COMMUNITY SERVICE OF THE COUNTRY
NEWSPAPER

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FOREWORD

There is a surprising and regrettable lack of books on the subject of journalism. The authoritative books in the whole field, to my knowledge, would not at the present time number more than a score. If you confine the list to the technical phases of the subject the number is yet smaller.

The theory of journalism, the ethics, the power of the press, have been fairly well exploited, but very little has ever been written of either the history or problems of the country paper. The metropolitan press makes known its distinctive features through magazine articles, through house organs, through judicious advertising. Back office problems are discussed through trade journals and by state, inter-state, and national meetings. But the country papers stand unrepresented, except
in the few districts where organization has resulted in state associations such as Kansas, Wisconsin, Washington, Missouri, Texas and Illinois possess.

Statistics compiled by Carl H. Getz, secretary of the National Association of Journalism Teachers, indicate that there is a widespread demand for a book covering the country field. The same demand comes from the offices of many country newspapers. This demand must ultimately be satisfied by some advanced student in the school of experience—by a successful country editor. It is a paradox that the only man capable of competently answering the problems of the country community is the man who never thinks of answering them for his less experienced neighbor starting in the game, or for the man who is not as successful as he.

Country newspaper men are of four classes; First, those who have been
shunted into the business and are fitted for neither the editorial nor the business work; Second, those who have good business instinct and are successful publishers but have little regard for the editorial phase of the paper; Third, those who have the perspective of newspaper service but are held in check by the inefficiency of the back office, or are limited by their knowledge of how to accomplish their desires; Fourth, the small group of editors who have achieved success in the country field, whose newspapers perform the true functions of the press, namely, social and industrial services.

To the last class this research will be of little use, for consciously or unconsciously they are practicing many of the methods here recommended. It is for the second and third classes that this work is done, for the capable men who have not seen the service side of newspaper work and for those who have seen, but had not the means to accomplish their ends. If to these men this thesis gives some inspiration
or some help by explaining how men have worked out individual problems, the details of campaign planning used by masters of the country field, the social surveys the editor may project, the industrial surveys every editor should have for his own use and for the use of his advertisers, how he may best bridge the gap between the country and the town and other concrete ways in which the editor may consciously help his community, it will be well worth the doing.

It is to open up the field, in part, that I have carried on my research work, the results of which with further research and added experience, I hope to issue in book form.

--Mildred Eppard.
COMMUNITY SERVICE OF THE COUNTRY NEWSPAPER.

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INTRODUCTION

Journalism unlike any other specialized field of knowledge includes and correlates all other fields of human knowledge or endeavor. It is two fold in nature. On the one hand it is the simplified, condensed record of events and the interpretation of those events. On the other hand it has the back office or publishing side. The first deals with news, the editorial phase--the "why"--of journalism. The second deals with technique--the "how"--of publishing. And this is applicable to every field of journalism, from the internationally famed newspapers that number their subscriptions in the millions to the hand-printed weekly with scarcely a hundred on the distribution list; from the national magazines to the local organization house organs and technical trade journals.

And what is this journalism, which has but lately fled from the business firmament and has entered the realm of the professions? What is the philosophy of the
thousands of men who stand behind the printed sheet and formulate the policies of that ever-changing vital organ—the press? What but the philosophy of all professional life, the ideal of service?

In the early period of the newspaper, the service rendered was that of scandal monger, of town gossip. It was useless and harmful, but very human. The next step raised the newspaper to the position of dispenser of general information, social, political, and economic. It was a service of education. The modern tendency is for a service two-fold in nature: personal service to the individual and social, economic and political service to the community. Today is the day of community serving journalism.

And the motive behind this service? It would be idealistically foolish to think that the motive of all community serving newspaper editors is that of purely disinterested pastorship. It may be the power and thrill of leadership that calls him to make his paper an indispensable force in the community. It may be the financial recompense that lures
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him to make his paper needed. It may be merely the means to accomplish some pet theory. But it may be, and usually is, the sincere desire of the editor to make his community a better place because of his paper's presence. Or it might conceivably be all of these ideas. What if it is any or all of these? The other professions are not so far removed from utilitarian and commercial motives that they can condemn the latest newcomer to their circle.

As a class, newspaper men are too busy doing the actual work of publishing a newspaper to investigate the lessons of journalism, but they are keenly aware of all research that is being done to strengthen the profession. No layman realizes more clearly than they the weaknesses and faults of the newspaper, and no class has tried more consistently, and with better results in the last decade to weed out the extraneous growths that have kept the press from the progress it deserved.

In spite of the stumbling, halting
methods of the older journalists the nation owes them a great debt. What the gymnasium did for the city state Republics of Greece, the newspaper is doing for its state. The newspaper tendency is toward an all around, sanely progressive propaganda. In spite of all the sensationalism, of yellowness in many cases of back office supremacy, if you will, the residue is sound, wholesome, and indispensable to the people.

Every newspaper worthy of that name serves a double purpose. The local community is welded into an organic whole, largely by the force of the local paper. The nation is unified almost entirely by the papers. Each morning and evening from coast to coast the people think and discuss the same national problems. Given every other invention or discovery that has added to our progress, and remove the daily paper and how long could we maintain a centralized republican government
over some 3,024,789 square miles of land occupied by 100,246,000 people varying widely in race, education and religion. Such discussion may seem as unneeded to the average thoughtful observer as it does to the editor. But to the one thoughtful observer who sees the wider scope of the newspaper service count the ten "fireside critics" who see nothing bigger in the newspaper than a commercialized institution for the extraction of cash by any and every method known to man. The newspaper always has had and probably always will have both small and large inaccuracies but the information is in the main correct and upon it the life of the community and nation depends. Henry Ward Beecher characterized the newspaper truly when he said, "The newspaper is an ever unfolding encyclopedia, an unbound book
forever issuing, never finished and ever new. Did you ever stop to think that millions have no literature, no school and almost no pulpit but the press? Not one man in ten reads books but every one of us, except the very helpless poor, satiates himself every day with the newspaper. It is the parent, school, college, theatre, pulpit, example, counselor of all in one. Every drop of our blood is colored by it."

"The newspaper," it has been said, "is not perfect by any means, but the service it renders to business, to religion, to philosophy, to the diffusion of knowledge, to the establishment of good government and clean politics, to the cultivation of high ideals to the quickening of the public conscience and the advancement of the best interests of humanity, is beyond the comprehension of finite minds."

The modern tendency of journalism both in the back office and news room is service. A nationally famed advertising expert recently recommended that advertisers change their motto
"truth in advertising" to "service in advertising."¹ Thirty years ago the Chicago Tribune was founded with service to the people as its guide. Just recently the St. Paul Daily News installed a survey department. The N. Y. Globe is known for its pure food surveys. The Chicago Daily Tribune answers 250,000 personal help letters every year while the Ladies Home Journal trebles that figure.

Many large papers for years have consciously performed this social and industrial function for their community. Many papers for years have unconsciously performed, in par, the social phase of the service. It is with the latter that the country papers must be classed, but it is also with them that this service should be emphasised more.

The country editor occupies an unique position in journalism. He is much more influential than the metropolitan editor, although his scope is limited, but he is also much more directly responsible to his public.

¹--Marco Marrow in Associated Advertising, house organ for A. A. C. of W.
Many country editors have not taken stock of their influence, while a few do not care to do so. But they have influence, whether they will or no. There are 17,000 weeklies and 1,000 dailies in the United States in towns ranging from 500 to 20,000 population and the average number of people influenced by them would reach at least 30,000,000, or a third of the total population of the United States. (This excludes towns of over 2,500 and makes a general estimate of the rural population in the southern, mountainous and frontier districts where the local paper is rarely found.)

One of the things that retarded the country paper's development was that the men who entered the field lacked educational perspective and adaptability in dealing with men. Fortunately that condition is passing. Men of wide ability and strong character are entering the country field and entering it permanently, not as a mere stepping stone to the big city daily. It is with the influx of this new blood that the service movement is being swept
into the country field.

Most of the social service work of the country paper is unconscious work as yet, realized neither by the editor or the public for which he works. The work is haphazard. He takes up a campaign frantically for a few weeks, then takes up another and lets the first gradually dwindle away, seemingly without having accomplished anything. It is much like the college daily in this respect.

The industrial movement, on the other hand, is a late and conscious movement. To be effective it must be a well ordered, systematized plan of co-operative action of the commercial and industrial and social forces of the community. It must have a strong efficient leader and at present both for financial and social reasons, it stands any country editor well in hand to be that leader if possible. Social and industrial work apparently are far apart, but the editor finds that in actual practice the two fields of community work are closely coordinated, while the ultimate aims are
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identical. Both strive to make the community a more livable place, because it is a better social unit or a more prosperous commercial unit. Many editors have succeeded brilliantly in the social work, a few in the industrial, but the ideal country newspaper of the future will correlate and adapt both lines of service for the progress of its community.
THE COUNTRY PAPER AS AN EDUCATOR.

Next to the public schools the newspaper is the greatest disseminator of knowledge. Like the school, cultural training is made the least important factor in most newspapers. Anything a well balanced paper does might be called educational, inasmuch as every part of the paper, from the latest news to the typography and advertising is educational. But we limit the scope of work to the popular conception of the word.

Almost every editor does a certain amount of general publicity work for the schools in his community. But this does not signify that that editor has any definite purpose in so doing. Only eighteen of sixty-five editors were working to secure better buildings for their community. Forty-two mentioned the fact that either new buildings were needed or improvement should be made on the old ones, but they found it useless to advocate it since the people took no interest in school work.

Such an attitude on the part of an editor is a mistake. People are interested in school work or can be made interested if the paper gives it due

1--In a questionnaire sent out to editors, every editor took as a matter of course the publishing of general educational news.
publicity in the right spirit. One editor\(^2\) has just secured for his community a $30,000 school building in a town of 600. But he had secured it only after years of constant hammering away on the necessity of the building. Unless it be a most urgent need, public opinion forming is a slow process and cannot be forced through in a few days or weeks. That same editor during his campaign devoted a whole issue to the school, its work and its need, and mailed it free to every one in the community.

But, asks the editor, what will you put in this special edition? Put everything and anything that bears on the question. Describe the cramped, inefficient, unsanitary condition of the old building in one story. Quote interviews, urging the measure, with men of the town, who have no axes to grind. Give statistics of other towns that have buildings and compare with those of your town as to wealth per capita, children of school age. Get some good reprint from educational magazines from well known men (not too abstrusely educational). Write an editorial on the question. At Sheldon, Iowa,\(^1\) one whole issue was taken up with arguments for the proposed high school building. The editor stated the condition.

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1--Paul C. Woods, The Sheldon Mail
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of building, why there should be a centralized school plant, economy and efficiency, what the new building would include, location of building, the justice of the $75,000 bonds. He answered the question of why include auditorium and gymnasium. The question of taxes was discussed. He showed by concrete instances how much individual property tax would be increased by this school tax. In one year's campaign he secured the building. Above all, if possible, get some strong organization behind the movement and let all projective action apparently come from that source. There is, however, always one source of danger in the organization movement. If the community is at all inclined to divide into cliques such organization might cause a wrecking schism at the start. Many community services have gone by the boards simply because the general public felt that some one clique was dominating a trifle too much. The leaders of such movements must have discriminating choice in selecting sub-leaders.

The first and most important thing for the newspaper to advocate is efficient teachers, men and women who are interested in more than the mere monthly drawing of salary, and the routine duty of teaching. To get that, one needs to offer something in the way
of higher salary or attractive community to interest men of higher calibre. And to do that one must have an intelligent school board, and to get the best men on the school board presupposes an intelligent electorate. It seems to be the traditional vicious circle. Nothing can be done because everything depends on that which goes before, and the beginning is never seen. But it is not really as hopeless as it seems.

A broad minded school board is the entering wedge. Get that and your battle is half won. Persuade some of the better class of citizens to run for the office and keep it out of the hands of the careless type, who have no real interest in school affairs. When once an efficient school board is elected the editor should do all in his power to keep the personnel of that board. Drop the annual contentions in regard to school elections and do not advocate change except for good and sufficient reasons. It is a very poor policy to attempt to raise the standards of education by rotating the officials who are to carry such policy into effect. Efficient and long service go hand in hand. The lesson of uninterrupted service, as taught in the corporation heads, in the state and national legislatures, is also true in the school official.

Adequate salary to induce the teacher to stay long enough to accomplish something is only just. Too
many small towns are run on the cheap-as-cheap-can basis. Cheapness usually goes hand in hand with inefficiency and that means either exploitation or stagnation, whether it be in mayor's chair or at the school superintendent's desk.

But it may happen that the teachers are efficient and wide awake. All that is needed is your offer of co-operation. Every country editor should attend school board meetings and teachers meetings. He should advocate the joint regular meeting of the teachers, school board and parents to discuss school problems. Once that interest is aroused the newspaper publicity for any reform falls on fertile ground.

Co-operation with the teachers is not an idle theory. The Minneapolis Journal has long conducted a children's weekly issue. Grade and high school classes under the supervision of the teacher compete for prizes offered for the best stories.

Many schools are putting in supplementary courses in journalism which are in reality nothing more than vitalized English and rhetoric classes. Any wide awake English teacher is glad to co-operate with the local editor in directing this work. Classes in rhetoric lose that boresome flavor, if the student feels that he is doing something, that he might
possibly tell something new to his whole town if he can but tell it in a way acceptable to the editor of the newspaper. Rhetoric is then not a theory but real news about real things and people.

That is the teacher's side, but there is the advantage to the editor also, aside from any philanthropic value it may have. It interests the children in your paper, and with the children's interest will come the parents' interest.

Many country papers have taken up the idea of weekly school notes under a box head with the name of the editor and assistant editor and find that it pays well in increased interest of the children and parents. One Kansas editor co-operates weekly with an English class in the local high school and the last week of school allows the class to put out one model issue of his paper free of charge.

There is another reason for interesting high school pupils in your paper. Teach the children and gradually you will teach the parents. One

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2--Oscar S. Stauffer, The Peabody Gazette Herald.
Superintendent of schools is responsible for the statement that the interest of parents and success of school was due to newspaper publicity of the children in his town.  

One editor makes a habit of printing all the things that might interest the parents about their children. For instance, he prints the speech made at the local school on visiting day. The reasons why parents should not keep children out of school for half day periods, and why they should most urgently insist on early bedtime hours. Such matter printed week after week soon becomes common knowledge and the results are not long in showing.

Another successful way of getting interest aroused in school work is to print articles by the superintendent. That is, if the superintendent is generally respected. If he isn't get rid of him. School work will not progress until he is gone.

Wise editors are beginning to make use of the school sport to unify the school community. It is reported usually by a high school student, from a high school viewpoint and is of vital interest.

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1--Superintendent Jackson, Bellaire, Ohio.
to the whole community, next only in importance to fires and murders, and ranking far above civic elections.

Of course it is not to be expected that the local newspaper can carry on the educational work that the larger papers do. They have neither the facilities, time nor money. But they can do a certain amount of educative work. If the school house is used as the community centre, as it should be, the enterprising editor may find many public men either from the state university's extension department or from independent sources who will aid his campaign work indirectly but forcefully. Everyone looks to everyone else so if the editor does not do these things or suggest that they be done, the small town will seldom have them.

Many editors ask, what should we do about the rural schools? Consolidation seems to be the most adequate answer to that problem. Township grade consolidation with hack delivery marks a definite step in the rural school advance; while county high schools have been successfully established in the Middle West.

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1—New York Times, educational exchange and correspondence page. Chicago Daily Tribune, legal, medical and educational individual help. Chicago Daily News spring lecture course held at twenty school houses rented from school board and given free by paper to people, discuss national and civic questions from non-partisan point.
Any editor at all interested in the question, can find out from the state board of education the best things for his individual community. The educational department welcomes such co-operation on the part of the local papers of a community.

There are other methods of education besides those connected with the school house that the editor may use. One editor has said "We do little along high brow lines, but we do tell the people how to avoid measles, how to keep the babies from dying. We are not crazy about higher education, but believe in the education that is absorbed in work." Which seems somewhat fallacious reasoning since practical educational work is not high brow in any sense of the word.

One of the most remarkable services that a few metropolitan newspapers render to their patrons is medical advice or hygiene helps, and pure food advice. The Chicago Tribune employs the exclusive time of Dr. W. A. Evans to tell the people "How to Keep Well." The country paper cannot specialize this far, and probably never will, yet there is a field in which they can render medical assistance. That is in civic and personal hygiene.
Civic hygiene takes the form of clean up propaganda, of sanitation reform, of making the community better, because a more healthful place to live. There is the community medical advice and the community sanitation that the editor may put in circulation. Last winter an epidemic of la grippe raged in Cleveland, one editor had the courage of his convictions and under a two column head announcing that thousands were suffering from "grip" was a two column box telling just what to do when afflicted with la grippe. That editor not only exploited the evil but provided a remedy for that evil. He might have done as most editors do, printed a little squib on the back page on Doctor's advice, which would perhaps have been read by only one tenth of the people who read and profited by the first page "splash." Any country editor can give that sort of service to his community. One Kansas editor runs a series of health hints under the title "Healthograms." Any physician, if approached in the right way would contribute health hints. And every country village and farm needs to be told the simple health precautions. 

1--H. E. Bruce, Marquette Tribune.  
2--Dr. T. H. Jamieson, County Health Officer of Sumner County, conducts a weekly press bureau and sends articles to every paper in Sumner county. He is doing a remarkable work in educating the public on questions of health and hygiene.
There are more broken down men and women on the farms than in any other walk of life, some because they work themselves down, largely because they do not know how to care for themselves.

The editor may do more than print warning and advice. From the state university extension departments in Iowa and Kansas, perhaps in many more states, he may secure slides and illustrated lectures on different bacteria, disease growths, and care and prevention. Free lectures may be arranged under the auspices of some town organization. It may be exhibited to the school children, to health societies, to the public at large. He need only to suggest perhaps that such be done, he does not have the time to direct the detailed work of such enterprises; but any editor can suggest and fruitful suggestions are the principle scarcity in small towns. A great many are ready and willing to work if someone will but tell them what to do, where to get material and how best to use it.

In the same manner the local dentist may give a series of talks, thru the paper on the care of the teeth, makeup of the tooth, best kind of brushes, why use brushes, anything pertaining to the tooth or its care. In the same way, numberless other local men may be used to help the paper educate the public. It serves a double purpose, of helping the people and incidentally of good will publicity for the contributor of the knowledge.
Anything local carries with it a more vital appeal than would reprint material on the same subject from some expert of whom most of the people had never heard. On the other hand, the editor must use discretion in selecting men to give such information. Coming from a man the community does not respect the advice would only lower the standards of the paper in the eyes of those it wants to help. The man who advises should be known and must be respected by the community.

Then there is the general medical health features. Kansas editors are particularly fortunate in having in Dr. Crumbine a secretary of the State Board of Health, who has a well developed sense of news values. It was he who made famous the swat-the-fly movement and clean-up day in Kansas. Any editor would do well to get on his mailing list if he wants up-to-the-minute advice on local subjects. His '16 Spring Decalogue reprinted by many editors is a model of sensible advice and not hid under a mass of technical terms understandable only to a doctor.

The child welfare movement has gained great hold in Kansas. Almost every town has a child welfare league or club, largely thru the efforts of William A. McKeever, head of the child welfare department of the University of Kansas.  

1--Any editor interested may get complete information
The field of political education is one that in most small towns sadly needs cultivation. In the average small town a fifty per cent vote of the electorate on municipal elections shows unusual interest, while the state elections show only a little larger percentage. No editor can ignore local politics. Neither can he play politics, if he expects his paper to have a wide influence in the community. There has been a remarkable decrease of political papers in the country. Men seldom buy papers to manipulate politics as they once did. Those papers based on partisan politics have but a half-hearted support from their community. Editors have found that it doesn't pay in dollars and cents to mix up in partisan politics.

The editor who would be a political educator, must know something of the history and theory of government, especially of municipal government. Without that his judgment is probably no better than that of any man on the street. Editors who are handling this subject most successfully have some ideas in common in all political matters. They give the political significance of every local move. They interpret national and state politics in terms of local comprehension and significance. They make people talk about state, national and civic by writing to the University Extension department.
government. No matter whether they agree or disagree with the paper, they make them think.

One editor recently ran a ballot blank asking the citizens to express their views as to the best character of government for their city. Three kinds of government were presented, the aldermanic, the commission and the city manager plan. That same paper when the poll was counted backed up a movement to hold mass meetings to discuss the matter and as a result the town has a city manager plan government now. ¹

Another paper by its sledge hammer campaign secured an investigation of the local gas company from the Public Utilities Commission, and forced better service for the people. ² One influential paper recently hired a noted New York engineer to come, at the paper's expense, and investigate railroad conditions for them, and secured evidence to convict a city official.

Nothing can better illustrate the force that a paper may exert for political morality of a community than the old example of the N. Y. Times' fight against the Tweed ring which resulted in breaking the power of the gang.

¹--Durant Daily Democrat, Oklahoma.
²--Cleveland Press, Ohio.
The electorate of most towns is politically ignorant. The editor, more than any other man, has it in his power to leave them thus or to educate them to a sense of civic responsibility and power. It is one of the first problems that faces the new editor. His answer helps determine whether he will be a leader of the community or a parasite of that community.

Another educational service that the editor performs is that, which, for want of a better word, is termed ethics. It can come to the paper only through the character of the editor himself; for the community in which most of these papers circulate is a community of first name acquaintances. If then the editor is an ethical teacher, or preacher if you choose, he must of necessity practice what he preaches. Unlike the ordained minister, however, the moral of his sermon is so covered that seldom, if ever, is the editor suspected of that position. His ethical teaching may take numerous forms, from the forced removal of an unfit official in one case to the care of dumb animals in another.

1--N. A. Huse, Norfolk (Neb.) Daily News, caused the removal of Superintendent of State Hospital for Insane, after the Governor of the state had twice attempted it and failed.

2--W. E. Payton, Colony Free Press, runs a series of appreciative nature editorials in his paper.
A few editors, a very few, have attempted to give a literary tone to their papers. The most famous example in the United States is that of Col. Nelson's success in the Kansas City Star. Laughed at by other newspapers he steadfastly insisted that he would make the people appreciate good literature, and he did. The Kansas City Star today is conceded to be the most literary paper in the United States. True few editors possess the artistic ability of Col. Nelson, but that is not necessary. There are various ways of giving the people the best literature at hand.

Almost every town library possesses a volume of quotations from classical and modern epigrammatical writers. Intersperse them liberally with your personal items and between news stories, they are better space fillers than the stale jokes of the patent insides. Of course the editor does not have time to pick them out. Why should he when he may use any number of other means. Get the teacher of some grade class behind the idea. Let her class supply you with quotations.

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Get the English teacher to contribute a series of book reviews for your paper. Perhaps it will not be a gem criticism, but the people of the town will understand it better than Matthew Arnold's criticism. Ask some one to review the new books that come into the town or school library. Have people send in lists of their favorite books and tell why they like them. John Jones will be much more likely to read a book that Bill Thompson, the hardware man, recommends than one The Bellman pronounces of high literary value.

Don't be afraid of poetry. When you do use it do not run it in an insignificant corner in 6-point when all the rest of the paper is printed in 8-point. Get the children to bring in their favorite bits of verse with some sort of biographical or explanatory matter attached. And don't be ashamed to print poetry instead of mere newspaper verse. Many people are too busy and too practical, they say, to waste time reading a book of poetry, but they read the poetry the paper prints nevertheless.

It is not to be expected that the editor will use all these methods of educating the public in every issue of his paper.

Education is a process of time. Nelson
worked many years to establish the merits of his paper. Pulitzer tried yellow, sensational and moderately conservative methods to educate his public. Little by little the educational standards of the community are raised unnoticed by anyone other than he who is watching carefully. The status of Kansas newspapers undoubtedly has something to do with the fact that there is less illiteracy in Kansas than any other state. No editor has ever gone astray on educational propaganda.
RELIGION VS. CHURCHES IN THE SMALL COMMUNITY.

Today we hear on every side that the country church is a failure, that it is decadent and has served its day. The country church problem is ever before the ministerial associations. But there is no country church problem. There are country church problems but they are much the same as the small town business problems. There are too many churches; not for the number of people of a town, but for the number of ministers who are fitted for that work.

The church problems are economic, not spiritual ones. The drift to the city has taken away the best of her youth, upon whom progress depends. The stagnation, due to isolation and lack of leaders, has affected the church no more than the other rural and small town activities. Gradually as socializing conditions improve the church condition will also be relieved.

The church has been more backward than other community institutions in availing herself of the new tide of interest sweeping back into the country fields. But this, largely, is because of the men in the pulpits. The real solution of the country problem
is to get the men in the jobs who are there to do something in that field, who regard their work as a permanent life work, not simply as a stepping stone to a higher position in the city. ¹

But how does this affect the country editor? The church and the newspaper are working for the same goal, both are striving to make men better, and if for nothing more than for the sake of efficiency. The local church, even with all its weakness stands next to the paper as a moulder of public sentiment. Nothing but good can come from the union of the two forces. The church is brought before the eyes of the public; it is made common, a thing for all people. The paper gains the stable support of an institution made up of individual units of the community. The wide awake editor in the community with a wide awake minister, finds that minister a possible agent of community building that he cannot afford to overlook.

With a membership of 22,000,000 and 60,000,000 adherents, with a property valuation of over $1,000,000,000 the church exerts a powerful national influence. ²

¹--The life and work of Harlow Mills at Beuzonia shows what may be done by the right sort of men.
²--Census report 1910.
But many thousands of dollars invested in churches are practically wasted. Why should a building lay idle six of the seven days in a week? It claims to be a working institution yet no other form of property is used with such a small degree of economy. This is especially true of the country churches. A church is, true enough, primarily for spiritual purposes, but its wider use should be for any service which ministers to the physical, economic, and intellectual, as well as the spiritual, welfare of people.

In the mad rush to right itself, the church took up all forms of service, irrespective of whether it was technically capable of performing that service or not. In many cases it was not. Many churches took upon themselves the duty of farm adviser of the community. The farmer may need an adviser but probably no minister has the expert knowledge that such a specialized subject needs, and so the movement failed.

But there is a field of social work that the church is peculiarly fitted to do, and which every community needs to have done. That is the welfare side of community center work. The editor is fortunate who can enlist the churches in such work.

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The real object of a church is to serve the people, and in serving it must stand the same test that every other institution stands when it asks for public support. A church is no longer reverenced for what it stands for but for what it does. This does not mean that the church is losing its spiritual idealism. It is working down to a practical seven days a week basis of idealism. If it makes good it must serve not the few who belong to the immediate membership but all the people of the community; the irreligious as well as the religious. Furthermore, it must serve all the interests of all the people and cooperate with some other organizations for the general community betterment. Few country churches see this side. It is the newspaper's chance to bind itself with a strong community force by presenting this side to the church leaders.

Charles Stelzie says that the future victories of the church will be won largely because of its co-operation with men, who in other departments, other fields and through other efforts have been working for the same goal as the church. Another minister who writes from experience has found his chief method of publicity in the local press.

1--American Social and Religious Conditions.
Harlow Mills, minister of the Larger Parish of Benzonia, Michigan, who has shown that the church can be made one of the vital forces of a community, demonstrated a way of practical co-operation between the editor and minister. He says, "For the last three years I have had a column in the local paper, which finds its way into most of the homes of the parish. At the editor's invitation he and I work together to make it an organ of helpful power in the community. I put into it whatever I think will be useful to the people, bringing to them many a message that would hardly come appropriately from the pulpit, such as 'The Back Yard, The Man You Happen To Meet, The Utility of the Yell, The Keen Zest of Living.' The column is widely looked for and read."

The question of church consolidation is not of burning interest to the editor. Definite treatment depends on the individual community. Several communities in Kansas have consolidated churches that are working much more successfully than the old system of two or more churches,¹

but there is usually no reason for consolidation of churches in the ordinary sized town. What is needed is more sympathy and co-operation between the churches of a community. The editor can do much toward eliminating friction by engaging all in work that keeps them too busy to think about petty differences.

One of the things that the newspaper man must fight is the mistaken idea of the paper's attitude toward the church. Religious activities have a positive news value but the average church member is inclined to knock the newspaper for what he regards as the studied neglect of the churches, and the playing up of society and sport. The truth is the church does not know how to give out news. Most ministers have only the crudest ideas of news methods. It will pay the newspaper to do some missionary work among the churches. If the matter is gone after in a tactful way, any editor can secure co-operation in any community of churches. Suggest a weekly meeting of all the ministers to discuss community work. Invite the minister to your plant, invite several to drop in and talk over church problems with you. Tell them what you consider news and why
some religious items are news and why some are not. Bring them to see that the most expensive thing about a church is an empty pew. A better feeling is established between the church and paper because they understand each other and their methods of work. The minister will understand that you are sincere in your effort to help his work, if it be worthy of help, and are not merely trying to get the churches' money for an advertising campaign.

Not that the editor should not get church advertising. He should. One of the most successful forms of publicity of the progressive church is advertising. Large city churches have used the method for years. Billy Sunday long ago demonstrated the value of advertising religion. Baltimore, Kansas City, Pittsburg, New York, San Francisco, Los Angeles, and Philadelphia churches have proved that church advertising has paid in those cities. One clergyman writing in the Church and Clergy column of the Philadelphia Public Ledger says that the time is approaching when the business men of the churches will insist upon business methods in church work. Within ten years most of the enterprising churches will advertise their services in large type.
36.

In many cases some business organization of the town will finance the cost of advertising for the churches, with the stipulation that no denomination will be exploited.\(^1\) In Oklahoma City, statistics revealed to the Ministerial Association that not quite 14% of the people went to church. All the churches united, employed an advertising expert from Philadelphia and each Saturday half-page advertisements were run in all the papers of the city. The expenses were divided in proportion to their respective memberships.

Can the small town editor get this advertising and if he can, will it be a paying proposition for the church? He can and it will. Small country Kansas publishers have proved the success in their towns.\(^2\)

The same principles that apply in business advertising apply in church advertising. To be effective it must be persistent, and it must be given a fair trial.

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2--Independence Daily Reporter.
   Hiawatha Daily News.
   Minneapolis Better Way.
   Cimmaron Jacksonian.
Spasmodic advertising has no more effect than spasmodic work of any kind. The paper should contain each week at least a quarter page of church advertising matter. Newspaper advertising will attract more attention than the same story told in the news columns. It would be more striking, more concise and more forcefully told. An advertising campaign engaged in by all the churches of the town will convince people outside the church that there is real unity of spirit among them. It will revolutionize the attitude of the outsider toward the church.

To the editor the church may become a source of co-operative help in social work and a progressive force in community welfare, as well as an asset financially. There is little sympathy for the modern editor who finds his best policy to leave the churches absolutely alone.
TEACHING THE COMMUNITY TO PLAY.

Social stagnation--dead town--nothing doing--is the analysis of the student of rural sociology and of the critical youth of the community. The sociologist bemoans the fact that the boys and girls are leaving the farms and small towns for the city. The youth bemoans the deadly dullness of the home town. Every country editor has at some time in his career advised the young men of the hardships of city life and the opportunities of the country life, and cautioned them paternally not to leave the comforts of a calm home for the tawdry brilliance of the city. And with that very true but very worthless editorial advice the editor considers his duty toward the boys and girls of the community ended.

Most boys and girls do not go to the city, because they are seeking fame and wealth. Boys and girls line the streets, the village post office and depot, not because they want to, but because there is nothing else to do. That offers the nearest approach to pleasure that they know.

Normal youth is normal animal, and like all other animals naturally runs in herds. If no
one takes the care to supervise and direct the actions of these herds, before long we have the vicious, uncontrolled groups known as the "bad" boys and girls of the town.

But why should the editor, overworked and underpaid as he is bother himself about the children and young people? Are not there enough adult problems which he must work out, without this added burden? Why make it a burden? Let some one else do the work. You suggest. The thing most noticeable in small towns is the lack of ideas. The energy and force to do is there but the knowledge of what to do is not there.

Of late there is a national wide effort to take care of the children. The Child Welfare clubs and Mothers' clubs teach the best methods of physical development for the child. The playground movement is a working basis for intellectual and moral development of the child through supervised physical action. Some of the useless women's literary clubs might be made to see the value of such work in their town and adopt that phase of civic improvement. Most of the women's clubs are the suppressed and conventionalized herd instinct of the children, anyway, and any editor will be doing the town a real service if he turns their
activities from an idealistic cultural channel to some far-reaching practical culture.

The little children are not suffering. It is the girls and boys from ten to twenty that are neglected in the town. New York Police Statistics prove that children are arrested there for the every things that is natural for a child to want to do. Out of 1707 children arrested in one month, 100 were charged with playing baseball on the streets, 177 for playing cat in the streets, 80 for jumping cars and 100 for yelling while playing. In Chicago a 28% decrease was found in children arrested within one half mile radius of playgrounds. If the cities would spend one fourth of the money for juvenile recreation that they spend for juvenile reform, there would not be the child problem of the city.

There is small reason why a town should not have a recreation centre with a playground for the smaller children, and small parks for the mothers who care to come. Let the editor encourage and aid the women who want such playgrounds. Any city council will contribute a lot, or some citizen will lend an unused lot for that purpose. The equipment for a playground nowadays means not expensive amusement apparatus but sand bins, basket ball, volley ball and baseball games which require supervision and
cooperation.

The supervisor must be hired, few towns can expect to get such services free. Such burdens should not be put on the shoulders of individual citizens, however. Any town can afford to pay a playground $60 or $75 per month to care for the children of that town six hours a day during the summer vacation months. In time provision will be made for such expenditures in the regular school budget; until then the editor must work for it thru some local organization.

Russell Sage Foundation will send and loan lantern slides for local use. No expense except that of expressage.

Arouse interest by means of these slides, ordered perhaps by the Commercial Club, the joint club of boys and girls. Slides on: park and municipal playgrounds, schoolyard playground, camps and outings, rural playgrounds, athletic fields, international scenes of sports, festivals and celebrations, recreation centers, vacation schools, gardens, open air schools, evening schools, medical and dental inspection.

Then there is the question of the young men

1--Write Russell Sage Foundation, 400 Metropolitan Tower, N. Y.
and women. The Y. M. C. A. and Y. W. C. A. usually take care of these in the larger cities. In the smaller town they supply their own amusement and recreations or have none. German municipalities have progressed far above any in the world. A public gymnasium with basket ball, inside track, swimming pool, and bowling alleys, is provided by the city and supported by municipal taxes. The German youth has clean physical exercise and clean mental pleasures. After all, it is worth some sacrifice on the part of the citizen to know that his children have such opportunities.

The small town might get this community recreation building through the Y. M. C. A. if that organization can be made broad enough to include all on a social and not purely religious basis. It might come through the school funds or thru the establishment of a community club and by private subscriptions. The ideal plan for the town that has but one group of school buildings, would be to include the building in the group but have it, as well as all the rest of the buildings, thrown open to the public at certain times, when not in actual use by the high school students. However the building is secured, be it by private subscription,
or municipal bonds, the upkeep of the building should be from municipal taxes and in no respect self-supporting.

Every editor realizes the importance of town celebrations, get-together meetings, and town and county fairs. Not that he or the business men who stand behind such movements care for the socializing influence. It creates and holds trade of the surrounding community for the town merchant. It is purely a selfish question in most cases. Complete discussion will be made later under the subject of rural community spirit. The editor usually has a better knowledge of billing of lecture and musical entertainments than anyone else in the community unless it be the local theatre manager. If the town is too small to afford a theatre, the worth and class of entertainment depends largely upon the editor. In other words the local editor may dictate the type of entertainment for the whole town. He may use this in another way also, in dealing with the moving picture manager. The editor through public opinion can force the manager to use a good type of films, or he can let the usual inane small town movies stay. If he is in earnest, he can serve his community concretely and materially in that way.
Then there is the music festival, choral unions, or community music, for the musically inclined. Kansas is particularly fortunate in its state and university work. Professor Arthur Nevin of the School of Fine Arts of K. U. and Mr. Walter McCray of the Pittsburg Normal School both devote much time to organizing choral unions over the state. Last Easter Mr. McCray at Pittsburg trained a chorus of 240 for the Messiah chorus. It is important to note that he picked his chorus from six small towns surrounding Pittsburg. He made it true community music. Mr. Nevin trained a chorus of 200 at Parsons for what he termed the "big community sing."

A singing community is not to be contemptuously dismissed from the local editor's mind as too trifling to be noticed. Mr. Bassett of Wisconsin, demonstrated the psychology of music last summer session at the University of California when he invited the whole 5,000 students out for evening song festival, once a week. He developed a comradeship among the students in those six weeks that was distinctly worth while. They sang no classical music. Folk songs and impromptu readings made up the entire entertainment. Men and women love to sing, but they fear to show their emotional nature by starting a community song.
festival. Every town contains enough home talent to organize or to carry on the work of an outsider who has organized such choral unions. It is the editor's privilege or duty, as you choose, to find that home talent and to foster the song habits by well directed publicity. Little thing—yes—but after all its effect on that community may be more far reaching than the paving of a few miles of street, or the municipal ownership of the light plant.
WHAT THE COUNTRY PAPER CAN DO FOR THE FARMERS.

A survey of the rural conditions might be interesting and profitable to the country editor. Of the approximate 100,000,000 population of the United States about 46% is urban (towns over 2500), while 54% may be classed as rural. A study of the census report reveals that the total increase in population from 1900 to 1910 was 23 per cent. The urban population increase was 34.8% while the rural increase was but 11.2%.

Considered from a land rather than population point of view, we find that 46.2% of the total 903,289,600 acres of land is in farms. 53.8% is in cities and government land. Of the 46.2% farm land one fourth only is improved land.

Valuation in farm property from 1900 to 1910 has seen 81.2% increase. Of that, land increase was 118.1%; building increase 77.8%; implement increase 68.7%; domestic stock 60.1%.

The total value of a crop amounts to $4,500,000,000 annually and this comes from only three-fifths of the improved land. The most striking fact is that the increase in production has been but about 1% while the increase in profits from the
producer to the consumer has been about 80%.

The welfare of so great a number of people should command attention from an economic, political, moral and religious standpoint.

Theodore Roosevelt's "Country Life Commission" brought to popular view many of the problems of the farmer. The decrease in rural population is not due to financial depression. The farmer is prospering although he is not getting his just increase in profits. The problem of the farm today is the same problem of the manufacturer. It is not a question of more produce or larger output, but economic distribution of profits. Both farmer and manufacturer have been dependent upon the middlemen. The farmers' co-operative movement simply means that the farmers are realizing that they can put the middleman out of business and they are doing so without any far-sighted considerations of the economic results. Even advertisers are beginning to realize that their duty is not one of salesmanship so much as that of aiding in the simple economic distribution of goods.

The "Back to the Soil" movement was rather a far fetched cry and happily is dying out. The solution of the country problem depends not on increase in population but upon more efficient and
effective farming, employing the best method and getting the best results from the least amount of land possible. Intensive, specialized farming is taking the place of haphazard extensive farming.

The small town publisher owes something to these farmers. He owes much more than he has ever returned. Directly and indirectly, much of his success is due to the farmer. About 72% of the subscribers of small papers are the farmers.¹ The support of the farmer maintains the town element to which so many editors cater, yet most country papers fail to give adequate representation to the agricultural interest of their community. The typical newspaper in villages whose property valuations is less than one tenth of that of the surrounding district prints from five to a dozen columns of village news and only about a column of news of the farming district, most of which is neither vital nor significant. Many editors think that the four or five columns of district locals sent in by the correspondent ends his paper's obligation to the farmer. It doesn't.

¹--Determined by questionnaire sent out and the estimate of national advertising agents.
Not that the editor must not print a certain amount of specified, localized news for the individual districts, but much that the editor writes, if written correctly should have as great an appeal to the farmer as the villager.

The farmer is a thrifty, prosperous and well informed man with about the same likes and dislikes as the average man anywhere. Two things are responsible for the new type of farmer. One is education and the other is increased valuation of his product and farm. The latter has taught him how to make money, the former how to spend it. The average farmer is a better balanced, better principled, more dependable citizen than the average town man. An editor with the farming element behind him, can be an absolute dictator in his town if he chooses. True the farmer cannot be swayed and whirled by every passing editorial comment for he has lived alone, and he has made up his mind on most subjects vital to his home and business. Often this very exclusiveness makes for narrow mindedness and stubbornness, but once won over he usually sticks, and will support more actively and materially the act of his editor than the effervescent townsman.

Another kind of editor tries to supplant
the farm magazine by his publication. Such is utter nonsense. The farm journals deal with the teaching of improved technical methods of soil cultivation and production and economic problems of distribution. They fill the place of house organs and trade journals. The farmer wants in his local paper not a trade journal but a NEWS paper. No one can say that a discussion of the fact that celery raising is a profitable source of pin money for the housewife, or that the silo is a new and economic method of stock feeding, has no value for the farmer. It does. But when the editor can point out the concrete instance of Mary Smith's success in raising celery, and let her tell in her own fashion how she did it, where she marketed it, what her profit was; when he can point out John Smith's new silo and get John to tell why he put up that silo and get the combined testimony of neighbors Tom and Bill and Harry as to the efficiency of theirs; that is news and it is vital news to the farm neighborhood.

The usual objection raised is that the editor does not have time to get such news himself and that it is impossible to train country correspondents to do such work. The principal trouble is that the country correspondent has never been taught what kind of news to turn in. If the
editor would gather up his correspondents some day, bring them to his office, show them the inside working of the plant, give them a dinner and then tell them what kind of news he wants and how he wants it, show them copy that is no good and copy that is newsy and point out the difference, the country correspondence problem would reduce itself considerably. Then it is possible to make the farmers news bearers themselves. If they are trying anything new in the farming line suggest that they drop into your office when in town and tell you about it. Most farmers are as eager for publicity as the rest of the human family.

There is also a certain line of work that the local paper may take up, without interfering with the state and national farm magazines. This is the selection from the Agricultural Experiment Station Bulletins of anything with local application. If there is no district farm adviser this is the only method left to get this news to the farmers. Often the editor must act as interpreter of these bulletins or get some one better versed than he to do so before publishing them. Supposedly one of the greatest helps, in reality one of the worst failures of the service idea, is found in the Bulletins sent out from the U. S. Agricultural Department. They are intended
to help the farmer, but only a scientist could understand their technical, scientific phraseology. This is true in a lesser degree of the state bulletins. The farm papers do much to explain these to the farmer but they cannot give the local service that the country editor can and should, either through his paper or by securing farm lectures, short courses, or a farm adviser.

The farmers may organize themselves for such educational purposes, or they may be brought together through some town organization. The editor as well as business men favor the latter for business reasons. The Commercial Clubs in many places are realizing the value of this way of co-operating and are urging the farmers to become members of their clubs. In Hampton, Iowa, is found a good demonstration of this idea. The townspeople have pushed the boundary line of the town clear to the county limits. They have created a spirit of friendship between city and country that is helpful in both business and social ways.

Most noted successes along this line are:

- Trenton, Mo.
- Plymouth, Mass.
- Hampton, Iowa.
- Fort Smith, Ark.
- Neosha, Mo.
- Ottawa, Kans.
- Marietta, Ohio.

Any club will gladly supply information as to how they organized to any editor or business association asking for it.
The farmers in the past have been reticent about making any movement for co-operation with the townsmen. This is due partly because they had no organization as the merchants had, and partly because of a sensitive feeling that the town patronized them. The quickest way to remove that strained feeling is to promote a social or community day, a get-together day, where all meet on terms of equality. One little town recently held such a meeting and the success was heralded state wide. Two hundred town and country folks got together for a community Sunday meeting. At noon everybody sat down, ate and talked of good roads, better schools, state and county politics. The club had arranged for speakers from the State Normal, State University and State Agricultural college to talk to the people on subjects of co-operative marketing and production, rural schools and like subjects of community interest. The meeting was such a success that they are planning to hold another soon.

With such a club any number of things can be done for the farmer and his family. The University can be utilized through the Extension Division for

1--Moomouth, Kansas, auspices of Entre Nous Club.
speakers, pictures, etc. Iowa State University sent out a list of 25 sets of slides prepared by the state bacteriologist to show different kinds of bacteria. Grippe germ, with notice as to care of self, bacteria that causes the souring of milk, and illustrations as to the best care of milk, how alfalfa grows and soil study are some of the things that would be both interesting and valuable to the farmer.

Rest rooms may be provided for the farmers wives and children. Methods of interesting the farmer's children in high school should be devised and given publicity by the local paper.

Two big rural movements that the editor can help in now are good roads and the devising of some system of rural credit. Most of the editors are supporting the first, so much that we need not go into the details of campaign work. The question of rural credits is debatable. Of 110,000 miles of roads in Kansas only 365 miles are hard surfaced roads. The people of Kansas spend annually $5,500,000 for roads and bridges of temporary character. In every Kansas county the road fund is the largest in any department of public expenditure, and it is largely a waste of

1--Charles Frederick Bishop, Evans Bldg., Washington, D. C., is heading a movement called Cooperative and Community Interest Endeavors to interest the editors in rural credit propaganda.
money. The people of Kansas need information and education on the subject. The editors are in a position to supply these with greater force than any other class. 2 Any editor can at least do what one Texas editor did. The bankers were charging the farmers such exorbitant rates that he organized a Farmers Mutual Help Association. A few of the richer farmers backed this idea and carried most of the farmers with them. Each farmer who needed to borrow money went to the executive board of the association at the beginning of the year and stated the amount he needed and what he intended to use it for. When the whole amount to be borrowed was estimated the executive board took the list to the local banker with this proposition: Each man was to leave 5% of all the money he borrowed in the bank as a reserve fund to secure the banker against any member who could not or did not repay his loan. Thus if one man did not repay, a per cent. of the reserve fund of every other member who had borrowed must be forfeited. With $20,000 to borrow, banks were bidding for the lowest rate, and the Association secured reasonable rates. A farm adviser was hired by the association. Soon all were on their feet, and were able to pay back the bank loan. Not once was

2--Bulletins may be secured from Office of Public Roads, Dept. of Interior, Washington, D. C.
Another way in which the editor may work is through the schools. One editor gives wide publicity to the work of the agricultural department of the high school. Fifty invitations were sent out to farmers, the papers announced displays and lectures on sowing and treating of alfalfa and the best methods of fighting canker worms. In Illinois a Farmers Short Course was given at the high school by the extension department of the State Agricultural College, regular university instructors assisted by the local teacher conducted the course. About 80% of the farmers of the community enrolled.

The editor's opportunities to help the farmer are many. But he must no go about it by getting the local commercial club to change its name to "The Merchants and Farmers Association" if only a few members are farmers. Such artificiality creates nothing but good natured tolerance or contempt, while real cooperation and help will indirectly bring about a better feeling between town and country. This is the creation of the community spirit for which the paper stands.

1—Horton Headlight Commercial. 2—Gibson Courier. Gibson, Ill.
CAMPAIGN METHODS.

It is the responsibility and care to institute right movements, to discourage wrong ones, to create popular sentiment where it is needed and to keep it down where it is harmful. With all this, it is the editor who must be the one unbiased, calm judge who will fearlessly give criticism and advice, and will work under adverse conditions to put through municipal and rural improvements for his community.

Many young editors make the mistake of trying to do too many things at once. Generally it is better to take up a specific phase of service and attempt to successfully complete a definite program in a certain period of time, using every possible agency during that time to secure the end. Concentrate every resource on that one problem for it is much better to attack one problem and master it than to try twenty and fail in all.

Do not organize a private agency to do the work which should be done by the town. If the city officials responsible for the work are failing in it, find out if they have the money, the ability, the authority, and the equipment. Then set about to aid them, or if all else fails, help to get them
out of office and somebody in who will do things.

Experience has proved that it is bad policy to start a new organization if there is one in existence which might do the work if properly supported by the community. Many towns have too many organizations without any definite policy; e.g., a second commercial club, or duplicate women's charitable societies.

Do not confine every and all work to a few leading citizens who have the ability and who would rather do the thing than bother with having other help. Make it a community problem and let the community settle it in so far as possible.

There are a few organizations that every town and every community ought to have for social recreation and civic and industrial purposes.

A community club for social purposes is a big help to the community. Men and women will do things in the name of a club that they would not do otherwise. It must have a leader or leaders, who in all probability will be selected for the commercial club. It is in this club that the merchant may meet the farmer on good fellowship terms. Too often when the farmers are admitted to full membership in the commercial club the country element dominates the club and the
business character for which it was formed is destroyed. If the farmers are admitted to membership without the vote, there is often a feeling of resentment.

Every town, no matter how small should have a young men's glee club, a young women's glee club, an orchestra and a band. A dramatic club can be made a source of amusement and profit in a small town. Home talent is usually much better than the cheap road shows that can be billed. There should be athletic associations for both men and women. This may be a side issue of some larger club, the community club for instance, but however secured every town needs such associations.

Parent and Teacher clubs are a new movement but very important. Something along this line also is the Mother's Club and the Child Welfare Club. Every town should at least have the Parent and Teacher and one of the others.

In the line of civic organization we find the City League Club, the City Improvement Club and the Womans Welfare League. Some one club is good, but rival clubs of this kind could easily wreck any improvement plans in their bickerings over petty jealousies. An improvement club composed of thinking
women of the town can secure more real help for a small town than any other agency unless it be a community or a commercial club. Often times it is better than these, in handling certain campaigns such as charity or health reforms. The Community club is often too large to get into motion for small plans and the commercial club is organized too much along business lines. But no definite rule can be laid down for the specific lines of work that an organization can best carry out. In the final judgment that depends upon the editor's ability to judge character and his ability to make fruitful suggestions.

Two clubs every town should have are the Boy Scouts and the Campfire Girls. Children get training and discipline for citizenship in them that they often have no other chance to obtain either in the home or school.

The Commercial Club and its auxiliary the Ad Club are so important to the community that they will be discussed later in detail.

Now, how use these clubs? That is a hard nut to crack and can be best answered by a number of illustrations of how different men have carried on campaigns. One thing to guard against in every case is overenthusiasm. When the city has been aroused to the need of some definite thing, invite one
of the field secretaries of the national organization, or someone from a place where this particular thing has proved a success to counsel with you as to the best ways of proceeding. Such an individual will save the mistakes of ignorant but willing enthusiasts, and give stability to the project that will carry far in reassuring the community as to the worth of the enterprise.

One young Kansas editor was convinced that the Jefferson Highway was a good thing for his community. He started out with a story of what others were doing to get this highway and the good that would result. The same week he organized a Commercial Club and the next issue of his weekly carried a map of the proposed route and the advantages that the neighboring country offered to secure this road. He ran an editorial on the "other side" and refuted the objections. Then he started a petition among the farmers along the road; next week got some good reprint on the advantages of the road; and discussed the best kind of material to use in road building.

The next time it rained, he printed a long story on the road conditions, without reference to the road question, reprinted the Hodges road law; urged that all attend a road meeting to be held by the
Commercial Club.

The next week he gave the meeting first place; printed letter from former citizen telling benefits that the rock roads are to farmers in Ohio where he now lives. Then he urged that they file their completed petition before the opposition was ready. This campaign is still on, but the probabilities are strongly in favor of the road.

If possible, improvements should come from the municipal or community authorities. There is no reason for building or improving the town by individual aid when the duty rests with the whole. One city recently wanted an open air pavilion. That was not strictly a municipal necessity. The local editors got together, talked over the matter with the Chamber of Commerce, and interested it. The Chamber of Commerce happened to be composed of the most influential men in town, and as a result the open air pavilion is a MUNICIPAL project. A garbage deposit lot was purchased, graded and a theatre of 2,500 seating capacity built, with a parking behind to accommodate one hundred thirty-five machines. Community band concerts are held there every Sunday and anything that is of interest to the city at large is held there.¹

¹--Redlands, California.
Another example of the same kind of work, this time backed by the influence of the Women's Municipal League is the new park at Austin, Texas. The city appropriated $1,000 to the work. The women interested the men and everybody helped to clean up an old drain dump heap and convert it into a park. Citizens of the vicinity donated money for a band stand. The next year the city council appropriated $1,500 for music.

One small city has organized a club which is called the Civic League. This league forms the executive committee of the larger League of Good Citizenship. Every citizen may become a member by signing the constitution and by-laws. There are different organizations, such as the school, business men and women's improvement sections.

When some civic improvement is to be made, the executive committee selects whichever department is best fitted to do the work. Or if it is of enough importance, each section is assigned to some specific phase of the work, thus reducing the clumpy inefficiency of the usual large organization.

Music and athletic associations are most successful in conjunction with the schools, in a small town. The high school must supply the
recreational facilities that in larger towns the 
Y. M. and Y. W. supply. If your high school does not have 
a gym, get it. Throw it open to the grade children and 
the townspeople at certain regular times. The women of 
a town need more physical recreational facilities and 
fewer Ladies aid and culture societies. In the town 
where so many houses are not furnished with a modern 
lavatory the gym, with showers and swimming pool, ought 
to be considered a municipal necessity, not luxury. 
After all, physical education and hygiene rightly 
taught may be of more benefit to the community than the 
well established book education that the school 
curriculum now provides.

Many editors have found that the boys and 
girls of a community can be made a help in getting 
little things done. Often their enthusiasm will 
arouse apathetic elders and a dead community will 
be revived by its youth. The two national 
organizations of children should have a club in every 
town, even if the editor must personally organize them.

The Boy Scouts may be used by the editor 
in many ways, especially in clean-up campaigns. Beside 
the specified work and training that the national 
organization requires, much time is left for local 
work. The editor by co-operation with the leader may
utilize this time. After a clean-up day, the boys may be divided into squads to watch the town and report any backsliders. They may make money and eradicate the town pests by working for the bounty sometimes offered by the town or paper.¹ More than 200 newsboys of Peoria, Ill. have announced that they will work together during the year and do everything they can towards making Peoria beautiful. Such pledges by the Boy Scouts would help The City Beautiful movement of any town.

The Campfire Girls club also may be used to advantage in The City Beautiful movement. One editor distributed packages of seeds free to the girls and had the agricultural teacher of the high school give directions and advice for planing. Later the same girls took up the movement for planting trees and shrubs. A plat of the city was made; the unsightly places marked, and a plan made of the trees and shrubs to be used. All the spare money of the club went to beautifying these places. The boys in the agricultural class were interested and helped plant the trees under the supervision of the agricultural teacher.

¹—Dublin Daily Progress, Dublin, Texas, eradicated the rats in its town by offering a one cent bounty.
Growing and Craft clubs are being organized in some communities. The interest runs high among the students who learn not only how to do things correctly, but why. Such clubs vitalize education and take away the tiresome routine of school work which causes so many pupils to drop out of school in the grades. A paper can do much good by fostering all such clubs for industrial and educational purposes.

The hardest problem is to handle the women's clubs. Social and literary clubs are as a usual thing most unreliable and the editor who would work with them must rival an international diplomat in tactfulness. Founded on the flimsiest pretext they go to pieces over any petty jealousy. Many an editor facing such conditions throws up his hands, prints a few notices of their meetings when forced to, and leaves them as much alone as possible. But when women organize for some definite purpose, they can be of help to the community. Pick out the leaders of the women and through her work to establish a women's club that stands for real advancement. Child Welfare and playground movements are the two lines of work in which women's clubs have succeeded best.
Above all while you are furnishing your community with something to read, furnish them with something to think about, and you will have no trouble in getting things done. The editors who make the people think accomplish wonders for their community, unless they create the wrong kind of thought.

The campaign need not be direct, much that an editor does is not appreciated in its true bearing. The theory of displacement stands high as a method of campaign work. For instance, it does little good to admonish the youth about bad shows, evils of dancing, loafing, smoking, but suggest activities that will displace these things and imperceptibly and quietly they will disappear. One man writes that he has a standing agreement with the local moving picture theatre to advertise free in the local columns his good shows. Since that advertisement brings the best results, that town has the best class of films.

The same man says, "I find that in order that a paper shall have the proper influence, its editor must take part as an individual in all the activities that he writes about, be it commercial work or playground movement. He must give time

1--The Cimarron Jacksonian, Kansas.
and money and show that he is in earnest, not merely advocating theory."

The people in a community seldom understand the editor's method of work. Few people would see the connection between a campaign against Sunday baseball and another campaign in the next column for the early closing of stores. Yet the latter may be a necessary link in the chain.

In the ordinary town of from 800 to 10,000 population the wants and needs are much the same. If the editor is a leader he can swing the different lines of work into different channels for those best fitted to do that work. No set rule of thumb could ever be devised to plan the organization of the forces of a town. No two towns ever have exactly the same conditions to meet or the same exact material to work with. The success of the editor's service depends largely upon his personality, his ability to organize and his resourcefulness to deputize the actual organization to the ones in the community best fitted to carry on that work.

As has been said, "The responsibility of the town's progress is by general concensus placed on the shoulders of the editor of the paper. It is
up to him to make good. If he has neither the
talent nor the imagination to fill the position
assigned, he should without delay sell his papers
and seek an occupation that is less exacting and
more nearly suited to his capacity. If he has the
inclination but doubts his ability to do what is
expected of him, let him put in his evenings in
study, get hold of a few books on the subject and
master their contents. Use the trade journals
and magazines, anything and everything that will
tell him how to improve his town."  

The editor fails many times, he works
without encouragement against great odds; he sees
the credit for work, all his, go elsewhere; he is
accused of motives not strictly altruistic; in the
face of all, the editor works on, preaching cheer-
fulness to the sorrowing, patience to the willful,
hope to the discouraged. His is the religion of
the brotherhood of man.

1--Frank Leroy Blanchard, Ed. of Editor and
Publisher.
Efforts are now being made in every line of work to reduce business mortality in small cities and towns. Business associations, credit men's associations, industrial engineering societies, and traffic advertising associations have made plans for betterment. University specialists are studying the hazards of business and statistics have been gathered scientifically. Attempts are being made to better conditions by cooperation and education. The little men, the country retailers who have not the initiative to keep up with the modern systems of efficiency, have fallen by the wayside. Sometimes a good Samaritan in the guise of a manufacturing or wholesale house comes along and gives a bit of business succor from the discreet distance of a thousand miles or so. A few companies give personal help. A Piqua, Ohio, underwear house, realizing that the success of their manufacture depended upon the success of the retailer, undertook to reduce the overbuying propensity of small retailers. Government statistics of the average consumption of underwear, the number of persons in a family, the population of the retailers selling
district and the distribution of that population as to classes were given to the retailer. The retailer was then instructed how to divide the local buying capacity of the community with the stores of the locality. But most retailers are left to shift for themselves. As a consequence each town is overstocked with a number of petty merchantmen who are a drag on the community.

The editor is in a delicate position. His duty as an advertising agent for the merchant is to support that merchant, and the present system of retailing. But he has another duty to the community as a whole which is greater. Under the present system of distribution from manufacturer to jobber, from jobber to wholesaler, from wholesaler to retailer, from retailer to the home, is neither scientific nor economical. In many products the cost of distribution is much greater than the cost of manufacture. What is the local editor's duty in the matter, loyalty to the individual merchants' prosperity or loyalty to the community prosperity? Under the present system the local merchant cannot be dispensed with, but neither the Mail Order or the Farmers Association offers a solution. Until some more adequate means is devised the only thing the editor can do, that may help the merchant and
incidentally help the whole community, is to educate the merchant in both buying efficiency and advertising publicity.

There is the individual service. There is also the community industrial service connected with the promotion of business associations and home industries. Every community needs such help, if the editor cannot give it, it is the community's loss as much as the financial loss of that editor.

The editor cannot give this service unless he have his plant organized efficiently and profitably. Two conditions must exist. He must have a fair amount of business ability and the community must be able to support a newspaper. Not every newspaper in the country can be made 100% efficient but with common business methods, it can be made to yield living profit. Every cost congress and every spot where publishers gather deals at length with the "dos and don'ts" of publishing business. We cannot go into the details of the back office organization. True, the editor's service does depend upon that, if his is not a profit making business, he can hardly expect his advice and help solicited by his fellow business men.
But the question at hand is not how to organize an efficient back office, but how to help the industrial community thru the services of the whole plant which we must presume is efficiently organized. The newspaper is a public service institution. Like many water or light plants it is a public utility privately operated, but its chance for service is much wider. Not only social service is demanded of the modern paper. It must also promote the material prosperity of the community and those people who make that prosperity possible.
THE PROBLEM OF DIRECT DISTRIBUTION VS. THE RETAILER.

Farmers' Cooperative Associations, the mail order houses and chain stores are important developments in the process of distribution, and strike most effectively at the small retailer. But whatever the local editor's theory of the economy of distribution he cannot support the Farmers Cooperative Buying Association or the Mail Order forms of distribution, for the simple reason that the prosperity of the community demands that a certain per cent of the wealth of that community remain there for community upbuilding. With all money going out and little coming in the financial basis of the town is undermined, and if carried to extreme leads to the disorganization of the community. To destroy that town, which furnished a market for the farmer, and giving steady employment to labor, means a reorganization of our commercial, social and industrial life that will be revolutionary and a matter of doubtful value.

Country editors and merchants are awakening to the situation. William Allen White says, "The preservation of the home trade to the home town carries with it the preservation of many of our American institutions. It seems to me that
many of our good things in American life will pass as the country town passes. And it will pass just as surely as centralization of retail mail order business in cities continues. That is the community side of the question, there is also the individual side. Says Mr. White, "The motto of the mail order house is every man for himself and the devil take the hindermost—and you bet the devil will. That spirit never fails to work; and the weak man, the man alone, the man of the farm, at the end of the fact, when his farm market is practically destroyed, when his town spirit is destroyed, when the spirit of selfishness and greed has left the community cold and hard and neighborless he will be the hindermost."

This may be a bit too picturesque, perhaps somewhat overdrawn. Something that the retailer in the small town is inclined to over estimate the importance and extent of is this form of competition. A professor of Business Administration at Yale University has estimated from studies made in Minnesota, that the Mail Order does not receive over five per cent of the business of the local community, the rest goes to the local stores. Although the business of the principal houses run into large figures—the sale of one house amounting to $100,000,000 a year—

1--Campbell's Scientific Farmer. 2--L. D. Weld, Marketing of Farm Product.
this business comes from all parts of the country and any single community contributes a very small part.

These conditions may be true in Minnesota, but the combined testimony of 65 Kansas editors indicate that a large per cent. of the community trade was going out of town, either to Mail Order houses or to the wholesaler through the co-operative buying societies. One man states that at least 12 per cent of all retail business in the United States was Mail Order.

We also have the testimony of a mail order man, Herman Rosenfield, advertising manager of Sears, Roebuck and Co., recently told the members of American Ad club. "We have a bureau whose duty it is to read each week the country newspapers from all over the country. There is not a paper of any consequence in our trade territory we do not get. The bureau looks over these papers and when we find a town where the merchants do not advertise in the local papers, we immediately flood that territory with our literature. It always brings results far in excess of the same effort put forth in territory where the merchants use their local papers."

3--Marco Morrow--Adv. director of Capper publications.
Two years ago in one little town, half a ton of Montgomery Ward and Co. catalogues came in on one train. Three hundred catalogues for a territory of not more than ten miles radius, practically covering the entire farm population of that community. The editor estimates from postal and bank receipts that these catalogues brought several thousand dollars returns.

Hutchinson, Kansas, has been selected by mail order houses as the distribution point for an area of 150 miles radius which covers practically all eastern Kansas, extends into northern Oklahoma, covers southern Nebraska and goes east to Fort Scott, and west to Garden City. The houses send the catalogues by freight to the Hutchinson post office where they are forwarded as parcel post matter. In the spring the catalogue business runs 56 tons or 30,000 catalogues per week to be distributed in this territory. Hutchinson is the distribution point for several Chicago and New York firms. The estimated sack returns run something like one and one half tons daily during the busy season. To the little town of Olathe thirty-five sacks of mail order catalogues came in one week.
The mail order is a problem, at least in Kansas. The merchants stand disorganized, watching their business slipping, but not knowing how to remedy it. A few house organs have taken up the fight but their radius of influence is limited.\(^1\) One retail lumber company put out a book of practical farm building plans, which it sells to the local lumber retailer with space for his name and personal advertising. This fills the same purpose that the calendar and novelty does, but does it in a more adequate way.\(^2\)

The main duty of educating the retailer in the small town falls on the editor then. It is not mere utilitarian motives with the local editor, when he asks for the advertising of the local merchants. It is possible for him to get along without that local advertising if he works up a good foreign trade. And advertising, although the most important, is only one of the ways of educating the merchant in methods of publicity.

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1--Ginger, the house organ for Stone-Ordean-Wells, wholesale grocers company, of Duluth, Minn., carries a series of articles by George Pardee and Bart, cartoonist on M. O. evil. Way grocery stores may fight evil.
2--Frudden Lumber Co. Retail Dealers in Lumber. Lock Drawer 397, Charles City, Ia.
Many editors are as undecided as to the best method of fighting direct distribution as are the merchants themselves. Many have been making the mistake of advertising the mail order free. The sentimental appeal to the mail order patron to support the community, that it is his duty as a good citizen is just so much wasted time besides creating the impression that the mail order is under selling the local merchant and that the support of the local merchant therefore is largely a matter of charity. The sentimental appeal is undoubtedly true and just, but very few business men are swayed by their emotions in a business transaction. Get down to brass tacks. Tell the people why it is a good business deal to trade with the local merchant. A good business deal, not from the viewpoint of the community, but from the point of his individual pocketbook. The man who sends away does so for one two reasons: he either wants something cheaper, or he wants it better. Sympathy appeals to neither of the two.

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1--A questionnaire sent out revealed that of 65 editors, 27 were doing good publicity work for the mail order, unknown to themselves. 18 were fighting through price meeting and publicity advertising of merchant; 9 left it alone, and 11 frankly confessed they did not know what to do.
Not long ago a paper, called The Crucible, was started with the avowed and single purpose of getting the mail order brute. It is a crude, but forceful aligment of forces against the mail order houses. Their appeal is chiefly emotional based on the three fold plea for country life, for self defense against mail order trade, and for the gospel of community life. It runs short direct appeals to the banker, the farmer, the citizen, the merchant to combine against this evil. The farmer who buys of the mail order is characterized as Sleasy, the mail order itself is called The Beast. The statements are extravagant and seem absurd, yet they may be paralleled in many of the country papers. The only result of such publicity is increased interest for the mail order, yet this publication has men like Governor Arthur Capper and W. A. White contributing to it. The small publisher may have just cause to be confused.

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Published at Nevada, Mo. Supported by private interest and subscription wholly. Aim is to get small town editors and merchants to subscribe for those patrons of the mail order houses in their community.
Another type of publicity for the mail order that is often found in the country paper is the fun poking at an individual whose mail order bargain proves a delusion. It seldom acts as a deterrent to others unless they have had the same experience and it often creates bad feeling for the editor.

The argument that the mail order is not a legitimate business, that it should have no place in the community, that you can boycott it by standing up and damning it, is fallacious. The mail order house would never have come into existence if there had not been an opening for it; that opening was made by the inefficiency of the country retailer. That opening will remain until the local merchant learns to live up to his responsibilities and give the public the service that it demands. You cannot change an economic principle by words alone.

The mail order is doing a service for the people. That is the first thing the editor should impress upon the mind of the merchant with whom he works. One retail merchant recently answered an advertisement of Gordan Van Tine Lumber Co. Three days later he received three expensive catalogues, filled with pictures and house plans. There was the
table showing freight rates from the company's plant to his home town. There was a letter telling him that if he were really interested the company would pay his fare across two states to see for himself. Then there was the announcement that it sells cheaper because it eliminates the middleman and his big profit. Yet there is only one lumberman in that town who is trying to do anything to compete with Gordon Van Tine for the lumber which that merchant will use in building his house.

This is what that catalogue has done for that man: it stimulated a desire for a house and by pictures created a desire for a definite house, it told him how easy it was to secure that house, it convinced on face value that it could give him better value for his money than would the home lumberman. It would only be natural for him to send away for the lumber. Every mailing house works exactly on that principle. And it is those principles that the retailer will have to adopt.

One of the principal reasons why the mail order is so successful is because it advertises; the reason the local merchant is so unsuccessful is because he neglects the opportunity to get and to stay

1--J. B. Powell, Address at Southwestern Lumbermen's National Association, '16.
in the public eye. Some publishers in taking new advertisements refuse it unless the merchant promises to put on a campaign which will be carried on for some time and will be steady advertising. Haphazard advertising is of little value. The retailer has every advantage over an outsider and can get the business if he lets the people know what he has for them, the advantages he offers them, the service he can render them. He can get in the eye of the public in different ways: circular advertising and window displays may be used instead of newspaper advertising. But the newspaper service in the long run, reaches more people quicker and cheaper than any other form of advertising.

The question of what to advertise after the merchant is willing to put on a campaign ought not bother the editor, but it does. If he can sit down and forget the clever, fine magazine display ads and write to individual people that he knows in the community, the advertising will succeed. Write simply of the stock and service that the merchant has for the community. If there is anything that is of especial interest to the community write and tell them about it as you would call a friend on the phone for some little help you could render.
It is the personal note in country advertising that appeals. Along with your regular copy throw in a little special mail order competition copy. Meet the mail order houses at their own game. One newspaper's copy for the local furniture store--four column by 8 inches advertisement read: "Bring in your new Montgomery Ward catalogue" in bold face type in a box at the heard. In 18-point below, "and we will duplicate anything at their price." Then in bold face 36-point, "see what you buy." Below that they ran in 18-point, "Trade with the home merchant and save money. All goods guaranteed." Then in a box at the bottom of the ad appeared the dealers name. That ad was simply good will copy; not a sign of specific advertising in the whole 32 inches. It is hard to get a local merchant to see the value of buying advertising space to use for this purpose, but it pays well.

A full page ad in a local paper which proved effective was headed thus: "It's time the truth was known." Below followed the statement: "A mail order house has recently spent nine hundred dollars to distribute their big interesting catalogue in Ellsworth and vicinity. We are interested in all kinds of advertising relating to the world of
general merchandise because a man in business must know what is going on in the business world. The writer has for years made a study of advertising and the catalogues of all houses and can make the statement authoritatively that except in a few isolated cases no article of merchandise has ever been purchased from any Mail Order house for less than it could have been bought at this store. The following list is only a few random selections from the last book out. The goods they quote is exactly the same merchandise that we sell. "Following that is a list of merchandise with the two prices parallel columns. They close with the common sense appeal, "We want your business. We want it if we deserve it. We believe that most people prefer to see what they are getting before they pay for it. We know it is a good investment for you to buy of us. Not only do we meet the mail order price (we have in the store if you care to consult it) but we save the freight bill. Come in and let us prove to you that we can." The name of the store in black face 48-point type extended across the bottom of the page. That advertisement made the man who read it think and think favorably for

1—Beatty and Santry advertisement in the Ellsworth Reporter.
H. Leslie Wildey, of Graettinger, Iowa, a little town of 600 overrun with mail order concerns, decided to buck the mail order house alone. He not only proved that it could be done but that it was a highly profitable business. Here are some of his methods: The first thing he did was to put his store on a cash basis, the cash basis that the mail order house demanded. That gave him his capital free instead of being tied up for six months or a year on his books. He offers to meet the prices of all mail order offers on the same quality goods, on those things he could not meet profitably he sends to the mail order house for it, for the customer. He studied the mail order catalogues more faithfully than the customer ever does and finds wholesalers of all the mail order articles. He advertises the mail order house whenever possible by the inferior goods that they turn out. His plan is not a bad one for any merchant to try out.

There is another kind of advertising on the same order as Mr. Wildey's but combining the "deadly parallel" and in pamphlet form. A list of well known advertised goods that the merchant carries is included. In a personal letter that is
also inclosed he writes, "We want this mail order business at mail order prices, plus the freight. If you are thinking of sending an order away, just take your mail order blank and fill it out as you would for the mail order houses and send it to us. State what day you will be in, and the Spot Cash Store will have your order ready for you. We can save you money and make a living profit for ourselves and yet give better value than the mail order houses, try us."¹

The personal service that a store renders, helps much in creating good will for itself. The editor who can see the thousand and one things that the merchant can do to improve his store, proves invaluable to him. Teaching the merchant to make window displays to hook up with his local advertising will bring in big results. Teaching the merchant to clean out his windows and shelves and apply a coat of paint is often pertinent. Dirty, dusty windows repel the chance customer. Teach him to advertise in season and to avail himself of every bit of national advertising that he can. Many a merchant thinks that because he carries a national brand it will float itself, and that he can more profitably advertise unknown brands. The merchant who wants to make quick turnovers can do so more quickly by stocking with 1--Spot Cash Store, printed by The Manhattan Mercury Press.
national advertised goods and letting the public know that he has them than any other way.

The other problem of distribution which the paper must often face is that of Farmer's Co-operative Buying Associations. It is among the farmers of the North Central and far Western parts of the country that co-operation has made the greatest headway. Especially is this true in Minnesota, and to a lesser extent in Wisconsin, Iowa, the North and South Dakotas, Nebraska, Kansas, Washington and California.

The co-operative store has been established in competition to the retail store, which is the most expensive factor in the marketing system. The co-operative store has grown up to reduce this cost. Co-operative purchasing is carried on through co-operative stores, thru other organizations of the farmers for that purpose, through clubs not primarily for that purpose and through temporary consent without any organization. Of these the hardest to compete with are the co-operative stores and farmers buying organizations.

The extent to which farmers save money or are economically justified in buying in car-lots is not as great as such a movement should warrant. When
farmers buy from local merchants they usually purchase in small quantities and ask for credit; when they buy from wholesalers they buy in large lots and must pay cash. Under like conditions the merchants could sell to farmers as cheaply. The farmer often does not estimate the freight and other incidental charges which bring up the price.

Wholesaler and manufacturer often refuse to sell car-lots to farmers direct. They are concerned in building up a safe and regular method of distribution and cannot afford to put ruin in the way of the local permanent method by spasmodic trade with the farmer.

One of the late movements that farmers associations have taught the merchants is co-operative buying. The salvation of the small country merchant lies in well directed publicity and in cooperation with his competitors. These will enable him to fight his larger foe, the mail order house. People respect the far away firm because they are assured they will get their money value. The backbiting, and underselling of the retailers of a town has undermined the confidence of the town in the honesty and integrity of its merchants. The customer would as soon trust the word of an unknown firm as the word of men
who do not believe in the honesty of each other. He would as soon be "skinned" by the mail order as by the whole army local merchants.

One retailer who has tried co-operation recommends it as the only sane way of solving the problem. He says, "The retailer in the small town must reach the place where he can look his customer in the eye, tell them to look around before purchasing, suggest some article in the competitor's store that may suit, or offer to order anything in any catalogue, please the customer though he lose a sale. With a number of really decent citizens doing business in a town, there is no reason why they should not all work together for the good of the community. They could do that in many ways. They could buy together, arrange for an early payment and get a discount; they could go over stock together, save money, time and trouble in ordering and not have the inconvenience of being overstocked at any time; they could conduct educative advertising campaigns that would reap results and give the people a feeling of respect for the merchant in that particular business in that community."

Often no discrimination is made by the editor between the purposes of business farm

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1--Carl J. Ricker, Emporia, Kansas.
associations. All are classed as harmful to the best interests of the town. Such is not true, however. Farmers associations for the selling of farm products are economically sound. A grain elevator, and that is a usual form such associations take, is seldom established in a town by the farmers unless there is none there or the one existing is not adequate to care for the crops. Co-operative creameries supply a long felt want that private capital has not cared for. The farmer deserves the support of the paper in such projects as much as does any other home industry. Furthermore, his advertising should be solicited as is the advertising of any town concern.

Any farm association that has for its purpose the improving of farming conditions deserves the best support of the editor. Associations that supply farm institutes, advisory bureaus and farm agents deserve the local press aid in organizing, and any kind of publicity that will get to the greatest number of farmers, and in urging the proper federal, state and county support.
To do effective work the forces of a town must be organized. Few towns have good live commercial clubs or merchants associations; not because they do not need them, but because they do not have a leader who knows how to organize, and keep up interest in the movement. The editor as a friend of all, best known to all the business houses in the town, unprejudiced and unbiased, is best fitted to carry out the organizing of such an association.

The organization must be as simple as possible. The smaller the town the less complex should be the constitution and by-laws if the club is to do any real progressive work.

The first things to settle definitely are the purpose of the organization and how to organize. Too many clubs meet in mass, nobody just sure why they should be organizing, draw up a list of laws, without knowing why they have those specific laws, elect the oldest or most popular man for president and go home with a vague idea that they are organized for something, but are not sure what. In other words too many small town clubs "die a bornin." A few
of the leaders of the town should get together and work out the details of the organization before it is proposed in open meeting, such precaution insuring action.

A few points to be considered in drawing up a workable constitution are:

1--Scope to be stated in terms broad and general enough to include all activities the organization may wish to undertake.

2--Qualification for membership of sufficient breadth to include all eligible persons. Provision for the suspension or dismissal of a member for cause.

3--Provisions for the holding of meetings at certain intervals, for demand of special meeting by members, for no special meeting without notice to all.

4--Provisions for securing of funds, expenditure of funds, auditing of funds.

5--Governing group to be chosen from membership at large.

6--Governing group shall have ample power and certain jurisdiction. Must present a report to members at stated times.

7--Governing group shall elect the officers of the organization.

8--All committees shall be named by the president,
confirmed by the governing board.

9-- Provision that the governing board shall elect the executive officer. He may have power of appointing and discharging the employees but salaries fixed by governing group.

10-- Provision for the amending of by-laws by method neither too hard or too easy.

In the small town club some of these points need not be observed. The president may be, and usually is, elected directly by all the members. The governing board may be done away with, and the work done by a system of committees. Simplicity in the articles of association give better service than the involved detailed by-laws.

Rather than draw up an entire new constitution it will be found helpful to adopt parts of several constitutions because of its simplicity. The best single model for the small town commercial club is that of Neosho, Mo. It will give a good working basis for the organization. The details may be changed to fit the varying conditions of different towns.

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1-- Essential in By-Laws of a commercial organization, Approved by the American Association of Commercial Executives.

2--Recommended highly by Carl Hunt, Editor of Associated Advertising, Indianapolis, Ind., by Hugh McVey, Adv. counsellor of Successful Farming, Des Moines, Ia.
ARTICLES OF ASSOCIATION.

Whereas, the undersigned residents of Neosho, Newton county, Missouri, have associated themselves by the following articles of agreement, for the purpose of forming a corporation to be known as the Neosho Commercial Club, the object of which is to further the commercial and educational interests and general welfare of the City of Neosho and the citizens thereof, in accordance with the provisions of the statutes relating thereto, being Article XI, Chapter 12, of the Revised Statutes of Missouri, 1899, and the acts and statutes amendatory thereto;

Now, therefore, these articles of agreement.

Witnesseth, that we do adopt and declare the following articles of association and incorporation:

ARTICLE I.

The name of this association shall be the Neosho Commercial Club, and the principal place for the transaction of its business shall be at Neosho, Newton county, Missouri.

ARTICLE II.

The object and purposes of this corporation are to further the commercial and educational interests of Neosho and the citizens thereof, and to keep the city constantly before the public, and judiciously advertise the same; to secure manufactories and other business enterprises of all kinds, and assist in securing suitable locations for same; to encourage immigration to our vicinity; to assist in securing better roads leading to our city, and to promote the general welfare of the city in every way possible.

ARTICLE III.

This association shall be under the management of seven directors, including the president and first and second vice-presidents and treasurer, all of whom shall be elected annually by the members on the second Tuesday in September of each year.
ARTICLE IV.

This association as a body politic and corporate, shall have the right to contract and be contracted with, to sue and be sued, and to make and adopt a common seal, by which its corporate act shall be authenticated. It may in its corporate name acquire, receive, hold and enjoy all property of whatsoever kind which may be necessary, convenient or useful in carrying out the purposes of its organization, and may manage, invest, rent, sell and convey the same as may seem best for the interest of the association and to promote the objects thereof.

ARTICLE V.

The officers of the association shall be a President, First Vice-President, Second Vice-President, Treasurer and Secretary, with powers limited and defined by by-laws. These officers, with the exception of the secretary, shall be elected by the members. The secretary to be appointed by the president, subject to the approval of the board of directors.

BY-LAWS.

I.

This club shall be composed of business men and others interested in the commercial development of Neosho. There shall be active and honorary members.

II.

2. Any person of good standing in Neosho shall be eligible for membership. All candidates for membership shall make a written application to the board of directors, said application being a guarantee to adhere to all by-laws, rules and regulations adopted by the club or its board of directors.

After five days' notice shall have been posted of the approval of the candidates by the board, the secretary shall read the names of all candidates at the next meeting of the club, and if there have been no objections entered, or made at the time for final action, the candidates shall then be declared elected to active membership.

III.

Should any one member object to the admis-
sion of a candidate, the name shall be laid over until the next regular meeting of the club, and at such meeting the name shall be laid before the club by the secretary, and should there be five negative votes the candidate shall be declared not elected, and the application shall not again be presented except upon the recommendation of a member who voted against said applicant, and by the unanimous consent of the club.

IV.

The club may, by a unanimous vote, admit to honorary membership any person deemed worthy of such consideration, and such honorary membership shall confer all the privileges of active members.

The intention to submit a name for admission to honorary membership shall be announced at the last regular meeting prior to the submission of a motion, and the announcement so made shall be posted and notice sent to each member by the secretary.

V.

Each member shall pay an entrance fee of $5.00. Each member shall also pay annual dues of $12.00, payable monthly in advance.

VI.

The annual dues of each member shall commence at and include the month in which the application for membership shall be approved by the club.

VII.

Membership fees and dues shall be payable the first of each month in advance, and negligence or refusal to make payment within 20 days after the same are due shall exclude the delinquent member from the privileges of the club, and in the event of failure to pay fees and dues within three months, the certificate of membership shall be forfeited, and notice of such forfeiture shall be posted on the bulletin board for a period of thirty days.
VIII.

All resignations shall be made in writing to the board of directors, but if any resignation be made after a payment is due, the member presenting it shall not be relieved from liability for the dues of the month entered upon.

IX.

The government of the club shall be vested in the board of directors, who shall have control of the property and manage the affairs of the club. The board of directors shall consist of seven members, including president, two vice-presidents and treasurer, who shall be elected annually as herein-after provided. Their duties shall begin the day following their election.

X.

The board of directors shall adopt such rules and regulations as may be deemed advisable for the government and proper business conduct of the club, the guidance of all committees, officers and employees. They may appoint all delegates to deliberative gatherings, and shall do such things as are calculated to benefit and improve the usefulness of the club, and carry out the objects of its formation.

XI.

The board of directors shall hold regular meetings on the first Tuesday in each month. A majority of the board shall constitute a quorum.

XII.

Vacancies in the board of directors may be filled by them at any time, but should objection be made in writing before the next regular meeting of the board, signed by five members of the club, the board shall declare the seat vacant and shall cause an election to be held.

XIII.

The board of directors shall select at its last regular meeting before the annual election, three members of the club, not directors, who shall act as judges of the election.
XIV.

The board of directors shall appoint a secretary and regulate his salary.

XV.

The board of directors shall submit at the annual meetings of the club a full report of the condition and finances of the club.

XVI.

The president shall appoint the following committees, subject to the approval of the board:
Manufacturers, 5.
Entertainment, 3.
Auditing, 2.
Municipal Legislation, 5.
State and National Legislation, 3.
Transportation, 3.
Agriculture and Horticulture, 3.
Advertising and Trade Extension, 3.
Good Roads, 5.

XVII.

The president shall be expected to preside at all meetings of the club and board of directors. He shall perform all duties incident to his office, and advise the club and board to take such action as may be deemed by him likely to increase the usefulness and prosperity of the club.

XVIII.

The vice-presidents shall act in the absence of the president, and in the absence or disability of the three officers named, a member of the board of directors shall be chosen to act temporarily.

XIV.

The treasurer shall receive and disburse all funds of the club.
He shall make no disbursements except upon an order signed by the secretary and countersigned by the president.
He shall keep all monies of the club deposited in the name of the club. He shall make quarterly reports to the board, who shall require him to give bond for the
faithful performance of his duties in the sum of not less than $500, said bond to be subject to the approval of the board of directors, and to be held in the custody of the president.

XX.

It shall be the duty of the secretary to collect and keep a record of information of value to the members of the club; conduct official correspondence; preserve all books, documents and communications; collect all dues and pay same to the treasurer, and keep an accurate record of the proceedings of the club and board of directors. He shall make a full report to the club for the preceding year, and perform all duties incident to the office, subject to the direction of the board of directors.

XXI.

Special committees appointed by the president by the request of the board of directors are subject to their approval.

XXII.

Reports of all committees of the club shall be in writing and filed with the secretary.

XXIII.

The annual meetings of the club shall be held on the second Tuesday in September of each year, and the hour of meeting shall be fixed by the board of directors.

XXIV.

Special meetings of the club, board of directors or committees, may be called by the president.

XXV.

Upon the motion of any member the club may by a two-thirds vote go into executive session.

XXVI.

Neglect of officers or members of committees to attend three consecutive meetings shall be deemed a tender of resignation by such officers or committee-men, unless satisfactory reason be given.
These by-laws may be amended or altered by a two-thirds vote of those present at any regular or special meeting, provided notice of the proposed change shall have been mailed by the secretary to each member five days prior to such meeting.

There are other plans that may be of assistance in forming a club. The Trenton idea and the Franklin County Retail Merchants Association deal with both the social and industrial work. The Hampton plan is noteworthy in business circles as an example of hooking up national advertising to the local merchant. The Marietta Chamber of Commerce is limited more to the strictly business interests of the town; while Fort Smith Business Men's Club, the Deal in Dover; the Fort Atkinson Commercial Club and the Plymouth Commercial Club have achieved notice through their merchandising activities.

After the club is organized the next thing is to keep up interest in the meetings. There must be real leadership exerted if the thing is to succeed. Outline a definite line of work. Appoint men to lead the discussion each meeting and have open session with questions fired back and forth, experiences exchanged, and methods discussed. Such work is of vital value to every member. Since most of the men in the club are either retailers or vitally interested in retail problems that should be the first subject.

--See bibliography for editor.
to be discussed. Get topics that bother the retailer every day and talk them over. Make out a list of topics such as:

- Getting people to the store?
- Why does anyone come to my store?
- Are my customers buying from me or from my store?
- Selling goods to the people.
- What is the cash value of a good front?
- Best methods of getting publicity.
- Human interest in advertisement.
- Some of the retailers' problems in writing copy.
- Dealer helps; good and bad.
- The evil of substitution.
- The value of national advertising to the retailer.
- Planning a local campaign.
- Bank advertising.
- Connection of church advertising and community ethics.

It is usually a good plan to be in touch with the national and state organizations which work along the same lines and to watch the movements of Associated Advertising Clubs of the World, The National Retailers Association, and the state retailers association.

1--An educational program is put out by the A. A. C. of the W., Educational Committee, Candler Building, Times Sq., New York.
New ideas are being tried out and chronicled by them that are invaluable.

In work of this kind, the editor must be largely self-effacing, if there is any other man who can do the executive work at all. His position is one of suggestor, not open leader. Many editors are forced to take the office of president because no one else has the requisite qualities, but if he can remain in the background his chance of initiating action is greater and more effective.

The organizers of a commercial club should guard against starting a campaign beyond the club's capabilities at the start. The strength of a commercial club is a matter of growth, and learning to work with the other fellow. The town's moral, educational and industrial progress will not be by leaps and bounds because the commercial club is behind it. Find out the things most needed in the town, whether it be a playground or advertising education or the retailer, and then go after it. Writing to other towns with successful clubs will bring information about how they worked out the similar problems and suggestions as to how the work could be done. An outsider's point of view is often the clearest, most farsighted view. The trade journals give valuable information and a business library should be started some place down town. If
the club is not large enough to have permanent rooms for the meetings, put the library in your news office, and let the men get the habit of dropping around to your office. It will sometimes save you trouble and will create a better feeling between the editor and merchant.
The one thing that the country community stands most in need of at the present time is information, information about itself. The country editor has a great deal of that information, un-tabulated, vague and to an extent useless. What he needs to do now is to get it collected, tabulated. He needs for the conducting of his business thorough local statistics; the merchant needs them in his estimation of buying and ordering and in intelligent advertising; the national advertiser requests it in order to know how to advertise. Industrial and social statistics are needed by the community.

An industrial survey is the compilation of information relative to the industrial conditions of a community. Properly analysed it shows the unfavorable conditions that exist as well as the favorable conditions, the things needed, as well as the things possessed by the community, the industrial possibilities as well as the developed industries of the community. Such a survey is as needful to the town of 500 as the city of 500,000. The latter is complex and technical, the former can be made comparatively simple, but it is as essential to the efficient development of the one as the other.
A social survey represents the other side of community development. Statistics of the education, recreation, religion, correction, health, municipal and community politics and administration, welfare, and home necessities and comforts are carefully tabulated. Conditions as they are and should be can most graphically be put before the people in the shape of fact, not estimate or surmise.

The most successful examples of newspaper trade surveys are those of the New York Globe, the Chicago Tribune and The St. Paul Daily News. Many others also have taken up the work. The New York Evening Post has a general survey of New York conditions for advertisers. The Boston American undertakes to furnish information about the thirty-nine cities and towns that form the metropolitan Boston. The New York Tribune has furnished a Service and Promotion Bureau recently. The New Orleans Item has undertaken the compilation of an authentic merchandising survey of the trade territory of Louisiana and Mississippi with a population of 3,000,000. The Columbus Dispatch has made a survey for local advertisers and for national concerns. Magazines are taking it up from the point of efficient advertising mediums. The Outlook makes a survey of any industrial subject for the use of their advertisers.
while the Curtis Publishing Company has a Division of Commercial Research made up of trained economic investigators. They take up the study of the chief industries and collect nation wide information on the subject, which they put at the disposal of their advertisers.

The St. Paul Daily News has installed a complete Service and Promotion Bureau, as has the Chicago Tribune. The principle factors considered in making these surveys were analysis of population, market, distribution, goods, response. These main heads were subdivided into minute details. The country paper need not have the detailed work of these plans, but may use a more simple one, on the order of the following outline.

Industrial Survey.

Analysis of population.

Total Population.
Division into classes, nationalities, belief.
Location of classes, owners or tenants.
Buying habits, sources of income, standard of living, average wealth.
Number of families.
Average number of children per family.

---------Analysis of Market.
Location of retail merchants, if large enough make maps.

Total value of retail business of town.

Attitude of retail merchants toward advertising, established lines, new products.

Attitude of stores toward co-operation in window displays, demonstrations, distribution of samples, pushing sales.

Attitude of jobbers that the paper is concerned with toward advertising, established lines, general co-operation.

Analysis of goods.

Division into food products, wearing apparel, home furnishing, implements, luxuries.

(Main divisions sub-headed into merchandise classes.)

Average value of merchandise per year.

Division into two classes, advertised and non-advertised brands.

Average volume of each division per year.

Average number turnovers of each division per year.

(The total volume under each main and sub-head and individual class of merchandise listed in quantity and in dollars.)
Effecting distribution.

Stores attitude toward national advertising.
Papers co-operation with salesman.
Advice on selling plan to store.
Advice to national advertisers of above information about selling possibilities.

Checking up.--Test of response.

Is a demand created?
Does it repeat?
What is the matter?
What is the effect of competition?
What is the attitude of the trade?

Industrial field.

Number and kind of manufacturers and wholesalers in town and community.

Industrial possibilities, oil, gas, creameries, mills, canning, etc.

Total value of manufactures.

Kinds of business, banks, insurance, real estate dealers, etc.

Volume and number in each business.

Farm activity.

Increase in value of farms from say 1900 to 1910, or for past 10 years.

Changes in size of farms.
110.

Total value of farms.
Value of live stock produce.
Leading farm crops—volume in quantity and dollars, acreage.
Farm labor, how much hired help per farm and community.
How the community sells.
The products and by-products.
The marketing of different products.
Value and relative importance of various farm products that might be marketed at your town.
Farmers co-operative selling activity.
Different selling points for community products, competitive marketing points.
How the community buys.
Competition between town and nearby towns.
Catalogue house business.
Use of parcel post.
Peddlers business.
Farmers co-operative activity, store houses, telephone, fire, insurance, etc.
Home necessities and comforts.
What home contains, kitchen, living room,
bedrooms.

What women need for better work in home.

What women want but do not particularly need for home.

Styles.

Social Survey.

Education:

Number of schools in town and in community.

Grounds and equipment of schools.

Average number of pupils per school in town and country.

Per cent. boys and girls in schools.

Average age and grade at which pupils quit school.

Number of graduates per year of high school.

Number of students sent away to higher educational schools.

Per cent. vocational training in schools.

Status of teachers, high or low.

Pay of teachers.

Financial support of schools. Mill tax, etc.

Average number newspapers, magazines, farm papers per family.

School as social center.
Recreation.

Number clubs and lodges, purpose and membership.
Number of commercialized forms of recreation, kind and attendance.
Number of playground facilities for children.
Per cent. of outdoor play.
Adult recreation. Kind and number of people using.
Community center movement.

Religion.

Number of churches and denominations.
Total membership. Per cent of population church members.
Church attendance. Per cent of population attending.
Church co-operation, what and how.
Church consolidation.
Charity work. Amount of co-operation. What done.

Sunday School attendance. Per cent boys?
per cent girls, men, women.
Number of recreation activities the church furnishes for members.

Non-sectarian Bible classes, membership.
Y. W. C. A. and Y. M. C. A. Membership? Work?
Community Politics and Administration.

Form of municipal government.
Number of qualified voters.
Number of voters at city election.
Pay of city officials. Administrative ability.
Taxes and cost of local government. (Quite detailed)

Politics, number of parties, comparative strength.

Attitude of farmers toward town.
Attitude of town toward farmers.

Community utilities.

Number of utilities. What nature, sewer, lights, water, roads.
Per cent private owned, publicly owned.
Value.
Amount expended, amount earned.

Health and Welfare.

Health report of last year.
Contagious diseases.
Sanitation facilities, sewerage condition, open wells, proximity.

Housing statistics of community.
Birth rate, death rate.
Infant mortality.
Food inspection.

Police record:
Per cent men, women and children.
Causes, number in each.
System of correction.
Character of population.
Pessimistic, retrogressive, progressive,
balanced, extreme.

Three obstacles have stood in the way
of getting these statistics. The editor did not know
how to go about collecting them. He did not have
the time to do the work personally. He could not
afford to have the work done. Many editors do not
know where to get material that they wish to use.
For that reason every country editor, who has not
the advantage of an adequate library, should keep
a bibliography of sources of material. The University
furnishes a wealth of material that every country
editor could use. But how many use it? How many
know how to go about using the extension department?
The extension department of the University of Wisconsin,
which is fairly representative of all universities, has
fewer requests from country editors than any other
class of community workers. The library of Congress
puts out much material that is vital to an editor's
work, but how many editors are on its mailing list?
There is an abundance of material to be had for the asking.

Much of the material for the survey may be obtained through a questionnaire system. In the "Analysis of Goods," in parts of "Effecting Distribution," and in "Checking Up" the merchants can answer a set list of questions. Such department as Industrial Field, may be tabulated from the data already collected. Other parts must be compiled from United States census reports and statistics and obtained from postmasters, bankers, railroads, register of deeds, office, county attorney's office, town clerk's office, books, police court records, health office, state health boards, doctors and ministers. Other must be collected by personal private interviews, this is especially true of home and country survey. Usually the different professional and business men will take charge of the collection of their share of the statistics, if they are shown the need and importance of the work. An effective plan would be to make the survey a project of the local commercial club, which in turn, may turn the social survey details over to various clubs, and church organizations to work out.
A survey of this kind has four very material advantages. It teaches the people to know the town in which they live. It gives the merchant a basis on which to order goods, and helps him in his advertising problems. It helps the town to get foreign advertising. Best of all it shows the people what is wrong with their town and how to remedy it. Aside from financial consideration, it is best if the people of the town make the survey, even though the trained experts might get more accurate statistical reports. The working together of the city groups will awaken a civic pride and social consciousness that will well repay the time and money spent.
CONCLUSION

The country newspaper is entering an era of finer, if not more fruitful development than it has ever experienced. Although newspapers have played a great part in the unfolding of this great middle-western country, the service they performed is to a large extent, not now demanded and the newspapers must adapt themselves to a relatively new field.

Many editors may read the ideals of social and community service, which other have made actualities and sign, and dismiss them. It seems almost too much to expect from a man already working hard to make a living and to give his community a good paper, to ask him to make surveys and boost various enterprises. But he should remember that it is all only a definite goal toward which to work slowly and surely. These things have been seen and have been brought to pass by the leaders, the successful men in country journalism, and will become a part of the country editor's job as surely as daylight comes with the rising sun. The men who look into the future and join the group of pioneers will reap the rewards of the pioneers.
Social service and industrial service are so closely bound together in their results that it is hard to attempt one without the other, but in their primary objects they are different. The editor who undertakes social work is an altruist, working to benefit his people and his community, endeavoring to add a little to the joy of living, and to the greater civilization of mankind. The industrial service is primarily a business proposition. It is a matter of dollars and cents, a step toward greater efficiency in our material civilization and a real aid in fattenning the editor's purse.

The results of social service indirectly bring better industrial conditions, and the results of industrial service bring better social conditions. The best road to success is the broad highway leading to every pathway of community life, and the editor who travels this high way is invaluable to his community.
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