A Survey of New Things and Thoughts in the World of Affairs

Contents for February, 1938

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WORLD HEADQUARTERS BUILDING
of
INTERNATIONAL BUSINESS MACHINES CORPORATION
590 Madison Avenue, at Fifty-Seventh Street, New York
Dedicated to the Cause of "World Peace Through World Trade"
"Common Ground"

The greatest desire of all right-thinking people is enduring peace for all mankind.

A "common ground" of interest upon which all nations may meet, assured of fair-play in the pursuit of that ideal, has always been their supreme objective.

Watt's discovery of how to apply the power of steam, followed by Stephenson's locomotive and Fulton's steamboat, provided the first broad area of "common ground" to receive international recognition. These new forms of transportation, bringing closer together the peoples of far places gave birth to an interchange of ideas and ideals between peoples and nations that hitherto had been unknown.

* * *

Morse's telegraph and Bell's telephone made of communication a still closer bond between peoples and nations, and Edison's electric light rolled back the hours of darkness to make way for the quickening tempo of human activity. The automobile came into existence, changing the habits of millions of people and then Marconi and the Wright brothers gave wings to thought and deeds for all the world's people.

World trade, as the result of these and many other equally great developments, finally achieved a significance which found its truest expression in an astonishing improvement in the standards of living in all civilized countries; and in a very specific sense the peoples of the world were at peace.

Then the world war came, and the "common ground" set up by world trade based upon the proper flow of goods and services across all borders, on a basis of mutual fairness and profit, became first a variable and finally a vanishing asset of civilization.

* * *

Many programs of action aimed toward the re-establishment of world peace have been enacted since the close of the great war. Those of political, social or spiritual scope have not been entirely successful; but the efforts of statesmen, bankers, business men, and industrialists to promote world trade along lines that recognize the interdependence of all countries are a great and constantly growing force for peace. The interchange of men and methods, ideas and ideals thus engendered has brought many of the world's peoples closer together in a spiritual way and on a common ground of understanding.
My dear Mr. Watson:

I am glad to wish you Godspeed as you dedicate your new world headquarters building to the cause of "World Peace through World Trade". That is an excellent slogan and all mankind would be the beneficiary if the nations of the world would adopt it as their own and put it into effect everywhere and every day.

It is a pleasure to join with Cordell Hull in these dedicatory exercises. As Secretary of State he has steadfastly shown to the nations of the earth the way to peace and good will through mutual trade relations—a principle which has found practical expression through the reciprocal trade agreements which he has negotiated. These agreements are now being carried out in the spirit of the good neighbor, the neighbor who respects his obligations and lives up to them. The principle of the good neighbor remains the cornerstone of our foreign policy.

Very sincerely yours,

(Signed)  FRANKLIN D. ROOSEVELT.

Mr. Thos. J. Watson, President,
International Business Machines Corporation,
590 Madison Avenue, New York.
For World Peace Through World Trade

International Business Machines Corporation dedicates its new World Headquarters Building to the cause of universal amity. . . . Nation's head praises slogan, and Secretaries Hull and Roper hail spirit of occasion. . . . Its interpretation by Dr. Nicholas Murray Butler, Mrs. August Belmont, and Dr. William Mather Lewis. . . . Seventy-nine countries are embraced in a world-wide radio broadcast of highly impressive ceremonies.

DEDICATED to the cause of “World Peace Through World Trade”, the new World Headquarters Building of the International Business Machines Corporation on Madison Avenue at Fifty-seventh Street, New York, was formally opened January 18. More than 5,000 visitors, representative of business, industry, finance, science, education and governmental administration, participated. A telephone conference hook-up with the principal cities of the United States and Canada and a world-wide broadcast over WMCA, New York; WNBF, Binghamton; and the short wave broadcasting station, W1XAL, Boston, carried the dedication ceremonies to the seventy-nine countries in which the company has offices.

The interrelation of world peace and world trade was stressed by leading figures in government, education and business in a program featured by the reading of messages from President Roosevelt, Secretary of State Cordell Hull and Secretary of Commerce Daniel C. Roper. Speakers at the broadcast included Dr. Nicholas Murray Butler, president of Columbia University and of the Carnegie Endowment for International Peace, and Mrs. August Belmont, president of the Metropolitan Opera Guild. Thos. J. Watson, president of the International Chamber of Commerce, trustee of the Carnegie Endowment and president of the company, presided. Cables were received from all parts of the world congratulating the company on the event and expressing the belief that IBM had established a precedent that was destined to play an important role in world affairs.

The broadcast was concluded with the first presentation of the IBM Symphony, composed especially for the occasion by Vittorio Giannini and played by the thirty-seven piece Columbia Broadcasting Symphony Orchestra under his direction.

Following the morning's dedication ceremonies a formal luncheon, at which covers were laid for 200 guests, was served on the twentieth floor of the building. Mrs. James Roosevelt, mother of President Roosevelt, and Mrs. Andrew Carnegie, widow of the great industrialist whose philanthropy founded the Carnegie Endowment for International Peace, were among those present. An outstanding feature of the luncheon was the singing of Mme. Gertrud Wettergren, noted Swedish mezzo-soprano of the Metropolitan Opera. Guest speakers included Dr. William Mather Lewis, president of Lafayette College, and Mr. Gustavus Town Kirby, author, inventor, and former president of the Amateur Athletic Union of the United States.

A reception lasting twelve hours offered ample opportunity for inspec-

(Continued on page 29)
My dear Mr. Watson:

I extend my hearty greetings to all those present on this occasion of the dedication of this fine business structure to the cause of world peace through world trade. Through economic interchange and cooperation the opportunity is presented for all nations to live a satisfactory and improving type of life. Restoration of a freer movement of international trade and greater access of the people to the resources of the world is the indicated road from threat of war to the hope of peace.

In recognition of the fundamental relationship between peace and the economic well being of the citizens, the United States is pursuing a policy of rebuilding foreign commerce through the medium of trade agreements, which seek to encourage the lowering of artificial and arbitrary trade barriers throughout the world. The pursuit of this policy has provided an opportunity for the United States to be a leader in the effort to make effective the conditions of peace. Now, as always, the support of American export interests is an invaluable factor in the success of this constructive program.

(Signed) CORDELL HULL.

My dear Mr. Watson:

I join your many friends in congratulating you, and through you the entire personnel of your organization, on the dedication of the International Business Machines Corporation's new world headquarters building. It is a source of pleasure to me to know that this building is being dedicated to the cause of "World Peace through World Trade".

Industrial statesmen have a great opportunity to follow your lead and through understanding among the nations cultivate faith, confidence and mutual respect, dispelling suspicion based on inaccurate knowledge and misunderstanding. The world has discovered through science and invention the mechanics and procedure necessary to control all the forces except those personal to man. Congratulations to you on the splendid service you are rendering in this respect.

(Signed) DANIEL C. ROPER.
In Behalf of Humanity

By THOS. J. WATSON
President of International Business Machines Corporation
and of International Chamber of Commerce

"It is the obligation of every citizen to do something worthwhile outside the bounds of his own business or profession"... "Competition and cooperation can go hand in hand, and people of many nationalities and races can work together"...


AM pleased to have this opportunity to extend greetings to all members of our organization in the seventy-nine countries in which we are represented, and to all members of the International Chamber of Commerce throughout the world as well as to representatives of the Carnegie Endowment for International Peace, and to all others who are assisting in the promotion of World Peace through World Trade.

About two years ago the International Chamber of Commerce and the Carnegie Endowment for International Peace set up a joint committee to make certain economic studies which have a bearing upon World Peace through World Trade. At that time we began a study of stabilization of international currencies, fair adjustments of international trade barriers, settlement of international debts on a basis that will be fair to debtor and creditor countries alike; limitation of armaments and a better distribution of raw material, food and clothing. We have great hope that a continuation of these studies will eventually enable us to make a worthwhile contribution to the cause in which we are all so deeply interested.

It is the obligation of every citizen to do something worthwhile outside the bounds of his own business or profession. As an organization, we have been pioneers for nearly a quarter century in certain fields of international education, and we are convinced that the proper exchange of goods and services, men and methods, ideas and ideals between nations will prevent war and will result in mutual profit, higher standards of living and a fuller spiritual and cultural life for all people.

We have learned that competition and cooperation can go hand in hand, and that people of many nationalities and races can work together with the common objective of giving greater service to the industrial, financial and educational institutions of their respective countries.

It is now my pleasure to present to you a great world citizen, a great educator, a pioneer worker for World Peace, who has always been possessed of a clear understanding of what must be done to achieve it. As one of the greatest living exponents of true American opinion, Dr. Nicholas Murray Butler's aims and ideals are reflected in the development of the great university over which he has presided as president, for the past thirty-six years. He is the first man that the late Andrew Carnegie called in to assist him in organizing the Carnegie Endowment for International Peace, of which he is president.

His contributions to our national life have been of outstanding importance in the development of American civilization. His contributions to international education and the cause of World Peace are appreciated throughout the world.

(Dr. Butler's address appears on the following page.)
The Larger End of Human Achievement

By DR. NICHOLAS MURRAY BUTLER

President of Columbia University and of the Carnegie Endowment for International Peace

A world in which a spark has eliminated time and space. . . . The need for recognizing in thought and in public policy the interdependence of nations. . . . Principles and ideas which the 20th century world must act upon. . . . Economic warfare and the dangers to which it leads.

Address broadcast by Dr. Butler at dedication ceremonies.  

CHRISTOPHER COLUMBUS discovered a new world and became thereby forever famous. Millions upon millions of human beings now living are almost daily discovering a still newer world, but they are far too many to have their names recorded in history. Amazing as were the new knowledge and new ambitions brought to the world of five centuries ago by the vision and courage of Columbus, these fade into insignificance in contrast to the new knowledge and new ambitions which have enriched and are daily enriching the world in which we live. The sources of all that which is so new and so amazing are, first, man's vastly increased knowledge in the field of science and, second, his resulting control in hundreds of new and unforeseen ways of the forces of nature. It is only seven hundred years since Roger Bacon began his career as zealous student and investigator of nature. It is only four hundred years since Copernicus laid the foundations of modern astronomy; while the names of Sir Isaac Newton, of Charles Darwin and of Louis Pasteur seem to belong to the world of but yesterday.

It is my own vivid memory to have been taken as a child to the Centennial Exposition at Philadelphia in 1876 to see the first electric light of Thomas A. Edison and the first telephone of Alexander Graham Bell. It is also a vivid memory to have gone a quarter-century later to the banks of the Potomac River with Professor Samuel P. Langley and a company of his friends to witness his first successful experiments to prove that air flight was possible. Within a very few years thereafter the Wright brothers made their conclusive demonstration of the practicability of air flight at Kitty Hawk in North Carolina. Who could possibly imagine that the electric light, the telephone and the airplane, upon which the comfort and the convenience of present-day life so largely depend, are the creation of the few years embraced in the span of a single lifetime? The old world of our fathers and forefathers has disappeared, and its place has been taken by this new world to which we are not yet accustomed and of whose characteristics and possibilities we continue to show ourselves strangely ignorant.

The relationships between men and nations, time and space have disappeared as obstacles or causes of separation. The electric spark has brought that about. This new world, however separate its various parts or units may think themselves, is in fact single and interdependent and will be able to continue to exist only if that fundamental fact be recognized in thought and in public policy.

The occasion of our coming together today is to recognize the importance of a great American undertaking which is conceived and projected in terms of the real world in which we live. What is a machine? A machine is defined as any device, whether simple or complex, by which the intensity of an applied force is increased, its direction changed, or one form of motion or energy put into another form. The efficiency of a machine is measured by the work it is able to accomplish in the face of friction and over the obstacle of distance. Therefore a machine is plainly an instrument of fundamental importance in the life of the world of which we are a part. And what is business? Business, we are told, is the state of being busily engaged in anything, but it has come more specifically to mean personal action which occupies time, demands attention and labor and is in contrast to mere (Continued on page 24)
"The Coin of Peace"

By MRS. AUGUST BELMONT
President, Metropolitan Opera Guild

Woman's thinking processes and the general pattern of her conclusions compared with man's.
The attitude of "We, the people," irrespective of governments, toward peace...
Complexity of modern life and the need for universal improvement in our educational systems...
Effect of technical devices of past fifty years on human thought.
Trade agreements and international relations.

Address broadcast by Mrs. Belmont at dedication ceremonies.

HEN Mr. Watson invites a woman to participate in this broadcast he makes a flattering gesture toward womankind. In their behalf I extend thanks for the friendly courtesy and offer all good wishes for his success. These wishes include also the success of a great group of workers who are concerned with the development of this particular business in many countries.

May I add, however, that I do not think of women as a group apart, segregated. On the surface women may reach a given point of view in a manner different from that of men; their thinking processes are generally considered to be arrived at by intuition, rather than by logic; but whatever may be our method of thinking, the sum total of the opinions of each is of the same general pattern as that of our brother man. You will find, relatively speaking, as many women as men selecting the purple, green, yellow or red strands of thought, and forming a similar pattern with the colors selected. After all there is very little original thinking in the world, except among highly trained technical experts and in the field of pure science.

Opinions of the vast majority of men and women are formed by a process of selection from the opinions of others—voiced or written. A woman is a citizen of her country, she too forms her opinions from the thoughts that are most significant to her, and from these weaves her pattern of citizenship.

If we took a census of the word most frequently voiced by all nations at the present time, peace would undoubtedly head the list; for the black, the yellow and white races have at least this one common cause: irrespective of governments, we, the people, long for peace. Yet, after all, peace, like happiness, is a by-product of many things and not a single concrete element that we dig for as we mine for coal or gold.

If we knew that by following one definite line of action we might secure peace, how gladly would millions of us work for this cause. Alas, it is not as simple as that. The roads ahead are confusingly marked, or not marked at all, and modern life is terrifyingly complex.

As a background for any peace policy we need an ever-widening area of education and a universal improvement of the educational system. The whole cast of human thought and living may be changed by the technical devices that have emerged over the past fifty years. Many of these devices make the various phases of education full of fascinating possibilities for the youth of tomorrow. Upon that background of education there should be developed throughout the world an expanding program of social service; a program to be developed by the process of thoughtful study, not by ideas emotionally seized upon because of the pressure of the moment, a pressure created by events or by special groups.

I hope you agree that a definite factor in world security, a tangible road toward peace, lies in the lowering of hostile bar-

(Continued on page 32)
"The Dwelling Place Of A Great Idea"

By DR. WILLIAM MATHER LEWIS
President, Lafayette College

NEW World Headquarters of International Business Machines Corporation and spirit underlying its dedication to "world peace through world trade"... "Weaving a pattern of good will across Seven Seas", symbolism for which it stands is all-embracing. ... International amity "must come through far-seeing and intelligent economics".

I AM here, as you are, today, as a friend of Mr. Watson, to pay a tribute of affection to him. He has said that I have assisted him in some slight way. What he has done for me, I cannot tell you, and I know that many others here feel the same way.

We are something in ourselves but we are mostly what our good friends think we are. So it gives me delight to be here and to congratulate the International Business Machines Corporation and its great president upon this new step forward.

Victor Hugo said: "Every idea must have a visible covering, every principle must have a dwelling place, every dogma must have a temple." Every idea must have a dwelling place, and so this dedication is more than merely the opening of the new home of a great industrial corporation; it is the covering, it is the dwelling place of a great idea, the idea of peace through world trade. I think that you and I will agree that if we are to find the road to peace, it must come through the policy of sound, far-seeing and intelligent economics. That is what this great organization and this great, new building stand for.

I was going to say that that is particularly necessary at this critical time in the world's history. I have stopped saying this is a "critical" time, because, after all, every period in the world's history has been a critical period, just as critical, just as trying a period as this. Civilization is always on trial, and it isn't the underlying conditions that make a particular period successful or unsuccessful—it is the leadership of people with courage and brains that makes one period auspicious and another not so auspicious in the history of the world. So we are here to honor this sound idea of peace through world trade.

It was my privilege yesterday to participate in the 232nd anniversary of Benjamin Franklin in Philadelphia, and I thought how much more discouraging the time was in which he lived, and how he rose above his circumstances and brought our great nation to its inception.

I think as we look back on the picture, that Benjamin Franklin should have the acclaim we pay to George Washington. We do not do it for some reason, perhaps because he was so many-sided that we do not quite grasp him, even today.

People say he was smug and self-satisfied and conceited because they don't realize that what he was in his self-appreciation was due to actual achievement.

I want to suggest three things that came out of my experience yesterday and the experience today as to men who rise above circumstances and who win world peace through their efforts.

Benjamin Franklin had a fine business foundation, and all his life he loved work. The idea of the necessity of work and of industry is what this organization is founded upon. The (Continued on page 12)
“A Landmark In A Great Human Movement”

By F. W. NICHOL
Vice President and General Manager
International Business Machines Corporation

What the opening of its new World Headquarters Building means to IBM and to people it serves. How it draws its personality from the man who planned it twenty-four years ago. . . Brick, steel, bronze and glass succumb in time, “but ideas and ideals such as this institution is built upon survive”.

The opening of our new World Headquarters Building means much to this corporation—more than would appear on the surface. It means much to the people we serve and to the individual members of this organization. As Dr. William Mather Lewis states it, “the dedication of this building has implications of the widest possible significance”. To me personally, at least, it is vision transformed into reality.

I am probably in a position to speak more feelingly of this than any other man in this business except Mr. Watson. As I recall, back in 1914, which seems as yesterday to me, the New York Executive Staff of the IBM was housed in two or three small offices and consisted of six or seven people. We had a small sales office at an inconspicuous address upstairs in uptown New York. That was the headquarters for the IBM staff in the metropolitan district. Because we didn’t have room for two desks, Mr. Watson and I worked at the same desk, and incidentally he still works at it.

A few years later we moved over to 50 Broad Street. Mr. Watson had an office of his own, and I had a cubicle which contained a typewriter and a typewriter desk. I want to bring your minds back to the picture of that small organization in those few little rooms.

Now, twenty-four years later, we own our own building in the heart of this great city. We are not thinking of this building as merely larger quarters, but we consider it as a means of extending the scope of our service to the business world.

The dedication of this edifice and the entire IBM world-wide organization to the cause of world peace through world trade is a proclamation of the ideas and ideals for which our company stands. The messages sent by the President of the United States; the Honorable Cordell Hull, Secretary of State; the Honorable Daniel C. Roper, Secretary of Commerce, and the words from Dr. Nicholas Murray Butler, Mrs. Belmont, Dr. Lewis, Mr. Watson and others on this noble cause were inspiring and uplifting, and they will be lasting in their effects.

This building stands today as a landmark in this great human movement—this movement for peace through world trade—which is the most important movement in the world today. There is no one devoting himself more assiduously to bringing about this happy condition—and he is doing it day and night—than our own president.

Buildings, like people, possess personality. There is a certain distinctive atmosphere that you feel the moment you enter a building. So it is with the building which we have just dedicated. It possesses a definite personality; it is the personality of a man who began twenty-four years ago to draw up its plans, so to speak.

In 1914, Mr. Watson conceived the dream of such a business as IBM is now and the great institution which it is yet to become. Now, this structure in New York symbolizes some of his realized hopes; not all of his hopes. So long as he lives all his hopes will never be realized because he makes each goal, when reached, a starting point for further quests. This building, and what it means, is the result of creative thinking and courageous action. Figuratively speaking, the corner-stone of our new building was laid by Mr. Watson in 1914 when he entered this business.

This building is more than a mere structure of brick and mortar, steel and stone, bronze and glass. These materials succumb in time, but ideas and ideals such as this institution is built upon survive.
second point is that he was the originator of the machine age. Through his ideas in science, through his electrical inventions, his controlling of water power, he was the man in our early days who started what has seen culmination in the machinery of this twentieth century.

Finally, he was our first great American ambassador of good will. Today we need ambassadors of good will, men who will appreciate what is going on in the other countries, who will know everything, but will give the people abroad a chance to work out their own salvation without our guidance at all points. We have enough to do in our own country. One of my professors last week told his students that the trouble about America for the last year has been that everyone has been minding everyone else’s business and paying too little attention to their own.

Franklin, our first great ambassador of good will, went to France and won the backing of that great nation because he was the type of man who could put himself in another man’s position; because he listened before he spoke. He was the type of man who didn’t tell France how to run France’s business, but sought the friendship of France and who, with Lafayette, wove a pattern of amity

"Mr. Watson, I think that over the doors of this great building could well be put these words: ‘Mankind is my business’. I congratulate you today, sir, as I know we all do, upon that broad idea of what your job is in the world.”

—Dr. William Mather Lewis.

(1) Mr. Thos. J. Watson, IBM President, and Dr. Nicholas Murray Butler, President of Columbia University. (2) Mrs. August Belmont, Pres., Metropolitan Opera Assoc., with Mr. F. W. Nichol, V. P. and Gen. Mgr. of IBM. (3) The Rev. John V. Cooper, D.D., Mrs. Cooper, and Mr. W. F. Battin, IBM Treasurer. (4) Left to right: Mr. O. E. Braitmayer, V. P., IBM; Mr. Charles Smith, IBM Director, and Hon. A. L. Kellogg, IBM Director. (5) Board Room during dedication broadcast: Head of table, Mr. Watson; at his right, down table, Mrs. August Belmont; Mr. Braitmayer; Mr. W. F. Battin; Dr. William Mather Lewis; Miss Jane Watson; Mr. J. G. Phillips, Sec. and Asst Treas., IBM. At Mr. Watson's left, down table, Dr. Butler; Mr. F. W. Nichol; Mr. F. C. Elstob, IBM Comptroller; Mr. C. R. Ogsbury, IBM Executive Assistant; Mr. W. D. Jones, V. P., Canadian IBM. (6) Row at right, from foreground: Mr. E. J. Boucher, Asst to Mr. Nichol; Mr. F. M. Farwell, Sales Mgr., EBAM Div.; Mr. G. H. Armstrong, Sales Mgr., ITR Div. Background: at left, Mr. E. F. Hackett, Editor of THINK, and guest announcer for the occasion; at right, Mr. W. S. Lemmon, Mgr., Radiotype Div. (6) Left to right: Mr. Watson, Jr., Mrs. Watson, Mrs. James Roosevelt, Mr. Watson, Mrs. Belmont, Mrs. Andrew Carnegie, Miss Jane Watson. (7) A throng of visitors in the entrance lobby. (8) Mrs. Watson, Dr. Walter Damrosch, distinguished leader in American music, and Mrs. Damrosch. (9) At left, Mrs. J. F. Shaw; foreground, Mr. Willis H. Booth, IBM Director, and Mrs. Booth, conversing with Mrs. Roosevelt; at right, Mrs. Vincent Astor. (10) Mr. Watson explaining tabulating machine to Mme. Gertrud Wettergren, Metropolitan diva. (11) Mr. L. S. Harrison, Asst to President, demonstrates the Radiotype machine. (12) Left to right: Mrs. Charles H. Higgins, Mr. Higgins, architect of new IBM building, Mr. Frederick Lohmann, and Capt. Otho Fulton, inventor. (13) Listening in at broadcast: (second row left) Mr. William J. Schiefflin, pres., Citizens Union, New York City; (right foreground) Mr. Charles S. Haigh, international lawyer. (14) Mr. Vittorio Giannini leading the CBS orchestra as it broadcasts symphony he composed for IBM World Headquarters dedication. (15) Visitors in IBM Hall of Products.
ONe of the many pleasant features of the luncheon following the ceremonies dedicating the World Headquarters Building of the International Business Machines Corporation, Madison Avenue at 57th Street, New York, to “World Peace Through World Trade” was the welcome extended to the company and its president, Mr. Thos. J. Watson, by Gustavus T. Kirby, who in 1919 purchased the building directly opposite on the southeast corner of Madison Avenue and 57th Street occupied by the American Art Association, of which his father was founder, and the Anderson Galleries.

Introducing Mr. Kirby to the luncheon guests, Mr. Watson said: “In addition to being president of the International Advisory Council of World Congresses for Leisure-Time and Recreation, Mr. Kirby is active as a member of the New York Bar, a patron of the arts, an author, inventor and a leader in amateur athletics throughout the world. He is treasurer of the Olympic Games, and an active member of the American Olympic Games Committee. He has been decorated by three European nations, being Officer of the Order of Leopold II of Belgium, and Grand Officer of the Olympic Order of Germany. I am pleased to present Mr. Kirby.”

In response, Mr. Kirby said: “Neither you, my dear Mr. Watson, nor that gracious power behind your throne, your charming wife, is old enough, but I am inclined to believe that Mrs. Roosevelt is of an age to remember those days when, as a lad, on Sunday mornings I would walk up Fifth Avenue with my father and mother, turn into Fifty-seventh Street, pass the Whitney, Vanderbilt and Paran-Stevens houses and on to church where the Fuller Building now stands. Then it was a neighborhood of magnificent residences.

“In 1919, when I bought the block front across the street, I was a pioneer. The Bankers’ Trust Building, the Fuller Building, the New York Trust Building, this building, were not built. Then it was a neighborhood which, as a business center, was just beginning. Since then many and great have been the changes in the neighborhood.

“Now you are one of us, with a name and fame known and re-

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In this group Prof. J. T. Shotwell, Mrs. Grover A. Whalen, Mr. J. W. O'Leary, Mrs. D. L. Ferris, Mrs. C. H. Higgins, and Mr. Nichols.

In foreground above: Dr. J. H. Finley, Frederic R. Conder, Sr., H. D. Campbell, Frederick H. Ecker, George W. Davison, J. S. Baker and Oscar L. Gubelman.

George Blumenthal, Mrs. Watson, William C. Potter.

Among those at table below are Mrs. L. C. Thaw, Nelson Rockefeller, Wm. Chadbourne.

Mr. E. P. Thomas, at left, and Mr. J. G. Phillips, top center, are among representative gathering at this table.

Mme. Gertrude Wettergren

Dr. Henry Goddard Leach, right; Mrs. Leach appears at the left.

Mrs. James Roosevelt chatting with Mr. Watson.

Senator Frailinghuyzen, upper center, and other distinguished guests.

General view of the luncheon which followed the dedication exercises. Notables in the realms of finance, business, education and other fields comprise the brilliant assemblage.
An Outline of Progress

By THOS. J. WATSON
President,
International Business Machines Corporation

As guests of the management, stockholders of the IBM formally inspected its new World Headquarters Building on January 31. At a luncheon in their honor, held in the building, Mr. Watson delivered the address below. . . . Growth of company traced. . . . The important part played by scientific research in the past and its place in the future. . . . Engineering accomplishments and the educational program for the training of young men. . . . World trade and the diversification of markets.

Personally, and on behalf of all the officers and directors of our company, I extend a hearty welcome to our stockholders here today. I want you to know that this building will be open at all times to our stockholders and our customers. We hope that from time to time we will have the privilege of receiving calls from the different stockholders, because we want you to know everything about this business that we know. We are all working here together in the interest of the stockholders.

Those in the organization appreciate our stockholders and the way they have stood by us during the years we have been trying to get this business started.

We feel now that we have the business started. I say this in all sincerity because even with the equipment we have today compared with what we had twenty-three years ago, we could not think of this business in any other terms than being merely started.

Someone at the table today remarked the fact that so many young men are coming into our business. The reason we are so interested in getting young men in our business is that there is a big job to do not only today but tomorrow also. We know we will have to train many young men to carry on the work in the future. That is why we are always bringing in more of them.

You may have wondered why we decided to dedicate this building to the cause of World Peace Through World Trade. There are many reasons but world peace itself is the greatest of all, because that affects all of us.

Bringing it down to our own company, world trade has meant a great deal to us, particularly during the depression years, and we believe it is going to mean much more to us in the future. Without world peace there will be no world trade.

You can turn that around the other way and say that without world trade there will be no world...
peace. Those of us who, through the International Chamber of Commerce, the Carnegie Endowment for International Peace and other organizations, are working in foreign countries and studying conditions from the standpoint of not only our own businesses but business in general, have come to the conclusion that if we can get the proper flow of goods and services both ways across the borders of countries, there will be no need for soldiers marching across those borders. That is why I, in behalf of myself and the company, am very much interested.

In spite of the unrest that exists in the world, our foreign business everywhere is growing. I personally had the privilege of visiting thirteen countries last year, and I found encouragement on every hand. Nearly every place I went I found that the standards of living were gradually improving, and as standards of living improve one result is more business for everybody.

Our policy has been to diversify our markets, so that we will not have to depend upon any one market in case things go wrong in any particular part of the world. That is why we are giving so much attention to expanding our business. We now have our machines in use in seventy-nine countries and there are several other countries for us yet to explore.

Twenty-three years ago we had only thirty-three models of machines, the applications of which were confined to time-keeping. (Continued on page 30)
NOTABLES IN THE PUBLIC EYE

JOSEPH E. DAVIES, Ambassador to Russia, who has been appointed Ambassador to Belgium. Mr. Davies will succeed Hugh Gibson, the present Ambassador, next spring.

SENATOR CARTER GLASS of Virginia, who recently celebrated his eightieth birthday, is pictured with his grand-daughter, Nancy Carter Boatwright, who was celebrating her thirteenth birthday at the time.

GIOVANNI MARTINELLI (left) honored by Metropolitan Opera Club, on 25th anniversary as member. (Right) F. H. Tows, Club President.

STANLEY REED, who has been appointed by President Roosevelt to succeed Justice George Sutherland as Associate Justice of the United States Supreme Court.

SIR EDWARD BEATTIE, Chancellor McGill Univ., LORD TWEEDSMUIR, Gov.-Gen., Canada; DR. LEWIS W. DOUGLAS, at installation of Dr. Douglas as McGill head.

JOSEPH P. KENNEDY, former chairman of the Maritime Commission and of SEC, who has been appointed Ambassador to Britain, succeeding the late R. W. Bingham.

DR. EMMORE L. CHAFFEE of Harvard University, whose ten years of research have developed methods for testing vacuum tubes which will save many thousands of dollars worth of electric power every year.

THINK
THINK

"All the Problems of the World Could Be Settled Easily, If Men Were Only Willing To Think"
—Dr. Nicholas Murray Butler

SOAP: More than 10,000,000,000 pounds of soap is produced and consumed annually by the civilized world. About 1,500,000,000 people, or three quarters of the world’s population, are soap users. Thus the per capita consumption in civilized countries is 6.6 pounds.

Approximately one third of the total is manufactured and consumed in the United States, whose average per capita figure for both production and use of soap each year is 25 pounds. The Netherlands, Denmark, Canada, Germany, England and France follow closely, in the order given, as large consumers of the commodity. Most of these countries produce substantially as much as they consume. At the bottom of the list is China, with an annual per capita consumption of but two ounces, or one half of one per cent as much as that of the United States.

However, the inclusion of laundry soaps, polishes, and many other products the uses of which are clearly industrial, under the general head of “soap”, explains in considerable measure the disparity between per capita consumption in North America and Europe on the one hand and in agricultural Asia, Africa and South America, on the other.

About 8 per cent of the world’s production is classified as toilet soap. In the United States, toilet soaps and other soap specialties for personal use, constitute 12 per cent of the total, with nearly all the remaining 88 per cent in the category of “laundry” soap—brown soap containing grease or resin.

Soap enters less into international trade than almost any other commodity of like importance, for even in countries which have few manufacturing industries of any kind, soap is usually one of them.

LINER: Construction of a model safety liner costing $15,750,000, to replace the Leviathan in the North Atlantic service, is announced by the United States Maritime Commission. Building of the new vessel, which will be the largest ever constructed in an American shipyard and which, when completed, will give the American Merchant Marine one of the finest and safest ships afloat, is already under way at the Newport News Yards. Though a companion ship of the SS Manhattan and SS Washington, now operated in the North Atlantic service by the United States Lines, the new liner will be slightly larger than either of these vessels. With an overall length of 723 feet, she will have a beam of ninety-two feet, a depth to promenade deck of seventy-four feet, a load-draft displacement of approximately 34,000 tons, and a speed of about twenty-two knots. There will be accommodations for some 1,200 passengers and a crew of 630.

All of the latest safety devices have been incorporated in the design of this largest and fastest of all American registry liners. The ship will be con-
"Lincoln in Thought", a sixteen-foot head upon which sculptor George Grey Barnard has worked more than ten years.

is made from a white protein derived from the blood of freshly killed oxen. A small amount injected into the blood-stream in the early stages of pneumonia quickly reduces the fever and consistent injections for several days have produced rapid and complete recovery, Dr. Brooks asserts. It is said that there are at present only a few specific serums available for the treatment of more than thirty different types of pneumonia; likewise that laboratory facilities for determining the particular type infecting a patient are not generally available. Dr. Brooks reports that a marked decrease in the death rate among 800 pneumonia patients was brought about by the use of this new treatment and that it is equally effective for all types of pneumonia germs.

REVOLUTIONARY: Nature’s fundamental process whereby plants are enabled to utilize sunlight in making sugars and starches out of water vapor and carbon dioxide in the air is said to be duplicated by science in the discovery of Professor E. C. C. Baly, of the University of Liverpool. The substantiation of Professor Baly’s claim would present one of the most revolutionary discoveries of all time, as it would mean that man could now create synthetically, with far less physical effort than is required to till the soil, two of the most important foodstuffs of man and animal. The plant, in producing its two essential food properties, proteins and carbohydrates, does so by means of a complex and vital substance, known as chlorophyll, the green coloring matter in plants, similar in its chemical composition, to hemoglobin, the substance that makes blood red. Professor Baly reported that the discovery of his artificial “sun-har-
reached the earth in five and one-half hours from the nearest point in its path. Professor Jan Schilt of Columbia University, Department of Astronomy, in discussing the phenomenon, said that a collision between the earth and an asteroid would have the most serious effect if the celestial intruder fell into the sea. "The collision would probably result in violent tidal waves," he said.

**LINK:** A prehistoric skull recently discovered near the Solo River, in Java, by Dr. G. H. R. Koenigswald, Dutch scientist, is believed to be a specimen of the most primitive fossil of man yet known, predating even the Pithecanthropus erectus, the first of whose skull fragments were found in Java in 1892. "The new discovery," Dr. John C. Merriam, president of the Carnegie Institution, says, "is one of the most important finds in many decades. It proves that Pithecanthropus has progressed above the mental and physical level of the great apes, and also that man has been walking upright and using his hands and brains for about a million years." Previous discoveries of fossilized bones of human beings are said to have ranged in age from 12,000 to more than 500,000 years. The age of Pithecanthropus has been fixed at approximately a half a million years on the basis of these previous findings. Of the skull just found, Dr. Koenigswald reports that the lower jaw is very heavy, with large teeth, and has resemblance in various characteristics to several of the most primitive human types. The skull was found broken into small pieces. The rear portion of it was missing because, it is theorized, of the head-hunting custom of ancients who considered the brain of one of their fellows a rare table delicacy.

**METALLIC:** Experimental rooms lined with aluminum foil or steel as an aid to health through decreasing respiratory diseases in man were described in a recent scientific report by Dr. C. A. Mills, professor of experimental medicine at the University of Cincinnati. During experiments in the metal lined chambers, men were caused to shiver at a temperature of ninety degrees, even with humidity at the steaming point and conversely they were made comfortable with their coats off in a temperature near freezing. In between these extremes Dr. Mills found a type of indoor climate which, he said, should bring about a decrease in respiratory diseases. One of the experimental rooms had walls surfaced with aluminum foil. In this foil were imbedded six cold plates, on opposite walls, their temperature down to nearly freezing. The purpose of the cold plates was to absorb the radiant heat from the human body, the heat which travels like the rays of the sun. "Feasibility of the radiation control method," Dr. Mills said, "lies in differences in radiant heat absorption and emission by various materials."
PARIS:—Since the last few years have seen a great revival of interest in Shakespeare, especially in France, England and Germany, it is small wonder that modern dramatists and film companies should turn their attention to the great age of poetic drama of which the Bard of Avon was the flower. France, at any rate, is now looking again to its own Molière, and Tristan Bernard recently completed his modernized version of "l'Avare" (The Miser). The veteran humorist has borne the brunt of a great deal of criticism from those who resent such "tampering" with the classics.

Bernard, in common with a good many other modern dramatists, however, maintains that only adaptation can now adequately present the ideas of these sixteenth and seventeenth century giants to the audiences in the theatre of today, the topicality of many of Molière's jokes, for example, no longer obtaining and the attention of a quieter and more sophisticated public requiring quite a different direction.

Few will disagree with Tristan Bernard that there are in Molière, as in Shakespeare, so many fine human qualities that it is a pity these should be lost to all but the student for the sake of presenting them in a way more comprehensible to a newer age. Better to lose something of the poetry than the whole of the work. Well, the scholar still has the plays to read, anyway.

NAPLES:—Instead of repeating the "Historical Carousel" of last year, Naples this spring is going to have an exhibition of Neapolitan paintings, the work of the great masters of the sixteenth, seventeenth and eighteenth centuries who were inspired by the local countryside. There will be the usual battle of flowers, symphonic concerts at the Conservatorium, the grand opera season at the San Carlo theatre (to be prolonged this year until May) and many recitals of chamber music.

In addition, it has been decided permanently to floodlight the ruins of Pompeii, including the Roman theatre.

BERLIN:—The People's Car, or Volkswagen, may go into production this year. The car will be a national effort and a giant factory is to be built for an enormous production. The price, it is hoped, will be around $250. The People's Car is to be neither rapid nor luxurious, its maximum speed being about 50 m.p.h. and its engine having two cylinders. It will, however, be a four-seater. Hitler, who knows a lot about cars, is determined that this auto shall not appear until it is completely satisfactory.

VIENNA:—A very interesting collection of shoes and boots made for prominent Austrian personalities is being shown by Ludwig Schmid, teacher at the Shoemakers' Apprentice School. The slippers which the Emperor Franz Joseph wore at the time of his death in 1916 are preserved in a separate glass case with the richly decorated shoes the Empress Elisabeth of Austria used to wear. The shoes that Princess Pauline Metternich wore at her wedding are in the collection and the Wellington boots the Archduke Johann Salvator, or Johann Orth, affected before his departure on the fated sea voyage from which he never returned. The smallest shoes in the whole collection are those of Fanny Elssler, the famous dancer.

"I hold the maxim no less applicable to public than to private affairs, that honesty is always the best policy."

—George Washington.

He that walketh with wise men shall be wise.

—Solomon.

Attention is the stuff that memory is made of, and memory is accumulated genius.

—Lowell.

Self-possession is the backbone of authority.

—Haliburton.

"Let us strive . . . to do all which may achieve and cherish a just and lasting peace among ourselves and among nations."

—Abraham Lincoln.

All men are equal; it is not birth, but virtue alone, that makes the difference.

—Voltaire.

The morale of an organization is not built from the bottom up—it filters from the top down.

—F. W. Nichol.

Prejudice is the child of ignorance.

—Hazlitt.

He who neglects the present moment throws away all he has.

—Schiller.

None preaches better than the ant and she says nothing.

—Franklin.

Faith is the continuation of reason.

—William Adams.

Minds that have nothing to confer have little to perceive.

—Wordsworth.
Toastmasters’ Corner

Tess—You can’t believe everything you hear.
Bess—No; but you can repeat it.

The average man of fifty is found to have worked 6,500 days, slept 6,000 days, walked 800 days, played 4,000 days, eaten 1,500 days, been sick 500 days, and listened to the squawk of the pessimist all his days.
—San Jose Mercury Herald.

Joe Cook tells this one. He said he walked into a restaurant the other day and ordered bean soup. Finding no beans in it, he immediately protested. The waitress retorted:

“Well, we got cabinet pudding, too, but you won’t find any cabinet member in it.”
—Pick-Up.

“Miss Alice ain’t home,” said the colored maid to a caller. “She’s done gone down to de class.”
“What class?” asked the caller.
“Miss Alice gwine to be married, you know, an’ she’s taking lessons in domestic silence.”
—Christian Science Monitor.

Rastus and Liza were married but a short time when he came home with a big washtub, a washboard and a three-foot mirror.
Liza—What’s all de truck you brung?
Rastus—Not all, but yo’ kin take yo’ pick. Yo’ kin take de tub an’ washboard an’ go to work, or yo’ kin take de mirror an’ set down and watch you’se’f starve.

FEBRUARY, 1938

Just A Minute

VARNER PLANTATION, TEX.—Thanks to wise legislation, the wild fowl are coming back to this Gulf country. True, the flocks may never again be what they were, yet with continued conservation, there’ll again be gunning for one and all.

But when I think back on the ducks I saw down here ten years ago—in countless hosts—I’m reminded of what Charley Russell, the cowboy artist, said to the lady tourist who asked him whether the old-timers exaggerated when they described the size of the vanished buffalo herds.

“Wellum,” said Charley, “I didn’t get up to this Montana country until after the buffaloes started thinning out. But I remember once I was night herding when the fall drift got between me and camp and I sat by and watched ’em pass. Not having anything else to do, I started counting ’em. Including calves, I counted up to three billion, nine million, sixty-five thousand, two hundred and ninety-four, and right then was when I got discouraged and quit. Because I happened to look over the ridge and here came the main drove.”

HOUStON, TEX.—Being creatures of habit, people, and especially writers, are prone to use hackneyed phrases, the meanings of which are mysteries to them—and nearly everybody else.

For instance, consider this statement by a successful sidewalk vendor, “I speak pleasantly to every passing stranger, willy-nilly”. Now, willies are common enough; I even know an Indian named Willy—Willy-Sits-in-the-Middle. But how often does anybody named Nilly come along? Probably a typographical error when he does come.

We say people “raised a hue and cry”. Who ever saw a hue, or even heard one? And how would you raise a hue? And how long could you keep it raised?

Then there’s “jot and tittle”. Will somebody please elucidate “jot”? And, after that, kindly tackle “tittle”. That’ll be a job. We state that an object “described a parabola”. Yet who among us could recognize a parabola if he met it in the big road, let alone describe it?

I asked a beautiful blonde, and she thinks a parabola is one of those fellows who teases the bull in a bull-fight. But then she thinks a cattle-guard is a working cowboy.

LA BABA, MEXICO.—Just above the international line, I met up with him. Except that he was undersized for a Texas cowhand, he seemed orthodox in all regards.

But his superimposed south-western drawl carried a rich cockney accent. It turned out he’d started life as an exercise boy for an English racing stable. Kindly Providence had brought him 6,000 miles to tell me this one:

“Erb was a jockey, syme as me. ’E turned up missin’ one dye. We couldn’t get ’air or ’ide of a trace of ’im. Finally three of ’is pals went to the morgue thinkin’ ’e might be there amongst the unidentified dead. The morgue keeper was most obligin’. ’E started bringin’ out is collection. Pretty soon one of the lads sings out, ’This party ’as been a bit knocked abaht by a motor car or somethin’ so the fyce ain’t wot it was. ’Ere is on Number 4 slab.’”

“In fourth place, eh?” speaks up me friend Egbert, wipin’ awye a tear. “That would be ’Erb. ’E never finished inside the money.”

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Dramatic Craftsmanship

Ibsen as a master craftsman and his capacity for taking infinite pains... Hard thinking and compact writing.

There must be inspiration back of all true and permanent art, dramatic or otherwise. Its field is humanity and it takes in all the world. The real object of the drama is said to be the delineation of the human character. It embraces and applies all the beauties and decorations of the sister arts. Painting, architecture and music are its handmaidens. Nothing else quite affords the refuge that is provided by it from the troubles and vicissitudes of life. For these reasons a dramatic work, if worth writing at all, should be written well. To do so is the patent obligation of the genuine dramatist.

Writing in the New York Times, Brooks Atkinson observes that: "The life of the theatre is plagued with a thousand business and social interruptions. Established playwrights find themselves working under pressure to fit their scripts into unwieldy producing schedules. And it is doubtful whether good writing, such as Maxwell Anderson and S. N. Behrman contribute upon occasion, is popularly appreciated above the hackneyed prattle that is usually served up on the stage."

"Whatever the fundamental reason may be, a dramatist seldom takes the time to master his theme as completely as a genuine man of letters would."

In discussing the relative merits of a number of outstanding men in the field of dramatic letters, Mr. Atkinson refers to Ibsen as "not only a poetic genius with a flaming temperament but a grim and painstaking workman who turned his ideas over a long time experimentally, lived imaginatively with his characters until they were clear in his mind, and then wrote with the vigorous assurance of a man who has mastered his subject. He devoted himself to his work with single-minded purpose. Severe in his outlook on life, he was also severe with his own talents at the writing desk. He was a man of letters. He had the genius's capacity for taking infinite pains. "A thoroughly planned and written drama is a rare thing to encounter on our stage. We put up with an unconscionable amount of shoddy workmanship, and sit patiently in the presence of plays loosely written, feebly constructed and only partly thought out on paper. Part of the job of a man of letters is the drudgery of hard thinking and compact writing, so that his theme may be forcefully conveyed in terms of the craft."

"Some writers are rapid and some are deliberate by temperament. Some themes require more thought and research than others. Some plays can be set down swiftly on the spur of the moment; others germinate slowly. Nor are the superior writers necessarily the slow ones."

"The profession of dramatic letters is an honorable one worth practicing with respect and integrity. It is the profession of creating beauty and expressing ideas about life. The man of letters has broader scope than the medium he uses for expression. Being clear in his head, he conquers art by the vision and power of his character. Plays written with much care may not turn out to be masterpieces but, like all good art, they will be complete expressions of inner convictions. That in itself will make them notable along our street of lazy scribbling."

Human Achievement (Continued from page 8)

pleasure or recreation. Business is serious employment as distinguished from a pastime. It is an easy matter therefore to gain an understanding of what is meant by the term business machine.

* * *

And what is the meaning of the word international? The answer to that question, however simple it be made, rests upon a deep philosophy of human life and human conduct. It signifies that men are grouped together in different geographic homes as a result of historic happenings and traditions which grow out of similarities and differences of race, of language, of religion and of social and political institutions. It means that each one of these has a right to exist in its own way and for the achievement of its own ideals. It means, however, that no one of them is an end in itself but a way to the larger end of human achievement, human cooperation and human satisfaction. Therefore an international business machine is a true representative of the principles underlying our present-day world and, if wisely managed, may easily become a most important influence toward increasing human satisfaction and strengthening the foundations of human confidence and human cooperation upon which alone can rest a permanent peace in this twentieth-century world.

There can be no greater error than to suppose that business is to be conducted for gain alone at no matter what cost in principle, in moral ideals or in human service. Gain-seeking is not in itself to be derided or attacked unless it be gain-seeking undertaken otherwise than in subordination to moral principles and to a spirit of service. Given these presuppositions, then gain-seeking is not only defensible but commendable, whereas without those presuppositions it would be indefensible.

It is these principles and ideals which (Continued on page 26)

A fascinating book which is both a scientific inquiry into life and death and a genial, optimistic declaration of faith in science and man. A book worth reading for its range and philosophic outlook. The author declines to accept any life span as theoretically fixed and regards old age as a disease which may be curable.


The author writes with a graphic and imaginative quality of the strange world of insects and illustrates his text with many extraordinary photographs. Nine-tenths of all the living creatures on the face of the earth are insects. "The annual farm loss caused by insect pests is put at $1,500,000,000." On the other hand "only a few hundred of more than 600,000 species are enemies of man."


Containing a great fund of information, this book is a symposium of the writings of the men who are the leading figures in the worldwide development of skiing. Each presents his thoughts on the subject on which he is a recognized authority.


The author, a French scholar who writes in the English language with an amazing mastery, has been a warm friend of the United States for many years. A large part of his new book is a tribute, enhanced by frankness and sharpened by wit, to that friendship.

THE CRADLE DAYS OF PRINTING

Public given rare treat usually reserved for connoisseurs when many early books are placed on exhibit in New York.

Nearly one hundred illustrated books, the majority of them printed before 1500 and within forty-four years after the printing of the first Gutenberg Bible, are currently on public exhibit in the New York Public Library's main display room.

This display offers an unusual opportunity to see some of the world's earliest and rarest illustrated printed books. It includes several early illuminated manuscripts, the entire collection being so valuable and irreplaceable that ordinarily their use must be carefully restricted to accredited students. With the exception of four printed volumes lent by the Pierpont Morgan Library, all the books and manuscripts are from the Public Library's own collection.

Included in the collection are world-famous incunabula brilliantly illustrated, and a few of the fourteenth and fifteenth century manuscripts which early printers and illustrators used as models. Specimens of the printed books comprise some of the first illustrated editions issued in France, Italy, England, Germany and Spain.

Prominent among the rarities shown are the only known extant copy of the illustrated edition of Columbus's letter announcing the discovery of America, printed at Basle in 1493; the fifteenth century manuscript of Livy's "Second Punic War", prepared for the historic library of Matthias I, Hunyadi Corvinus, King of Hungary; and a French fourteenth century manuscript Bible, once in the Library of Diane de Poitiers.

To mention only a few of the other examples of the "cradle days" of printing included in this exceptional exhibit, Valturius's "De Re Militari", Verona, 1472, the earliest secular book printed in Italy, is being shown; also copies of the "Biblia Pauperum", "Speculum Humanae Salvationis" and "Ars Moriendi" of various dates and origin in the fourteenth and fifteenth centuries, Caxton's "Mirrors of the World" and the Pynson "Chaucer", both of the latter printed in England in 1490.

Not least among the interesting aspects of the exhibition is the demonstration that book illustrators of four or five hundred years ago viewed their history and mythology as being contemporaneous with the artist's own period. No matter how remote in antiquity the subject matter might be, these artists in the early days of printing showed all their figures in the dress and settings of their own day and place, whether the drawings were for the Bible or to illustrate the lives of the saints or Caesar's Commentaries.

Realists rather than antiquarians, these artists preferred life and anachronisms to deadly accuracy, although they otherwise followed tradition in their compositions.

In viewing these early books, one is reminded of the tremendous vitality shown in the progress of printing within a few years after the first book printed from movable type—the Mazarin Bible—was completed in 1466 at Mainz. Soon more than two hundred printing shops were operating in Europe, with such activity that the known books printed before 1500—the incunabula—represent about 37,000 editions.
The existence of a new chemical process which is said to bring out concealed marks and signatures on old paintings and which may lead to the identification of hitherto unknown old masters is hailed as a vital contribution to the entire field of art. Details of this process, which has been perfected by its inventor after exhaustive experimentation to eliminate all possibility of error, were revealed recently by Captain Ralph Suppance, writer on art and member of the Authors Club of London. He is associated with its inventor, Dr. Friedrich Hertz, who plans to put the process into practice in behalf of museums, dealers and private collectors, here and abroad.

Its importance, it is said, lies in the practice of some painters in the fourteenth, fifteenth and sixteenth centuries of painting their signatures or the titles of their subjects on the canvas before beginning work, or incising such distinguishing marks in a gesso foundation. The process has been satisfactorily tested in the Louvre in Paris and in the Brussels and Antwerp museums. * * *

According to the claims made for its inventor, these tests have uncovered inscriptions which establish the authenticity of a picture of a wedding dance attributed to Pieter Breughel, sixteenth century Flemish painter, in the Detroit Museum. Also it was discovered by the use of this process, that three hitherto unidentified portraits are the work of the German painter Lucas Cranach and represent members of the family of Martin Luther, to whom they were presented by the artist. One of the most recent tests of the process, according to Captain Suppance, uncovered the first known portrait by Mariotto Albertinelli, sixteenth century Florentine, whose religious paintings hang in the Louvre, in Cambridge and in various Italian museums. A portrait of a man attributed to other artists of the period and believed by some experts to be a representation of Albrecht Durer, was offered for the treatment by a New York dealer. After undergoing the Hertz process, it is said to have yielded the inscription: "Mariotto Albertinelli pinxit", the date 1506 and the characteristic Albertinelli symbol resembling the Greek letter Phi. Albertinelli, who lived in Florence from 1474 to 1515, was a partner of Fra Bartolommeo and was not known previously to have dealt with other than religious subjects.

* * *

The modus operandi of this new method consists of coating the surface of the painting to be studied with a dust of chemical powder, over which a light plaster cast is made of the texture of the paint. This is removed, without harm to the painting, coated with chemicals and dried. At the completion of the process, which takes several days, any inscription which may underlie the surface paint of the picture is said to be revealed on the plaster cast in its original form.
tles, weaving a pattern of good will across the seven seas of the world.

That, I think, is why this occasion is so significant and why, in interpreting business in greater terms than it has been interpreted, we are going to get somewhere in the next few years.

So today in the trade field, the salvation of the world lies in sound terms than it has been interpreted, in interpreting business in greater the next few years.

world.

rotating is so significant and why, when reminded by a friend that he had been a good business man, cried out in anguish, "Business! Mankind was my business. The dealings of my trade were not a drop in the limitless ocean of my business."

Mr. Watson, I think that over the doors of this great building could well be put those words, "Mankind is my business." I congratulate you today, sir, as I know we all do, upon that broad, universal idea of what your job is in the world."

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Here As Nowhere Else

(Continued from page 14)

owned throughout the world.

"As your neighbors, we welcome you and prophesy that here as nowhere else your business and your fortunes will continue to advance and prosper.

"To me, and I believe also to you and to others, it is both interesting and prophetic that the president of the International Business Machines Corporation, which favors world peace through world trade, and the president of the International Advisory Committee of World Congresses for Leisure - Time and Recreation, which promotes world peace through the joy of work and play, should be neighbors.

"So you and I, Mr. Watson, join not only as neighbors to the end that this neighborhood may grow to be the greatest in the land, but also as crusaders to the end that the world may be a happier, safer and more enjoyable place wherein to live."

FEBRUARY, 1938

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A Modern "Swedish Nightingale"

How Gertrud Wettergren, "Singer to the Swedish Court" and Metropolitan Opera Company star, achieved success.

MADAME GERTRUD WETTERGREN, famous Swedish mezzo-soprano, who sang for the guests of the International Business Machines Corporation both at the dedication ceremonies opening its new World Headquarters Building and at the banquet in the Waldorf - Astoria, of the 1937 IBM Hundred Percent Club Convention, is declared by music critics to be "one of the most valuable new assets of the Metropolitan Opera Company."

Madame Wettergren was born in Eslov in Southern Sweden. Her father and mother had trained voices and encouraged her to develop her voice, the three often singing together in recitals in their native town. The Crown Princess Margareta of Sweden, Duchess of Skane, the province where Eslov is located, took a personal interest in the girl and offered her an opportunity to enroll at the Royal Academy of Music in Stockholm.

"When I first went to Stockholm, I was very lonely," Madame Wettergren confesses. "Having but little spending money, I had to live very simply, and so met very few people. Often when I went home to my little room in the evening I was desperately homesick and discouraged because I thought I was not getting on as fast as I should with my work."

Perseverance and diligent application to her studies, however, were rewarded when Madame Wettergren made her debut at the Royal Opera as Cherubino in "The Marriage of Figaro." Next she did "Orpheus" and Santuzza in "Cavalleria Rusticana." But it was as Carmen that she established her right to rank among the leading artists of the Stockholm Opera. During the ten years of her career she has sung this role more than one hundred times. She has also appeared in two Swedish talking pictures.

Madame Wettergren, who is the wife of Erik Wettergren, director of the Swedish National Museum, was invited by Edward Johnson to come to the Metropolitan in New York for the season of 1935-6. She made her debut in America in "Aida" and followed this with appearances as Brangaene in "Tristan und Isolde," Venus in "Tannhauser" and the title role in "Carmen." Critics called her "the most interesting newcomer of the season." Last season she was chosen to create the role of Dalila in a revival of "Samson and Dalila" at the Metropolitan.

A rare honor was recently bestowed upon Madame Wettergren when King Gustaf V, of Sweden, appointed her "Hovsangerska" or "Singer to the Swedish Court." She is the first person to have received this distinction in the past eight years.

At her memorable first performance in "Carmen" at the Metropolitan two seasons ago, her original interpretation of the leading role provoked considerable controversy among the music critics, who believed that she portrayed "Carmen" as too much of a lady. To which Madame Wettergren calmly replied, "My Carmen is a lady, and I am sure the real Carmen was one. I have lived with the gypsies in Spain. I have studied them closely. They have fire and temperament, but they are aristocrats, too. They have dignity, self-respect and a fierce pride. That is what I have tried to express in my 'Carmen.' "

A Modern "Swedish Nightingale" How Gertrud Wettergren, "Singer to the Swedish Court" and Metropolitan Opera Company star, achieved success.
Training the Hockey Player

By GRANTLAND RICE

New York Rangers' coach outlines modern conditioning and training routines for "the fastest game there is."

LESTER PATRICK has played hockey, managed teams and built leagues, and while he doesn't set himself up as an authority, the master of the Rangers probably knows more about hockey and its players than anybody else connected with the sport.

The teams that Lester has turned out in New York have been remarkable not only for their playing skill but in the matter of their condition. There may have been a time—long, long ago—when a fellow didn't have to be in the best shape to play hockey, but the pace of the game was slower in those days.

Now it is the fastest game there is—or if there is a faster one, I've missed it. The tempo is swift and unbroken. A team is undermanned unless it has three interchangeable forward lines. The defense men no longer are an-chored on the back line, but are constantly in the thick of the fighting. The goalies can't relax for an instant—because an instant may bring disaster.

So the hockey player must be in great condition, and since the Rangers are always up there among the leaders when the Stanley Cup is being handed out at the end of the play-offs, I asked Lester one night about his system of training.

"It's a very simple one," he said. "I once heard Joe McCarthy say that the way to train to play baseball—is to play baseball. In other words, Joe didn't believe in some of the wrinkles that other baseball managers have introduced at their training camps during recent years. He wants to get spiked shoes on his players and send them out to play ball—and you never saw a badly trained McCarthy team, did you?

"Well that's the way I feel about hockey. A few years ago the Rangers used to indulge in calisthenics and a few other forms of exercise, but that wasn't my idea. I did away with everything but hockey playing. "Our players report in the fall, about three weeks in advance of the actual season. I must assume that in this day and age professional athletes know they must keep fit the year round. My players do a little golf or tennis or baseball or something of the sort through the summer months and are in good general condition when they report. Almost without exception this is true. So we don't have to waste any time getting excess weight off the players. They are trim enough, and all they need is to get in final shape to play hockey.

"The day they report I have them on skates and out on the ice with sticks in their hands. They aren't really playing hockey, but they are hustling a puck around—beginning slowly and increasing the pace after a day or so. What they really are doing is limbering certain muscles in the feet that have been dormant all summer. And then they begin to recharge their wind for a long winter's campaign.

"After two or three days we begin to scrimmage. This is the most strenuous part of the train-

ing. The players have adjusted themselves to the playing of hockey once more—and now they are out there fighting for goals. I line up two teams composed of veterans and rookies and let them go—and don't think there isn't a battle—with the veterans eager to show they are as good as ever, and the youngsters even more eager to show that they are just as good as the veterans.

"A week of this and we are ready for exhibition games—spaced by a few days of practice, we are ready for the season. Meanwhile, we have been polishing our combinations, working out the formation of our lines and developing some new plays. And by the time the season is a week old we should be clicking smoothly against the strongest opposition.

I once heard Joe McCarthy say that the way to train to play baseball—is to play baseball. In other words, Joe didn't believe in some of the wrinkles that other baseball managers have introduced at their training camps during recent years.
For World Peace Through World Trade

(Continued from page 5)

tion of the company's new home. A continuous stream of visitors, including the executives of many of America's foremost industrial, business and financial institutions, were conducted through the working departments by guides from the various sales and service divisions of the company.

The seventeenth floor, where the offices of the president, vice-president, secretary and treasurer, and the corporation's board room are located, attracted many visitors, as did the reception room and library for employes, which occupy the entire second floor of the building. Here a buffet luncheon was served to over 2,000 visitors, as they listened to the music of the IBM orchestra, which came to New York from Endicott for the occasion.

* * *

On the first floor, called the Hall of Products, is a beautifully decorated expanse of showroom space, the splendid windows of which encompass a great corner of what may well be termed the new "crossroads of the world". Here are exhibited the many time-material- and money-saving machines which have kept pace with and even anticipated the expanding requirements of modern business.

An Appreciation

"Personally, and on behalf of my associates, I wish to thank our architect, Mr. Charles Higgins, the contractors and the workmen who prepared this building for us. I also wish to thank, most sincerely, the speakers, the people who sent messages to us, and all others who assisted in carrying out our program. To all members of our organization, the International Chamber of Commerce, and others who listened in today, we wish to extend our best wishes."

THOS. J. WATSON.

February, 1938

Thoughts From the Poets

The Noble Nature
By Ben Jonson

It is not growing like a tree
In bulk, doth make Man better be;
Or standing long an oak, three hundred year,
To fall a log at last, dry, bald, and sere:
A lily of a day
Is fairer far in May,
Although it fall and die that night—
It was the plant and flower of Light
In small proportions we just beauties see;
And in short measures life may perfect be.

Say Not the Struggle Naught Availeth

Arthur Hugh Clough

Say not the struggle naught availeth,
The labour and the wounds are vain,
The enemy faints not, nor faileth,
And as things have been they remain.
If hopes were dupes, fears may be liars;
It may be, in you smoke conceal'd,
Your comrades chase e'en now the fliers,
And, but for you, possess the field.

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THOS. J. WATSON.

February, 1938

From Thanatopsis

William Cullen Bryant

So live that when thy summons
comes to join
The innumerable caravan, which moves
To that mysterious realm, where each shall take
His chamber in the silent halls of: death,
Thou go not, like the quarry-slave at night,
Scourged to his dungeon, but, sustained and soothed
By an unfaltering trust, approach thy grave,
Like one who wraps the drapery of his couch
About him, and lies down to pleasant dreams.

Gifts

James Thomson (B.V.)

Give a man a horse he can ride,
Give a man a boat he can sail;
And his rank and wealth, his strength and health,
On sea nor shore shall fail.
Give a man a pipe he can smoke,
Give a man a book he can read:
And his home is bright with a calm delight,
Though the room be poor indeed.
An Outline of Progress
(Continued from page 17)

cost-keeping and statistical work, gathering statistical data for govern-
ments in regard to census work, and so forth.

Today, you saw some of our machines and products on the ground floor. We now have 437 models, which perform all forms of accounting, bookkeeping, statistical compilation, automatic document preparing, writing, time-keeping, cost-keeping and general business procedure.

* * *

I mention this because, as you have seen from our annual statements, we have spent very large sums of money in patent and development work. The reason we did that was that twenty-three years ago many of the patents on which the business had been established had expired, and what were left had only a very short time to run. In order to protect our new machines and protect the future of the business by patents we have to do research and development work continually.

In the last twenty-three years we have had issued to us 1,301 separate patents, with a total number of claims amounting to 18,949. Eighty-five patents, carrying 985 claims, were issued to us in 1937. One hundred and two patent applications for new patents were filed in 1937 and we now have pending 299 patent applications which will be coming out from time to time.

We have in our engineering and development department today more work in process than we have ever had at any other time in the history of the business. None of that work will benefit the stockholders this year, but they will receive this year the benefit of some of the work done in years gone by, and in the future the stockholders will receive benefits from the work we are now doing and that we are going to continue to do.

The best definition of research I ever heard was given by Dr. Charles Kettering, head of the General Motors Research Corporation. He said: "Research is simply to find out what you are going to do, when you can't keep on doing what you are doing now".

The more you think about that, the more you feel that every person should be a research engineer, because no one wants to admit that he is always going to keep on doing what he is doing now. The many wonderful machines we have shown you today will not be considered in the business world of twenty years from now. As time goes on, the shortening of working hours, increase of wages and similar changes will make it necessary for business to have more and better equipment in order to carry on.

We started twenty-three years ago with about 400 employees in our entire organization throughout the world. Today we have more than 11,000, and we still have not nearly enough. We are employing men all the time. Just last week we graduated from our sales school a class of young men who are going out in the field. They are starting this morning—eighty-five young men from eighteen countries.

* * *

Our main factory in this country is at Endicott, N. Y., where we have, we think, one of the finest research laboratories of its size in this country. We have a schoolhouse where we train the men for sales and all other kinds of work, from apprenticeship up. We have classes for different branches of the business. Today we have more than 2,200 persons enrolled in our schools. We believe that the more we teach men about their work the better job they are going to do.

We have a factory in Rochester, N. Y., one in Washington, D. C., and we utilize the entire facilities of Frederick Hart & Co. at Poughkeepsie under contract. We do not own this factory, but for the past several years we have taken over its entire facilities. We also have factories in Canada, France, Germany, Italy and England, and sales representatives in practically every part of the world.

You may be interested to know something about the comparative value of IBM stock today and twenty-three years ago. I have met several stockholders who were with me twenty-three years ago and I am very glad to extend an especial welcome to them today, because they had the courage to go along with us in times when we were not making a very good showing.

* * *

On a basis of one hundred shares of stock, anyone who was with us twenty-three years ago, and who exercised the rights we gave in the beginning would have invested a total of $6,114. Today such investors would each own 740 shares, which at the present market would be worth $111,000, and each would have received in cash dividends in the meantime $48,768, or a total return of $119,768 from the original investment of $6,114.

I want to explain this briefly. We started by issuing stock and offering rights to the stockholders to get some additional money. We found that only a very low percentage of our small stockholders exercised their rights, and we realized that if we continued to finance the company along that line, the small stockholders eventually would not have a very large ownership. In order to allow our small stockholders always to maintain their proportionate ownership in the business, we decided to finance it in a different way. Therefore, instead of giving you all the money we earned, we have given you in dividends an average of 54 per cent of the net profits and we have retained the remainder to finance the business. All of you have participated in this financing.

That gave us good credit at the banks, and we have borrowed as high as $5,000,000 from the New York banks at one time, just on our company's note. I mention this because it is important to you.
to know the financial status of your company.

So, with your stock dividends, of course, you have made a great deal more out of the business than if we had given you all the earnings in cash. The reason we adopted that policy was that we have always known that this business was going to grow.

Today only 5 per cent of the accounting and recording work of the world is done by machinery, not just by our machines but by all the office and business appliances. It is going to be some time before all business is mechanized, but some day that is going to come to pass. To illustrate one result of using improved machinery, and having better supervision in connection with its use, I am going to tell you how it has worked in our own business.

Several years ago we reduced our factory working hours from forty-eight to forty a week, maintaining the same pay we had given for forty-eight hours. We talked to our foremen, we added some new equipment, and the result was that within a reasonable length of time we were building our machines at as low a cost as when we had the longer week of forty-eight hours. We continued our policy of increasing wages and improving conditions and have received a fine response from our people.

Now we are on a basis of forty hours weekly. Our wage average for men and women is $1,833 a year. We figure by the year because if we give a man or woman forty weeks' work, that man or woman still has to live fifty-two weeks. Our minimum wage is $1,352, including the women. I am speaking now of the hourly workers in the factory; no salaried people or foremen are included in these figures, only the straight hourly workers in the factory.

We carry a life insurance policy of $5,000 for every man and woman who has been in our employ for three years or more. On those in our employ two years the amount is $2,000 and on those in our employ a year the amount is $1,000. In case of death their dependents receive this insurance. We also have a Twenty-five Year Club. As employees qualify for membership we increase their insurance to $7,500.

We give all our people, in office and factory and all other departments, two weeks' vacation with full pay. In the old days we used to do that for the office employees but not for the hourly workers. Today the hourly workers in our plant get their two weeks' vacation with full pay.

In addition to that we give full pay for six holidays on which they do not work. Thus they get the equivalent of three weeks and one day's pay without working.

We have a Country Club for our employees because we think it is very important what people do outside of working hours. We have eighteen holes of golf and are opening up nine more holes in the spring. We have eight bowling alleys, and are building eight more. We have a Rod and Gun Club, a rifle range, baseball diamond, tennis courts, archery range, pool and billiard rooms and numerous other sports' facilities.

Along with that we have modernized the equipment of our factory, and it is a standing order that we must always have the latest and best machinery that can be used in making our products.

We do not patronize our workers in any way but simply put forth every effort to be fair to them from every standpoint, and they in turn have been fair to us.

I have been telling you of the things the company has done for the employees. As a result of better equipment, more interest on the part of our supervisors, foremen and others, and the fine response we have received from our workmen, we are building our machines today at a satisfactory cost.

I am telling you these facts today because you are stockholders. It is your money that has been invested in all of the things I have mentioned and I am very happy to tell you that you have received from the hands of our working forces in the factory a fine return on your investment. I know, because Mrs. Watson and I dine with them frequently. They have a dining-room in connection with their Country Club that will seat 600 at one time, and we are now building a lounge that will accommodate 500 more.

We serve to our employees on Saturdays, Sundays, and holidays a full course dinner for 25 cents. We do not make any money on that. You do not get any dividends from that in direct cash, as a result of profit on that meal, but you get it in other ways. The reason we established that policy is that it gives the workman an opportunity to take his family to the club for dinner at a low cost.

The workman's wife, you know, does not get quite as much outside activity as the husband. That is why we established that policy, and we are going to keep it up.

Before I close I want to say this to you, I cannot tell you how much we all appreciate your coming here today to view our machines and to inspect our new headquarters building.

The basis on which we were able to purchase this building enables us to have this fine World Center here at a lower cost than we were paying when we were renting space.

Another thing I would like to say in closing is that any stockholder who would like to know anything about the details of this business, any branch of it, may come up to the seventeenth floor any time this afternoon, where Mr. Phillips and his staff will be in the board room with all the records, prepared to give full and complete information about every department and every phase of this business. We are very sincere when we say we want our stockholders to know all about this business. I thank you very much for your consideration.
“The Coin of Peace”

(Continued from page 9)

riers in the way of trade. And yet
the announcement of important
trade agreements makes dull read-
ing to the vast majority of us. There is no haunting melody in
the words. A point to point pro-
gram based on international trade
development does not stir our ten-
derness, nor call forth our enthu-
siastic acclaim, yet herein lies a
vein of true gold, the useful dig-
ing and mining of which may pro-
duce the very coin of peace
which we all wish to possess.

* * *

The trade agreements for which
our Secretary of State, Mr. Cor-
dell Hull, is working with such
diligence, offer a practical, and
constructive method of promot-
ing peace.

Speaking the other day regard-
ing the basic policy animating the
actions of the United States in dis-
turbed areas, Mr. Hull is quoted
as saying:

“The interest and concern of
the United States in the Far Eas-
tern situation, in the European sit-
tuation and in situations on this
continent are not measured by the
number of American citizens re-
siding in a particular country at
a particular moment nor by the
amount of investment of Ameri-
can citizens there nor by the vol-
ume of trade. There is a broader
and much more fundamental in-

terest—which is that orderly pro-
cess in international relationships
be maintained. Referring expres-
sively to the situation in the Far East,
an area which contains approxi-
mately half the population of the
world, the United States is deeply
interested in supporting by peace-
ful means influences contributory
to preservation and encourage-
ment of orderly processes.”

* * *

There are many citizens
throughout this country — men
and women, who belong to no or-

ganized group and participate in
no political movements, who have
a deep conviction that Mr. Hull’s
international policies are those of
a wise statesman, and they admire
and applaud the integrity, toler-
ance and courage with which he
carries out these policies.

Generally speaking, women are
not included among the econo-
mists who receive world recogni-
tion, but every good housekeeper,
in her simple way, is a sound econ-
omist, who realizes that if she is
to preserve her peace of mind, and
often her home, she must use as a
fundamental principle to govern
her expenditures the philosophy
expressed by Poor Richard, name-
ly: “To earn a little, and to spend
a little less.” Into my pattern for
peace I would weave, therefore, a
fair amount of this hopeful sturdy
green of comparative economy.

Also there should be worked
into this design the warm theme of
friendship, for friends are as im-
portant in the life of a nation as
they are in the life of an individ-
ual. The advice of William Shake-
ppeare is suitable for both, “those
friends thou hast, and their adop-
tion tried, grapple them to thy
soul with hoops of steel.” Or in
the words of Mr. Henry Stimson,
our former Secretary of State,
“Anglo-American cooperation is
of the utmost importance in the
solution of the problems of this
troubled world and an important
element in the maintenance of
peace.”

* * *

Maeterlinck makes one of his
characters in the story of Pellens
and Melisande say, “If I were God
I should have pity on the hearts
of men.” Unlike Maeterlinck’s
old king, I would not crave pity
for mankind, but the ability to ex-
ercise self-control. Again self-con-
trol does not fire the imagination
or stir the emotions. This com-
pound word with a dual person-
ality is drab colored. Freedom, a
thrilling word, has been the battle
cry of all races since the beginning
of time. But freedom carried to the
extreme, without the restraining
influence of self-control is ruinous
for the individual in the family,
the section within the country, or
the nation within the family of
nations.

When we, by speech and act, at-
tempt to outlaw war, let us not
condemn all fighting — especially
those of us in this country. We
who enjoy individual liberty, re-
ligious freedom, and benefit by
the decision taken seventy years
ago, that our country could not
live half free, half slave, surely
realize such principles were worth
fighting for.

* * *

Let us work by every construc-
tive means for honorable peace.
But never let us forget that prin-
ciples of universal application are
still worth a genuine sacrifice. If
we want peace, let us think clear-
ly and calmly how to obtain it. If
we want peace, we must be will-
ing, individually and nationally,
to pay for it. And in the last an-
alysis, if we want peace, we must
be willing and ready to fight for
it.

Change confronts us every-
where. We are living in a world
of changing standards and unde-

defined objectives. We are making
an entrance into a new era, even
now we are crossing the threshold
—some of us boldly, some like
frightened and bewildered debu-
tantes. But change is opportu-

nity. Let us be ready to meet it,
not destructively but construc-
tively, with courage, hope, and
good will. And as we go forward
along the new roads, would it not
be well to bear in hand a lantern
to mark the way; the guiding light
of which we may call common
sense. This simple, old-fashioned
light has saved many from stum-
bling into the mistakes of others,
and often before this has saved us
individually from the dangerous
momentum of our own emotion.

May wisdom, the product of
knowledge, experience and calm
judgment, direct our international
policies. May a tolerance rooted
in generosity promote our good
will toward others, and may cour-
age, both moral and physical, sea-
son and support the policies so de-
veloped.
The famous Healy portrait of ABRAHAM LINCOLN

Bequeathed to the White House by Mrs. Mary Harlan Lincoln, widow of the Great Emancipator's son.
THE WASHINGTON MONUMENT
(Washington, D.C.) illuminated at night