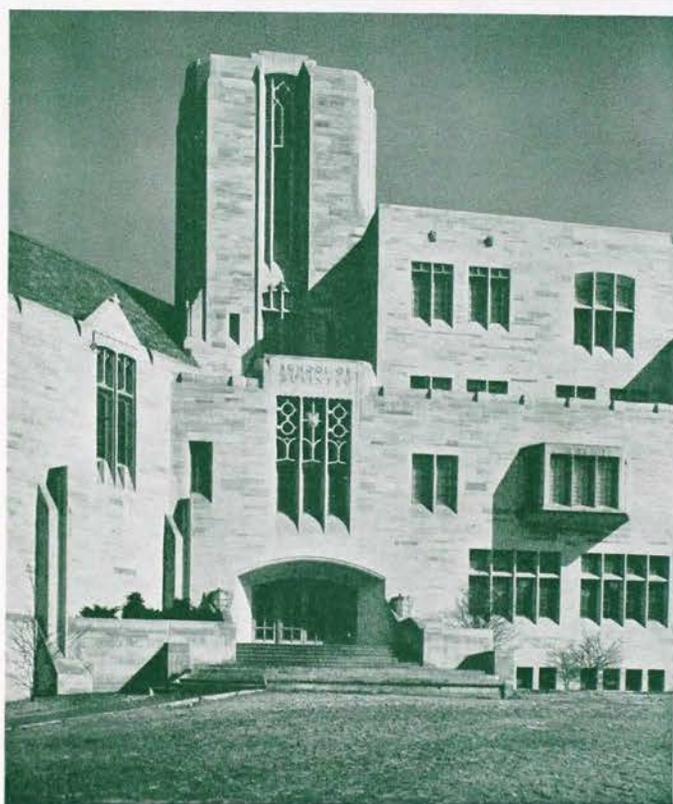


The
DELTA SIG

OF DELTA SIGMA PI

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NEW SCHOOL OF BUSINESS BUILDING, INDIANA UNIVERSITY
See Article on Page 99

FOUNDED 1907 ★ ★ ★ ★ AT NEW YORK UNIVERSITY



THE INTERNATIONAL FRATERNITY OF

DELTA SIGMA PI

Professional Commerce and Business Administration Fraternity

Delta Sigma Pi was founded at New York University, School of Commerce, Accounts and Finance, on November 7, 1907, by Alexander F. Makay, Alfred Moysello, Harold V. Jacobs and H. Albert Tienken. The fraternity was organized to foster the study of business in universities; to encourage scholarship and the association of students for their mutual advancement by research and practice; to promote closer affiliation between the commercial world and students of commerce; and to further a high standard of commercial ethics and culture, and the civic and commercial welfare of the community.

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T H E

DELTA SIG

O F D E L T A S I G M A P I

Volume XXXIII

MAY, 1941

Number 4

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<p style="margin-left: 20px;">The Delta Sigma Pi Alumni Placing Service was formally established in 1936. At that time an article "This Business of Getting a Job" appeared in our magazine and proved of such practical help to many members and non-members alike, it had to be reprinted twice, for a total of more than 12,000 copies. It has been entirely rewritten, greatly enlarged, and is again published for your benefit.</p>	
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<p style="margin-left: 20px;">Brother Mee is in charge of the Personnel and Placement Bureau of the School of Business at Indiana University, and also Vice-Chairman of our Committee on Alumni Placing Service.</p>	
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<p style="margin-left: 20px;">Feeling that all members of Delta Sigma Pi want to be familiar with our important placement work, Chairman Denton A. Fuller, Jr., has made a few slight revisions in our Manual of Standard Placement Procedure which is used by our Committees, and it is published herewith for your information. Alumni desiring to establish this service in their respective cities should communicate direct with Brother Fuller, President, Citizens National Bank, Wellsville, N.Y.</p>	
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<p style="margin-left: 20px;">Both these last two departments have had to be greatly curtailed in this issue because of space limitations. Material sent in will be properly credited in the Chapter Efficiency Contest, and will appear in the fall issue. Certain features have had to be omitted entirely from this issue.</p>	

H. G. WRIGHT, Editor

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DELTA SIGMA PI is a charter senior member of the Professional Interfraternity Conference, organized in 1928 to encourage high scholarship, professional research, advancement of professional ethics, and the promotion of a spirit of comity among the professional fraternities in the advancement of fraternal ideals.

The members of the Conference comprise: ARCHITECTURE, Alpha Rho Chi. CHEMISTRY, Alpha Chi Sigma. COMMERCE, Alpha Kappa Psi, Delta Sigma Pi. DENTISTRY, Delta Sigma Delta, Psi Omega, Xi Psi Phi. EDUCATION, Kappa Phi Kappa, Phi Delta Kappa, Phi Epsilon Kappa, Phi Sigma Pi. ENGINEERING, Theta Tau, Sigma Phi Delta. LAW, Gamma Eta Gamma, Delta Theta Phi, Phi Alpha Delta, Phi Beta Gamma, Sigma Delta Kappa. MEDICINE, Alpha Kappa Kappa, Nu Sigma Nu, Phi Beta Pi, Phi Chi, Phi Delta Epsilon, Phi Lambda Kappa, Phi Rho Sigma, Theta Kappa Psi. PHARMACY, Kappa Psi.



JOHN L. McKEWEN, Johns Hopkins
Grand President of Delta Sigma Pi

A Message from the Grand President

IT IS WITH A TEAR in my heart that I must report to you the untimely death on March 25 of one of our four Founders, Alfred Moysello. I have had the honor of meeting him on several occasions. He was a gentleman, a true friend, and needless to say a loyal Deltasig and intensely interested in the development of the fraternity. It is comforting to reflect that Brother Moysello lived to see his "dreams" and those of the other three Founders, come true, to develop a professional business administration fraternity reaching to every corner of our great Nation. In fact he stated that the present development of Delta Sigma Pi had far exceeded his fondest expectations. We must continue to carry out the aims and ideals of our fraternity in his memory.

Men of Delta Sigma Pi continue to answer the call of Uncle Sam in increasing numbers. They are no doubt to be found in every branch of Service. It is hoped they will keep The Central Office informed of their addresses, regularly in order that they may continue to receive the DELTASIG and other mailings.

Several chapters are celebrating their Twentieth Anniversary this year and two chapters, Theta at Detroit and Kappa at Atlanta, are deserving of special commendation for the unusually fine anniversary banquets they staged. Large and enthusiastic groups of Brothers attended these banquets and thoroughly enjoyed the opportunity of meeting many friends of their undergraduate days and to renew their interest in and allegiance to their fraternity. These chapters are also to be complimented for their fine work and the loyal support they have given the fraternity over this score of years.

One method of assuring the perpetuation of our fraternity is by means of increasing the National Endowment Fund through the purchase of Life Memberships. It is certainly encouraging to see this roster of Life Members constantly growing. We recently passed the 500 mark. Keeping busy signing Life Membership Certificates is a distinct pleasure; I hope I am called upon to sign several hundred more during my administration.

The triumvirate of Brothers Denton A. Fuller, Jr. (Miami), John F. Mee (Ohio State), and Lawrence W. Zimmer (N.Y.U.) have given of their time that our Alumni Placing Service might function efficiently throughout the country. These Brothers are deserving of special praise. Their work is never finished. They are constantly planning for the welfare of you Deltasigs everywhere. They, with the full co-operation of our Grand Secretary-Treasurer, devote many hours, yes days, to the task of keeping every Deltasig Alumnus gainfully and happily employed. To them and their Committee members I extend my sincere thanks. This issue of the DELTASIG features the whole problem of getting a job, and the activities of our Alumni Placing Service Committee. The fraternity can render no greater service than this. I hope every member reads the feature articles of this issue thoroughly. This is one issue that should receive a permanent place in your personal library.

Delta Sigma Pi is growing rapidly. Few members have an adequate conception of the volume of correspondence and work reaching our Central Office daily. The Grand Council has recently authorized the addition of another clerical assistant to our Central Office Staff to work exclusively on Alumni projects. This will help a lot as our Central Office has been under-staffed for some time.

In my message in the January issue I expressed a hope that several Regional Conferences of Chapters would be arranged in different sections of the country. It is encouraging to note that such Conferences have been held at Lincoln, Nebraska, Dallas, Texas and Atlanta, Georgia, with many chapters and Alumni Clubs participating. At least one other such conference is being planned for this spring. Such meetings make for a better understanding among our members and a better appreciation of the size and scope of our fraternity. Occasions such as these offer an opportunity to enlarge your Delta Sigma Pi acquaintanceship. Lasting friendships, yes, business associations, are often the outcome of such gatherings. I hope the conferences held this year will prove an incentive for the scheduling of similar meetings in other sections of the country in the very near future.

We congratulate Indiana University on their splendid new School of Business building. It is one of the finest in the country. I hope I shall have the privilege of seeing it one of these days.

As we approach the close of the second fraternity year of my term of office it is gratifying to report that the fraternity nationally as well as most of our chapters and alumni clubs are in a healthy position. With our members stirred by the spirit of Delta Sigma Pi and with their deep desire to have our fraternity continue to be a factor in the field of commerce and business administration, and with ever-increasing effectiveness, Delta Sigma Pi marches forward.



THE DELTASIG

OF DELTA SIGMA PI

Volume XXXIII

MAY, 1941

Issue 4

Indiana's New School of Business Building

THE NEW BUILDING of Indiana University's School of Business represents a rare combination of beauty and utility. Anyone who has visited many college campuses and who understands the problems of Schools of Business recognizes this at once. Although Indiana University erected a modern building for its School of Business in 1923, in recent years it has rapidly outgrown these quarters and a new and greatly enlarged building became necessary. The University authorities are to be commended for having provided such a splendid building, superbly equipped. It should prove an inspiration to every student who enters its portals. It is one of the finest buildings occupied by any School of Business in the country. Delta Sigma Pi is proud to salute the University for its accomplishment and to publish these articles and photographs depicting the splendid facilities now available.

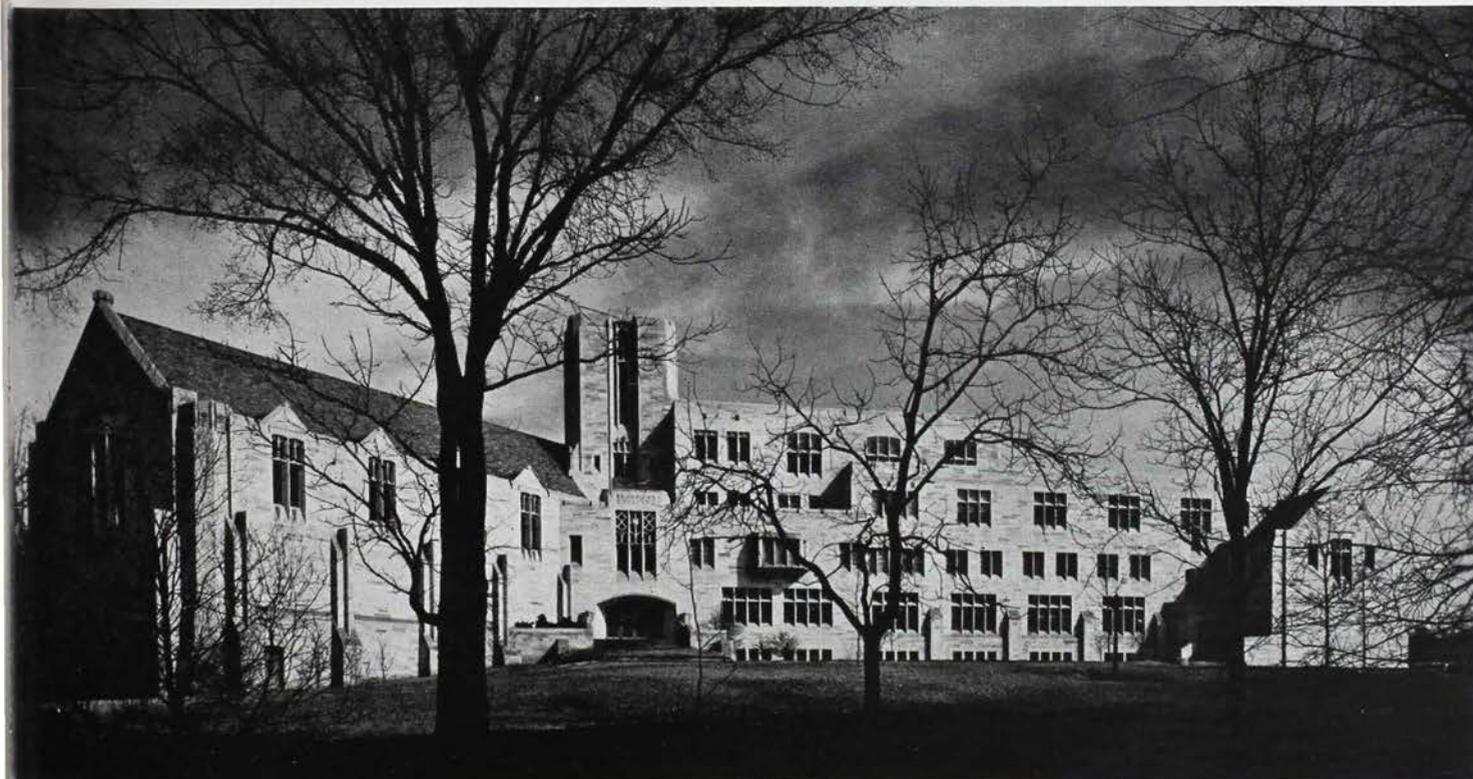
Situated on a prominent site on Indiana's beautiful campus, the new building commands an unobstructed view in every direction. Because of its prominent location, much thought was

given to general proportions as well as to architectural detail. The result is a building that is distinctive when viewed from any direction and from any distance.

The general style of architecture is collegiate Gothic; the principal material is Indiana limestone. The most unique characteristic from an architectural standpoint is its plan, shaped like the letter "Y." This shape is ideally suited to the contour of the site, yet its development resulted entirely from a functional approach. In fact, it might truthfully be said that whatever beauty the building possesses is largely a by-product of careful planning of interior uses. Even the tower is functional, housing as it does the main stairs and lobbies and a large part of the heating and ventilating equipment.

The principal entrance to the building (*shown on our cover*) is at the base of the tower, and gives access to the main stairs, the first floor corridor, and the foyer connecting the two lecture rooms. This semi-circular foyer is paneled in light oak, and contains three large exhibit cases in addition to the entrance doors

This front view of the School of Business Building shows its "Y" shape, which is ideally suited to the contour of its prominent site on Indiana's beautiful campus.



to the lecture rooms. The lecture rooms, one seating 450 persons and one seating 180, have no windows, but are artificially lighted and ventilated. The resulting uniformity of light and temperature and the freedom from noise and other external disturbances have made these rooms popular among both faculty and students.

In planning the lecture rooms careful attention was given to acoustic qualities. A public address system was built into the larger room, but there has been no need for it, even when every seat is filled. The system is used, however, to handle an overflow crowd from the large room into the smaller one. Both rooms are also wired for sound-picture and radio programs, the larger room having a separate projection booth.

The large lecture room is especially attractive because of its murals. Painted by Thomas Hart Benton for the Indiana exhibit at the Chicago Century of Progress Exposition, the murals are two of a series of twenty depicting the social and economic development of the state. The remaining murals in the series are displayed in the "Hall of Murals" in the new Auditorium, the building nearest to the School of Business on the university campus.

In addition to the two lecture rooms, the first floor contains the advertising laboratory, the management laboratory, and eight class rooms. The class rooms are equipped with tablet-arm seats, fastened to the floor. The laboratories have large tables and straight chairs, the latter fitted with noiseless, rubber-insulated glides. Both laboratories and one class room have light proof blinds in addition to the venetian blinds in order that moving pictures, slides and other visual equipment may be used.

The basement floor, which because of the contour of the land has full height windows on the south and east, contains two accounting laboratories, three class-rooms, the student lounge, the tabulating machine room, and the major part of the heating and ventilating equipment. Along both sides of the corridor are lockers for rental by students. Adjoining the student lounge is a small kitchenette for the use of student and faculty groups.



Herman B. Wells, second Dean of the School of Business, and now president of Indiana University, is shown with Dean Arthur M. Weimer in the Rawles Memorial Room. A portrait of William A. Rawles, first Dean of the School of Business, hangs above the fireplace.

The business library is located on the second floor, the main reading room being directly above the large lecture room and the stack room being over the small lecture room. The main reading room, with its high vaulted ceiling, its large Gothic windows, and its white-oak paneling, is a most attractive reading and study hall. Well lighted and acoustically treated to absorb noise the room frequently is filled to its maximum capacity of more than 200 students. Built-in book shelves on one side of the room contain current copies of business and economic periodicals and journals. Shelves on the opposite side are used for reference books, including bound copies of magazines. Access to the stack room may be had either through the librarian's office, or the charging desk in the foyer.

Adjoining the main reading room, and directly over the main entrance, is the Rawles Memorial Room. Planned to honor the memory of William A. Rawles, first dean of the School of Business, the room will be used as a browsing room, where students may find many of the world's great books as well as books of contemporary interest. The center of interest in the room is the fire-place, flanked on either side by bookshelves, and with the portrait of Dean Rawles above it.

Also on the second floor are the general office, with adjoining private offices for the dean, assistant to the dean, personnel and placement director, and recorder; the research wing, with its eight private offices, chart room, sound-proof work room, and general work space; offices and work space for the marketing faculty; the student organizations' office; the seminar room; a committee room, and three interviewing rooms for use by visiting personnel men. The research wing houses the school's principal research agencies, the Bureau of Business Research and the investment Research Bureau.

Offices and work space for the economics and accounting faculties are located on the third floor. Also on this floor are offices for faculty members in insurance, business law, and statistics; two accounting laboratories; the elementary and the advanced statistics laboratories, and a graders room. The statistics laboratories are equipped with both hand and electrically operated calculating and adding machines, as well as drafting tables for construction of charts and graphs. The accounting laboratories on this floor have individual tables for each student, and like the other laboratories in the building are acoustically treated and scientifically lighted.

The fourth floor, which is much smaller in area than the other floors, was especially designed for the secretarial and commercial teacher training courses. The large typewriting laboratory on this floor has a sound-proof flexible partition which divides the room into two sections, thus increasing the availability of machines for practice work. Across the corridor from the typewriting laboratory are the short-hand room and the office practice laboratory, the latter containing voice-writing machines, stencil and liquid process duplicators, calculators, bookkeeping machines, and practice filing equipment.

A summary of the facilities in the new building shows that it contains twenty-five class rooms, laboratories and lecture rooms, with a combined seating capacity in excess of 1,600 persons; a library with seating capacity, including the Rawles Memorial Room and the cubicles, of approximately 240 persons; forty-one faculty offices, with desk space for fifty-five professors and instructors; seven general office areas and work spaces with desk capacity for a staff of fifty-five persons; a student lounge, a seminar room, a committee room, and many other special purpose rooms, including supply closets, mail and mimeograph room, tabulating machine room, kitchenette, and student and faculty toilets.

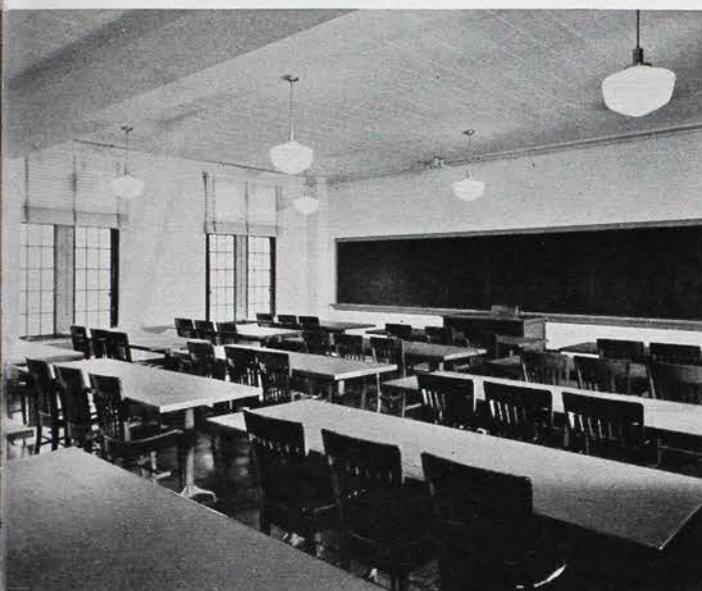
The architect for the School of Business Building was Mr. A. M. Strauss of Fort Wayne, Indiana. The university's building committee was composed of Professors James E. Moffat, Clare W. Barker, and Edward E. Edwards, incidentally all being members of Delta Sigma Pi.



View of the library's main reading room shows the high vaulted ceiling and large Gothic windows. Well lighted and acoustically treated to absorb noise, room accommodates more than 200 students.



This is a view of one corner of the student lounge. Adjoining it are adequate kitchen facilities.



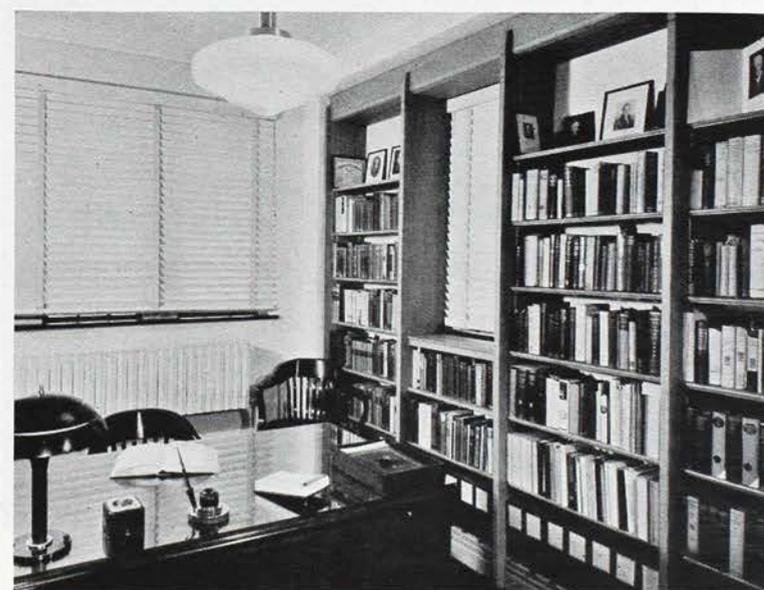
Advertising laboratory is well lighted and adequately equipped. It illustrates laboratory arrangements in the building.



The statistics laboratories are equipped with both hand and electrically operated calculating and adding machines as well as drafting tables for the construction of charts and graphs.



Investment Research Bureau and Bureau of Business Research have eight private offices, chart room, sound-proof workroom and general work space.



This view of the office of Dr. James E. Moffat, Chairman of the Department of Economics, typifies the attractive arrangement of the private offices of the faculty members.

Education for Business at Indiana University

MOST RAPIDLY GROWING of Indiana University's nine schools and colleges, the School of Business at the Hoosier state institution in less than a decade has experienced a tripling of enrollment and an even greater multiplication of its services to general business. Its faculty and physical plant have kept pace with the growth in number of students, which this year for the first time showed indications of leveling off at 1,500 students.

When its one-time dean, Dr. Herman B. Wells, upon his inauguration as president of the University defined as one of his objectives the extension of the institution's campus to the farthest parts of Hoosierdom, the School of Business quickly moved forward in its off-campus activities. Now scarcely a month passes during the year when the School's new building is not the scene of one or more business study conferences in which faculty, students, and business groups participate. As a result business not only in Indiana but beyond the state's borders is looking more and more to the progressive leadership of the School for assistance in solving problems, and students and faculty of the School have more and more contacts with the business world.

Indiana University has for many years believed in educating young men and young women for those occupations that are commonly grouped together as "business." Back in 1902 when professional schools, colleges, or departments of business existed only at Pennsylvania, California, Chicago, Dartmouth, New York University, Wisconsin, and Illinois, a two-year commercial course was established at Indiana. In 1919 provision was made for a four-year course in commerce and a year later it took the name of the School of Commerce and Finance. This name was changed in 1933 to School of Business Administration which title in 1938 underwent another change to the present School of Business.

When Dr. Arthur M. Weimer, professor of Real Estate and graduate of Beloit College with A.M. and Ph.D. degrees from the University of Chicago, was chosen in 1939 to head the School of Business he found a school that had grown and thrived under the leadership of Dean William A. Rawles,

Dean Wells, and Acting Dean C. W. Barker. Indeed, it had outgrown its quarters, a building erected in 1923, and was ready to move into its new and larger building.

General business training and fifteen specialized courses of study are offered by the School as now constituted. These special fields include accounting, business statistics, finance and banking, insurance, management, marketing, public business administration, secretarial training, urban real estate and land economics, advertising, commercial teacher training, and institutional management. The development of work in these fields has been guided by the curriculum committee of which Professor A. L. Prickett has been chairman for a number of years.

Housed in the new building and working closely with the School of Business is the Department of Economics, headed by Dr. James E. Moffat. This department has long been exceptionally strong at Indiana. Courses in the fields of Business and Economics are carefully integrated in the planning of study programs.

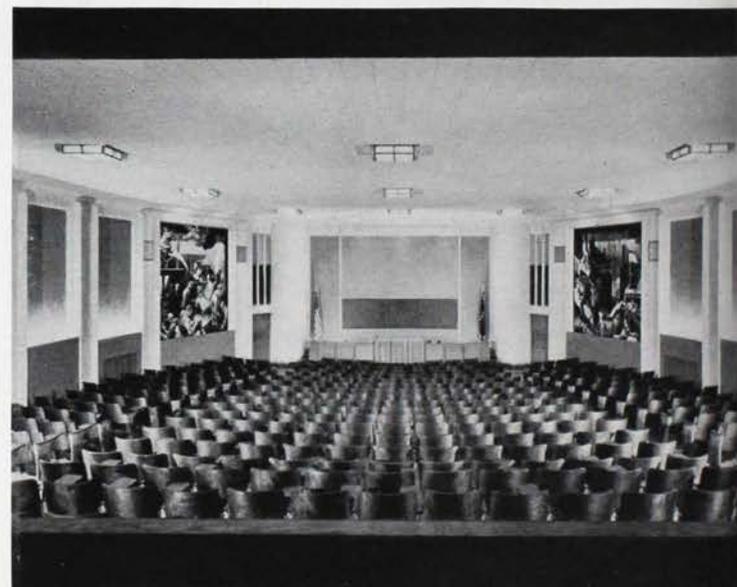
Graduate study in business also has increased rapidly at Indiana, the graduate study programs leading either to the degrees master of science in business or master of commercial science. The Ph.D. degree is awarded in conjunction with the University's department of economics.

Entrance requirements for the Indiana University School of Business are comparable with those of other leading schools providing business training at the under-graduate level. The suggested high school preparation includes English (four years), mathematics (three years), foreign language (two years), science (two or three years), and the proper number of electives to complete sixteen units. Graduates of commissioned high schools of Indiana are admitted, but those ranking in the lowest one-third of their classes are advised not to seek admission although in exceptional cases such students may be entered on probation. Applicants for admission who are not residents of the state of Indiana must have done superior work in high school and otherwise have satisfied entrance requirements imposed on residents of Indiana.

Student personnel services have been highly developed in the



This is a view of the main lobby, and shows the entrances to the auditorium and large lecture room.



The larger of the two lecture rooms, shown above, seats 450 and is artificial lighted and ventilated. Two murals painted by Thomas Hart Benton make the auditorium especially attractive.

school under the guidance of Professor John F. Mee, Placement Manager and Mr. Richard C. Murray, Student Personnel Supervisor. Counselling and advisory services are maintained to help the student discover his major abilities and aptitudes, to acquaint him with the various vocations in which such abilities are required, and to enable him to judge the comparative opportunities in the different vocations. These guidance services are at the same time intended to help the student in attaining his maximum effectiveness in the University by clarifying his objectives, improving his study methods, planning his courses of study, and developing those qualities of character and personality essential to success in business.

The School's placement service has been outstandingly successful. In 1940 approximately 95 per cent of the School's graduates had been placed in jobs within three months after their graduation. This year two months before graduation more than 90 per cent of the 270 members of the senior class available for jobs had been placed.

Research activities play an important rôle in business education at Indiana, and have a two-fold purpose. First, they represent one of the important ways in which the School undertakes to serve the people of the state and nation, and second, the research program constitutes an integral part of the School's teaching program.

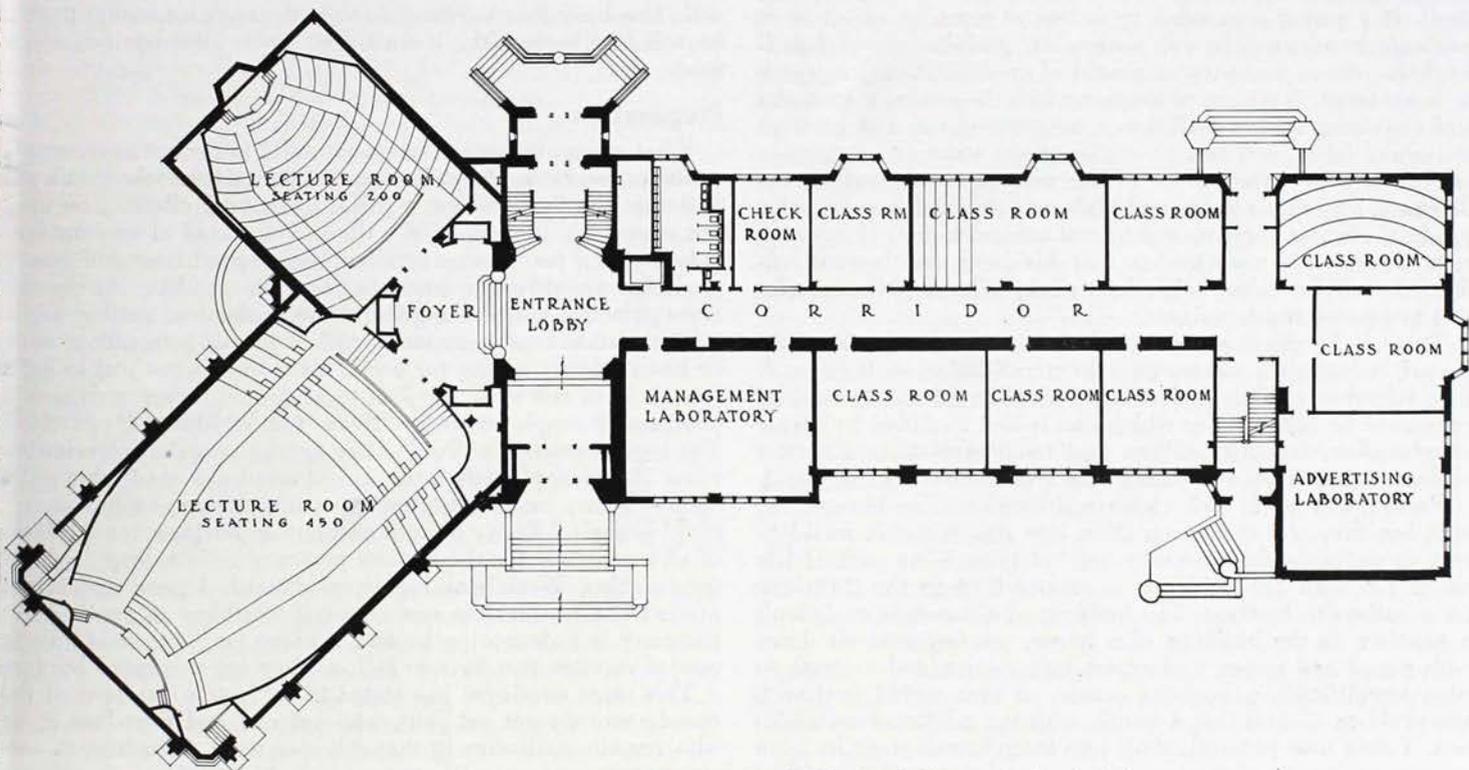
Two research bureaus facilitate the research activities of the School of Business: the Bureau of Business Research under the direction of Professor George W. Starr and the Investment Research Bureau directed by Dr. Harry C. Sauvain. In connection with this research program, the school publishes the monthly *Indiana Business Review* and the *Investment Bulletin* as well as a series of monographs entitled "Indiana Studies in Business."

Of special importance in the development of the school's teaching and research activities is its library facilities which have been developed rapidly by the library committee of which Professor Harold F. Lusk has been chairman.

A major change in the School curriculum was made recently. Beginning next fall to meet defense needs, as well as those of business, courses in the School of Business may be taken by students in each of the four years parallel with general cultural courses. During the junior year students will elect a field of concentration in business but will continue to parallel this specialized work with courses selected from other schools and colleges in the University.

In the development of its study and research program, the faculty of the School of Business has relied upon the counsel and advice of the faculty associates, a group of outstanding business men in the Hoosier state. At the present time, the faculty associates of the School are: Mr. Paul N. Bogart, President, Indiana Bankers Association; Mr. Fermor S. Cannon, President, Railroadmen's Federal Savings and Loan Association; Mr. James F. Carroll, President, Indiana Bell Telephone Company; Mr. Charles B. Enlow, President, National City Bank of Evansville; Mr. Carl F. Eveleigh, Secretary, Eli Lilly and Company; Mr. C. S. Fletcher, Sales Manager, The Studebaker Corporation; Mr. Henry Holt, Partner, Thomson and McKinnon; Mr. F. C. Kroeger, Vice-President, General Motors Corporation; Mr. A. J. McAndless, President, Lincoln National Life Insurance Company; Mr. E. E. Moore, Vice-President, Carnegie Illinois Steel Corporation; Mr. George S. Olive, C.P.A.; Mr. Louis Ruthenburg, President, Servel, Inc. These men provide a method for bridging the gap between academic life and the practical world of affairs.

Alpha Pi Chapter of Delta Sigma Pi was installed at Indiana University on December 19, 1925, and has grown and prospered with the School of Business. More than 300 members have been initiated into the chapter. The first Dean of the School of Business, and many members of the faculty have belonged to Delta Sigma Pi. Edward E. Edwards, one of the early undergraduate members of the chapter, and now a member of the faculty at Indiana, is Province Officer of Delta Sigma Pi for the state of Indiana.



FIRST FLOOR PLAN



This Business of Getting a Job

By H. G. Wright

Grand Secretary-Treasurer of Delta Sigma Pi

CAN A GOOD MAN get a job? Yes. The answer definitely is "Yes." And even at a time when there are many more men than jobs, provided he learns the technique of job-getting. Is there a job for me? Yes. The answer definitely is "Yes."

Whether you secure a job, or the one for which you are best qualified depends on many factors but primarily on yourself. It depends upon your making a business of getting a job and your learning to sell your services. Too many persons overlook the fact that while they may have been trained as an accountant, an advertising man, a statistician, or for work in any other field, they are first of all salesmen, for they are selling the most valuable thing they possess, themselves—their services. There is always a market for good men. Most people do their poorest job of selling with the most important product they will ever have to sell—their services. The reason for men not getting jobs is that the average job-hunter hasn't the slightest idea how to look for a job. It is my hope that in this article I may offer some assistance in the approach to this vital problem.

Where can I get a job? Well, that is another story. If any one person knew the specific answer to that question, there would be a line-up outside his office twenty-four hours a day, and he would become famous and wealthy.

Getting a job in the business world is a business operation in itself. If a young man takes up a line of work to which he is particularly adapted, he will achieve far greater success than if he drifts into an industry or a field of specialization for which he is not fitted. Work out of harmony with the worker's aptitudes and capacities means inefficiency, unenthusiastic, and perhaps distasteful labor, and small compensation; while an occupation in harmony with the nature of the man means boundless enthusiasm, love of his work, and high economic values—superior product, efficient service, and liberal compensation. If a young man chooses his vocation so that his best abilities and enthusiasm will be united in his daily work, he has laid the foundation to success and happiness.

There is hardly a more pitiful sight than young men misplaced in business; square pegs in round holes, as it were. A wise selection of the field of specialization or the branch of commerce or industry for which one is best qualified by virtue of education, training, ability, and temperament, is a matter of deepest importance to young men and to the business world.

Parents will guide their children through college to some extent, but they will then drop them into this complex world to sink or swim, as the case may be. Yet there is no part of life where the need for guidance is greater than in the transition from college to business. The building of a career is as difficult a problem as the building of a house, yet few ever sit down with pencil and paper, and expert information and counsel, to plan scientifically a business career, as they would deal with the problem of building a house, with the advice of an architect. Young men generally drift into some line of work by pure chance, proximity of employment, or uninformed selection. The high percentage of inefficiency and chance experienced by many

employers in their working force, and the cost this entails—employment, waste of training, and inefficient service is due largely to the haphazard way in which our young people drift into employment with little or no regard to their adaptability and without adequate preparation in that particular field.

It is also regrettable that until recent years most of our colleges and universities failed to recognize the importance of a young man's finding a proper place for himself in the business world. Even though he may have a wonderful education, I sometimes doubt its value if he lacks the ability to sell his services after graduation. Surprising as it may seem, thousands of college graduates haven't the slightest idea how they should go about getting a job or how they should dress or act. Many cannot even write a creditable letter of application. An accountant may be a wizard with a balance sheet, an engineer may be an expert with the slide rule, but if he lacks the ability to sell himself he can easily starve to death in the midst of New York City, even though it has almost 10,000,000 population.

Feeling the need for presenting helpful suggestions to a young man in business, I have prepared this article knowing that it is not the sole or last word in what should or should not be done, but hoping it may stimulate the prospective job seeker to do some honest-to-goodness constructive thinking for himself. This business of getting a job is the most important project he will ever undertake; it should be given adequate consideration.

Preparation

What a man seeking a job must do is to go out aggressively to sell his services. The difference between a man who gets a job and one who does not get a job may be very slight. You must put yourself in the employer's shoes. What kind of an employer is he looking for? Smart merchandisers spend time and money to design an attractive package for their product. Surely the same principle must be applied to the problem of getting a job.

The mistake most commonly made is that of going about more or less aimlessly *asking for a job*. Your task is not just to get a job; it is to sell your services to someone. Never approach a prospective employer with "Have you anything I can do?" The logical answer is "No." After twenty years of interviewing some 75,000 applicants a prominent employer made this statement: "I have never yet hired a person; the person has always hired himself." Today there is no place in business for the Jack-of-all-trades, nor for the aimless person who is willing to do anything. Work is all highly specialized. A good man might prove to be excellent in one field but worthless in another. If a company is endeavoring to find a place for you; it is buying needed services you have to sell, as they are presented by you.

This same employer has stated that "Ninety per cent of the people who do not get jobs, who get one and then lose it, who remain stationary in that job owe their difficulties to personal traits, and only 10 per cent to lack of ability." People are turned down for jobs chiefly because they are poor salesmen.

They do not know *what* they have to sell, *where* to sell it, or *how* to sell it. To put it bluntly they are not prepared. Many young men admit they do not know what they are fitted for nor what they want to do. Their attitude is "Well, here I am. I don't know what it is I am selling, but I hope you will buy it anyway." And they expect to get a job! This lack of interest and initiative regarding your own future weighs heavily against you with every employer. How can you expect him to have much enthusiasm for you?

There is no disgrace in being unemployed. Almost every person encounters this experience at least once in his life-time. Positions are constantly being filled. But you have to work at finding the right opening for you and the harder you work, the better your chances of success. If you put in only one or two hours a day and then spend your time going to the movies, listening to the radio, or wandering hopelessly around town, what can you expect to accomplish? If you put in eight or more hours each day six days a week the probabilities are that you will not be out of work very long.

This period of preparation may take a week, a month, or even more. What of that? That is, if you really want the best job you can get, the one for which you are best qualified. You must plan your campaign intelligently, work diligently, and use every minute to the greatest possible advantage. Careful preparation for your interviews will give you added confidence in yourself. This is important. A faltering presentation will do you more harm than good. There is no substitute for careful preparation.

Preparation? Most assuredly. I don't mean thirty minutes or so before a mirror, or a few hours spent in the writing of a letter of application or the planning of your interview. Adequate preparation will probably take many days. It will mean consulting many of your friends, instructors, and associates regarding your personal problems. If you have spent four years in acquiring a college education, surely another week or two, spent in marketing your product is not out of proportion. The library is a useful institution for the man out of work. It is a good place to spend many of your evenings, instead of at the movies. Here are many sources of information about many businesses as well as manuals, directories, etc. Here you will find many valuable books on self-development which will be worthwhile reading. Read books dealing with the industry with which you seek employment. You may even find historical facts about many of the firms who will be interviewing you.

Men who have been candidates for jobs during the last few years have found that job-hunting and job-getting, like modern life has become extremely complicated. New aspects and intricacies, which did not exist a few years ago, have appeared and promise to continue to exist with, perhaps, even increased complications. It is now necessary to know a score of things to do, and of equal importance things not to do, whereas previously a more simple procedure sufficed. More is required of the candidate in every way; and ways of making mistakes have multiplied.

Decide What You Can Best Do

Your first job is to take an inventory of yourself, even though it hurts. Check your assets and liabilities, honestly. In other words, know thyself. Above all do not try to pass over your own short-comings. It is like cheating at solitaire; you fool no one but yourself.

Your first and most important decision will have to do with determining for yourself the type of work or the field of specialization for which you are best fitted. Until this decision is made you are wasting your efforts in seeking employment. It is possible that you may err in this decision, but you must make a choice of the sort of work you feel best qualified to do until actual experience proves you better fitted for some other activity. It is always a safe rule to follow your natural bent, but it is also wise to definitely ascertain whether ample opportu-

nities still exist in that field. For example, with 15,000 fewer banks than ten years ago and probably 60,000 fewer bank employees it is surprising to find an increasing number of college students majoring in banking. Many of these are destined to face disappointment.

In the *Dictionary of Occupational Titles* published by the United States Employment Service in 1939 they defined 17,452 separate jobs! These are also known by 12,292 alternate titles, making a total of 29,744 titles defined. And the coverage of this Dictionary is by no means complete. Think of it, 17,452 different ways of earning a living.

However, most every person has a strong conviction that there is a certain field in which he can excel, and it is an essential of success to be happy in your work. Remember that your success in life does not depend upon the salary you make, but upon your happiness. It is far better to be a happy accountant than an unhappy salesman; or a happy salesman than an unhappy accountant. Your first task is that of self-analysis, honestly.

Each one of the following questions should be answered:

1. Would you prefer living in a village, town, or large city?
2. Would you prefer working for a big corporation, a modest sized firm, or for yourself?
3. Are you willing to travel?
4. Have you any objections to being transferred from one city to another?
5. Must you have constant supervision to work effectively?
6. What is your marital status?

It is better to be happy in a small town than unhappy in a large city. Some people are born leaders and possess qualifications that will make them successful in large organizations; others are simply lone eagles and cannot co-operate with their fellow men. Are you willing to travel, year after year? Have you any objection to being transferred from city to city, maybe at considerable distance from your home and relatives thus making it necessary to make new friends at each move? In fairness to yourself and to avoid wasting years of your life, these questions should be honestly answered.

Never mind about the immediate income. Too many make the mistake of taking the first job that comes along, or if given the refusals of several, commit the error of taking the one that pays the largest starting salary. You cannot be efficient without thoroughly enjoying your work; you cannot enjoy your work without being efficient. The person who accepts the better-paying position for which he is not fitted, when it is offered to him, instead of accepting a smaller salary in a position for which he is fitted and which offers better opportunities, is shooting blank cartridges. The immediate salary offered should not blind you to its possible undesirability.

Opportunities? There are as many opportunities today as there ever were. The United States is still the land of promise. In no other country in the world does free enterprise flourish as it does here. A poor man can still become wealthy. Yes, he can even become a president. Over a hundred years ago a pessimist, believing that all the inventions had been made and that nothing further could be discovered, suggested that the patent office in Washington be closed as there was no further use for it!

Opportunities? Why go back even one hundred years? When the writer entered college, and that wasn't such a long time ago, 1911 to be exact, the following things did not exist and for the most part had hardly been thought of: radios, streamlined trains, diesel locomotives, Zeppelins, automobiles (except for the wealthy), tabloid newspapers, glass bricks, electric clocks, airplanes as we now know them, parking lots, talkies, technicolor, air conditioning, beer in cans, electric refrigeration, rural electricity, school buses, Wheaties, bank service charges, lounging pajamas, summer formals, playgrounds and park systems, concrete highways, underpasses, master of ceremonies, Yellow Cabs, commercial aviation, nor air mail.

Opportunities? There were no washing machines, hydraulic brakes, vacuum sweepers, tourist camps, trailers, radio contests,

five-day weeks, eight-hour days, two-car garages, houses with two bathrooms, neon signs, dollar day, double features, venetian blinds, violet ray lamps, silk stockings, roadside taverns, rumpus rooms, modern furniture, windowless buildings, safety glass, contract bridge, plastics, chromium, stainless steel, Hollywood, loud speakers, zippers, beauty shops, oil burners, China Clippers, French telephones, income taxes, Chrysler, General Motors, wrist watches, rayon, cellophane, sodium lights, fluorescent lamps, swimming pools, cocktail rooms, stokers, chain stores were just beginning.

Opportunities? Yet nowadays how could *you* live without many of these? And a surprising number are now considered necessities.

The world of today requires employees with imagination, imagination to visualize the opportunities that lie ahead for them. Yes, there are as many opportunities as ever before. Just as the typewriter and the telephone created several hundred thousand positions for girls in offices, other inventions will likewise create opportunities for employment. It is estimated that there are a quarter of a million beauty shop operators now; none existed a quarter of a century ago. Many people claim there are fewer opportunities available in the field of transportation. Surely they must be thinking only of railroad transportation, and while this may be true for the railroads it is more than offset by the thousands of new opportunities in bus transportation, aviation, etc.

Forget about the so-called white-collar jobs, titles, mahogany desks. Get into a growing, expanding business. New ideas and products are coming to the front all the time.

If you are the type requiring constant supervision to work effectively don't seek a job where you are on your own responsibility. You'll lose it very quickly, and possibly under rather disheartening conditions. Be honest with yourself.

College romances have a place but they can easily become a liability instead of an asset. Many firms refuse to hire a young married man for certain jobs, particularly when the question of being transferred permanently to another city, or the question of frequent travel away from the city is involved. Of greater importance, at least so it seems to me, is the question of one's financial or economic independence. I have known many cases of young people in love who couldn't wait a reasonable length of time before getting married. They may have had the best of intentions, boundless enthusiasm, and plans for both working but things just didn't turn out as they had planned. With no cash reserve they had signed apartment leases, purchased furniture, gone into debt, yes, frequently having purchased a car that they could not easily afford, in the fond hope that everything would work out all right. Then suddenly they learn there is to be an arrival in the family, with its increasing financial obligations and greatly decreased income, or the husband is to be transferred or he becomes dissatisfied with his employment and lacks the financial wherewithal, or independence, to seek a better position. It would be far better for both to work for several years, save some money, and then with this reserve and its accompanying self-confidence take the important marriage step. Yes, I have seen too many fine young men stymied in a blind-alley job, one step ahead of the sheriff and unable to do a thing about it. Why jeopardize yourself so early in life? Unless you have financial backing at home it is wise to delay the question of marriage for a reasonable length of time.

Different Ways of Getting a Job

There are several ways in which to secure employment and I have not listed them in any order of importance:

1. Through friends, relatives and neighbors.
2. Answering Help Wanted advertisements.
3. Letters of application.
4. The third party approach.
5. Advertising, through the use of Situation Wanted advertisements.
6. Commercial employment agencies.

7. Fraternity or college placement services.
8. Personal solicitation.
9. Pull.
10. Marrying the boss's daughter.

All of these have been used, yes, even the last one. Many people bemoan the fact that someone has a "pull." They speak of the man with a "pull" as though he had some unfortunate disease or were lucky. However, the fact remains that "pull" does help *some* men get jobs. If you possess this advantage, use it. A "pull" usually does not extend beyond actually getting the job; then you are on your own, and must make the grade on your own merits.

Maybe you do not recognize "pull" when you see it. I don't mean someone who gives you a job, regardless of your ability or training for it, just because you have a "pull." It is up to you to make the right kind of impression upon your friends and acquaintances who can be of value to you in getting a job so that you eventually will have a "pull" with someone. Usually it means you have simply sold yourself extremely well to a person of influence.

A letter of introduction, or a special letter of recommendation to a specific company, is just another form of "pull." Use it intelligently if you have the right connections.

But since most jobs are secured in one of the first eight ways mentioned, or a combination of two or more of these, our discussion will be confined to these methods.

Let all of your friends know that you are seeking to sell your services to the best possible advantage. Don't go around apologizing for the fact that you are out of a job. If your friends don't know of your availability, how can they recommend you for openings that may come to their attention? I know a case where a competent man lost his job through no fault of his own and concealed the fact that he was seeking a new connection from most of his friends. Several months later some of his friends discovered this situation by accident, and it happened that two of them had heard of jobs he was qualified to fill and could have rendered him a valuable service had they known of his availability.

Who can help you get a job? You might be surprised. I know of another case where an office manager was discussing with his wife at the breakfast table his need for two or three stenographers. A delivery man overhearing his conversation informed his cousin who secured one of these jobs.

I am not inferring that you should tell the milk man, and the meter reader or the garage mechanic that you want a job, particularly if it is for clerical or executive work, but these men hear of jobs in their respective fields the same as office workers hear of jobs in theirs. Don't pass up any opportunity. I have known cases of where elevator men knew that certain firms in their building were adding personnel. Tell your friends, former instructors, relatives, fellow church members, former employers, fraternity brothers, fellow club members, neighbors, creditors, merchants, business associates, and others that your services are available. Even a truck driver might know that his firm, or the one next door, is in need of salesmen or accountants. Register at several good commercial employment agencies. If your college or fraternity has an employment service, file your record with it. It is folly to use only one of these many different ways of getting a job. Why not use them all, intelligently, effectively?

This also goes for all persons who may be unhappily employed and desire to make a change. In that event a word of caution to your friends as to how much publicity should be given your plans would not be out of order.

Move to the City Where You Seek Employment

One interview is worth a hundred letters of application. I have never heard of anyone securing a job without being interviewed, frequently more than once. There may be a few cases but they are rare. I am not speaking of manual labor. It is very impor-

ant, therefore, that you reside in the area in which you seek employment. You may be eminently qualified for a particular job, but if you are situated in a distant city you will receive scant consideration. Why? Because the employer can lift his telephone receiver and have scores of applicants in for interviews within a matter of hours, or the next day or two. This is much easier than going to the trouble of writing a letter to you and waiting several days or a week for a reply. I have known many instances where, in my opinion, an out-of-town man recommended for a position was better qualified than the local applicants; nevertheless one of the local applicants secured the job.

While it is true that many corporations send representatives to interview college seniors, and may also send representatives to certain large cities to interview applicants on occasion, most of their employees are hired through interviews in the offices of these firms wherever these offices may be situated.

The most practical way of handling this problem is to move to the city where you seek employment, establish a local residence, and start to work from that point. Naturally you must have sufficient funds to defray your living expenses; it is unfortunate if they are limited, but you will not succeed in securing the position you want unless you move to your scene of operation. Too many persons make the mistake of expecting great accomplishments through long-distance correspondence. Remember, you get the jobs through interviews. Your letter of application is simply the medium of getting the interview. You sell your services in the interview. The man who can make himself available for an interview in a matter of hours has a distinct advantage.

Spending Some Money in Self-Promotion

If smart merchandisers spend substantial sums of money to package their products attractively, why shouldn't you spend a reasonable amount to present your services in the most attractive manner possible? Don't be penny-wise and pound-foolish. Spend a little money in self-promotion. This may involve proper clothes, careful grooming, stationery and stamps, photographs, transportation, telephone and telegrams, meals and lodging; it may even involve the purchase or rental of a typewriter. Why not? You are endeavoring to sell your most valuable possession—your services and your happiness in life. Remember, the personnel man is simply the purchasing agent, buying services instead of a commodity.

Thousands of college students (or their parents) are spending \$50, \$75, or \$100 a month or more in acquiring a college education and then appear unwilling to continue the same expenditure for several months after graduation in order to secure suitable employment. What is the value of your college education if you lack the facilities for using it? Obviously in order to use it you must first secure suitable employment.

Another thing overlooked by many young people is the importance of contacts. Put yourself in a position to make as many valuable contacts as possible. Instead of becoming a hermit in some outlying rooming house (even though the rent may be cheap), endeavor to live with a group of young people of your own age and ideals in life. Through the exchange of ideas you will gain not only a better insight into the problems of the business world but also a valuable practical experience in the art of meeting people. You may even hear about positions which are open in the firms employing these young people.

I have known young alumni, and older ones too, who have moved to cities where Delta Sigma Pi had a chapter house, seeking employment. Many would live in the chapter houses and make it a point to sell themselves to as many fraternity brothers as possible. Others would move out to remote places, claiming they saved a few dollars each month, and then would never avail themselves of the valuable fraternity contacts. Many would not even attend local alumni dinners and meetings; they would drop out of all fraternity activities. Then later on they would

complain that their fraternity hadn't done anything for them. What, I ask you, had they done to expose themselves to the fraternity? I could cite hundreds of actual cases where contacts made through Delta Sigma Pi have proved very valuable. Yes, for positions paying from \$20 a week to more than \$20,000 a year; for orders involving a few dollars to more than \$100,000.

By all means spend some money in self-promotion; a little spent in intelligent self-promotion will pay big dividends.

Open An Office

The first thing you should do is to open an office, and I mean just that. You should have a *good* typewriter with a clear ribbon and clean keys. You should purchase stationery, white, 8½ x 11", printed with your name, street address, and telephone number, with plain second sheets to match. Use the best stationery you can afford. The large No. 10 size envelope is best for business use. You should have a large work table, file folders, 3x5 cards for a prospective employer file, photographs of yourself, a map of the city, a dictionary, and a classified telephone directory. There should be a telephone available in the same building where all calls for you will be intelligently handled at any hour of the day. A telephone is vitally important. It is much easier for the employer to telephone an applicant to come in for an interview than to write him a letter. A discontinuance of your telephone service is false economy. I have known cases where the choice of the selection of an employee narrowed down to a few persons and the employer started to contact them on the telephone; those not having telephone numbers were pushed aside in favor of those who did have. I also have known cases where the improper answering of the telephone has resulted in the applicant receiving no further consideration. When you leave your home make certain that some adult will intelligently answer the telephone during your absence and courteously take all messages for you. Remember, the employer may have decided to interview eight or ten applicants. He or his secretary may be telephoning them. If your telephone does not answer they may not call you a second time and most assuredly will not call you a third time in an attempt to reach you. In your absence whoever answers your telephone can leave a favorable or unfavorable impression of you with the prospective employer.

Getting a job is a business operation in itself. In addition to maintaining an office you must maintain hours. By that I mean that the man who works eight hours a day endeavoring to get a job is bound to get a better one sooner than the man who works only four hours a day. Forget about the movies, golf, swimming, baseball games, and dates during business hours.

Plan Your Campaign

Your next important step is to formulate a plan. First of all why not endeavor to establish a goal you want to reach say at the end of twenty years and endeavor to chart the progress you will have to make, year by year, to realize that ambition. This can be done, and it can be put on paper. Your next important step is to make an employment or market survey (a list of prospective employers), and the degree of intelligence you use in planning your campaign is perhaps the basic ingredient of success for those who are trying to sell their services. Just as in ordinary salesmanship, a salesman must secure leads for prospective customers, so must the position seeker use initiative and planning to find prospective employers. Every person looking for a job should have a definite plan. You cannot skip many of the rungs in the ladder to success.

If you haven't decided what you are best qualified to do, this decision should be made, even though resulting experience may cause you to change your plans later on. Having selected a field of specialization for which you are best qualified, and knowing the geographical area in which your operations must be confined, you are now able to study your field intensively. This may

take a week, or even a month, before you write your first letter or endeavor to secure your first interview. The more thorough you are in this market analysis, the more successful you are going to be in your campaign.

It is therefore necessary to prepare a list of prospective employers. The easiest way to organize these is on 3x5 cards, which should contain the name of the firm, address, telephone number and all of the facts you can gather regarding this company, their products, their reputation and their personnel policies. If 3x5 cards are too small, use larger ones or both sides. Cards of this type provide for easy organization, filing, and changes; they can be carried with you if necessary.

Your classified telephone directory will be a great help in this work. You should spend much time in research at your public library. We publish here a list of suggested sources for securing information about prospective employers and compiling a list of prospective employers. This list is by no means complete; it is included to give you some idea of the great variety of literature available for your use in this connection. After you have made a list of several score or several hundred firms in your particular field of specialization, you should endeavor to secure further information about these prospective employers through such sources as magazines, trade directories, financial reports, banks, chambers of commerce, friends, fraternity brothers, instructors, relatives, etc. Endeavor to ascertain which companies are making money, or expanding; these companies are more likely to employ additional men. Check the credit rating of these firms; there is little use in contacting firms who may be headed for bankruptcy or who are continually in the red. The companies listed in this survey of yours may not have any definite position to offer at the moment, but even so, this preliminary survey will have been good experience and will make you better acquainted with the various industries. Of greater importance is the fact that it might reveal to you the possibilities in some field that you had not previously thought of. After all, you are trying to get a job that will offer you the greatest possible future and happiness. Why not spend a few days or weeks in an intelligent survey?

Endeavor to ascertain the personnel policies of all firms you seek interviews with. There are a few chiselers in business you know. Why waste your time working for such a firm? Men work for money. Yet cold cash alone never makes men happy. They also want good working conditions, opportunity for advance-

ment and much more. Why not work for a firm that is human? Such things as a pleasant environment, fair play, chance for advancement, and proper tools have a definite value. Work for a firm which encourages men to take on responsibilities, where there is a chance for advancement, where you are encouraged to submit new ideas for the improvement of company policies and company products. There are "good" bosses, and there are tyrants. Why work for a tyrant?

Without asking the boss ascertain the policy of the company regarding compensation, promotion, working hours, overtime vacations, sickness, and the general reputation of the firm. Look out for the firms that have an unusually high turnover of employees; you will usually find something wrong.

There are many books which can be profitably read and which will be of considerable assistance to you in preparation for the business of getting a job. A comprehensive list of selected books is included here. Some of these books may be available in your local library. If not it would be money well spent to purchase several and read them thoroughly. Not every book included on this list is tailor-made to fit your special requirements, but if you read at least six or eight of these books you are bound to get many excellent ideas which you can put into practical application in this important task. Several of these books are excellent and would make desirable additions to your permanent personal library.

Help Wanted Advertisements

Contrary to the erroneous opinion of some people the box number advertisement in the daily newspaper is not a cloak for the unscrupulous. It is a convenience for employers who, because of time or office space limitations, cannot receive all applicants in person, and for the job hunter who does not care to tell the world he is seeking a job. In replying to a classified advertisement which does not give the employer's name, it is impossible to carry out the advice that an applicant should show that he is familiar with that particular firm and its products. An entirely different approach should be used in such letters.

Many firms, particularly the medium sized and smaller ones, use Help Wanted advertisements. If they included the name and address, it might bring a traffic jam in the elevators of their building that would tie things up for several hours. One firm

Suggested Sources of Information

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| ACCOUNTANTS' INDEX | FAIRCHILD'S LIST OF MEN'S STORES | POOR'S REGISTER OF DIRECTORS |
| AGRICULTURAL INDEX | FAIRCHILD'S LIST OF RETAIL STORES SELLING | PUBLIC AFFAIRS INFORMATION SERVICE |
| AMERICAN BANK REPORTER | MEN'S AND WOMEN'S WEAR | RAND-McNALLY'S BANKERS DIRECTORY |
| AMERICAN BUSINESS | FITCH'S BOOK OF INVESTMENT DEALERS | READERS' GUIDE |
| AMERICAN LIBRARY ASSOCIATION INDEX | FORBES MAGAZINE | SECURITY DEALERS OF NORTH AMERICA |
| BANKERS' ALMANAC AND YEAR BOOK | FORTUNE | SHELDON'S RETAIL TRADE |
| BANKERS' ECONOMIC SERVICE | GUIDE TO BOOK PUBLISHERS | STANDARD ADVERTISING REGISTER |
| BIENNIAL CENSUS OF MANUFACTURERS | INDUSTRIAL ARTS | STANDARD CORPORATION REPORTS |
| BUSINESS WEEK | INTERNATIONAL BANKERS DIRECTORY | STANDARD RATE AND DATA SERVICE |
| CHICAGO JOURNAL OF COMMERCE | KELLY'S DIRECTORY OF MERCHANTS, MANU- | STANDARD STATISTICS DAILY NEWS REPORTS |
| CUMULATIVE INDEX | FACTURERS AND SHIPPERS OF THE WORLD | STANDARD STATISTICS EXECUTIVE NEWS AND |
| CUSTOM HOUSE GUIDE | MACRAE'S BLUEBOOK | DIGEST REPORTS |
| DIRECTORIES (of numerous types; only a few | MANUFACTURERS IN PRINCIPAL SOUTHERN | TELEPHONE CLASSIFIED BUSINESS DIRECTORY |
| are listed here) | CITIES | THOMAS' DIRECTORY |
| DIRECTORY OF AMERICAN BIOGRAPHY | MARKET DATA HANDBOOK OF THE U.S. | TIME |
| DIRECTORY OF EXPORTERS | MOODY'S MANUAL | TRADE ASSOCIATION MEMBERSHIP DIRECTORIES, |
| DIRECTORY OF INVESTMENT BANKERS AND | NATIONAL DIRECTORY OF THE TEXTILE AND | AND OTHER LITERATURE |
| BROKERS | APPAREL INDUSTRIES | TRADE JOURNALS (there are scores of them) |
| DIRECTORY OF THE TEXTILE INDUSTRY | NATION'S BUSINESS | U.S. DEPARTMENT OF COMMERCE YEARBOOK |
| DONNELLEY'S INDUSTRIAL DIRECTORY | NEW YORK HERALD TRIBUNE, FINANCIAL SEC- | U.S. GOVERNMENT REPORTS (too numerous to |
| DOW-JONES NEWS BULLETIN | TION | list) |
| DUN & BRADSTREET REPORTS | NEW YORK STOCK EXCHANGE HANDBOOK | WALL STREET JOURNAL |
| ECONOMIST DIRECTORY | NEW YORK TIMES INDEX | WHITAKER'S ALMANAC |
| EXPORT TRADE ASSOCIATION ACTIVITIES | POLK'S CORPORATION DIRECTORY | WHO'S WHO IN AMERICA |
| FAIRCHILD'S DAILY NEWS RECORDS AND | POOLE'S INDEX | WOMEN'S READY-TO-WEAR |
| WOMEN'S WEAR | POOR'S COMPLETE FINANCIAL SERVICE, includ- | WORLD ALMANAC |
| FAIRCHILD'S LIST OF CHAIN STORES | ing Cumulative Volumes, Industrial Volumes | |

advertised for a stenographer and over 300 girls taxed the capacities of the elevators early the following morning. Another firm, advertising for less skilled help and giving the name and address, had over 3,000 persons applying for a few jobs during the morning. Many reliable firms as well as a few unscrupulous ones use Help Wanted advertisements.

Advertisements appearing only one day in large metropolitan newspapers have brought several hundred replies. For example, an advertisement in a large Chicago newspaper for an accountant brought 240 replies from one insertion. Few employers, if any, can or will thoroughly examine that many replies.

There is a dangerous fallacy abroad that it is undignified to seek a position through Help Wanted advertisements, and that such advertisements are chiefly to be associated with office boys, clerks, domestic help, and manual labor. A Help Wanted advertisement is widely used and one of the best known sources for securing a job. Many fine opportunities are to be found through the want ad columns of leading newspapers. Answer those ads which appear worthwhile, but don't expect replies to all your letters. Ten to twenty per cent will prove a high average.

Your sole objective is to have your letter of application stand apart from the rest in such a manner that you will be granted an interview. Remember the letter only gets you the interview, not the job. You endeavor to land the job during the interview.

Your letter must be a stand-out in appearance, if it is to be selected from among several hundred to be read. A critical analysis of the 240 replies to the accounting advertisement heretofore mentioned indicated that only twenty-five wrote letters worthy of consideration; five were not even signed. An advertisement for a stenographer brought 270 replies; fewer than thirty-five were worthy of consideration. And only 114 of the applications were typed! Seven were unsigned and more than two scores were so poorly written that it was difficult to read them.

Usually there is nothing to be gained by mailing your letter special delivery although it is wise to get your letters into the newspaper office as quickly as possible. Most of these letters are opened by the advertiser's clerical staff. There can be no advan-

tage of a mailed letter over a personally delivered letter in a newspaper office, or vice versa.

Telegrams have been used in many cases and to good advantage. A telegram commands respect, is frequently (one might say, *always*) placed on the top of a pile of letters. It *will* be read. The same cannot be said of all letters. It is surprising how much can be said in fifty words. Special low rates are in effect for night letters sent within the city. They may seem expensive compared with a postage stamp but there are times and occasions when a telegram will prove very effective, and well worth the additional cost. Give it serious consideration.

I repeat, your letter of application is simply a device to get an interview; the job is secured as a result of the interview. Bear this in mind in answering Help Wanted advertisements.

Pay little attention to the advertisements requiring investments of money. A position which cannot be secured without an investment is no position to accept. Such a proposition invariably means that the advertiser does not have a satisfactory business. People who invest money in order to secure a position are in reality paying their own salary during the time they are employed and hence have worked for nothing. As a matter of fact, those who get back the whole of their original investment in the form of salary are very fortunate indeed. Also be careful of the chance-to-make-big-money type of advertisement. You will do well to pass up such advertisements for not one out of a hundred are worth answering. Every man is worthy of his hire; even a beginner is worth something. Few positions offering wonderful experience rather than a respectable or decent salary are worth going after. Most of these firms have a high turnover of help, keeping their young employees at low salaries just as long as they will stand for it. Why waste your time on such fly-by-night propositions?

The Letter of Application

An employer needed a salesman. He ran an advertisement in a metropolitan newspaper and received more than 400 replies. Did he interview all these 400? Most assuredly not. He decided

Recommended Books

AN OUTLINE OF CAREERS, by Edward L. Bernays
 ART OF LEADERSHIP, by Ordway Tead
 ART OF PERSUADING PEOPLE, by J. A. Worsham
 CAREER CLINIC: THE ANSWER TO YOUR JOB PROBLEM, by E. E. Brooke
 CAREERS AFTER FORTY, by W. B. Pitkin
 CAREERS FOR MEN, by E. L. Bernays
 CHOOSING THE RIGHT CAREER, by E. D. Toland
 EVERY MAN A WINNER, by C. E. Poppystone
 FIND YOURSELF, by Isidore D. Cohen
 *FINDING A JOB, by Roger W. Babson
 FINDING A JOB DURING THE DEPRESSION, by Harry D. Kitson
 FINDING YOURSELF IN YOUR WORK, by H. W. Hepner
 *FITTING YOURSELF FOR BUSINESS, by Elizabeth Gregg MacGibbon
 GET THAT JOB, by R. T. Gebler
 *GETTING A JOB AND GETTING AHEAD, by Albert Francher
 GETTING ALONG WITH PEOPLE, by M. D. Wright
 GETTING THE JOB YOU WANT, by A. V. Fair
 HOW TO BE A LEADER, by G. D. Halsey
 HOW TO CHOOSE YOUR CAREER, by William L. Ivey
 HOW TO DEVELOP YOUR PERSONALITY, by Clare T. Major
 *HOW TO FIND AND FOLLOW YOUR CAREER; STRAIGHT THINKING ON CAREER PLANNING, by W. J. Reilly
 HOW TO FIND THE RIGHT VOCATION, by H. D. Kitson
 HOW TO GET A BETTER JOB, by Eugene Whitmore
 *HOW TO GET A JOB DURING THE DEPRESSION, by W. C. Graham
 HOW TO GET AND KEEP A JOB, by C. R. Dooley
 HOW TO MAKE PEOPLE LIKE YOU, by Donald A. Laird
 *HOW TO WIN FRIENDS AND INFLUENCE PEOPLE, by Dale Carnegie
 *HOW YOU CAN GET A JOB, by Glen L. Gardiner
 I FIND MY VOCATION, by Harry D. Kitson
 IF YOU WANT TO GET AHEAD, by Ray W. Sherman
 INCREASING PERSONAL EFFICIENCY, by Donald A. Laird
 *JOB HUNTING AND GETTING, by Clark Belden

KEEPING A SOUND MIND, by John J. B. Morgan
 LET'S START OVER AGAIN, by Vash Young
 LIFE PLANNING AND BUILDING, by H. N. Clarke
 MAKE YOUR OWN JOB, by Ryder & Doust
 MAKE YOURSELF A BETTER SPEAKER, by E. C. Buehler
 MAKING THE MOST OF YOUR LIFE, by Morgan & Webb
 MEN MUST WORK, by L. Brophy
 MODERN SELLING, by C. H. Fernald
 NEW BUSINESS OPPORTUNITIES FOR TODAY; A SURVEY OF MONEYMAKING POSSIBILITIES, by H. S. Kahn
 NEW CAREERS FOR YOUTH, by Walter D. Pitkin
 OCCUPATIONAL ORIENTATION, by Guy V. Bennett
 *PICK YOUR JOB AND LAND IT, by S. W. & M. G. Edlund
 PLANNING YOUR FUTURE, by G. E. Meyers & others
 PRINCIPLES OF PERSONAL SALESMANSHIP, by Harry R. Tosdal
 PSYCHOLOGY APPLIED, by George W. Crane
 RIGHT JOB FOR YOU AND HOW TO GET IT, by E. E. Brooke
 SELLING YOUR ABILITY, by Thomas S. Knowlson
 *SIX WAYS TO GET A JOB, by Paul W. Boynton
 *STRATEGY OF JOB FINDING, by G. J. Lyons & Harmon C. Martin
 STUDENTS AND OCCUPATIONS, by E. G. Williamson
 THE BIOLOGIC BASIS OF HUMAN NATURE, by Herbert S. Jennings
 THE CHANGE OF A LIFETIME, by Walter D. Pitkin
 THE SCIENCE OF WORK, by Morris S. Vitelis
 THE STRATEGY OF HANDLING PEOPLE, by Morgan & Webb
 VOCATIONAL GUIDANCE AND SUCCESS, by Edward J. Gallagher
 WAKE UP AND LIVE, by Dorothea Brande
 WHAT DO YOU WANT TO BE?, by G. H. Waltz
 YOUNG MAN IN BUSINESS, by Howard L. Davis
 YOUR CAREER IN BUSINESS, by Walter Hoving
 YOUR JOB: HOW TO GET AND HOW TO KEEP IT, by R. O. Pickard

* Especially recommended.

to interview fifteen applicants. Some other employer might have decided to interview twenty-five, or only five. But the number interviewed by *any* employer would be relatively small compared to the total number of application letters received. What assurance will *you* have that *your* letter of application will bring an interview? Will it be outstanding? Will it show *your* personality?

First of all we shall consider the mechanical preparation of the letter. As to stationery, use the very best you can afford. The first impression of you is through the fingers, the feel of the paper. Always use business size preferably 8½x11", white, with envelopes to match. Don't use hotel stationery. The large size envelope (No. 10) is by far the best. The purchase of stationery with your name, address, and telephone number is strongly recommended.

Type your letter, or have it done. Please remember that the typewriter is the instrument of business. Use it. How many letters do you receive from business firms written in longhand? Longhand writing for character reading is unadulterated bunk. If your handwriting is so poor that experts are required to decipher it, for your own sake, take a course in penmanship. Poor penmanship is one of the many causes for persons failing to receive promotion. Be sure to sign your letter! Believe it or not, some people fail to do this. Use consistent form in the typing of your letter, single spacing preferred, no strikeovers, no erasures. Your typewriter keys *must* be in alignment and the ribbon fairly new. Have nice appearing margins at the top and bottom, and at both sides of the sheet. Under no circumstances send out a letter that appears sloppy. Your letter is representing you in the eyes of your employer. Are *you* sloppy?

Before you mail the letter, proof-read it; if you can't spell, call in the neighbors. The personnel director of one large corporation examined 500 letters of application and found more than eighty per cent with one or more misspelled words. How many applicants received interviews out of this group do you think? Keep a dictionary handy at all times. Refer to it frequently; it is a most useful volume.

The desirable place to include such routine matters as age, nationality, weight, height, summary of education, experience, references, etc. is on a separate personal data sheet, sometimes called a personal outline, experience outline, or personal profile. Since this data will be practically the same regardless of the firm it is sent to, considerable time can be saved if you have it multigraphed, on the same grade and size of paper as used for your letterhead. Multigraphing is preferred to mimeographing as it stimulates typewriting.

The enclosure of a photograph is strongly recommended. This should be pasted neatly in the upper righthand corner of this personal data sheet. While a photograph is not necessary in all cases, so few applicants enclose one that you will find your application will have a much better chance of being read by the employer if you do include one. In the Help Wanted advertisements heretofore referred to only one of the 270 applicants for a stenographic position enclosed a photograph; 5 of the 240 accountants; and only 8 of the more than 400 applications for a salesman. In every instance the employer examined all the applications having photographs attached. After all if this helps you in getting your letter of application read, why not make use of it? Wear business clothes, no hat, for an application photograph which should be small and should create a favorable impression.

The importance of a neatly typed and carefully arranged letter of application with a personal data sheet attached cannot be expressed too emphatically. Make it stand out from the other letters the prospective employer will receive. Make your qualifications appear so attractive to the employer that he will be eager to interview you. Don't overdo it, however. You can write too long a letter; you can oversell yourself.

An application is nothing more or less than a sales letter. In selling any product the salesman studies his product, the needs of his prospect, and tries to fit them together. The same sales

principle holds for application letters. Yet we find many of them that sound like the wailing of lost souls in the wilderness—"I want a job. I want a job because of the pay check attached; because my shoes are getting thin; because I have to eat." This fact, while important to you, is of no concern to the employer. One must remember that the prospective employer is not operating a charitable organization. He makes his contribution to the Community Chest and to charities, but when it comes to hiring employees he demands something in return for his money. Forget about the fact that you want a job. Tell your prospective employer what you can do for him; how you can give him value received. The more interest aroused, the greater the likelihood of an interview.

Never, under any circumstances, copy a letter of application you have seen in a textbook or elsewhere. It may be a far better letter than you can write, but the chances are you will not be able to live up to it when you get the interview. I know of cases where employers have expected great things from certain applicants because of the brilliant letter of application they received, only to find that it was not a true picture of the man. If the truth were known, the applicant probably copied his letter of application.

For the lead, present one of your strongest selling points. Never try to make an impression by an unusual trick of approach. Never appear fresh. Take time over your letter and check it before mailing to see that it does not contain loose statements or give the wrong impression of you. By all means avoid such trite expressions as "Having seen your ad—," "In response to—," etc.

Also avoid eccentric, foolish, forced leads such as, "I am seeking a position where brains, ability, and hard work will be appreciated." Egotistical.

"If it is possible for me to increase your sales half a million dollars, will that qualify me for—." Silly from a man with little or no experience.

"Your ad just came to my attention." Forced casualness.

"I am 23 years old, single, full of pep, and rarin' to go. What have you?" Facetious.

"I have been informed." By whom? Be specific.

"Your business interests me very much." How unique!

"I have had several years experience." Trying to hide something by "several." Be specific!

"Can take dictation." How fast?

"Can collect money." Prove it. Did you increase someone's collection record 20 per cent? That's proof.

"You will agree with me—." Impertinent.

"Have taken Rhet. 10 and B.A. 123." What's that?

"I am an intelligent and educated young man." Says you. Prove it by results or let your friends tell the secret.

"I have a thorough training in advertising." And with only three or four courses? What a man!

"I have a thorough training in accounting." And with only three or four courses? Ditto!

"I can do anything." Oh, no, you can't. You may be willing to try to do anything, but you can do only those things your particular qualifications will permit.

A well known authority on personnel problems and for many years the employment supervisor for a large corporation says, "Ninety-nine per cent of the letters of application which are sent to prospective employers are, in the words of a trial lawyer, irrelevant, incompetent, and immaterial." In other words, to be brutally frank about it most letters of application are hopeless. Having examined more than 3,000 letters of applications to actual Help Wanted advertisements, I certainly agree with him. Of these letters at least 95 per cent were worthless because people failed to follow simple, common sense requirements.

Be brief. Be factual. Be interested in the company you seek employment with. Avoid the impersonal "the writer." While it is necessary to use the personal pronoun "I" good writing will eliminate a too frequent use of "I." Avoid ambiguities. Avoid

ich generalities as "good education," "have had considerable experience," "have made satisfactory grades." Be specific if you could be vivid and convincing. Your letter represents you. Make talk as you do. Get down to fundamentals, not mere surface superficialities.

Your personal data sheet, or experience outline, should be divided into four sections: *personal* background; *educational* background; *experience* or *vocational* background; and *references*. This data can be arranged chronologically, or it can be grouped functionally according to types of experience. In many cases the stereotyped, chronological presentation will be less effective than a well prepared functional presentation. These personal data sheets, or experience outlines, may run all the way from a one-page presentation, to a brochure of many pages, beautifully bound. Naturally it would require considerable experience and an unusual record to justify such a pretentious presentation.

It is also possible to present this information about yourself from your last or present job *backward* to earlier jobs. Later jobs are more important to the employer, relatively, than earlier jobs. If you want to get away from the chronological presentation, which is quite common, you might group your data in the following manner: types of work; employing concerns; periods covered; reasons for leaving; salary ranges; titles or duties; to whom reported; miscellaneous data; and references.

By all means give your name, address, and telephone number. Some authorities suggest the use of your full name, unless your first or middle name is not a distinct asset. Names, like photographs, have positive value. Cases are known where applicants have used initials with only fair results but the changing to the use of the complete name, particularly if it is distinctive, has greatly increased the number of interviews received. On the other hand this also can be overdone. Whichever name is used should be readily identifiable by your references.

What's in a name? Well, you might be surprised. I have known cases where excellent letters of applications have been received from descendants of foreign-born families whose names were almost impossible to pronounce, let alone spell, who were not given interviews because of that very fact. There was absolutely no prejudice against that nationality on the part of the employer. He simply reasoned that if he experienced that difficulty in pronouncing or writing the applicant's name, his customers would experience the same difficulty. Any person can change his name legally, and this suggestion is worthy of serious consideration. In the theater, the movies, and the radio, for example, it is surprising how many of the stars have adopted new names, for obvious reasons, and many of their original names were not what could be called foreign either. Which would you prefer: Dragutin Vukovratovich, or David Voorhees? Of course there are many types of work where the name makes no difference whatever, but it can be a drawback in work that requires meeting the public. Please remember that many of our common names would be equally out of place in Russia, Poland, or China.

Now in regard to letters of recommendation there are differences of opinion as to their value, but there can be no difference of views as to the value of references. Some people feel that many individuals will write a satisfactory reference for a friend or former employee, whether he deserves it or not, rather than invite ill will in denying the request. Many employers place little or no value on letters of recommendation submitted by applicants for positions. However most firms demand references, whether they consult them or not. If you are unable, or unwilling, to supply references then you are immediately subject to suspicion, and rightly so. Letters of recommendation from people you formerly worked for are undoubtedly worthwhile, but there is considerable question or doubt as to the value of letters of recommendation from relatives, teachers, and clergymen, as most employers feel that these are likely to be biased in favor of the applicant. On the other hand relatives, teachers, and clergymen can supply character references rather than letters of recommendation.

In many cases your references can be given to the employer at the time of the interview, in which case all the vital information should be properly organized on one sheet of paper, ready to hand to the employer. Be sure to include the full name, title, address, and business telephone number. The inclusion of the business telephone number and business address makes it easy for the prospective employer to get in touch with your references during business hours. Please don't expect an employer to call your references at their residences in the evening. The listing of John Jones, 123 Main Street, Chicago, Illinois, as a reference doesn't provide much information but if you list John Jones, General Manager of the Universal Manufacturing Company, 123 Main Street, Chicago, Illinois, Telephone, Central 1234, you have supplied informative data.

It is human to follow the lines of least resistance, and employers are human. If other applicants give the business telephone numbers of their references, and you don't, thus making it necessary for the employer to refer to a bulky telephone directory to get those telephone numbers, he is more liable to call references of the other applicant. By all means secure permission of all persons you want to use as references. Naturally employ only those you feel will give you a favorable report.

If the first letters of application you write fail to bring a satisfactory percentage of interviews then you should rephrase your letter, possibly reorganize it. Consult your friends and seek advice in this. Some excellent advice is contained in the book *Pick Your Job—And Land It!* by S. W. and M. G. Edlund. Your letters of application are you *reduced* to typewriting. How do you look on paper? Well, take your letter and endeavor to sit on the employer's side of the desk and answer that question honestly. I would endeavor to read thoroughly at least half a dozen good books on job-getting before I wrote my first letter of application. Some of these may be available at your public library. It may be necessary to buy some of these books. Yes, they will cost a few dollars but what's wrong with that? Several job-seekers might pool their financial resources available for book purchases, each buy a different volume and then exchange.

Whenever possible letters should be mailed so as to reach the employer on days other than Saturdays and Mondays, or near major holidays, or at the peak of seasonable periods. In judging the value of a letter do not be guided by the number of courtesy replies. A letter should be judged by the *interviews* produced. A leading employment man has said that the average person should be actively considered for a minimum of seven specific openings in order to be reasonably sure of getting one.

And always remember: fit yourself to the job, not the job to you.

The Interview

Practically no one is ever hired without receiving an interview. All your devices in seeking employment simply lead you to the interview. Jobs are won or lost in those few precious moments between the time you enter the door of the interviewer's office and the time you leave. The employer must make up his mind within a relatively few minutes whether a definite impression has been made. You cannot afford to make mistakes because there is little opportunity in which to rectify them. Your personality has much to do with the success of the interview. Your very manner of dress, speech, and carriage play an important part. Poise, confidence, and naturalness are valuable attributes. These may require practice, lots of it.

Don't get stage fright. Every person you contact from the receptionist to the interviewer should be shown the same courtesy. Don't underestimate the strategic position of the receptionist. The very manner in which she announces your arrival over the telephone to the employer may play an important part in the nature of your interview. It is a well known fact that a person feels much more self-confident and at ease when he knows that he is looking his best. Successful salesmen make it a point always to be well dressed, neat, and well groomed. It makes a favorable

impression upon the prospect but of greater importance is the fact that it gives one a sense of well-being and self-confidence. Endeavor to impress favorably everyone you meet. Secretaries are frequently asked to express opinions on applicants. Your problem is to sell yourself to everyone with whom you come in contact.

It is unwise to call on most prospective employers before 9:30 A.M., during lunch hour, or after 4 o'clock in the afternoon unless you have a specific appointment. Remember, they have their mail to read, their work to plan for the day. Monday, particularly the morning, is also a poor time because of the week-end accumulation of mail; Saturday morning likewise is a very poor time for interviews. Endeavor to ascertain the name of the person who will see you and be sure you can pronounce his name correctly. Some people are known to be touchy about the pronunciation of their names.

The first remarks are important; you should immediately show the interviewer that you have a knowledge of his company and are interested in it. Greet him with a pleasant, "Good morning, Mr. Smith!" Speak in a voice that can be heard distinctly, not too loud nor too soft; speak pleasantly and confidently. Be prepared to shake hands with him if he proffers his hand, but don't offer yours until he does. Learn to shake hands properly if you don't already know how.

Observe *all* courtesies. Remove your hat on entering the office and keep it off. Learn how to hold it in your hand without appearing nervous. No smoking, even though he offers you one. No gum chewing even though the boss is doing that very thing. Learn to keep your hands under control and do not appear nervous at any time. Courage wins battles. Do not be afraid. Look squarely into the eyes of your interviewer. Never lean on the desk, look at the employer's papers, or play with pencils, pens, clips, paper weights, ash trays, or any other object. Keep your hands away from your face. Stand, until the employer invites you to be seated. Then sit erect and do not fidget.

Never enter an office seeking employment with a feeling of desperation, based on economic necessity, or a feeling of inferiority. Do not brood over economic dislocation. Don't give the impression that you are anxious to hear the words, "We have no openings available," so that you can be on your way. If that is going to be your attitude, why waste your time trying to get a job?

Rehearse, if necessary, before a mirror or your family. Be prepared to give spontaneous answers to questions and to give concise and definite information about yourself. Sincerity, modesty, and good manners are most essential. Avoid personal inquiries, undue familiarity and rude curiosity. Have definite ideas about what you have done, can do, and want to do. Be self-confident but by no means convey the impression you are egotistical.

During the first few seconds you are in the interviewer's office, he is recording a picture of you in his mind so do everything in your power to make yourself represent the type of person he wants to employ, whether it be a salesman, an accountant, a clerk, or an executive. Someone once said: "No pride in self, no pride in job."

It would hardly seem necessary to have to caution college men about the importance of their grooming, but such a surprisingly high percentage of applicants never have a real chance at the jobs they apply for because of lack of proper grooming, that a few words on this important subject are in order. Here are a few "musts." Be neat and clean shaven; have a fresh haircut. It pays. Your suit must be pressed and brushed.

Wear a clean shirt. Nothing detracts from a man's personal appearance more than a dirty or frayed collar. Your collar is the frame for your face. Put your face in a clean, attractive frame. Preferably the shirt should be white. Some persons do not like colored shirts; why take any unnecessary chances? Why be attractive to only 40, 50, or 60 per cent of your interviewers when you might be to more? Again we say the shirt should be white. You may have colored shirts which you will wear later,

but you will appear to better advantage on your first meeting with the interviewer in a white shirt and a white collar. There are some positions that it would be to your advantage to wear a starched white collar. I know of one large corporation which requires all male employees to wear a white, starched collar, and a fresh one each day. If you still wear an out-moded style of collar, for your own sake change it. Your necktie should not be gaudy; it should be in keeping with your suit. First impressions are important—vitaly important. If you pass this hazard successfully, one-fourth of the battle is won.

Find out what colors show you off to best advantage and wear those colors regularly whether it be a suit, hat or tie. Do you look *best* in a single-breasted or double-breasted suit? Why not wear the type that presents you to your best advantage? If you look better in gray, why wear brown? Your coat and trousers should match. Remember you are not attending a sporting event. Save your sport jacket and slacks for wear outside of business hours. Hat, topcoat, and shoes should blend with your suit and tie.

Wear a hat, always. Firms don't expect or permit their employees to carry on business functions outside of their office bareheaded. Pull up your socks. Leave that "Joe College" appearance on the campus; it may be hot stuff there, but it means sudden exit in the average business office. No sweaters. No elaborate or unusual jewelry displays. You can be over-dressed as easily as under-dressed.

Wash your hands; yes, several times daily if necessary. Shine your shoes, daily. And if its is rainy or dusty outside, why not carry a shoe-cloth along with you, and before each interview go to the men's room and check your appearance in the mirror there. Your hair should be combed; endeavor to eliminate faddish haircuts. Clean your fingernails. They need not be done by a manicurist but they *must* be clean and well cared for.

Don't be a walking advertisement for a college jeweler. You know not *every* employer went to college; he may not like that display of keys, recognition buttons, badges, rings, charms, footballs, belt buckles, etc. Why place yourself under a disadvantage? Remove all unnecessary objects and papers from your pockets. If you must have some packages, newspapers, or magazines along, leave them in the outer office. Papers or letters necessary to present during the interview should be easily accessible, properly organized, in a brief case or envelope. Under no circumstances extract a conglomeration of nondescript relics from your pockets and fumble through them in search of the required document. It won't make a very favorable impression with the interviewer.

You should carefully check *every* detail. Times have changed, but many people looking for jobs are not aware of this important fact. You might be surprised if you knew the exact number of applicants *not* hired because of faulty dental work, B.O., halitosis, etc. Even your best friend won't tell you! Men have been fired because of these. Most everyone is bothered with one or more of these nuisances at one time or another. You may bathe regularly, but this may not eliminate perspiration odor, bad breath, etc. Take no chances; use a deodorant, or mouth wash, or both, regularly.

Avoid discussing your personal difficulties and problems. These are of no concern to the employer. Be consistent throughout the interview. Avoid bluffing. Tell the truth; it pays, believe it or not. Be friendly. Tell your story intelligently, in as few words as possible. Ask for no charity; make your services appear as attractive as you can.

When the interview is over, exit quickly. Too many applicants have overstayed their time and lost chances at getting the job. Above all things don't let the employer use you as a talking post, or you, him. Thank the employer courteously for the interview. Learn how to walk out of an office properly. A successful interview may be easily killed by a poor exit.

An introduction over telephone, in person, or by letter, by a friend or mutual acquaintance, should stop at that. Do not over-emphasize them or yourself. Remember that the average em-

Employer will subconsciously have greater interest in you if you are properly introduced to him, but that does not mean that he must employ you or will employ you just because of that. It does mean, however, and this is vitally important, that he will take time out from his busy activities and will be in a far more receptive attitude to listen to your presentation. You then have a better chance of selling yourself than would otherwise be possible; yes, ten times as good.

A baseball player may know all the fundamentals and rules of the game; he may have had some very fine training from experienced coaches, but when he walks up to the batter's box for the opening game of the season and faces the pitcher, he is definitely on his own. He may hit a foul ball; he may strike out; yes, he may even hit a home run. The same principle applies in job-getting. You may hit a foul ball; you may strike out; you may get the job. A favorable interview with a receptive employer makes it easier to get those extra base hits. Adequate preparation, thorough training, self-confidence, and experience are necessary to achieve a major-league batting average.

Personality; Its Importance

Personality *does* count. Many authorities believe that personality counts at least 75 per cent! A Carnegie Foundation survey indicated that approximately 85 per cent of successful accomplishment appears to be due not to superior knowledge, but to superior personality and the greater ability to influence others. Personality is intangible. It is difficult to define. Homer Pace, the noted educator, has stated, "Personality is the sum total of the distinctive characteristics by which the individual impresses himself upon the consciousness of others." Personality is a very important factor to consider when embarking upon the business of getting a job. It not only will help to break down the illusive barrier of reserve on the part of the employer, but it will help to cultivate respect and friendship. It contributes to social as well as business acceptability. There are three broad divisions that can be made when considering personality—physical, mental, and social phases. Many fail to understand the psychology behind it.

I read an article recently in which the author wrote about a 45-year-old general manager of a great corporation who told how he had become head man. This executive said, "When I came with the company 25 years ago, I made up my mind that I would be running the company within 20 years. I knew that such rapid advancement would be unusual, and would necessitate the cooperation of everyone in the organization. If I was to attain my goal, I could not afford to have a single ill-wisher. I went to work deliberately to win the goodwill of every person that I contacted—in the office, in the shops, in the field. I went out of my way to make friends. I did favors for everybody—not just for my superiors, but for everyone I met.

"At first I did these things deliberately, in cold blood, to achieve a particular promotion. But after a while I began to get a kick out of helping others.

"From the first year, promotions came fast. Everybody was for me. Everybody wanted to see me get ahead. I was promoted more rapidly than anyone in the company ever had been before, and none of my advancements created the slightest ill-feeling. If I have a single ill-wisher in this organization today, I am not aware of it. If I ever hear of any employee who dislikes me, I will never rest until I have straightened out whatever is behind his attitude. I can't afford to have enemies now any more than I could in my first year here."

Most employees are ready to credit much of their success and advancement to the goodwill of their fellow workers because they know it pays. Lack of understanding is responsible for the difficulty so many men experience in getting ahead. They concentrate their efforts on doing a good job, on making a good impression in the front office. If they step on the toes of a few fellow-workers, they consider it an unavoidable part of the arduous job of getting on in the world.

This corporation general manager referred to had a personality, or if he didn't have one in the beginning, he certainly developed one. It proved of great assistance to him in achieving his goal.

It is to your advantage to put your personality under the microscope at regular intervals. There is a very definite pay-off in the business world for men with pleasing personalities. In a big corporation particularly, one just *has* to get along with fellow employees. Bad manners, bad personality and character traits have lost more jobs than lack of knowledge or mechanical skill. One survey revealed that of 4,000 employees dismissed by more than 70 firms only 10 per cent lost their jobs because they lacked mechanical skill. The other 90 per cent were unable to hold their jobs because of poor character traits. A related finding in the same survey revealed that promotions in these same firms depended largely upon personality. Only 23 per cent of those who missed advancement failed because they lacked mechanical ability, while the other 77 per cent either could not, or would not improve their personalities for the higher job.

Many organizations not only require a personality analysis from the interviewers but in some instances as many as five different key executives make an analysis of each individual applicant, and average the findings.

It is therefore to your advantage to check your own personality carefully.

Employment Agencies

Each year tens of thousands of people are placed through the aid of employment agencies. These jobs may be all the way from an office boy at \$10 or \$12 a week to top executives at \$25,000 a year or more. There is no reason why one should not make good use of reputable employment agencies in seeking a satisfactory business connection. Too few persons utilize this effective help. True, many employment agencies operating in an unethical manner, more interested in collecting registration fees than actual placement of applicants, have caused a certain amount of suspicion to be directed against all employment agencies. The fact remains, however, that there are many high-class, ethical employment agencies deserving of your confidence which provide a service well worth the fees asked.

Today the number and variety of employment agencies has grown considerably. These might be best classified as commercial and non-commercial employment agencies. The commercial employment agency is the type requiring a fee for the service rendered. The non-commercial employment agency is the one that operates without a fee, such as the city, state, and Federal Government, Y.M.C.A., college placement bureaus, Chambers of Commerce, trade associations, etc.

Most commercial agencies charge from a week's salary to from five to ten per cent of your annual compensation, if they succeed in placing you, depending entirely upon the type of job secured. These agencies which have existed for many years operate on a business basis just as any other profit organization. They must place a sufficient number of employees or they would go broke. Usually their function is that of a broker, or a clearing house. Naturally since the agency gets their business from the employer, they are anxious to please him in order to establish him as a regular customer. They also try to please the employee for it is from the employees they receive their fees. But the buyer (the employer) as in all lines of industry, generally receives first consideration. While some firms do not patronize employment agencies, others fill most of their vacancies with men recommended by such organizations.

Employment agencies can be good or they can be bad, with varying degrees between these two extremes. Make certain of your employment agency. It is difficult to secure a list of the "good" employment agencies in each large city. You will have to make inquiries among your friends. Their experience with these firms would be an excellent guide. In some of the larger cities these employment agencies use the classified advertising

columns of the large metropolitan newspapers. On a typical Sunday hundreds of positions are advertised by these agencies, everything from clerks and typists to executives whose salaries run into five figures. Some of these newspapers may publish a list of the commercial employment agencies advertised regularly in their columns. The *New York Herald-Tribune* publishes such a list and the 1941 edition contains the names of 131 commercial employment agencies showing their fields of specialization. Other newspapers may publish similar lists. This is no guarantee that all are ethical, but it stands to reason that leading newspapers take reasonable precaution to protect their readers and would not knowingly accept advertising from employment agencies against whom many complaints had been filed.

In dealing with an employment agency remember that you must first of all sell yourself to them, otherwise how can you expect them to recommend you to the prospective employer? Don't underestimate the importance of this. If you succeed in selling yourself to the employment agency, a favorable recommendation from them to the prospective employer will pave the way for a cordial reception by the employer and will make it that much easier for you to secure the job.

Have no hesitancy in using reputable and ethical employment agencies. You will have to exercise a certain amount of good judgment in this connection. Use the agencies which specialize in placing persons on the type of work you are seeking; avoid the agencies that specialize primarily in day laborers, mechanics, hotel help, chauffeurs, etc. What a reasonable fee should amount to depends entirely upon the service they render. Most reputable concerns require no registration fee, but if one is required, make certain that you have made sufficient inquiries as to the reputation of the agency before you pay it. Don't worry about a reasonable fee to the agency. Every man is worthy of his hire. You expect to pay an attorney for legal services, a doctor for medical advice, a dentist for your dental work. Why not pay an employment adviser for services rendered. Be wary of the agencies who seem more interested in handling a letter campaign for you for a certain fee. You may find that they are more interested in operating a letter service than a bonafide employment service.

Situation Wanted Advertisements

Many persons have had satisfactory results from the insertion of Situation Wanted advertisements in newspapers. Others have not. Many thousands of men advertise for jobs each year. Thousands get them. Your advertisement will produce results in relation to the kind of service you offer, the manner in which you present your service, the appearance of your advertisement, the number of logical prospects who read the newspaper, and the demand for the service you have to offer at that time. Such advertisements cost money, considerable money in the larger cities, and many persons feel they cannot afford this expense. One can answer several hundred Help Wanted advertisements at little cost except stationery and time, and most persons will find this the most satisfactory solution to their problem. If you do decide to use Situation Wanted advertisements, it is wise to consult the classified advertising department of the newspaper in which you propose to advertise as most of them are glad to render valuable help in the actual preparation of the copy.

You must appeal to the prospect's self-interest. You must make the advertisement represent you. You must be specific. You cannot expect to reach all of your prospects with one insertion however. And it would likewise be unwise to insert such a small advertisement that it would be lost and ineffective among several columns. By all means avoid the unwise abbreviation of words which taxes the intelligence of the reader; this is false economy. Advertise right or not at all. Since the classified advertising rates may vary from 50 cents to \$1.25 per line, depending upon the circulation of the newspaper, it is readily seen that the insertion of the Situation Wanted advertisement costs money. Lower rates

can be secured if these advertisements appear for several consecutive days, and can be cancelled by you at any time.

Some men with special experience can profitably advertise in a trade journal. Rates in such trade journals are relatively high per thousand of circulation but there is one thing certain; there is little waste circulation such as you would find in any newspaper.

Salary

When you are asked what salary you want, answer that question promptly and specifically. Suppose you do find out later on that you might have secured a few dollars per month additional salary? What of it? You got the job, didn't you? Aren't you more interested in an opportunity to show the employer what you really can do than in an salary that might have been \$10 or \$20 a month more? You have also heard of men quitting good jobs to accept other jobs at lower salaries, for various reasons—usually better opportunities. They weren't worried about the starting salary.

Do not overrate yourself. When you are hesitant about stating the salary you want, the employer has good reason to think you are not all you have claimed to be.

On the other hand, don't agree to work a week or two, or month or two, for nothing. You are dealing with a chiseler, 99 times out of 100. You are worth *something* to him, even though that be a very nominal salary. Many cases have been known of employers who get a lot of free help by promising much, *providing* you work a month or two free. Don't waste your time on such silly propositions.

Timing

Don't take "No" as the *final* answer. The employer may be perfectly sincere when he tells you today that there is no job available. His statement is based upon the facts as they exist today and are known by him. But tomorrow, or next month, another set of facts may prevail. Some employee may get sick, or have a serious operation and be confined to the hospital for several weeks; there may be a death, or an automobile accident, or a resignation. Some salesman may come in with an unusually large order. These, and other factors, create a new set of facts.

It is therefore wise to follow up at regular intervals all favorable interviews. These interviews should not be every week, or even every month, for you might wear out your welcome, but a letter or a telephone call or dropping in to see the employer at respectable intervals might be beneficial. Remember a new set of facts may now prevail.

Conclusion

You can secure the job for which you are fitted if you are willing to pay the price. This price may mean long hours of careful preparation, many hours doing research in your library or reading books, many days of typing letters of application, many hours of rehearsing just what you are going to say during your interview, careful attention to your personal grooming, manner of speech, and it may also involve countless interviews, many of them discouraging, but you can get that job if you are willing to pay the price. And you will be better off for all this experience.

Always remember that this business of getting a job is the most important undertaking of your lifetime. Don't trust to luck. Don't leave this for someone else to do for you. Prepare in the most thorough manner possible. Plan a program; then execute this program as efficiently as you can.

If you do this, you *will* get a job, and then when you get that job if you will be just as thorough in planning for promotion as you were in planning to get the job, you are sure of ultimate happiness and success.

What the Employer Seeks in College Graduates

John F. Mee, Nu Chapter

Director of Personnel and Placement Bureau, Indiana University

PROBABLY THE GREATEST ASSET a college graduate has to offer an employer is that of potential ability. Although a college man may be able to immediately serve an employer in some operative capacity such as a salesman, an accountant, a clerk, or a secretary, his main value lies in his capacity for development into a position of responsibility and executive leadership. Consequently, employers in selecting college men look for certain personality traits and indexes that will reveal their future ability.

Although a college graduate must be selected by an employer in order to obtain a remunerative position, in reality he actually selects his own opportunity by the qualities, skills, and characteristics he has acquired during his college career. Most business firms that employ college graduates have definite standard requirements which those selected for employment must meet. These standard requirements are based on job analysis, past experience in selection, and scientifically designed training programs. Consequently, any graduate who expects an attractive offer from a progressive and outstanding company must have certain qualifications to show for his four years spent in college.

In order to determine just what qualifications and characteristics employing firms demand from graduating seniors, a study was made by the writer of one hundred well-known business organizations that recruit college graduates nationally for executive training programs. The study was made by tabulating the qualifications requested by personnel representatives in letters arranging for personal interviews with graduating seniors at an organized college placement bureau. The following tabulated results show upon what basis college graduates are selected. It may be interesting for one to check his own qualifications with those demanded by personnel representatives for employment.

QUALIFICATIONS OF COLLEGE GRADUATES MOST DESIRED BY EMPLOYERS

QUALIFICATIONS	INDEX OF IMPORTANCE	NUMBER OF FIRMS
High Scholarship	100	83
Good Personality	82	65
Leadership and Organizing Ability	80	63
Aptitude for Special Field of Work	63	46
Some Business Experience	50	33
Worked Way Through School (All or Part)	36	19
Ease of Expression in Writing	26	9
Tall Stature	25	8
Unmarried Status	24	7

A brief analysis of the preceding qualifications brings one to the conclusion that employers are primarily seeking intelligence, personality, and leadership in the men selected for training to occupy future executive positions. The aptitude for a special field of work and some business experience are included primarily to give the employer some assurance that those selected will have a genuine interest in the work for which they are engaged.

High scholarship is desired primarily because it is significant of two things about a man. First, a high academic record is taken as an index of the man's degree of intelligence that may be utilized by a business organization for problem solving thought and creative planning. Second, high scholarship is also indicative of the man's ability to apply himself effectively to assigned tasks. Employers assume that a man enters college with the idea of developing his powers of problem solving thought in addition to mastering certain fundamental material

for the purpose of attaining a general background of knowledge upon which he may later build a field of specialization. Consequently, one's academic success in college is taken as an indication of his probable future performance in business operations.

The man who fails to apply himself diligently at college may also fail to apply himself in his work after graduation. A high scholarship record tends to convince a potential employer of a man's innate ability and efficient work habits. A college graduate may attempt to excuse his poor scholarship record by saying that he spent a great amount of time in outside work or in college activities. Employers, however, have knowledge of studies made by college deans that prove that men who carry a heavy outside work load can also excel scholastically if they have the proper innate intelligence and efficient study habits.

A pleasing personality is desired by the employer because business activities are concerned with human beings and human relations. Each employee in an organization is a representative part of the company. He represents the firm that employs him to the public at large, to the firm's customers, and to his fellow workers. Naturally the man with a neat and pleasing personal appearance, an inspiring manner of speech, an enthusiastic attitude, an agreeable way of meeting people, and the ability to lend his co-operation in a smooth manner is a valuable asset to any company. His value is not only in stimulating favorable public relations but also in inspiring subordinates and superiors. A man who possesses a pleasing personality is one whose society is in demand; he usually obtains a favorable reception in any office.

Leadership is vitally important to any business concern because it is the force that carries the entire organization towards its profit and service objectives. Modern business organizations which are usually in corporate form must have leaders of thought and action to improve and maintain their competitive positions and survive over a period of time. To obtain this much needed leadership business is looking more and more towards college graduates. Men who have been presidents of campus organizations, editors or managers of campus publications, or managers of athletic teams or leaders of any college group are especially sought by business firms provided of course the other qualities of intelligence and personality are present in a sufficiently high degree. The experience that the college man obtains in accepting responsibility and accomplishing desired results along with securing co-operation of others through participation in campus activities is a strong index of a man's potential executive leadership ability.

Employers usually look with favor upon men who have worked their way through school entirely or in part. This qualification is obviously allied to the one that precedes it, namely, some business experience. Men who have found it necessary to make even a portion of their college expenses are fortunate in that they have some business seasoning and an insight into the operation of the economic system. They not only



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know what work is but have had experience in co-operating with others in an organized manner. In addition, they will have had some experience upon which to base a decision concerning the field of work in which they wish to follow business careers. It is obvious that an employer may hesitate to hire a college graduate for a training position in sales or retail merchandising if a man has never actually sold anything or worked in a retail store. The employer naturally questions the man's sincere interest in selecting sales or retailing if he has no basis upon which to make a decision. The same applies to other types of business positions.

Ease of expression in writing is important today because of the great use made of reports and business communications by most business organizations. It is obvious that regardless of how much information or technical ability a man may have, it tends to be relatively useless unless he has the ability to express his ideas either verbally or in written form.

A tall stature and an unmarried status are relatively unimportant. It is difficult to explain why preference should be given to tall individuals other than that employers seem to hold the idea that large men tend to be more impressive in supervisory positions. In regard to partiality for unmarried men, the explanation probably lies in the fact that employers wish new employees to give undivided attention to their work and not be burdened by additional financial responsibilities. The present Selective Service Act has caused many employers to change their minds about the value of married men, and whereas in past years the college graduate who was married before obtaining his position found his marriage status a liability, now he often finds it an asset. If the recent college graduate is unmarried and has no dependents, a high draft order number is also a definite asset, although many employers follow a policy of giving tentative offers to men with low order numbers effective after the completion of their military service.

College seniors graduating this June who are desirous of finding attractive employment opportunities will find it necessary to take immediate stock of what they have to offer employers and then set about obtaining the best possible opportunity. A college senior before graduation should, if at all possible, decide upon the general field of business activity he desires such as sales, credit, accounting, retail merchandising, or the like. Then he should select several business firms that offer employment opportunities of the nature that he wishes. Contact with the proper executives of the firms should then be made either by interviews with personnel men who visit the college campus or by gaining personal interviews by means of proper letters of application.

Of prime importance is the personal interview for a position. It is the first contact which the man makes with his probable future company. It is during the interview that a man is either taken under serious consideration or rejected. Before beginning the interview, one should endeavor to learn everything possible

concerning the company and its methods of operation, its policies, past record, et cetera. With such information at his disposal, one can appear alert, carry on an intelligent interview, and impress the employer with the seriousness of his purpose. A man who will not take the trouble to investigate the company to which he applies certainly does not want a position very badly.

One's personal appearance is of prime importance during an interview. It serves to influence the interviewer's impression of the applicant and reflects the applicant's personality and character. Obviously, cleanliness, neatness, and the general rules of good taste in dress should be adhered to at all times.

Following the personal interview, the follow-up comes in as an important factor. If an impression is made during the interview and the employer shows interest, then the applicant should make every attempt to keep himself in the employer's mind. This may be done either by a courteous letter pertaining to the interview or by a second interview after a reasonable length of time.

Once a position is obtained, the college man should also feel some moral obligation to his college to do the best possible job for the organization that employs him. In this way he will reflect honor upon his college, increase the prestige of the graduates of his school, and pave the way for the employment of its future graduates. A good employer like a good customer will seek his needs, personnel as well as material, where he obtains the best services and values.

Today employers have relatively more attractive opportunities to offer college graduates than at any time since 1929. Employers are looking for man power of the proper calibre to satisfy the personnel needs of expanding organizations as a result of the present national defense program. However, the employer knows what he wants when seeking college graduates for employment. Opportunities in business are plentiful for the intelligent, well-trained, capable men with pleasing personalities and qualities of leadership.

Present underclassmen and the college graduates of the near future who wish advantageous opportunities for a business career, if wise, will set about developing in themselves the qualifications that employers will seek and demand from them after leaving school. They will strive to attain a good scholarship record and train their powers of problem solving thought. They will do everything possible to improve their personalities by judicious social contacts and by cultivating members of the college faculties. They will develop their leadership talents by taking active part in campus activities. Furthermore, they will make every attempt to acquire some business experience, no matter how meager, along the line of their major field of study. If this is done, the chances are that their main problem at graduation time will be deciding which offer of employment to accept rather than how to obtain one, and that is the ideal situation.

Employment Opportunities in 1941

By Lawrence W. Zimmer, Alpha Chapter
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CONTRARY TO THE employment situation of a couple of years ago, when college graduates were bucking resistance in the job market, they now find themselves being pulled in four different directions. The military services of the country want them; industry is demanding their services; federal bureaus and departments need them; and the colleges and universities would like them for further training for National Defense. Instead of wondering where to look for jobs, the class of 1941 is trying to decide which of the several opportunities available is the best to take.

As Deltasigs, in all probability, you have your interests divided between the military services and industry. You probably want both—and can have both—but looking at the matter from a long time point of view, several questions arise in your minds: First, shall I volunteer for military service now and start my business career a year (or more) hence? Secondly, won't it be better to get started on my business career, interrupt it for military service and then come back to it? Which course of action shall I take? Unfortunately, the answer cannot be given to the brothers as a whole. Too many problems peculiar to each brother and his personal circumstances enter into the picture. All you can do is to weigh each factor of your problem as carefully and objectively as you can. Check your decisions with the opinions of others (notice I didn't say "advice") and decide accordingly. So, leaving you suspended in mid-air on this problem, I quickly pass on to the next.

What are you going to do if you do not expect to be drafted until three or six months after commencement? The first answer to this is to apply for jobs now—just as you would normally. Two things may result from this procedure: The possibility of obtaining either permanent but more likely temporary employment until such time as you are called. If your job is rated as a permanent one—you have a job waiting for you on your return to civilian life. On the other hand, if you are employed on a temporary basis (as a draft replacement in the company) you have obtained some valuable experience at least for your record.

While this suggestion may seem anything but startlingly profound, a deeper idea lies behind it. If industry needs manpower now, it will need it to a greater extent a year or two from now. Practically all firms who recruit college graduates each year are interviewing candidates whether they are of draft age or not, or eligible for military service immediately after graduation or a year hence. The application of candidates are being held over—and the seniors themselves are being invited to get in touch with the companies after they have received their discharges from the army. This is not merely a good-will gesture or an "easy let-down." It is a genuine and sincere offer to re-open employment negotiations a year hence. Don't forget men from the class of 1942 will be in the same situation that you are in. Therefore, business firms looking ahead, are getting their 1942 training corps lined up now by leaving the doors open for 1941 grads. You may logically reason that if the largest corporations are working according to policies of this kind, smaller ones will be doing the same thing. Therefore, the smart thing for you to do is to go out after jobs. By so doing you will be preparing the ground for the seed planting that will come later on.

In connection with job-getting technique, nothing has

changed. It is still a matter of applying the principles of selling. Analyze your product (yourself) so that you will know the services it can perform. Determine the market that can use those services (business firms that have the work you want to do or firms in the particular industry that interests you or both). Prepare your sales campaign (a summary of your record; your reasons as to why

you want the work you are after; why you are applying to any one particular firm; and have your sales talk outlined at least). Get a list of your prospects ready (the firms you are going to call upon or write, or both). Last but not least start your rounds. Whatever you do, follow the idea of selling the employer a bill of goods. Don't for heaven's sake, go round asking for a gift.

Be prepared to furnish employers with your National Call number, your local order number, and the number of draftees in your local board district. If you can find out how many men have been called and the number of dependents, you will have a better idea of how you stand. One New York University man had a high local number and found himself called in surprisingly early. Due to the fact that married men with dependents predominated in his district his number came to the front very quickly. Keep track of what is going on in your district.

Be careful in making arrangements to sub-let your apartments, store furniture, etc. Some men have been passed by the local boards, and made arrangements accordingly. The Army medicos turned them down, and they returned to civilian life sans residence, furniture, etc.

A few more questions have been added to the usual ones encountered in employment interviewing. Be prepared to answer them as matter-of-factly as you give your name or address. One may be "Are you a member of the Bund or the Communist Party?" This probably brings a laugh or a grin as you read it (it does as I write it) but nevertheless, it is appearing on employment applications. While I can't imagine anyone who is a member of either cultural society being dumb enough to answer "Yes," the fact remains that a "No" answer proven otherwise after employment consists of false information and as such makes the individual liable to immediate dismissal. (See statements to this effect when you sign employment applications.) These statements are my own personal opinions in the matter—I have seen or heard of no official reasons for the question.

Should you apply to firms working on defense programs, don't misunderstand any questions you may be asked ancestry, citizenship of parents, occupation of parents, etc. They are part of the usual procedure on such programs. During the World War (No. 1), the same procedure was followed and no one who was 100 per cent American had any cause for worry or complaint. It represents just a detail in the rules of the game.

The Delta Sigma Pi Alumni Placing Service

DURING THE EARLY 1930's Delta Sigma Pi began investigating and experimenting with the possibilities of an Alumni Placing Service, as an adjunct to our local alumni club organizations. Several alumni clubs and different fraternity members co-operated in this and when the results of their experiments indicated great possibilities for this service, the Grand Council of the fraternity officially established the Delta Sigma Pi Alumni Placing Service. Initial operations on a nation-wide basis commenced during the spring of 1936.

The Alumni Placing Service was born in the midst of hard times, but depression or no depression this important activity had to come. Its formation was but a logical step in the continually progressive program of fraternity activities sponsored by the Grand Council of Delta Sigma Pi. We can have no finer objective than to build this example of practical fraternalism into a genuinely co-operative service that will in some measure contribute to the solution of the college graduates' employment problem.

Unlimited possibilities are offered by the Delta Sigma Pi Alumni Placing Service. Nothing superhuman is contemplated but outstanding accomplishments will be recorded provided the wholehearted support of our alumni is available. Co-operation is the keynote to the success of this project.

This article is a summary of the Manual published to serve as a guide for the local Directors of our Alumni Placing Services, and their assistants in the conduct of their activities. The text is based upon the past experience of the national committee in the management of the Alumni Placing Service.

Purpose of the Alumni Placing Service

The International Fraternity of Delta Sigma Pi has organized and is maintaining an Alumni Placing Service for the purpose of:

1. Assisting alumni members to obtain satisfactory business positions after graduation from college.
2. Assisting alumni members to obtain promotions in the business world after proper and successful business experience has been obtained.
3. Assisting alumni members to change business connections if such a change is desirable to secure better opportunity for advancement, or to obtain a position for which the alumnus is better adapted and suited.
4. Assisting business firms and employers to secure properly qualified personnel.
5. Increasing and maintaining the professional prestige of Delta Sigma Pi in the business world by helping the alumni members advance toward responsible business positions.

Responsibility of the Alumni Placing Service

One cannot say that responsibility for placing members is not assumed, for with each exertion of effort on behalf of one member there remains the obligation to make the same effort for another. However, there are certain limitations to our responsibility and therefore the following statement is being made:

1. Delta Sigma Pi shall maintain the Alumni Placing Service for the benefit of its members and of the business organizations within the confines of the jurisdiction of the fraternity.
2. In operating the Alumni Placing Service the fraternity will endeavor to enlist the services of the best personnel that can be obtained.
3. Financially the Alumni Placing Service will operate in accordance with the rules and regulations of the fraternity. Since this Service is primarily confined to the respective city in which the committee operates, the expenses of local op-

eration should be provided locally. The fraternity, of course, will provide certain forms and printed matter.

4. While the Alumni Placing Service shall function under its sponsorship the fraternity shall assume no responsibility for:
 - a. The failure to place any member of the fraternity
 - b. The failure to provide an employer with personnel
 - c. Any disagreement, personal, financial, or otherwise, which may arise between any member and the employer.

Organization Structure

The existence of the Alumni Placing Service can be justified only by the fact that it will continue to enable members to improve their positions in the business world. To make this an accomplished fact the organization of the Alumni Placing Service must be well developed and embrace a reasonable degree of uniformity in procedure on the part of the local Alumni Placing Services, yet sufficient flexibility must be permitted to cope with the many individual problems which occasionally arise.

The Alumni Placing Service organization may be characterized as following the functional type of structure and this is graphically indicated on the following page.

This has resulted in an efficient organization permitting delegation of authority and accountability for results. Each Director of a local Alumni Placing Service should have about three Assistants or Committee Members for purposes of conducting the activity in his city. The Directors are responsible for results either directly to the Chairman of the National Committee or to one of the Vice-Chairmen of the National Committee. The Chairman of the National Committee is responsible to the Grand Council of the fraternity.

Summary of Procedure

It might be well to briefly outline the basic procedure for all Directors of local Alumni Placing Services to follow.

In the organization of an Alumni Placing Service the Director should at his earliest convenience cover the following six points:

1. Select the personnel of the local Alumni Placing Service Committee.
2. Advise all resident members in the city (including the metropolitan area) of the fact that the Alumni Placing Service has been established on a national basis and that a local committee is commencing operations to serve the local members.
3. Urge those members desiring or contemplating a change in position to submit their business record and qualifications to a designated member of the local Alumni Placing Service Committee.
4. Request all members with knowledge of available openings to advise the local Director of same promptly.
5. Set up the necessary mechanics for making possible the arrangement of interviews for applicants.
6. Make a careful study of the local business community in order to develop sources of jobs.

Personnel of National Committee

Membership of the National Committee is limited to the Directors of all the local Alumni Placing Service Committees, to other alumni who because of their background and experience are in a position to render valuable counsel, and to individual alumni appointed for the performance of a specific activity. The tenure of appointment is for the current fraternity year which begins October 1 of each year.

Personnel of Local Alumni Placing Services

The local Alumni Placing Services, backed by intelligent and effective co-operation of well organized alumni clubs, form the

basis necessary for the successful operation of the Alumni Placing Service. This Service is purely one of co-operation. If members fail to report their employment needs and if other members fail to report the business openings coming to their attention it will be difficult for the local Committee to render effective service.

Directors of the local Alumni Placing Services are appointed only after the following qualifications are considered:

1. The extent of business contacts and their nature.
2. Time available to devote to the Alumni Placing Service activity.
3. Organizing ability.
4. Sincerity in promoting the best interests of Delta Sigma Pi.

Local Directors should likewise take into consideration the foregoing points in the selection of personnel for their local Committees. Most important is the careful selection of the most effective Committee from the active local alumni. It has been found that a Committee of three or four, including the Director, is best from the standpoint of efficiency. At least one member of the local Alumni Placing Service Committee, all if possible, must be in position to receive telephone calls at his office during business hours, and must not be subject to frequent or prolonged absences from the city on business trips, so that there will be little difficulty in interested members getting in touch with him.

The members of the local Alumni Placing Services who have charge of the confidential data which is reported must be

scrupulously honest and must hold the respect and confidence of the local alumni. All members must from the very beginning be assured that any information reported to the local Alumni Placing Service will be held inviolate. In some cases it might even be advisable to delegate to one member the exclusive handling of all personal data forms submitted by members. If this information is not held inviolate the Directors of the local Alumni Placing Services will not be able to obtain the necessary data for doing a complete job.

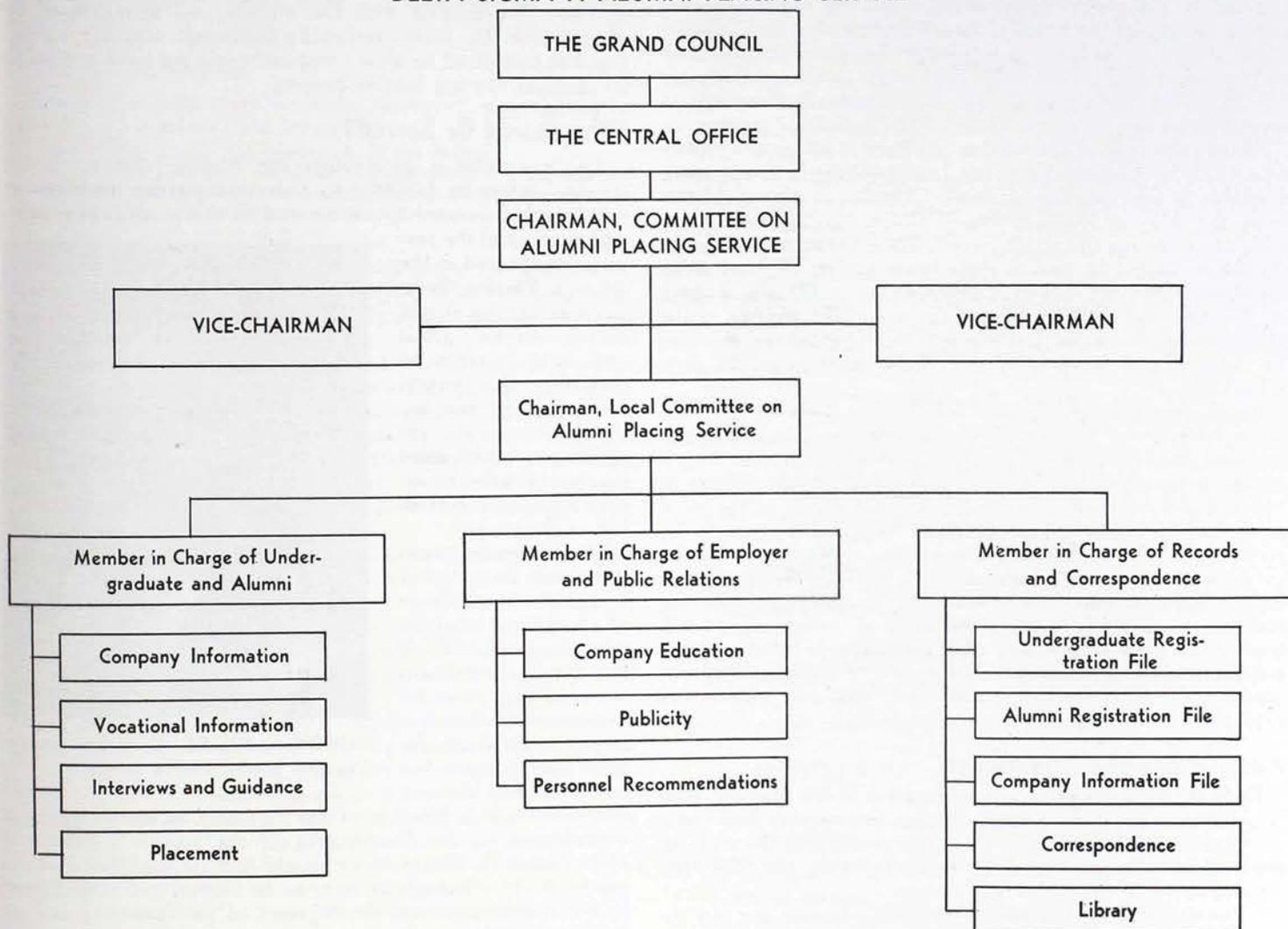
Change in Personnel

The personnel in charge of each local Alumni Placing Service must be active and alert to its responsibilities. For one reason or another it may be necessary to make changes in personnel and when circumstance so dictates, prompt action should be taken.

When a local Alumni Placing Service is well organized and operating effectively, it does not appear wise to frequently change Directors. Valuable business contacts, extremely necessary in the securing of interviews for applicants, are established by a Director and in all probability it will be difficult to frequently transfer such contacts from one individual to another. Thus when a capable Director is found it is wise to retain his services as long as possible as they become of increasing value each succeeding year.

FUNCTIONAL CHART SHOWING THE ORGANIZATION AND OPERATION OF THE

DELTA SIGMA PI ALUMNI PLACING SERVICE



Powers of Local Directors

The Alumni Placing Service will operate in accordance with the rules and regulations of the fraternity. Each Director is given full power to do what in his judgment he deems advisable to cope with the circumstance peculiar with the community in which he is operating. This does not imply, however, that deviation is to be made from the recommended basic procedure uniformly applicable to all Alumni Placing Services.

Local expenses of course are paid by the local alumni and the necessary approval should be secured before proceeding. The Central Office of the fraternity provides certain printed forms without charge, but such expenses as local letterheads, envelopes, postage, etc., must be provided for locally.

Publicizing the Alumni Placing Service

It is highly essential that the local alumni must be sold on the value of the Alumni Placing Service and the first step in this direction is for the Director to speak before the local alumni club. In such a talk at least the following points should be covered.

1. Statement of the objectives of the Alumni Placing Service.
2. Statement of its development and present status.
3. Inform the members whom to contact in the event they desire to be considered for a position, or whenever they have knowledge of an available opening.
4. Stress the fact that this is nothing more or less than a purely co-operative venture and with a proper degree of support by the alumni, all will benefit.

The next step would be to send a letter to all local alumni summarizing the pertinent information that was given in the talk before the alumni club. A personal data blank for each member to report his business record and employment requirements should be enclosed in this letter. The Central Office provides these printed personal data forms free of charge. They are 8½" x 11" in size, printed both sides, and are the result of several years use by many Alumni Placing Service groups.

Alumni clubs send out regular mailings every month or two relative to meetings and dinners. Usually there is ample space available in these envelopes for the inclusion of a special letter from the Alumni Placing Service Committee and this form without increasing the mailing costs. These personal data forms should be mailed out two or three times so that all local members know that the Committee means business. There is a space on this form for the inclusion of the name and address of the local member to whom the form is to be returned and this can be easily placed thereon by use of the addressograph, or a rubber stamp.

Local alumni should be kept informed at frequent intervals of the activities of the Alumni Placing Service. This will stimulate interest in the project. Most members will appreciate knowing the purposes of the Alumni Placing Service, the manner in which it will be conducted locally, and the names of the local committee members. Some members may not appear to be very co-operative at first, but if you continue sending literature to them at regular intervals it won't be long before it will become apparent that your Alumni Placing Service is rendering a valuable service. Then more and more of your members will begin to keep the activities of your committee in mind and you will begin to receive information about more and more business openings. At all times give the assurance that any information volunteered will be held strictly confidential.

Analysis of Local Community

Each Director should make an analysis of his business area in order that the local Alumni Placing Service may best serve all members of Delta Sigma Pi in the community. In such an analysis an attempt should be made to cover the following points:

1. The nature of the placement opportunities in your city and the surrounding suburban area.

2. The members of Delta Sigma Pi in your city who hold responsible positions and who may be persuaded to assist the alumni in obtaining interviews, or who can give them occupational information.
3. The external facilities at the disposal of the local Alumni Placing Service which may be of assistance to members such as:
 - a. Placement Bureaus of local universities.
 - b. Governmental Placement Services.
 - c. Employment agencies.

It is also advisable that the local Alumni Placing Service Committee start a card index file containing lists of firms, occupational information, names of members or acquaintances associated with each firm, and other such valuable data. It may be necessary to start this in a small way but it won't be many years before your committee will have an excellent and helpful index which can be examined by all members needing assistance. Even though some firms may not have members associated with them much data can be secured about these firms that will prove helpful to members seeking employment with them.

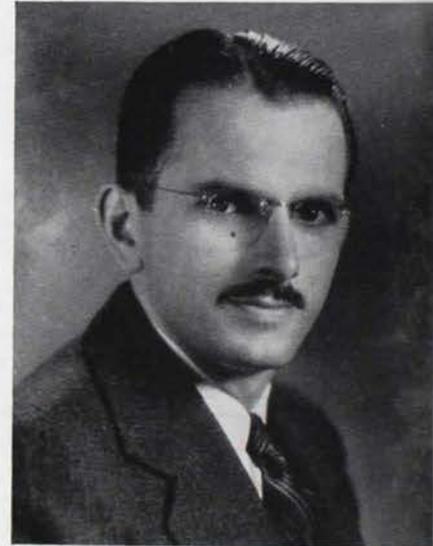
Relation to Alumni Club

It has been mentioned and deserves repetition that effective alumni co-operation is a condition necessary for the production of satisfactory maximum results by the Alumni Placing Service. Granted that technically speaking the local Alumni Placing Service is a separate organization, it is nevertheless, and properly should be, an integral part of the local alumni club. Possibilities are definitely limited if the local Alumni Placing Service is forced to operate and struggle under the handicap of having a poorly organized alumni club in its city, with a lack of interest manifested by its members. The point to be made is that the Director of a local Alumni Placing Service must work in close co-operation with the officers and members of his alumni club. He must continually encourage alumni co-operation but first of all he must completely sell the local alumni on the Alumni Placing Service project.

Who Should Be Served?

The questions as to whether the Alumni Placing Service should confine its facilities to only dues-paying members, or not, frequently comes up. Agreement on this point fails to exist. Although all of the personnel embraced in the Alumni Placing Service organization is rendering service gratis and at a sacrifice of both time and money, there are certain unavoidable local expenditures which must be met in order to assure a proper functioning of the project.

Surely members cannot expect the national fraternity to take care of all of these local expenses, particularly if the local alumni are not rendering financial assistance to the fraternity. Obviously he who fails to pay his annual alumni dues or to become a Life Member of the fraternity makes no financial contribution to the development of the alumni activities of Delta Sigma Pi. Therefore we should take stock of this question before freely offering our services to alumni not contributing to the maintenance and development of the fraternity and its many services.



DENTON A. FULLER, JR., Miami
Chairman, Alumni Placing Service

There is no intention of assuming a hard boiled attitude in this matter. It is purely and simply a business proposition and the facts must be faced. There are two classes of non-dues-paying alumni. First, those few who are unable financially to contribute, and second, those who are able to contribute but just fail to do so. The first class of member certainly deserves receiving any service that can be rendered for we know that when this member reaches a better financial status he will resume his financial support of fraternity activities. As to the latter type, that is another question.

When a member does not pay alumni dues due to valid financial reasons it is unreasonable and not in harmony with fraternal ideals to deprive him of that service he most needs. Should his circumstances improve, however, then he should immediately establish himself in good standing, especially if the new set of conditions emerged as a result of assistance obtained through the facilities of the Alumni Placing Service. If not, is such a member entitled to such services?

In contra-distinction we have the case of the chiselers who take all, leave nothing, ask for more, and without making any effort to contribute financially to the fraternity when able to do so. Directors should think twice before going out of their way to render service to such individuals. In such instances the important thing appears to be that the member should be tactfully approached and sold on the idea of resuming financial support of the organization that can be of so much help to him. Point out to him that it is the only fair thing to do and that it will be to his benefit particularly. Each Director knows the individual financial position of the members in his community fairly well and this matter must be left up to his discretion. In any events temper your actions and decisions with the foregoing comments in mind.

Classes of Applicants

Broadly speaking there are three classes of applicants who will request assistance, and they are:

1. Members who have just graduated, or left college.
2. Alumni who have been out in the business world several years and who have found their present connection offers limited opportunities. Most of these will be from about 28 to 35 years of age.
3. Alumni over the age of 35 or 40.

The circumstances surrounding each group are such as to develop problems peculiar to each type. The following suggestions may serve as a guide on dealing with the requirements of the various applicants.

GRADUATING SENIORS. We will call the first group graduating seniors. In all probability the majority of this group will present very few difficulties as far as their occupational interests are concerned for those interests are usually indicated by their major or minor studies at college. Exceptions arise when their major studies no longer interest them, or when in fear of not securing employment in their chosen field they cast aside their real interests and request "anything."

The local Alumni Placing Service Committees will probably have very little vocational guidance work. In fact as far as they are concerned it should be at a minimum. All of this should be done by campus representatives of the Alumni Placing Service or the university. These men are closer to the graduating seniors, they have better facilities with which to work, and usually have more available time.

It may be apropos, however, to briefly point out one or two points that should be put across should a committee be placed in the position of counseling a graduating senior. It is usually best to bring them back to their major interests if at all possible, especially when no other occupational interest has developed. For those desiring "anything" counseling usually takes the form of indicating the advisability of endeavoring to obtain employment in the desired occupation. In other words, point out the fact that there are too many who want "anything" and too few with definite interests. The object is to place oneself in

the minority group where the competition is less keen.

The important point to make clear to the member is that he should first decide upon the field in which his interests lie and where his abilities reasonably assure success. The member must know what he wants to do and where he wants to go. He should have an intelligent answer ready for the following two questions for they may be raised by any prospective employer.

1. Why do you want to enter this particular industry?
2. Why do you want to come with this company?

The ability to answer these two questions intelligently gives the applicant an excellent selling point in interviews. Yes, it is basic and yet it is seldom effectively used.

ALUMNI BETWEEN THE AGES OF 28 AND 35. After a member has been out of college for five years or more there comes a time, usually between the ages of about 28 and 35, when a man stops to analyze his economic situation for the purpose of determining whether or not he has made sufficient progress, or whether he has reached his limit with one company and may desire to change to another offering greater possibilities of advancement.

The individual's approach to such a problem has to be studied somewhat because too often his ideas as to just what he wants are not clear. He seems to be dissatisfied and as a result looks into other fields. By so doing the individual not only has to begin all over again but also has to compete with men whose experience in the other field is comparable to his in his present occupation. Very often a good talk with such an individual will bring out the fact that he only wants to change his job. Instead of going into a new pasture he could be staked in a different part of the field he is already in.

This point is important because it determines the Committee's plan of action. For a change of job the usual routine procedure based upon the sources of jobs can be used. Where an occupational change is necessary the individual has to learn something about the other occupations; his record has to be studied very thoroughly, and then ways and means of effecting a transfer without throwing overboard any more of his experience than necessary must be figured out. There is no set rule of any definite suggestions that can be made. Each case must be worked out individually.

ALUMNI OVER THE AGE OF 35 OR 40. We are inclined to think of the "over 35" group of alumni as executive personnel and for the most part we are correct in that opinion. Occupational changes are not very frequent among these alumni—job changes are the general rule. The important features in effecting such placements are:

1. Secure complete information covering their duties and responsibilities during the past 10 years (or more if desired) of their business life. This is not too easy as some have a tendency to generalize too much and say they have done "everything." A first impression will substantiate these statements but too often a look at the record reveals other facts. Likewise some have a tendency to minimize parts of their business experience which they consider ordinary routine and hardly worth mentioning. Yet very often some of this routine is an important job specification.
2. Do not label executive personnel according to a specific job. Their experience is too broad and too diversified to permit any intelligent classification. One looks at the details of their experience and recommends them for any positions which require all or part of the experience presented. Requests for treasurers for example, may specify such training as law, economics, cost accounting, auditing, cashier's work, etc. Therefore you should consider the entire record of the individual rather than his present title.
3. Discuss fully what the member has done, the persons and organizations contacted; to whom letters have been written, etc. in order to avoid duplication of effort. When this information has been obtained proceed to develop a new series of business contacts for interviews if possible.
4. Work personal contacts as much as possible because executive positions are seldom advertised. They usually come in through the "grapevine" route or from someone who is in the market for a man and who does not want it generally known. This is done by letters or cards of introduction, by sending out individual letters of inquiry, and as a last resort by a mail campaign. The idea is to look around and endeavor to uncover something.

Occupational Information

It would be advisable for the committee members of local Alumni Placing Services to familiarize themselves with the more important local agencies who supply occupational information and guidance service. Members may then be introduced or referred to the proper sources of desired information.

Suggested sources are:

1. Placement offices of local universities.
2. United States government employment offices.
3. State employment offices.
4. National Youth Administration offices.
5. Members of Delta Sigma Pi who hold key positions in American industry.
6. Announcements of new Civil Service examinations.

Records

Records are essential to the efficient and effective operation of the Delta Sigma Pi Alumni Placing Service. Personal information must be secured about each member seeking a business connection. The Central Office of the fraternity supplies an excellent form for this use, a copy of which is illustrated.

Variations will occur in the preparation of these reports because very few members will have exactly the same story to tell. Young graduates should emphasize their scholastic record, major extra-curricular activities, etc. More experienced alumni will list only as much educational information as they may deem advisable but will place special emphasis on occupational experience. Usually the last 10 years' experience is the most important so one does not have to go back to junior clerical positions held 15 or 20 years ago.

Your personal data should include your name, address, telephone number, age, ancestry, height, weight, marital status, religion, physical condition, and whether you are willing to leave the city.

Your educational data should be complete but not in too great detail. It is unwise to clutter this up with a lot of trivial detail. By all means mention the major campus activity you participated in but forget about the unimportant ones. If you have better than average scholarship say so. If it is superior scholarship by all means mention it.

Your business record should be specific and complete. And by all means indicate your employment preferences. This is vitally important to the committee. Your minimum salary requirement should also be indicated. This does not mean that you must record your present income, but it does mean that you must indicate specifically the very minimum salary in which you would be interested. The Committee, of course, will recommend you for positions paying a higher salary, but they must have a definite idea of your minimum salary requirements as it would be a waste of their time, the employer's time, as well as your time to send you out on an interview for a position that paid less than you were willing to accept.

The Alumni Placing Service Committee should also maintain records showing the possible placement opportunities in their area. These records can include specific requests from employers for recommendations for qualified men; names of employers who have selected members of Delta Sigma Pi in the past, and who might be interested in employing other members in the future; names of members of Delta Sigma Pi who have the authority to employ or recommend men for employment in their respective firms; and the names of as many employers in your area together with the names of their personnel officers, and the names of members working for these firms, as possible to secure.

Every means should be utilized to develop and maintain employment contacts for alumni. While these can be best made through members of the fraternity they can also be made through non-members, particularly if they are sold on the Delta Sigma Pi Alumni Placing Service. It might be advisable to have personnel men in positions of responsibility to be guests of your alumni on occasion.

The progress record of your members seeking other employment should be considered from time to time. You should also keep in contact with the members you have aided in placing. Promotions within an organization may provide new openings, particularly for the younger alumni. Seasonable factors should also be considered and if these are known they should be indicated on the cards for each employer so that members can contact the employers at the best possible time of each business year.

Inter-City Alumni Placing Service Co-operation

Occasionally it happens that a resident on one city desires a business connection in another city, or a large firm with branch offices desires to employ men for some branch office. Assuming that both cities have a local Alumni Placing Service Committee the logical procedure would be for the Committee in the city where the member resides to obtain full information regarding the member's qualifications, position desired, and his indication of a willingness and a financial ability to travel to the second city for personal interviews with prospective employers. This information should then be immediately forwarded to the Committee in the second city who in turn should canvass the possibilities in their city and report back. Based on these results the member can then be advised of the possibilities offered in the second city and can decide whether he wants to travel to that city or not. It is very difficult to secure positions in other cities because of the unavailability of the applicant for an interview. This gives local applicants a decided advantage over the out-of-town applicant, particularly when the time element is an important factor. Many employers will want to interview applicants in a day or so, although some positions can be negotiated far more leisurely. A member will succeed best in the city where he resides because of his immediate availability for interviews.

Generally speaking it would be far best for the member seeking employment to move to the city where he desires employment and then make his necessary contacts through the local Alumni Placing Service as well as all other connections available. Members should not rely solely on the Delta Sigma Pi Alumni Placing Service to secure a business connection. It will be of great help but it should just be one means utilized to secure employment.

Conclusion

There is little question but that the economic and business conditions under which the Alumni Placing Service has been operating has put this project to the acid test. The Alumni Placing Service has proved its metal and will continue to offer additional services in the future. The entire project is one of co-operation. Without adequate alumni support no Alumni Placing Service can effectively operate. Local Committees should therefore work in close co-operation with the officers and members of local alumni clubs.

Many suggestions have been set forth and it is hoped that in some small measure they will serve to assist the local Alumni Placing Service Committees in doing a more complete job. After all conditions are not the same in any two cities and no iron clad rules can be laid down. With these comments as a guide every Committee is urged to use their best judgment in the disposition of each case. The operation of an Alumni Placing Service is largely a matter of good judgment. You have it—use it.

We also hope to profit from the experiences of all of our Alumni Placing Service Committees and you are urged to keep the National Committee informed of any new ideas from time to time so that these can be passed on to the other Committees for their consideration. Also feel free to communicate with the Chairman of the National Committee or with the Central Office at any time. Their services are at your disposal—use them.



WITH THE

ALUMNI

THE WORLD OVER

Heads Study of Nazi System

AT A MEETING of the trustees of the Rockefeller Foundation held in New York City on April 2, 1941, a grant was made to the School of Commerce of the University of Denver for the preparation of a study of the economic methods of Nazi Germany. This study will be carried on in New York City, and the School of Commerce will establish a research office there. The completed work will require a period of nineteen months, beginning June 1, 1941, and will be published in book form.

The unit will be under the direction of Professor Douglas P. Miller, popular faculty member of Alpha Nu Chapter, who has been teaching economics in the School of Commerce, University of Denver, for the past two years. Before that he was stationed in Berlin as Commercial Attache to the American Embassy there for fifteen years.

Brother Miller's current activities have established him as a national authority on the European situation. His recent lectures on the west coast were summarized in the March issue of the *Reader's Digest* in "Could We Do Business with the Nazis"?—L. M. COWAN.



DOUGLAS P. MILLER
Denver

Another Deltasig Wins Newark's Outstanding Award

FOUR YEARS AGO the City of Newark, New Jersey witnessed its first presentation of an award to its leading citizen of the year, as selected by the Newark Advertising Club. The winner of the first award was Franklin Conklin, Jr., a member of Delta Sigma Pi, trustee of the University of Newark, president of the Flood-Conklin Tool Company and a leader in civic and charitable activities. Two years ago another Deltasig, Arthur F. Egner, prominent Newark business man and attorney, was

the recipient of this award. This year the award returned to another member of Delta Sigma Pi when Chester I. Barnard, president of the New Jersey Bell Telephone Company, was selected. Brother Barnard is widely known in New Jersey for his leadership in business affairs and was a well merited choice for this important award.—H. GANNON MORGAN.

Deltasig Made Prisoner of War

A MEMBER OF DELTA SIGMA PI, Marian L. Pisarek, *Georgetown*, has been made a prisoner of war by Germany in connection with their occupation of Poland more than a year ago. Brother Pisarek commanded a battery of Polish Field Artillery and in one of the last battles, after firing their last rounds of ammunition and their stores being completely exhausted, was captured by the German army with much superior forces, and has been confined to a prison camp since that time. The first letter received by the fraternity from Brother Pisarek recently reached the Central Office. Brother Pisarek was born in Poland and came to the United States to complete his college education, attended Georgetown University where he became a member of Mu Chapter, later returned to Warsaw, Poland, where he has resided for a number of years. His present address can be secured from the Central Office of the fraternity.

Manager of Cooperative Analysis of Broadcasting

RADIO ADVERTISING is "show-me" business no longer mainly because of the Cooperative Analysis of Broadcasting, a mutual, non-profit organization operated by the American Association of Advertising Agencies and the Association of National Advertisers. The Cooperative Analysis of Broadcasting has precision-gauged better yardsticks of radio value every year under the guiding hand of Alcuin Williams Lehman, *New York U*, its manager, since the day in 1929 when the radio committee of the Association of National Advertisers determined to find out what an advertiser got for his radio dollar. As an Association of National Advertisers executive, Brother Lehman conducted the committee's research. Finding the analysis of program audiences too big and too permanent a task for it to handle, the committee set up the Cooperative Analysis of Broadcasting to dig deeper into the public's listening habits. The accuracy of C.A.B. results is attested, today, in the unsought credit it is publicly given for determining the pay of radio's most expensive stars.

As manager of the Cooperative Analysis of Broadcasting, Brother Lehman is essentially an administrator who views statistical research as only one tool that an advertiser must have at finger's reach. The very attitude that research—far from being an oracle that speaks to advertisers from remote heights—must

prove its worth again and again has forced the Cooperative Analysis of Broadcasting into its everlasting program of improvement.



ALCUIN W. LEHMAN
New York University

After serving in the Engineers Corps in the first World War, Brother Lehman entered New York University, School of Commerce, Accounts and Finance and became a member of Alpha Chapter of Delta Sigma Pi. After several years in the field of specialty selling he became buyer and merchandise manager for a large chain of shoe stores, then joined the staff of the Association of National Advertisers in 1928. Brother Lehman is author of several books and articles dealing with program popularity. He is married, resides at 302 W. 12th Street, New York City and finds an outlet for physical energy on a Hunterdon County farm in New Jersey where he is rebuilding the farmhouse step by step and the farm itself is being converted into a place of rest and recreation.

Sends 250 Radio Messages a Month

PAUL A. MCCREERY, *Missouri*, has made amateur radio his hobby, sends radio messages free of charge for citizens of Columbia, Missouri where he now resides, and for the past three years has been averaging 250 radio messages per month. His call letters are W9QXO. Before the Federal Communications Commission placed a prohibition on contact with foreign stations, Brother McCreery de-



PAUL A. McCREERY
Missouri

livered messages by radio to Shanghai, China, the Philippines, and American Samoa. In busy months McCreery has relayed as many as 500 messages, entitling him to membership in the "Brass Pounders' League." One message sent out by McCreery safely reached a sailor aboard the U.S.S. *Ironworker* in Bombay, India.

Brother McCreery, whose equipment is in the basement of his home, received a certificate of merit from the American Amateur Relay League for his work during the Ohio River floods. He once talked to a lonely lighthouse keeper whose hobby was amateur wireless on a barren rock 200 miles off the Alaskan coast. His speed record was in picking up a communication from Hawaii going to Detroit and the message was delivered in Detroit and the reply returned to Hawaii in the space of 20 minutes.

A charter member of our Alpha Beta Chapter at the University of Missouri, Brother McCreery graduated in 1924, and after five years as assistant accountant of the University of Missouri he became associated with the Frozen Gold Ice Cream Company of Columbia, Missouri with branches throughout the state, and is now assistant secretary-treasurer of this corporation.

He has built much of his radio equipment himself. He gets up every morning at 5:45 and works on his traffic schedules until about 7. He now works an amateur trunk line running from Minneapolis to New Orleans and handles as many as 400 messages some months, many of which go to army camps. Other members of Delta Sigma Pi who are interested in amateur radio can contact Brother McCreery over his call letters W9QXO.

Directs Bureau of Business Research

RAY J. ALDRICH, *South Dakota*, alumnus of Alpha Eta Chapter is the Director of the Bureau of Business Research of the University of South Dakota. A graduate of their School of Business and also of their School of Law the Bureau of Business Research of which he is now the director was organized in 1937 under his supervision. The objectives of this bureau are as follows: to provide research

into the problems of the businessmen in the State of South Dakota and methods of aiding them in their problems; to assist the South Dakota businessmen in the accounting for their firms and in many other ways; and to furnish problem material for classroom discussion in the School of Business at the university.

Advertising Executive

AFTER GRADUATING from Drake University, College of Commerce and Finance in 1929, Lawrence O. Holmberg, *Drake*, went with the Campbell-Ewald Company, large national advertising agency in Detroit. Then after several years in the advertising department of the Vacuum Oil Company in Chicago he operated his own advertising agency for four years, then



LAWRENCE O. HOLMBERG
Drake

merged with J. Stirling Getchell, Incorporated, one of the largest national advertising agencies in the country, and became manager of their Chicago office in which capacity he continues to serve. Brother Holmberg resided at the Delta Sigma Pi chapter house in Chicago for many years and has a wide circle of friends in the fraternity. He is a Life Member of Delta Sigma Pi, a member of the Union League Club of Chicago, and the Economic Club of Chicago. He left the bachelor's ranks on April 26 when he married Lura Phillips Schreiner, daughter of Mr. and Mrs. Joseph O. Schreiner, of Glencoe, Illinois.

Editor of "The Journal of Marketing"

ABLE EDITOR of *The Journal of Marketing*, official publication of the American Marketing Association, is Ewald T. Grether, alumnus of our Rho Chapter at the University of California where he is also professor of economics on the Flood Foundation, and acting dean of the College of Commerce of the University of California. Brother Grether graduated from the University of Nebraska in 1922,



EWALD T. GREETHER
California

received his Ph.D. degree at California in 1924. He is a frequent contributor to economic, legal, marketing and trade periodicals and is the author of several publications including: *Resale Price Maintenance in Great Britain*; *Essays in Social Economics* (with others); *Price Control Under Fair Trade Legislation*; and *Restriction of Retail Price Cutting* (with others).

Prominent in National Defense Program

WITH THE National Defense Program uppermost in the minds of the young men of America today another member of Delta Sigma Pi has been called to render special service, when Province Officer Ronald B. Shuman, *Oklahoma*, obtained leave from the College of Business Administration of the University of Oklahoma where he is associate professor and head of the Department of Business Management, to accept an appointment as industrial technician of Region 5 of the National Resources Planning Board, with headquarters in Dallas, Texas. Their territory includes the states of Texas, Oklahoma, Louisiana and Arkansas. Brother Shuman has given considerable thought and study to the relationship of industry to national defense. At Oklahoma he taught what is believed to be the only course in any university on the economics of the petroleum industry.

He is the author of a book recently published, *The Petroleum Industry*, wherein he states: "I believe that in the present state of world affairs the intelligent layman feels a genuine interest in those industries of the United States which are of vital import to the national defense as well as significant to our daily life. Nothing is more certain than that a great responsibility will rest upon the petroleum industry if fate decrees once again, that we are to go to war. Hardly anything could be more disastrous to the successful maintenance of our industrial system and everyday way of living than a failure to supply oil products." Brother Shuman has also been a frequent contributor of monographs and articles to professional and business journals.

Further underlying interest in national de-

fense arises from Brother Shuman being an officer in the Ordnance Department of the Reserve Corps of the United States. He is a member of the Reserve Officers' Association of the United States, having served as state historian and state R.O.T.C. chairman. Since early childhood he has shown keen interest in modern military history, the study of which has become his hobby.



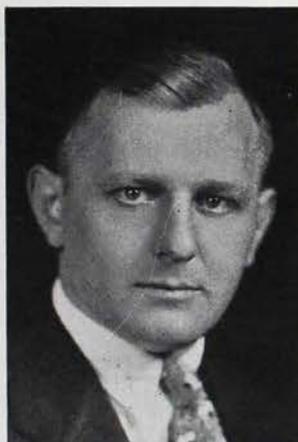
RONALD B. SHUMAN
Oklahoma

Graduated from Hamline University in 1928 with a B.A. (magna cum laude), Brother Shuman received his M.A. and Ph.D. degrees from the University of Minnesota. He was a member of the faculty of the University of Minnesota from 1931 to 1934 and visiting professor at the University of Washington the following year.

Brother Shuman is a member of the American Economic Association, the American Association of University Professors, the American Marketing Association, the National Office Management Association and is a Life Member of Delta Sigma Pi. Relaxation from economic pursuits is obtained by annual treks to the woods and streams of northern Minnesota and Canada where he indulges in his favorite sport—canoeing.—KENNETH B. WHITE.

Cobeen Is Milwaukee's Outstanding Deltasig

BACK IN 1920 correspondence was carried on between Charles Cobeen, representing a local group of commerce students at Marquette, and Delta Sigma Pi which eventually resulted in the establishment of Delta Chapter in the



CHARLES T. COBEEN
Marquette

spring. At that time Charles Cobeen was given Delta No. 1, served as the first Head Master of Delta Chapter and from that date to this without interruption has been the outstanding member of Delta Sigma Pi in Milwaukee from the viewpoint of sustained interest and activity in fraternity affairs. From 1922 to 1924 he served as Grand Secretary-Treasurer of the fraternity; the next two years he was a member of our Court of Appeals. At the present time he is a member of the important Committee on Alumni Placing Service.

Besides this national activity his local activities are likewise numerous. He helped establish the Milwaukee Alumni Club of Delta Sigma Pi and has served as its Secretary-Treasurer and its President. In all this time the occasion has been rare indeed when he has been absent from any meeting of the alumni club or their parties. He has served as President of the Delta Chapter Housing Corporation for years and at the present time is Faculty Moderator for Delta Chapter which has initiated almost 400 members in the past 20 years.

Brother Cobeen is employed as manager of the Marquette University Student Union. This is another of his "firsts." He became its first manager when it was organized in 1920 and he has retained that position ever since. Since then a special building has been erected to house the Marquette Union, which is the center of undergraduate life at Marquette. In his office all organization activity is cleared. To his office come the students seeking part-time employment. He has supervisory power over such university activity as the Junior Prom, etc.

Charlie is a member of Beta Gamma Sigma, scholarship honor society, and of Alpha Sigma Nu, national Jesuit honor society, of which he has served as its national secretary-treasurer since its organization. Brother Cobeen resides in a Milwaukee suburb with his wife, two daughters and a son.—AL PITTERLE.

Elected Acting Dean

HORACE B. BROWN, JR., *Mississippi*, Province Officer of Delta Sigma Pi for the State of Mississippi, has been elected acting dean of the School of Commerce and Business



HORACE B. BROWN, Jr.
Mississippi

Administration of the University of Mississippi effective September 1, 1941. Brother Brown succeeds Dean James W. Bell, also a member of Delta Sigma Pi, who has been dean since the organization of the School of Commerce and Business Administration 24 years ago. Brother Bell will continue as dean-emeritus and professor of economics and political science.

Brother Brown graduated from Mississippi in 1931, received his M.B.A. degree from Northwestern in 1932 and has completed all of his work toward a Ph.D. degree except his thesis, which he will complete this summer. Brother Brown has been associate professor of economics since 1938 and will be advanced to full professorial rank this coming September. He has served as director of the University of Mississippi News Bureau for the past three years and is a member of the Southern Economics Association and the American Marketing Association. Brother Brown is 32 years old, married, and has a six year old son.

OBITUARIES

EDWARD F. NICKOLEY, *Upsilon 90*. Born May 29, 1873, at Longgrove, Illinois; initiated into our Illinois Chapter April 24, 1924; died March 13, 1937.

SHERMAN A. CASH, *Alpha 247*. Born May 13, 1894, at Brooklyn, New York; initiated into our New York Chapter March 20, 1919; died December 18, 1940.

MORTIMER D. GAGER, JR., *Beta Kappa 173*. Born September 15, 1918, at McHenry, Mississippi; initiated into our Texas Chapter December 13, 1939; killed March 14, 1941.



MORTIMER D. GAGER, Jr.
Texas

Texas Brother Killed

LIEUTENANT MORTIMER D. GAGER, JR., *Texas*, was killed near Moffet Field, California on Friday, March 14 when his training plane failed to come out of a power dive and crashed with a force that half buried it in the ground. Brother Gager was from Port Arthur, Texas, and was a student at the University of Texas from 1937 to 1940. He graduated from Kelly Field, the Army's advanced air training school at San Antonio, on February 7 and was married to Miss Virginia Branham, a University student from Houston, on February 8 in Houston, Texas. M.D. or "Doc" as he was called by the brothers, was active in Beta Kappa Chapter during 1939 and 1940.—JACK CARROLL.



Alabama Chapter Conducts Research Project

ALPHA SIGMA CHAPTER of the University of Alabama, in cooperation with the administration of the School of Commerce and Business Administration, is conducting a research project of all the Commerce alumni. In an effort to be of service to the students as well as the university they have designed this survey to obtain pertinent information from each of the more than 1500 graduates. Questionnaires have been mailed to every state in the union and to many foreign nations. Some of these alumni live in such places as India, Japan, Burma, China, Canada, and several of the Latin American and West Indies countries.

This survey will serve many purposes. It will aid in correcting the alumni files of the school which naturally are in error because of change of addresses of the graduates. It will also enable the university to determine the value of the Bureau of Placement and Personnel which is under the direction of Dr. Burton R. Morley, member of Delta Sigma Pi.

In addition to this questionnaire the chapter is obtaining information from all alumni for the purpose of compiling a chapter membership directory this fall.

This questionnaire has been carefully designed. One of the purposes is to determine the actual value of the courses offered by our School of Commerce as it is felt that the alumni are in best position to determine this. An important question is the one seeking information about the first position following graduation. From it can be determined how long alumni take to receive their first job. It will also determine why the job was taken and through what connections. Another interesting question is the one dealing with earnings. From this comparisons can be made between honor students and average students.

A letter from the Dean was mailed to each alumnus with this questionnaire, seeking the cooperation of the alumnus. All questionnaires returned are treated strictly confidential and

each alumnus will receive a copy of the final tabulation. The idea was developed by Paul Vining and Province Officer Leroy J. Nations. All the work on the project was done by members and pledges with Kirby Vick in charge, assisted by James Parker, Haywood Phillips and Reginald Jones. Any member desiring a copy of this questionnaire can obtain one by writing Alpha Sigma Chapter.

Pennsylvania Sponsors Open Forums

AT THE FOUNDERS' DAY BANQUET in November Province Officer Allen Fowler stressed the desirability of having open forums at our chapter house with members of our alumni group participating. Members of the alumni who are outstanding in their individual fields were to be invited to lead the forum in discussion of topics pertinent to their sphere of business life. This was proposed as a means of aiding undergraduates in understanding more fully the practical side of life or the proper application of theory to practical business. Wilbur Rank had the distinction of being the first speaker in this series of discussions and he spoke on the field of investments at the first meeting held November 26. Brother Rank's clear explanation of the forces influencing the investment markets and the resulting caution which it is necessary to exercise in formulating one's investment program revealed his thorough training and knowledge in the field of finance.

The second forum was conducted by Fellman A. Fish on the subject of insurance on March 11. Brother Fish's topic was "The Romance of Insurance." The drab subject of insurance took on a new light as discussed by a man who has been associated in that field for a good many years.

On April 10 we had the honor of having Province Officer Walton Juengst of New York City come down to speak before us on the popular subject "Personality vs. Ability as a Factor Conducive to Business Success." Brother Juengst emphasized the importance of a

pleasing personality as a vital factor to success. He outlined eighteen points which will aid in the improvement of one's personality. He also cited examples from his long experience in the business world.

The educational value of these seminars has been demonstrated by the interest which has been shown in the discussions which have followed each talk. This marks the beginning of a new professional program, the continuation of which we are looking forward to next year.—HOWARD W. AYERS.

Outstanding Oklahoma Deltasig

BETA EPSILON CHAPTER honors the outstanding undergraduate of the year at the University of Oklahoma, Justin E. Vogt, just completing his third year as an active member of Delta Sigma Pi. He has served the chapter as Keeper of the Parchment Roll, Treasurer, Senior Warden and Head Master. His able leadership, good nature and knack for doing work well has been a decisive factor in the growth and success of Beta Epsilon Chapter. At the present time Brother Vogt is compiling a membership directory of undergraduates and alumni, the first such directory ever prepared for the chapter.

From all indications Brother Vogt plans to be just as active alumnus as he has been an undergraduate. He hopes to assist in the organization of an Oklahoma City Alumni Club, feeling that such a club would help organize the alumni throughout the state and could also be of aid to our undergraduate chapter at nearby Norman.

Delta Sigma Pi is not the only interest of this outstanding member. He is active in the Y.M.C.A., the Spanish Club, the Newman Club, Phi Eta Sigma, freshman honor society, and Toga, honor society based on leadership and scholarship, two juniors being selected each year from each of the seven colleges in the University of Oklahoma. He is also a member of Beta Gamma Sigma, commerce honor scholarship society.—RAY T. LEHMAN.



Views of members of our Alabama Chapter working on research project. The picture on the left shows one of the "production lines" with Ralph Bradbury checking alumni addresses while James Parker types the envelopes. Reginald Jones (standing) rechecks addresses with Haywood Phillips who staples pages together for mailing. Lee Lloyd folds letter and questionnaire which is inserted in envelope by Paul Vining and finally sealed by Kirby Vick. The other pictures show different stages of the work.

Missouri Brothers Battle Birthday Beef

TO THE UNINFORMED this simply means that on the occasion of the observance of the chapter's 18th birthday, March 22, the members and their very charming dates donned their best bib-and-tucker and played the very devil with the oversized steaks served at a special banquet held in Harris' Candlelight Room. The founders of the fraternity and the founders of Alpha Beta Chapter would have delighted to see the wholesome spirit of fellowship which prevailed. Following a very satisfying dinner Head Master Sager made a few remarks which were followed by an enjoyable evening of dancing and cards.

Violet Skull President

JOHN O'DONNELL, *New York U.*, has recently achieved new honors for Alpha Chapter by being elected president of New York University's Interfraternity Council which is known as the Violet Skull. Alpha has always paid more than a little attention to this coveted post for the Violet Skull was founded by an Alpha member, John Fagan, in 1931, who served as its first president. Ray McCue was president in 1934-35, George Parnaby in 1938-39 and John O'Donnell will serve in the same capacity for 1941-42.—WILLIAM J. DURGIN.

North Dakota Sponsors Radio Program

ALPHA MU CHAPTER at North Dakota is branching out and adding to its many activities. Included in this expansion program is a 15 minute radio program presented every Thursday afternoon for the purpose of interviewing the officers of other campus organizations. Handling the program is Clifford Oleson, script writer and Charles Larkin and Jack Staples as the "quizzers." The program has met with good response and we hope to continue our weekly broadcasts indefinitely.

On February 20, Alpha Mu Chapter held its fifth dinner meeting of the year at the University Commons. A. S. King, president of the Grand Forks Branch of the Northern States Power Company, spoke to the group on "Public Utilities." L. J. Dixon, manager of Grand Forks' largest public warehouse, spoke at our dinner meeting March 20. Mr. Dixon's topic

was "Public Utilities." Alpha Mu Chapter and the Market Research Club, a newly organized club, held a joint dinner meeting on April 8. Jene Dennigan, manager of the Grand Forks Montgomery Ward store, discussed the "Expansion Program of Montgomery Ward."

We are glad to report that we have initiated more members this year than the previous two or three combined.—DAVID C. BLAIR.

Celebrates Twentieth Anniversary

WITH APPROPRIATE CEREMONIES Kappa Chapter observed the 20th Anniversary of its founding during the week of March 8 to 14. This celebration was opened with a banquet in the Henry W. Grady Hotel, Atlanta, Georgia, on Saturday evening, May 8, when almost 150 members met in joyous celebration. Grand Secretary-Treasurer "Gig" Wright of Chicago was foremost among a list of honor guests which included more than a dozen past Head Masters of Kappa Chapter. The active chapter and the alumni presented David "Red" Barron, Kappa No. 1, with a Life Membership as a token of their esteem for him and in recognition of his efforts in establishing the chapter.

On March 12, the actual date of the installation of the chapter 20 years previous, all members wore a red rose, the Delta Sigma Pi flower, to classes. Somehow it seemed that never had roses been more beautiful than on that day. Then on Friday, March 14, the week's celebration was concluded with a 20th Anniversary Dance at our Lodge out in the country. A fine crowd attended. The entire week's program was marked by an unusually fine demonstration of the sort of fraternal spirit which makes us all proud to be members of Delta Sigma Pi.—ED CLARK.

Seven Miami Members Elected to Phi Beta Kappa

SEVEN MEMBERS of Alpha Upsilon Chapter at Miami University, Oxford, Ohio, were recently elected to Phi Beta Kappa, honor scholarship society: Bill Fairgrievies, Brynley Evans, James Haire, Bob Lehman, James Petri, Bob Lake, and Jack Boyd. Another member of Alpha Upsilon Chapter is also president of Phi Sigma Eta, national scholarship honor society for freshmen. Another member is president of O.D.K., service honor society; another member is chairman of the Junior Prom while another member heads the Senior Ball. And the scholarship average of the entire chapter is almost one full honor point above the all-campus average.



SPEAKERS' TABLE, KAPPA CHAPTER 20TH ANNIVERSARY BANQUET. Left to right: D. E. Walraven, first Head Master; Grand Secretary-Treasurer H. G. Wright; Toastmaster Howard B. Johnson; and David I. "Red" Barron, Kappa No. 1.

Omega Wins Basketball Championship

AT TEMPLE UNIVERSITY the basketball team of our Omega Chapter became Interfraternity Champions for the college year 1940-1941. Under the guidance of George "Scoop" Slafkosky, former Allentown Prep flash, the Purple and Gold quintet ran a streak of nine straight victories and ended the season undefeated. The triumph that was the sweetest was the last game of the campaign when we defeated our arch rivals, Sigma Pi, by the score of 26-22. "Duke" Roberts paced the team with 8 tallies while Bill Mattes and Pete Bittenbender wound up their basketball careers for Delta Sigma Pi with splendid performances. So, alumni brothers, when you next come to visit us look for that basketball trophy. It's a honey.—CHARLES E. COOPER, JR.

South Carolina Chapter Entertains 400 Guests

ON FRIDAY EVENING, April 4, Beta Gamma Chapter at the University of South Carolina held a formal dance in celebration of its 12th anniversary on the South Carolina campus. Preceding the dance a banquet was held at the Hotel Columbia with John R. Turnbull acting as Toastmaster. This was attended by members and special guests only. Following the banquet the formal dance was held in the ballroom of the Hotel Columbia and more than 400 South Carolina students attended this affair. The ballroom was appropriately



ALPHA MU CHAPTER—UNIVERSITY OF NORTH DAKOTA



Pictures of the editorial staff of the "Beta News." Left to right: Rudy Weber, editor; the other pictures show the staff of George Cutts, Edward Satterwhite, Mike McDonough and Don Holem at work preparing an issue.

decorated with old gold and royal purple colors with a reproduction of our jeweled badge occupying a prominent place. Buster Spann and his famous southern orchestra provided the music.

Sponsors for the occasion were: Miss Alice Mitchum of St. Stephens, for Eugene Garvin, Head Master; Miss Josephine Bailey of Ellenton, for Harold Moore, Senior Warden; Miss Ethel Fuller of Columbia, for Hubert Thomason, Scribe; Miss Virginia Corbett of Lander College, for Henry Jones, Treasurer; Miss Margaret Heustess of Columbia, for Wayne Williams, Junior Warden; and Miss Jennie Parker of Sumter, for Guy Ropp, Dance Committee Chairman.

R.O.T.C. Colonel

SAM DOERING, undergraduate member of Alpha Eta Chapter at South Dakota, obtained this year the highest honor that can be bestowed on a state university military student when he was appointed Cadet Colonel of the R.O.T.C. at South Dakota last fall. As the student commander of the local military unit he escorted the Honorary Colonel, Jane Simonds, senior in the School of Business Administration, to the Military Ball held on March 14, and he was also in charge of the university's cadet corps during the annual inspection and review on May 8 and 9.

Brother Doering is a senior in the School of Business Administration and is a former Head

Master and Scribe of Alpha Eta Chapter. He is a member of Scabbard and Blade and an officer of Pershing Rifles. In addition to Brother Doering, four other actives, G. Willard Montgomery, Norman Hyldahl, James Curran and Herbert Knowlton, will enter the U. S. Army as reserve officers when they graduate from South Dakota this June. An alumnus of the chapter, Alton Mielke, has been called to the Colors with the National Guard.—G. WILLARD MONTGOMERY.

"Bull" Durham Elected Boss

AN INTERESTING annual election takes place in the School of Business and Public Administration of the University of Missouri when some male student is elected as the Ideal Boss and some coed as his Private Secretary. This year James Durham, *Missouri*, who bears the nickname of "Bull," won the election as Ideal Boss with the entire active chapter campaigning for him. During the campaign the walls of the School of Business were covered with many humorous cartoons publicizing the qualities and platforms of every candidate, climaxed by the annual School of Business Rally where every candidate puts on a short program as a final appeal for votes. When the votes were counted Jim "Bull" Durham was the victor and pretty Grace Stemme was elected as his Private Secretary.

Penn State Member Perfects Rushing and Dating Code

THE INTERFRATERNITY Rushing and Dating Code at Pennsylvania State College has just been given a complete set of written statutes. This has come about through the tireless efforts of H. Edward Wagner, *Penn State*, Interfraternity Council president of last year. Brother Wagner took an outdated set of rules and with the help of the Dean of Men and the Dean of Women revised them into an efficient code which has been accepted by all fraternities at Penn State.

IMPORTANT!

Because of space limitations in this issue, due to the inclusion of the several important and timely Alumni Placing Service features, many excellent contributions from the chapters have had to be held over until the fall issue. However, each chapter will receive full credit in the 1941 Chapter Efficiency Contest for sending these in this college year, although they will not be published until next college year. Neither was it possible to include the Chapter Directory in this issue.—The Editor.

Beta News has Outstanding Record

FOR TWENTY-FOUR YEARS the *Beta News*, chapter publication of Beta Chapter at Northwestern University has appeared regularly once each week throughout the college year, for a total of nearly 950 issues, truly an impressive record. This chapter publication was conceived by our present Grand Secretary-Treasurer H. G. Wright, while an undergraduate at Northwestern and the first edition appeared in the fall of 1917. During the first years the *Beta News* was mimeographed on the chapter letterhead. Later a design was created, and special envelopes for mailing.

The *Beta News* has grown with the chapter. Its usual length now is four pages per issue and it is mailed to all active members and to such alumni as pay a small annual charge to cover mailing costs. The first page contains a calendar of coming events, following by articles about business and professional meetings, chapter and university events, and other special items of interest. Two or three special columns are features of the issues, and the editor of one of these columns is never known by the membership. The present editorial staff comprises Rudolph Weber, Editor, assisted by George Cutts and such pledges who may be rounded up on Tuesday evenings when the *Beta News* is edited, stencils cut, mimeographed, assembled and mailed.—RAY PODOLAK.



SAM DOERING
South Dakota



H. EDWARD WAGNER
Penn State

ALUMNI CLUBS

The frequency, time, and place of luncheons, dinners, and meetings held by each alumni club is shown immediately following the city in which the alumni club is situated. If this data is missing for any alumni club it means that it has not been reported to the Central Office of the fraternity. The names, addresses, and telephone numbers of the President and Secretary of each alumni club are listed.

ATLANTA, GA.—LUNCHEONS, every Friday, 12 noon, Hunter's Restaurant, 91 Luckie St. MEETINGS, third Thursday every month, 6:15 P.M., Atlantan Hotel. DINNERS, every Wednesday, 6:30 P.M., Deltasig Lodge.
Pres. Lowell M. White, 2295 E. Lake Rd., Decatur, Ga. (DE 4664)
Sec. Lee Richardson, W. Paces Ferry Rd. N.W., Atlanta, Ga. (CH 1400)

BALTIMORE, MD.—LUNCHEONS, every Thursday, 12 noon, Lord Baltimore Hotel, Baltimore and Hanover Sts.
Pres. Paul G. Leroy, II, 2562 Edmondson Ave., Baltimore, Md. (GI-7192)
Sec. E. Wesley Byron, 510 Normandy Ave., Baltimore, Md.

BIRMINGHAM, ALA.—LUNCHEONS, every Friday, 12:30 P.M., Britling Cafeteria No. 1. DINNERS, third Thursday every month, 6:30 P.M., Molton Hotel.
Pres. Lawrence B. Davis, 400 Cotton Ave., Birmingham, Ala.
Sec. J. F. Laseter, Jr., 1561 Graymont Ave., Birmingham, Ala.

BOSTON—LUNCHEONS, every Thursday, 1 P.M., Wilbur's Colonial Restaurant, Federal and High Sts. MEETINGS, second Tuesday every month, 8 P.M., Fox and Hounds Club, 448 Beacon St.
Pres. Francis X. O'Leary, 107 Winsor Ave., Watertown, Mass. (Middlesex 5006M)
Sec. Leonard C. DeWolfe, 101 Irving St., Newton, Mass.

BUFFALO, N.Y.—
Pres. Lawrence I. Manzel, 414 Girard Ave., East Aurora, N.Y. (East Aurora 1064)
Sec. Matthew J. Bebenek, 50 Bissell Ave., Buffalo, N.Y. (HU 5308)

CHICAGO—LUNCHEONS, every Wednesday, 12 noon, The Fair, State and Adams Sts. DINNERS, third Tuesday every month, 6 P.M., Morrison Hotel, Chicago, Ill.
Pres. Randolph K. Vinson, 222 W. Adams St., Chicago, Ill. (CENTral 9711)
Sec. Fred D. Schraffenberger, 209 S. State St., Room 824, Chicago, Ill. WEBster 2614

COLUMBIA, S.C.—DINNERS, third Wednesday every month, 7:30 P.M., Friendly Cafeteria.
Pres. Christian L. Suber, 2315 Gadsden St., Columbia, S.C.
Sec. William C. Wolfe, 1710 Two Notch Rd., Columbia, S.C.

DALLAS, TEX.—DINNERS, third Tuesday every month, 6:30 P.M., The Oak Lawn Village, 3211 Oak Lawn.
Pres. E. Cowden Henry, 3129 Bryn Mawr, Dallas, Tex. (5-9313)
Sec. Gilbert T. Wolf, 6019 Bryan Pkwy., Dallas, Tex. (3-1605)

DENVER, COLO.—DINNERS, second Thursday every month, 6:30 P.M., The Lancaster Hotel, 1765 Sherman St.
Pres. Glenn R. Davis, 740 Sherman St., Denver Colo. (TABOR 3914)
Sec. Thomas A. Mason, 1250 Lafayette, Denver, Colo.

DETROIT, MICH.—
Pres. John T. Birney, 453 Baldwin, Birmingham, Mich. (Birmingham 2545)
Sec. Charles F. Lawler, Jr., 464 Oak St., Birmingham, Mich. (Birmingham 14)

HOUSTON, TEX.—LUNCHEONS, first Thursday every month, 12 noon, Lamar Hotel Cafeteria.
Pres. Leonard S. Shomell, 1739 Vassar, Houston, Tex. (H-0863)
Sec. Robert H. Anschutz, 1317 Branard, Houston, Tex. (J-27194)

JACKSONVILLE, FLA.—LUNCHEONS, every Wednesday, 12:15 P.M., Biser's Restaurant, 414 Julia St.
Pres. Henry C. Love, 1006 South Shore Rd., South Jacksonville, Fla. (3-2740.W)
Sec. William H. Petty, Jr., 1338 Talbot Ave., Jacksonville, Fla. (2-1960)

KANSAS CITY, MO.—DINNERS, third Friday every month, 6:30 P.M., Hyde Park Hotel.
Pres. William A. Dinklage, 4224 Terrace, Kansas City, Mo.
Sec. Sidney Griffith, 3214 Harrison, Kansas City, Mo.

LOS ANGELES, CALIF.—
Pres. Sylvester Hoffmann, 215 W. Fifth St., Los Angeles, Calif. (MI 2823)
Sec. Arthur E. L. Neelley, 1401 S. Hope St., Los Angeles, Calif.

MADISON, WIS.—LUNCHEONS, second Wednesday every month, 12:15 Capital Hotel. DINNERS, fourth Wednesday every month, 6:15 P.M., 132 Breese Ter.
Pres. John W. Schoonenberg, 132 Breese Ter., Madison, Wis. (Fa 1725)
Sec. Howard E. Gearhart, 544 W. Mifflin, Madison, Wis. (Fa 926)

MILWAUKEE, WIS.—
Pres. James L. Jertson, 611 N. 18th St., Milwaukee, Wis. (MA 5020)
Sec. Eugene F. Tiefenthaler, 6904 Cedar St., Wauwatosa, Wis.

NEWARK, N.J.—DINNERS, first Tuesday every month, 6:30 P.M., Hamilton Restaurant, Broad near Market St.
Pres. Herbert E. Brown, 60 Pine St., Maplewood, N.J. (South Orange 2-9186)
Sec. Michael Koribanics, 624 Van Houten Ave., Clifton, N.J. (Passaic 2-7091W)

NEW YORK, N.Y.—LUNCHEONS, every Thursday, 12:30 P.M., Alice Foote MacDougall Restaurant, 129 Maiden Lane, Third Floor. DINNERS, second Tuesday every month, 6:30 P.M., New York University Faculty Club, 22 Washington Square N. MEETINGS, second Tuesday every month, 8:30, 21 W. 12th St.
Pres. Daniel C. Kilian, 130-63 225th St., Laurelton, L.I., N.Y. (WOrth 2-5500)
Sec. Lorin E. Nelson, 21 W. 12th St., New York, N.Y. (Gramercy 5-9898)

OMAHA, NEB.—
Pres. John A. Leary, 3320 N. 49th St., Omaha, Neb. (GL 4832)
Sec. Walter Rotter, 3017 Meredith St., Omaha, Neb. (AT 5000)

PHILADELPHIA, PA.—LUNCHEONS, every Thursday, 12 noon, Leeds Restaurant, Broad and Sanson Sts. MEETINGS, fourth Thursday every month, alternately between Omega and Beta Nu chapter houses.
Pres. Norman H. Smith, 212 S. 39th St., Philadelphia, Pa. (EVE 6469)
Sec. James A. Perdakis, LeRoy Court Apt., 60th and Warrington Ave. (BEL 1960)

ST. LOUIS, MO.—LUNCHEONS, every Wednesday, 12:15 P.M., Men's Grill, Scruggs-Vandevort-Barney.
Pres. Roy H. Pender, 5210 Sutherland Ave., St. Louis, Mo. (FL 1323)
Sec. Bruce W. Gordon, 5660 Kingsbury, St. Louis, Mo. (FO 9700)

TWIN CITIES (Minneapolis and St. Paul, Minn.)—LUNCHEONS, every Thursday, 12 noon, The Covered Wagon, 114 S. 4th St. DINNERS, second Tuesday every month, 6:30 P.M., The Covered Wagon.
Pres. Orem Robbins, 2015 Aldrich Ave. S., Minneapolis, Minn. (KE 0854)
Sec. William Gimmedstad, 3708 Bryant Ave. S., Minneapolis, Minn. (LO 6175)

WASHINGTON, D.C.—
Pres. George R. Kieferle, 220 Peabody St. N.W., Washington, D.C.
Sec. James J. Ryan, 2715 Courtland Pl. N.W., Washington, D.C.

Fraternity Jewelry

The following price list of Delta Sigma Pi Jewelry is published for the convenience of our members and is subject to change without notice. Remittance payable to Delta Sigma Pi should accompany all orders, which should be mailed to the Central Office of the fraternity. Prompt shipment can be made of all items. The prices are all net prices; any and all taxes are additional.

OFFICIAL PLAIN BADGE (10K GOLD)
 Δ Σ Π Official Badge\$ 5.50

OFFICIAL JEWELLED BADGE (14K GOLD)
 Δ Σ Π Pearl Badge, 19 pearls, full crown set 13.75
 Δ Σ Π Opal Badge, 19 opals, full crown set 13.75
 Δ Σ Π Sister Badge, 19 pearls, full crown set 13.75
 Δ Σ Π Alternate Pearl and Ruby Badge 16.75
 Δ Σ Π Ruby Badge 18.75
 Δ Σ Π Sapphire Badge 18.75
 Δ Σ Π White Gold Badge, either pearls or opals, full crown set 18.75

ALUMNI CHARMS (10K GOLD)
 Single sided\$ 5.50
 Double sided 10.00

CHAPTER GUARDS
 Miniature size guards go best with our badges, and prices listed are for miniature size.
 One letter, yellow gold, plain\$ 2.75
 Two letter, yellow gold, plain 4.00
 One letter, yellow gold, pearls or opals, full crown set 6.00
 Two letter, yellow gold, pearls or opals, full crown set 11.00
 White gold guards, plain, \$1 additional; jeweled, \$2.50 additional.

RECOGNITION BUTTONS
 Δ Σ Π Greek letters, gold\$ 1.00
 Δ Σ Π Coat-of-arms, gold 1.00
 silver75
 bronze50

OFFICIAL FRATERNITY RINGS
 Δ Σ Π Official Ring, silver\$10.00
 gold 23.00

CHAPTER LEADERSHIP AWARD
 Specially designed silver ring, to be worn by recipients of the Award only\$ 6.00

DELTA SIGMA PI DECALS
 For your automobile, 10 cents each, 20 for \$1.00

You are fraternally invited to become a

LIFE MEMBER OF DELTA SIGMA PI

■ DO YOU pride yourself on your membership in Delta Sigma Pi? If so, why not inscribe your name where it will stand forever, a memorial to you, and a testimonial to your enduring loyalty? The advantages are many; the cost is nominal. Your national alumni dues are then paid for life. You will receive regularly The DELTASIG of Delta Sigma Pi published four times annually, a modern fraternity magazine of interest to every member.

■ You will receive without additional charge all National Membership Directories published by the fraternity. You will receive a handsome Life Membership Certificate, and you will be mailed annually an engraved membership card of good standing. You will receive a deduction of \$5 annually from the yearly dues of any alumni club in which you hold membership. All of the receipts from Life Memberships are placed in the National Endowment Fund of Delta Sigma Pi adopted by the 1950 Grand Chapter Congress. This is a trust fund and only the income therefrom can be used for fraternity operating expenses.

■ In taking out a Life Membership you will materially assist in the development and expansion of our all-important Alumni Placing Service which is helping hundreds of our members secure business connections. You will make possible the rendering of financial assistance to many worthy undergraduates in order that they may complete their college education through the help of our loan fund. You will make possible a more comprehensive supervision of the operation of the fraternity. You will have the satisfaction of knowing that you are contributing toward the maintenance and progress of Delta Sigma Pi, YOUR fraternity.

■ The cost is nominal, \$55, which may be paid in cash or at the rate of \$5 per month for seven months. A three-year plan is also available, providing for three annual payments of \$15 each. Join our constantly growing list of Life Members immediately. All you have to do is to write a letter to the Central Office of the fraternity requesting that a Life Membership be issued in your name and forward your remittance for the first payment. We will do the rest.

The Central Office of Delta Sigma Pi
222 West Adams Street
Chicago