology and the demand demonstrated through the circularization of a pre-publication order form, publication was found to be practicable.

The Illuminating Bibliography (Miss Greenwood, chairman) is completed and its publication through the cooperation of the Illuminating Engineering Society is under consideration.

Mr. Pellett's tremendous project, the Water Transportation Bibliography, has been carried on at the cost of much labor on his part. The appearance of Volume I just before the Cleveland conference is a monument to his unceasing effort.

Completed projects of the younger committees are: Trade Directory List for First Purchase (Miss Cleland, chairman.) This grouped and annotated list of 96 directories selected by experts in this line, was prepared during the year and was submitted for publication in *SPECIAL LIBRARIES*. Due to its length, it will appear either as a Supplement or as an Information Bulletin.

The Committee on "Statistics on Commodities" (Miss McCaskie, chairman) completed the chart showing current sources of statistical

information in time for publication before the Cleveland conference. This chart was first visualized by W. P. Cutter of the Baker Library of the Harvard University Graduate School of Business Administration, and due to the cooperation of Harvard University and Mr. Cutter, his idea was made available for development.

The Committee on the Revision of the Bibliography of Special Tools (Miss England, chairman) has worked on this annotated list of the less well-known but intensely useful items of current reference work. A tentative list has been assembled and the final editing will take place during the summer in preparation for its publication in the fall.

The Committee on Trade Directories—Annual List, (Miss Barnett, chairman) has had an active year. Due to the cooperation of R. A. Sawyer, chairman of P. A. I. S., a list under the heading "Directories" is printed regularly in P. A. I. S. As a result of the activities of this committee, in the current cumulative edition for May 1, 1931, one hundred and ninety-three directories are listed.

Two other committees whose activities are yet tentative are the Committee on Business Periodical Development and Indexing (Miss Pidgeon, chairman) and the Committee on Trade Directories Standardization, of which Mrs. Fuller is chairman.

Since the committee organization was changed to some extent during 1930-1931, the Chairman has endeavored to keep in direct touch with the members by means of circular letters. Three have been sent and committee work was carried out as a result of the answers. The membership list contains more than 150 names.

As Chairman I have appreciated fully the cordial cooperation and sympathetic interest displayed by the many members of the Group.

MARIAN C. MANLEY,

Chairman

Insurance Group

The pamphlet about the insurance library which the Insurance Group started two years ago will be finished this year. D. N. Handy, Librarian of the Insurance Library Association of Boston, has prepared the text of the booklet. He explains the special problems that arise in organizing an insurance library, and discusses the choice of a classification system, sources of insurance information, and other questions that may come up in the formation and running of an insurance library. The booklet will contain a list of insurance books selected by

the members of the Group as fundamental books for the basis of a new library. A list of insurance libraries, brought up-to-date by the Secretary of the Group, Miss Laura A. Woodward, Librarian of the Maryland Casualty Company, will complete the pamphlet.

Among the insurance libraries organized or re-organized during the past year are the libraries of the Aetna Life Insurance Company of Hartford, the Hardware Dealers Mutual Fire Insurance Company of Stevens Point, Wis., Kemper Insurance of Chicago, and the Western Canada Underwriters' Association of Winnipeg. The librarians of three of these libraries have already joined Special Libraries Association and the Insurance Group. The new members added during the past year make the total membership of the Group 41.

Individual members of the Group have produced several valuable contributions to insurance literature. Miss Mildred B. Pressman, Librarian of the National Bureau of Casualty and Surety Underwriters, has published a "Bibliography of publications on casualty insurance and suretyship," and her "Fourth annual index to current literature" appeared a short time ago. D. N. Handy has written two historical articles in the *Standard* concerning the Friendly Society of Charleston, South Carolina, and he has investigated the number of insurance books available in some of the public libraries of New England.

MABEL B. SWERIG,

Chairman

Museum Group

Owing to its membership, which is scattered from San Francisco to Boston, the Museum Group has been able to hold but one meeting a year. The Committee appointed last June to prepare plans for a survey of Art and Science Museum Libraries has been working systematically under the leadership of the Chairman, Miss Susan A. Hutchinson, Librarian of the Brooklyn Museum.

As no complete or satisfactory list of libraries or librarians in these museums now exists, it has been necessary for the committee to devote considerable time to the making of such a list.

Lawrence V. Coleman, Secretary of the American Association of Museums, has been most helpful in consultation and has generously lent the committee his unpublished list of museums.

The work of the committee was expected to extend over two years at least. At the Cleveland meeting a tentative list of art and science museums libraries will be submitted and also

a list of subjects to be covered by the questionnaire which it is proposed to send to these libraries.

The survey, however brief, will involve a great amount of time and effort, but the committee has been much encouraged through the support received from the Publications Committee of the Special Libraries Association and also by the interest in the undertaking expressed by the American Association of Museums and the American Library Association.

Miss Nora E. Cordingley, Librarian of Roosevelt House Library and Museum, New York City, organized a group of museum librarians late in the fall of 1930. A number of interesting meetings have been held with a program of important subjects for discussion.

According to the latest figures received, the Museum Group has now 57 members.

ETHELDRED ABBOT,
Chairman

Museum Group of New York

Heretofore the museum librarians of New York Special Libraries Association were not organized into a group. The first meeting was held on Dec. 12, at the library at Roosevelt House for the purpose of organizing. Only 10 members attended.

A second meeting was held at the American Museum of Natural History on Feb. 10. This meeting was much more largely attended, about twenty members being present. These two meetings were devoted largely to becoming better acquainted with the personnel of the Group. Inasmuch as each museum is so very specialized in scope, it was the Chairman's feeling at the beginning that the museum librarians would gain most from the mere personal contacts to be made in such a group. At both these first meetings, therefore, enjoyable social times were held, followed by very pleasant teas, although at the Natural History Museum, a considerable amount of time was taken up most enjoyably by visiting the South Asiatic Hall, the Hall of Ocean Fishes and of course, the Library. At this meeting, several members voiced their opinion that they would welcome some programs devoted to the discussion of actual problems. Accordingly, a questionnaire was sent out to some of the members, asking for their choice of problems to be discussed.

At the third meeting, therefore, which was held at Columbia University, on April 23, the emphasis of the visits to the various museums was placed on special problems—for instance

—the care of the collections, the handling of oversize material, the handling of rare books, manuscripts and maps. At this meeting, the discussion of some of the problems was interrupted for an adjournment to dinner, so that not much progress was made along practical lines. There were 26 members visiting the museums and collections with the group, and 18 remained to a very enjoyable dinner at the Men's Faculty Club.

The Chairman would recommend that some of the meetings in the future be devoted solely to the consideration of practical problems.

NORA E. CORDINGLEY,
Chairman

Newspaper Group

Members of the Group were circularized twice during the year, the first time in an effort to learn what problems the individual librarian had which he would like discussed at the convention. This information was used by the program committee in formulating the program. The second letter was mailed giving the members a copy of the program and urging the value to be gained by attendance.

In an effort to popularize library methods among newspapers, a series of eight articles by representative newspaper librarians was published in *Editor & Publisher*. These caused considerable comment among newspapers whose librarians do not belong to the Group.

Despite economic conditions, there was a net gain in membership. Five new members came in and one withdrew.

One death occurred during the year. Miss Virginia Hickman, Librarian of the *Cincinnati Times-Star* passed away on July 30, 1930. She had served as Secretary and Vice-President of Cincinnati Chapter.

Two newspaper librarians entertained their local chapters. Mr. Kwapil entertained the Philadelphia Council at the Public Ledger Building in Philadelphia, and Maurice Symonds entertained the New York Chapter in the New York Daily News Building. Miss Frances Curtiss, Assistant Librarian of the Detroit News, was hostess at a Detroit Chapter meeting, and Cecil M. Betron of the Detroit News Reference Department talked on filing newspaper clippings. In Boston, William Alcott of the Boston Globe library was a speaker at one of the Boston Chapter meetings on newspaper library tools. Mr. Alcott also spoke on newspaper library work at the Simmons College Library School.

FORD M. FETTIT,
Chairman

Business Session

FRIDAY MORNING, JUNE 12, 1931

STENOGRAPHIC MINUTES

The meeting convened at nine thirty-five o'clock, President Reynolds presiding

PRESIDENT REYNOLDS: The meeting will please come to order. The first business on the program this morning is the presentation of the Report of the Committee on Resolutions, by Miss Glover

MISS ABBIE G. GLOVER (Boston): Madam President, may I give the report of the Resolutions Committee?

"*BE IT RESOLVED*, By the Special Libraries Association, assembled at Cleveland, Ohio, in its twenty-third annual conference, that it express its sincere and grateful appreciation:

1. To the speakers at the general sessions and group meetings who have so graciously given of their time and thought in addressing us in such an inspiring manner.

2. To the individual convention officers and committee members for their long and untiring efforts in preparing a most successful and hospitable convention.

3. To Mr. L. E. Pierce, Manager, Hotel Cleveland, and Mr. L. H. Alguire, Assistant Manager, and their staffs for their excellent provisions for our comfort.

4. To Miss Linda A. Eastman, Librarian, Cleveland Public Library, and her staff for their cordial hospitality to our officers during the year and for their splendid cooperation in the convention arrangements.

5. To Mr. A. C. Young, Chief of the Exhibits Department, Cleveland Public Library, for his invaluable assistance in arranging the Publications Exhibit.

6. To the Cleveland Chamber of Commerce, the Women's City Club, the Play House, and to the other Cleveland organizations which have so generously offered us their hospitality.

7. To the *Christian Science Monitor* for sending a special representative to this convention and to the *Cleveland Press* for the generous space allotted us in the columns of their papers.

8. To Mr. R. R. Bowker and the *Library Journal* staff for the excellent publicity given Special Libraries Association and many of its individual members in the various issues of that magazine.

9. To Mr. Herbert O. Brigham, retiring Editor, for seven years of unselfish devotion, to the preparation of *SPECIAL LIBRARIES*, the organ of our Association, for his long and arduous attention to the many details of this work and too, our sincere congratulations to him for the real success he has achieved in making this magazine of professional and financial profit to us and a recognized success in the field of professional publications—all of this with such slight remuneration.

10. To Mrs. Mary H. Brigham, retiring Secretary, for her unflagging zeal in her pioneer work of organizing and developing the office of Executive Secretary, and for her loyal cooperation with the local associations and groups.

11. To Miss Margaret Reynolds and the members of the Executive Board of 1930-1931 for their splendid efforts in advancing the cause of Special Libraries Association at the meetings of the Board, often at much personal sacrifice, and to their employers for their generosity in providing this time of their librarians.

12. To the members of the Detroit Chapter for the delightful plans for our entertainment in Detroit."

(Signed) ABBIE G. GLOVER, *Chairman*
CARRIE MAUDE JONES
GERALDINE RAMMER

PRESIDENT REYNOLDS: At this time I should like to announce that in the Executive Board meeting the recommendation was made to the membership as a whole that we accept the offer made for quarters in New York in the Standard Statistics Building. Thus, I would say, is the only offer we have had.

This offer of floor space and storage space, at the cost of rentals in New York, is wonderful. The Standard Statistics Company occupies seven floors and a little more of that building. This is what they offer us: "Space for an office for one person, with the desk and the necessary equipment near at hand, and part of a thousand square feet of storage space, going way to the ceiling, for the records. It has no shelves in it. It has shelves in the part of it that is used now, but more shelves could be put in. There is a large stock room where

things that are not needed every day could be stored."

We want you to know that the Executive Board felt we should like to accept this offer. It is a very generous offer, which it seems to me could only have happened because of the unlimited faith which the company has in their librarian. I doubt if you could have gotten floor space for us a year ago, at the high rate of floor space.

At the meeting of the Advisory Council on Tuesday, the members expressed the opinion that they should like to come to the Board meetings. They were assured that they could come to the Board meetings in the future, they would have no voice in the vote at your Executive Board, they could be there and listen in, and minutes would be sent to them after each Board meeting.

Those were the two points I think that were discussed at the Advisory Council meeting, which you all perhaps are most interested in. We have the abridgment of the minutes, as taken by our expert here, for reference, in case any of you want to see them.

Now what is your pleasure at this time? I just mentioned these two points, because this is my report to you from the Advisory Council meeting. Do you wish to act at this time upon the recommendations of the Board that the offer of quarters in the Standard Statistics Building be accepted?

At the Executive Board meeting, Mr. Alcott asked the privilege of being the one, after the discussion took place, to present this motion, which I am now repeating to you in part. Would you like to make a motion to accept the recommendation which the Executive Board referred to you, that we accept the offer of the Standard Statistics Company for the space for our headquarters?

MISS ALBERTA A. HILLMAN (Jones & Laughlin Steel Corporation, Pittsburgh): May I ask what the floor space is? I am afraid I was not listening.

PRESIDENT REYNOLDS: I will read what Miss Cavanaugh said. Right here I might say that, of course, we would be expected to pay for our telephone. This all links up together. We thought we would have no difficulty in getting a desk and a chair. The desk and chair we have in Providence aren't worth paying the freight on them. We all patronize the people who sell desks and chairs and shelving. We think we would have no trouble at all and that they would be only too glad to supply us with the few pieces we need.

Miss Cavanaugh said: "What I have to offer now is space for an office for one person, with the desk and the necessary equipment near at hand, and part of a thousand square feet of storage space, going way to the ceiling, for the records. It has no shelves in it. It has shelves in the part of it that is used now, but more shelves could be put in. We have a large stock room where things that are not needed every day could be stored."

MR. WILLIAM ALCOTT (Boston): May I make an explanation as to why in the Executive Board I moved that we accept this offer? I came to this conference with some questions in my mind which had been raised by some of the members in Boston, as to whether it was a wise thing to move from a comparatively inexpensive city like Providence to an expensive city like New York, but after hearing the discussion in the Executive Board, I felt convinced that this was a very generous offer; and as far as Providence is concerned, I think that is a closed book.

In looking about for another place for headquarters, this was the only offer we had. The question the President has raised here, as to whether any of us are in a position to offer space to this Association, I think brings the matter very closely to the practical phase. I know, as far as my own organization is concerned, we couldn't have an inch of space there. It seems to me this was a very generous offer. We must have quarters and have them immediately,

The further question as to whether, after one year, we might have to look about for some other space was also considered. That is one of the questions I brought to the Executive Board meeting. In the letter it mentioned one year.

PRESIDENT REYNOLDS: Miss Cavanaugh put in the "one year" in case we misbehaved.

MISS CAVANAUGH: It wasn't that. I said "for at least one year," because you never can tell what might happen at the end of a year. But as far as I know, the offer is made for an indefinite period.

PRESIDENT REYNOLDS: That was simply a protective measure, you might say. It isn't meant to be taken literally, as I understand it.

MR. ALCOTT: So it seems a very generous offer. And in the absence of anything else, it seems the only thing the Board could do is to heartily recommend the acceptance of that offer by the Association.

I would like to move that the Special Libraries Association accept the generous offer of

the Standard Statistics Company, and that as soon as convenient the headquarters of the Association be removed to the Standard Statistics Building.

The motion was seconded by Miss Florence Wagner of New York City.

MISS ALBERTA A. HILLMAN (Jones & Laughlin Steel Corporation, Pittsburgh): I will make a matching offer in Pittsburgh

PRESIDENT REYNOLDS: What is the offer? Tell us about it.

MISS HILLMAN: We have in the particular building in which I am located, just one story below me, possibly 4000 square feet, which has been used only once, and at that time for a few months, by an engineering staff, which we transferred again to our plant the first of May. That space is not likely to be used for many years, and if that particular space was used there is plenty of other available space in that same building, which I feel free to offer you, as I asked about this on Tuesday, before I came away to the convention.

In case we wanted to bring our headquarters further to the center of the country, instead of leaving them directly in the East, you have an offer in Pittsburgh.

MR. ALCOTT: I would like to amend my motion, to this effect: that the Executive Board be authorized to accept the offer of the Standard Statistics Company for headquarters. Then it seems to me it would be up to the Board to either accept it or reject it. It would put the power to deal with the matter in the hands of the Executive Board.

The amendment was seconded by Miss Cullen.

The motion with the amendment was put to a vote and carried unanimously.

PRESIDENT REYNOLDS: There is I think just five minutes remaining, and we must close this meeting absolutely at ten o'clock, because we can't take a minute of Colonel Ayres' time. In the interim I would like to read some announcements.

MR. ALCOTT: I might present a matter that might be disposed of. So far as I can now learn, we now have in the office in Providence many hundreds of the membership list of the entire Association, which apparently is so much "dead horse." I wish that as far as the active members are concerned, a copy of the list of members of the Association in 1930 might be sent to every member as a gift of the Association. It would be of a little use and save giving it to the junk man in a few months or a year.

I move that the Secretary be requested to send to the active members of the Association the list of members of the Association for 1930.

The motion was seconded by Miss Marian Manley of Newark, New Jersey, put to a vote and carried.

MISS RUTH G. NICHOLS (Chicago, Illinois): The Nominating Committee submits the following list of candidates as officers for the year 1931-1932:

President—

Miss Margaret Reynolds, Librarian,
First Wisconsin National Bank,
Milwaukee, Wisconsin

First Vice-President—

Mr. Joseph A. Conforti, Ass't. Librarian
Peoples Gas, Light & Coke Company,
Chicago, Illinois

Second Vice-President—

Mrs. Louise P. Dorn, Librarian,
Detroit Edison Company,
Detroit, Michigan

Treasurer—

Miss Elizabeth O. Cullen,
Reference Librarian,
Bureau of Railway Economics,
Washington, D. C.

Director for Three Years—

Mr. Fred A. Robertson, Librarian
Hydro Electric Power Commission,
Toronto, Ontario, Canada

MR. HERBERT O. BRIGHAM (Providence, R. I.): I move the report of the Nominating Committee be received.

The motion was seconded by Miss Virginia Savage of Chicago

VICE-PRESIDENT CALLAN: Are there further nominations from the floor?

MR. THOMAS COWLES (San Francisco, California): I wish to nominate Miss Alta B. Claffin as President. This nomination is supported by a petition of ten active members of the Association.

The nomination was seconded by Miss Eugenia Raymond of Cincinnati.

VICE-PRESIDENT CALLAN: Inasmuch as there is more than one nominee for the office of President, what is your pleasure regarding the voting? Each candidate will have to be voted on separately.

MR. BRIGHAM: I would suggest that it might be easier and less embarrassing if there is a paper ballot. It would be a more suitable way to do it. I, therefore, move that a paper ballot be used and that the Chairman appoint tellers to distribute the ballots and make the announcements. That is, for the President.

VICE-PRESIDENT CALLAN: The nominations have not been closed. Are there any further nominations from the floor?

MISS DEBORAH MORRIS (Philadelphia): I move the nominations be closed.

The motion was seconded by Miss Gertrude Peterkin of New York City, put to a vote and carried.

The motion made by Mr. Brigham was put to a vote, after being seconded, and carried.

VICE-PRESIDENT CALLAN: It will be necessary to appoint tellers for this ballot. I appoint Miss Sue Wuchter, Miss Elsie Vogt, and Miss Adelaide C. Kight.

The Secretary tells me Miss Vogt is an associate member and not an active member. It will be necessary to appoint an active member who is a voting member, or an institutional member. I will appoint Miss Elizabeth Taylor.

MR. BRIGHAM: We should ask the associate members not to sit with the active members, so there will be no doubt as to who is entitled to vote. They can sit in the back of the room.

VICE-PRESIDENT CALLAN: There are two classes of members voting—the institutional members, or the representatives of institutions, and active members. Will the associate members please withdraw to one corner of the room?

I am asked to make the announcement that if the member representing the institutional membership is also an active member, that means two votes.

MR. FRED A. ROBERTSON (Toronto, Ontario). I would suggest that if any of the members present are not sure whether they are active members or associate members, they consult the Secretary.

MR. BRIGHAM: May I make a suggestion that any institutional member who in any way represents the institution be allowed to vote? And I should interpret the constitution in that respect quite liberally. In one or two cases the Librarian is not here, but his delegate is here in his place. I think it is quite proper where he is paying a large fee, he should have the right to vote.

VICE-PRESIDENT CALLAN: For your information I shall read the names presented by the Nominating Committee and the nominations from the floor.

Vice-President Callan read the names of the candidates.

MR. ALCOTT. May I inquire whether the plan now is to vote for the entire ticket or just for the President?

VICE-PRESIDENT CALLAN: As there have been no other nominations from the floor for the remaining officers, it will be necessary to ask your pleasure as to how you shall vote for the officers in the report of the Nominating Committee, other than the President.

MR. BRIGHAM: I move that this ballot be for President only, and later we will elect the other officers.

The motion was seconded by Miss K. Dorothy Ferguson, put to a vote, and carried.

VICE-PRESIDENT CALLAN: The tellers will please distribute the ballots.

The ballots were distributed.

VICE-PRESIDENT CALLAN. If your dues are not paid this year you are not entitled to a vote. Those who have two votes should have two ballots.

Will the tellers please collect the ballots?

VICE-PRESIDENT CALLAN: While the votes are being counted, as there are no other nominations from the floor, what is your pleasure with regard to voting on the report of the Nominating Committee?

MR. BRIGHAM: I would suggest, to expedite matters, that we vote on the nominees as a whole, and permit the Secretary to cast one ballot for those nominees, below the office of President. I so move.

The motion was seconded by Mr. Alcott, put to a vote and carried.

VICE-PRESIDENT CALLAN: The Secretary has cast a ballot for the nominees below the office of President.

In case there are any questions about the Executive Board, we can tell you that Miss Cavanaugh will retire in 1932, Mr. Fletcher in 1933, and Mr. Robertson in 1934. We have a three-year term.

Since the vote has been cast for the entire ticket below the office of President, I declare those nominees elected.

Will the new officers please rise, so we may see you?

The new officers arose . . .

VICE-PRESIDENT CALLAN: Will you please see if the tellers are ready to report?

Miss Wuchter, will you please give the report of the tellers?

MISS SUE M. WUCHTER (Chicago): Sixty-five votes were cast for Alta B. Clafin and forty for Margaret Reynolds.

VICE-PRESIDENT CALLAN: I declare Alta B. Clafin President of the Special Libraries Association.

Digest of Business Book Reviews

Compiled by the Staff of the Business Branch of the Public Library,
Newark, N. J.

Babson, R. W. Investment fundamentals. Harper, 1930. \$3.00

"This book is addressed directly to the average investor in quest of financial independence. Discussions include the various types of investment, such as real estate, bonds, mortgages, stocks, investment trusts, etc." American Bankers Association Journal, April 1931, p. 869. 140 words.

"The various sources of financial information are described briefly. The Babson 'continuous working plan for your money' is explained in detail." C S Tippetts American Economic Review, March 1931, p. 136. 145 words.

"The Chapter on Investment Trusts is especially timely. There is also a chapter on 'Living and Other Trusts,' which sets out some of the various causes for setting up such trusts and methods by which they may be set up." C. M. Frederick. Management Review, February 1931, p. 64. 600 words.

Beard, C. A. The American leviathan. Macmillan, 1930. \$5.00

"His chapter on the extent to which American business has compelled the Federal Government to get into, rather than out of, business, will be an eye-opener to many business men." J. Carter. Forbes, January 15, 1931, p. 61. 50 words.

"Politics, government and technology as reflected in the federal system of the United States with emphasis on the newer functions created under the pressures of the machine age." Management Review, April 1931, p. 124. 28 words.

"The authors discuss the influence of science and machinery on our political institutions." System, January 1931, p. 50. 50 words.

Collman, C. A. Our mysterious panics, 1830-1930. William Morrow and Company, 1931. \$2.00

"This volume is designed to show the similarity between the depression of 1930 and those which preceded it, and also the differences." American Bankers Association Journal, January 1931, p. 636. 112 words.

"The author says that if we are neither strong nor wise enough to stem the waste in accumulating investment capital, which is at

the bottom of all such upheavals, we shall not succeed in placing an end to the calamities of panics." Bankers Magazine, February 1931, p. 291. 360 words.

"A study of the causes that led to the great inflation of 1929 and its calamitous consequences." Bankers Monthly, April 1931, p. 251. 52 words.

"His book deals only with men and their actions. 'The panics are treated as human events, not as economic developments.'" Dartnell Reference Index. 120 words.

De Forest, C. M. How old am I financially? American Provident Corporation, 1930. \$3.00.

"This is the first volume to be sponsored by the American Provident Society, a group recently organized on a non-profit basis for the promotion of thrift." American Bankers Association Journal, March 1930, p. 882. 162 words.

"It gives tables by means of which the reader can easily ascertain his financial age, and by adhering to which he may maintain any of three suggested reserves, minimum, middling or master." Bankers Magazine, August 1930, p. 290. 280 words.

"A book which will help banks in aiding customers to establish a properly balanced financial program." Bankers Monthly, April 1931, p. 251. 25 words.

Foster, W. T. and Catchings, W. Progress and plenty. Houghton Mifflin, 1930. \$2.00.

" 'The Road to Plenty,' published for the Pollak Foundation for Economic Research, consists of reprints of newspaper syndicate work." Forbes, December 15, 1930, p. 59. 215 words. John Carter.

"There is one thing that stands out in this cleverly compiled volume and that is its power to stimulate discussion, to arouse thought on each of the important subjects presented." Lefax, December 1930, p. 26. 215 words.

"The thesis is that excessive thrift is sinful and suicidal, and that it leads to depression and despair. Business thrives on purchasing power." William Feather. Nation's Business, January 1931, p. 57. 420 words.

"Talks which reveal the irony of a situation where plenty of goods and plenty of consumers exist, but no way to get the goods to the consumers." *System*, February 1931, p. 134. 45 words.

James, F. C. Economics of money, banking and credit. Ronald, 1930. \$4.00.

"The author was apparently equipped with an understanding of the questions most frequently in the minds of students of economics, and in this way was able to answer them in a minimum of space". *American Bankers Association Journal*, August 1930, p. 160. 98 words.

"The discussion is not clear in making a distinction between money and mere purchasing power; nor is a sharp distinction made between credit and capital." F. F. Burtchett. *American Economic Review*, March 1931, p. 155. 840 words.

"Matters of structural detail and legal regulation have been omitted in all those cases in which they were not of importance to an understanding of the economic functions under discussion." *Bankers Magazine*, September 1930, p. 426. 210 words.

"A discussion of our entire financial organization with emphasis on the function performed by the system and on its relationship to society." *Bankers Monthly*, January 1931, p. 53. 22 words.

"There is an illuminating chapter on 'Bank Credit and Business Fluctuations' which will stand a lot of reading at this particular time." F. A. Fall. *Credit and Financial Management*, p. 42. 420 words.

Kelly, F. C. Why you win or lose. Houghton Mifflin, 1930. \$2.00.

"His success, he claims, has been due to the fact that he has refused to follow the great mass of stock market speculators" C. S. Tippetts. *American Economic Review*, March 1931, p. 141. 140 words.

"The evaluation of chart-use, the determination of the time element in purchases and sales, and the application of actual experiences are a few pertinent subjects discussed." R. L. Smitley. *Business Briefs*, October 1930, p. 72. 145 words.

"The volume appears to be equally valuable when advising what not to do, and why, in stock market speculation, as when advising what to do, and how." *Industrial Digest*, January 1931, p. 40. 250 words.

Keynes, J. M. A Treatise on money. Harcourt Brace, 1930. \$8.00.

"In a field which has been perhaps more extensively cultivated during recent years than any other branch of economics, Keynes says much that is new, much more that is new to those who do not read German, still more to those who do not read either German or D. H. Robertson." C. O. Hardy. *American Economic Review*, March 1931, p. 150. 3000 words.

"As it will be regarded as the standard work on the subject and as it is likely to be the starting point of endless controversy on questions of money and banking, every banker who wants to keep pace with the development of a subject vital to his own interests will have to read the book carefully." *Banker* (London), December 1930, p. 318. 410 words.

"This is really the first publication to deal systematically and thoroughly with the theory and facts of representative money as it exists today in the modern world." *Business Briefs*, January 1931, p. 315. 105 words.

Kuznets, S. S. Secular movements in production and prices. Houghton Mifflin, 1930. \$3.50.

"It studies production in the important industries of several nations, together with the corresponding price changes" G. R. Davies. *American Economic Review*, December 1930, p. 787. 730 words.

"Dr. Kuznets analyzes data in a great variety of fields, separating the long-term or secular trend from the cyclic fluctuations by an application of the Gompertz equations for growth." H. P. Dutton. *Factory & Industrial Management*, June 1930, p. 1369. 185 words.

"It is an exceedingly valuable contribution to the study of production and price movements, one that no student of such movements can afford to overlook. It is an indispensable reference book for business writers, forecasters and statisticians." J. G. Thompson. *Management Review*, January 1931, p. 27. 920 words.

Lawrence, J. S. Banking concentration in the United States. Bankers Publishing Company. 1930. \$5.00.

"Mr. Lawrence makes a careful analysis of present banking trends and criticises the movement from the standpoint of public policy; safety of operation; and from the standpoint of profits to the individual banks." *Bankers Monthly*, April 1931, p. 250. 120 words.

"As branch and chain banking problems are being debated with vigor on many platforms just now, Mr. Lawrence has picked a psychological moment for bringing out his ideas on banking concentration." F. A. Fall. *Credit & Financial Management*, February 1931, p.42. 490 words.

Forbes, April 15, 1931, p. 65. John Carter. 230 words.

"Students of banking practice and practical bankers will find this book a source of valuable information." William Feather. *Nation's Business*, April 1931, p. 84. 180 words.

Schabacker, R. W. Stock market theory and practice. B. C. Forbes Publishing Company, 1930. \$7.50.

"There is an immense amount of appendix material such as the ticker symbols, brokerage directory and data covering other exchanges" R. L. Smitley. *Business Briefs*, October 1930, p. 71. 140 words.

"The author tells how it works, and conducts a practical 'course' in investment operations. An invaluable book." John Carter. *Forbes*, August 15, 1930, p. 61. 170 words.

"His work is an up-to-date encyclopedia and seems about as complete on all aspects of organized stock markets as it would be possible to include in a single volume" *Industrial Digest*, September 1930, p. 19. 330 words.

Smith, E. S. Reducing seasonal unemployment. McGraw-Hill, 1931. \$3.00.

"The book gives reports of the various ways manufacturers have dealt with seasonal irregularities of production and employment." *Advertising and Selling*, February 18, 1931, p. 74. 90 words.

"Instead these business executives set out to search out methods, devise plans and policies in merchandising, sales, and production to bridge over the marked irregularities in production and sales." *Automotive Abstracts*, April 1931, p. 122. 60 words.

"The wide variety of experiences reported in the attainment of more level sales, production, and employment, offer to almost every business executive practical plans and suggestions adaptable to his own special problem." *Dartnell Reference Index*. 120 words.

"Sponsored by a distinguished group of industrialists, Mr. Smith has continued and brought down to date the pioneer studies of Herman Feldman, published in 1925 under the title, 'The Regularization of Employment.'" H. P. Dutton. *Factory and Industrial Management*, April 1931, p. 639. 160 words.

"A wide variety of experiences, offering practicable plans and suggestions adaptable to almost every business executive are offered." *Industrial Digest*, April 1931, p. 39. 245 words.

Stewart, B. M. Unemployment benefits in the United States. Industrial Relations Counselors, 1930. \$7.00.

"In the preface it is stated that this book, the first of a series on unemployment insurance, deals with the American beginnings." H. P. Dutton. *Factory and Industrial Management*, March 1931, p. 426. 260 words.

"The book is a particularly timely, impartial and useful contribution to what is probably the most urgent question of personnel policy at the present time." H. P. Dutton. *Factory and Industrial Management*, April 1931, p. 639. 480 words

"The work is much more than just adequately accomplished. It is magnificently arranged and presented. So much so that there is nothing more to be said on the subject, up to and including the year 1930." E. G. Draper. *Management Review*, March 1931, p. 96. 560 words.

"This volume embodies the results of an extensive survey conducted by the Industrial Relations Counselors, Incorporated." *Nation's Business*, March 1931, p. 114. 220 words.

A Little Lesson in Mnemonics

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Events and Publications

Rebecca B. Rankin, Department Editor

The *Pelican* published every month by Mutual Benefit Life Insurance Company has devoted its May issue to a List of Books of the Agency Department Library. In addition to books on Life Insurance and Salesmanship they list titles on Business and General Literature, followed by suggested reading lists that cover such courses as "Self Organization and Development" for Secretaries, Cashiers, and Office Workers, for General Agents, etc

* * *

The Publications Committee of Special Libraries Association reports a very gratifying acceptance by the public of our recently published "Handbook of Commercial and Financial Services." Bankers, economists, statisticians, college professors, and others have ordered copies in great numbers. Strangely enough the members of Special Libraries Association have failed to show the same interest.

Important new information services are coming into the field all the time. Every special librarian should keep in touch with them and be sure she is subscribing to those best suited to her needs. This Handbook describes 214 important services, and shows their cost and frequency of publication. The price is only \$1.50 to members.

* * *

From the Preface of "Roosevelt" by Walter F. McCaleb we quote: "Mention must also be made of the Roosevelt House Library and Museum, at 28 East 20 Street, New York City. It is all that it purports to be. There is the room where Roosevelt was born, just as it was in 1858; and there is a great library. The newspaper files are particularly important. I used them freely for the Panama period. My thanks are due to Nora E. Cordingley, Librarian, for courtesies. Miss Linda A. Eastman, Librarian of The Cleveland Public Library, and her associates have my tribute for their kindness."

* * *

Miss Mildred A. Burke, Director of the Chicago Tribune Research Department and Library, is responsible for a splendid piece of publicity. It is a folded leaflet of six pages descriptive of the library and its resources and is intended primarily for the Tribune staff.

Alta B. Clafin, Librarian, is responsible for the semi-monthly *Service Bulletin* published by the Library of the Federal Reserve Bank of Cleveland. It contains a very dependable list of all the leading articles in current financial periodicals carefully digested

* * *

A "Weekly Business Index" is recently announced, with Mr. George W. Fogg, College Park, Maryland as editor and publisher. It indexes fifty-five business periodicals and plans to serve the business library or business man by providing a quick indexing service and analytical subject index.

* * *

Commerce and Finance for June 3 contains the following reference to the meeting of the Special Libraries Association at Cleveland. "Miss Hickey has frequently impressed upon us the value of membership in this association, which is in fact one of the most helpful fraternities of our time. It is impressive that on so many and such varied occasions men have to turn to the special library. Research, not only in the scientific but in the business world, would be in a bad way were it not for the constant use of the special library. We send to these skilled administrators our felicitations on this gathering."

* * *

The financial libraries may not have had their attention called to a good working tool "The Federal Reserve Banking System—A Bibliography" by Pearl M. Day. It is published in the *New York Public Library Bulletin*, June and July 1931. This list supplements a former one printed in the *Bulletin* of January to April 1928.

* * *

The great demand for trained librarians throughout the United States has resulted in an increase in the number of Summer courses offered to those who wish to meet the requirements, Miss S. W. Vought, Librarian of the Federal Office of Education, stated orally July 20. It is expected that since so many States have adopted standards requiring the services of a trained librarian, there will be a large group pursuing these studies during the Summer.

K. Dorothy Ferguson, librarian of the Bank of America at San Francisco is also a lecturer on Business Libraries at the University of California School of Librarianship at Berkeley for 1931-1932.

* * *

Miss Katherine Dawley of the Cataloguing Department of the University of Chicago has recently joined the staff of the Museum of Science and Industry, founded by Julius Rosenwald and temporarily located at 1525 East 53 Street, Chicago. Next spring the museum will be located in the remodeled Fine Arts Building in Jackson Park

* * *

Marie-Anne Walker, Librarian of the *New York Times* contributes a descriptive article of that library to *The Little Times*

* * *

In the Report of the Librarian, William N. Seaver of the Massachusetts Institute of Technology we find this statement: "Mrs. Maynard, Vail Librarian, served as chairman of the Nominating Committee of the above-mentioned association. She also continued as chairman of the Electrical Engineering Committee of the National Special Libraries Association, in which capacity she has been preparing for early publication a list of 'Recently published bibliographies in electrical engineering, 1918-1929.' In connection with a course in bibliography and the history of printing which she took at Radcliffe College during the year she prepared in manuscript an annotated bibliography on 'The Forerunners and Followers of William Gilbert.' At the request of the American Telephone and Telegraph Company, she

prepared an exhibit of publications and photographs having to do with the Vail Library, for deposit in the Ford museum at Dearborn, Michigan."

* * *

On May 13 Miss Matilda M. Light died, after an illness of several weeks. Miss Light was first employed in the Dayton, Ohio, Public Library and in 1905 she became head cataloger in that Library. In April 1920 she accepted a position in the Catalog Department of the Engineering Societies Library, New York City, where she served with distinction until her illness, March 1931. Her loss was keenly felt by all the members of the staff.

* * *

The library of the U. S. Department of Commerce has recently compiled a mimeographed list of the foreign and domestic bank publications issued periodically throughout the world. It seems unnecessary to mention how important this compilation is or how valuable. The arrangement is alphabetically by country and then by the name of the bank issuing the publication. Information is also given as to where located in the country and frequency of publication.

* * *

Eleanor Kerr, consulting statistician, formerly a special librarian, is co-author with two other investment specialists of "Effect of the Russian Development on American Securities," claimed to be the first conclusive statistical survey showing the changing conditions in that country due to the 5-year plan. It is published by the Financial Publishing Company, 5 Newbury Street, Boston, Mass.

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