



# MONUMENTAL NEWS

GRANITE  
MARBLE

STONE-BRONZE  
SCULPTURE

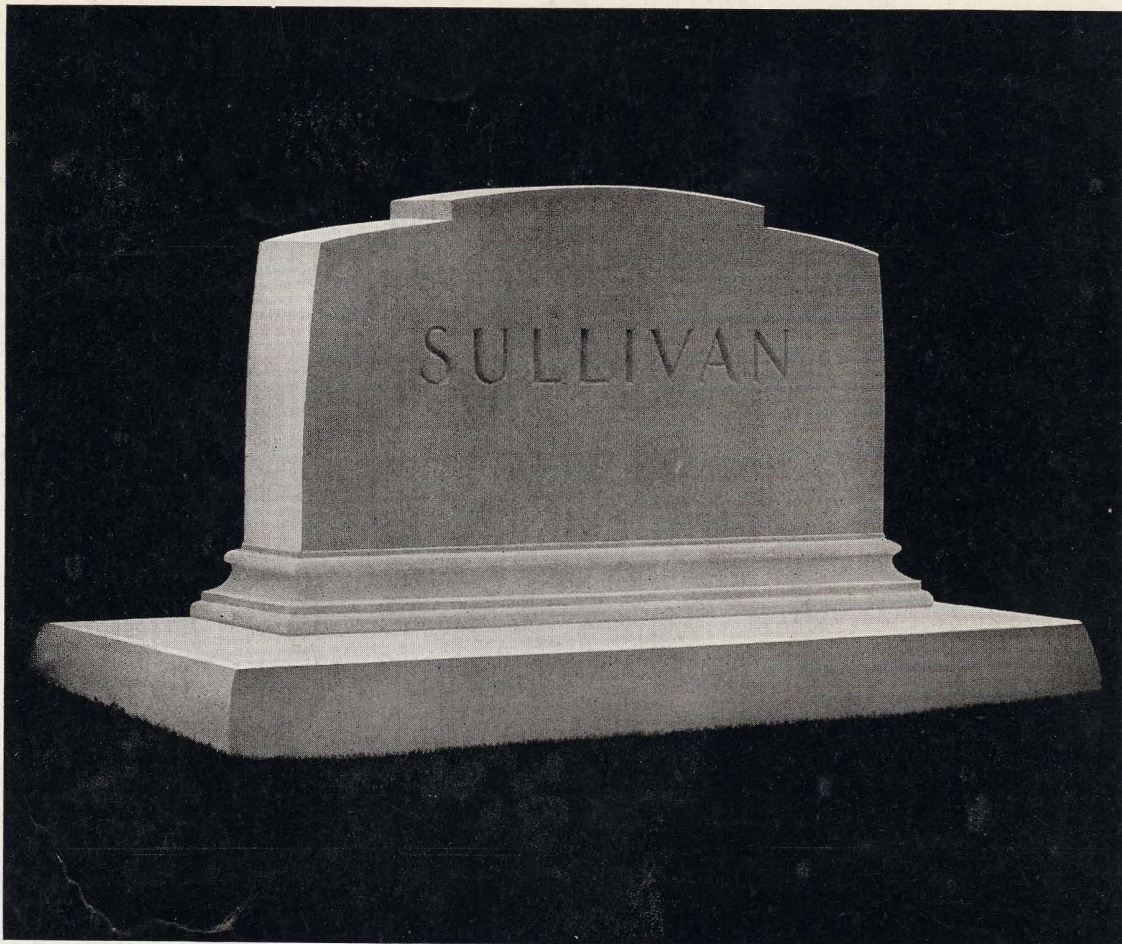
SEPTEMBER

1927

IN LOVING MEMORY OF  
FLORENCE LATHROP  
WIFE OF THOMAS NELSON  
PAGE  
BORN ALEXANDRIA  
VIRGINIA 1855  
DIED JUNE 6 1916

BLESSED ARE  
THE PURE IN HEART





The crystalline formation of Georgia Marble not only gives to this material great strength and moisture resistance, but also contributes a high degree of beauty, for the clear crystals have the diamond-like property of reflecting and refracting light rays. Shades and shadows that add immeasurably to the charm of the memorial result.

*In an Equable Climate*

The Georgia Marble Company operates both plants and quarries during the entire twelve months of the year. The equable climate of Georgia makes this year round attention to customers' requirements possible.

*There is No Substitute for Marble*

# GEORGIA *Crystalline* MARBLE

THE GEORGIA MARBLE COMPANY

TATE, GEORGIA

September, 1927, Vol. 39, No. 9

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## SELL BEAUTY

**I**T isn't price -- it isn't cold stone -- it isn't cheapness that interests the customers who matter to you most.

They seek -- beyond everything else -- something that will symbolize the love they bear for the one who is gone.

Show them this beautiful granite -- Wisconsin *Ruby Red* -- whose beauty of color and finish will never fade or dim -- unaffected by time, climatic conditions, or the elements -- as permanent as the earth itself.

In this they will find the thing they want. Their purchase of a Wisconsin *Ruby Red* memorial will be a source of lasting pride and satisfaction. You will find them recommending it to others. You will see your profits grow.

Write for our portfolio giving the facts about Wisconsin **RUBY RED** Granite and its unique perpetual guarantee.

ANDERSON BROS. & JOHNSON CO.  
WAUSAU, WISCONSIN



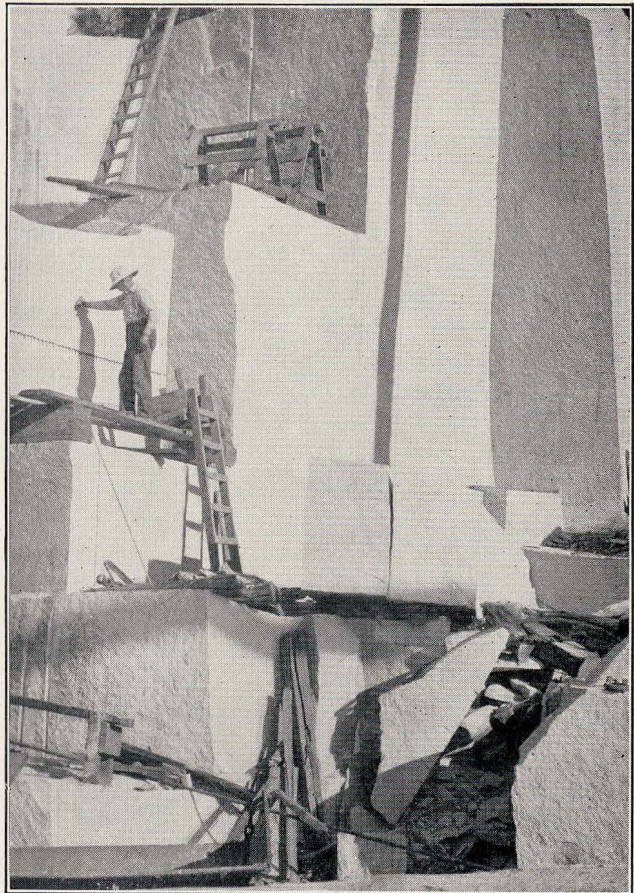


# Worthy of FINE EFFORT~

*N*O CRAFTSMAN ever worked in finer granite than this ~ from Knowles, California, where is quarried the famous

## Raymond Granite

In 38 years, millions of cubic feet of snow-white, flawless granite have been quarried here, and engineers estimate there is yet over 600 million cubic feet of equally fine stone. The situation of the quarry, plus modern methods of extraction keep operating costs at a minimum.



### *Attractive Prices*

for dealers west of the Mississippi. Write at once for attractive proposition.

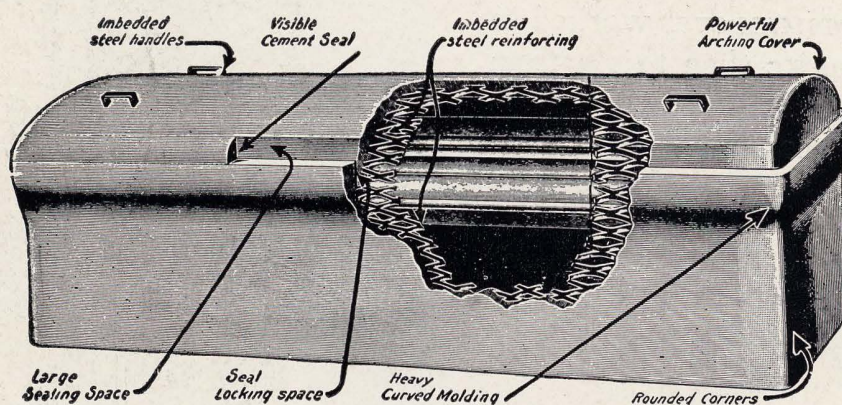
## Raymond Granite Company, Inc.

3 Potrero Avenue ~ SAN FRANCISCO, CALIFORNIA  
1350 Palmetto Street ~ LOS ANGELES, CALIFORNIA



## THE NORWALK VAULT BUSINESS IS THE NATURAL SIDE LINE FOR THE MEMORIAL CRAFTSMAN

because it builds monument sales for him. This business belongs naturally to you memorial dealers; you are best equipped to handle it, and it is the ideal monument sales promoter. This is not guesswork. Our memorial dealers tell us so. They have proven it in their business, and you can do the same.



Photograph of a Norwalk Vault cut away to show the casket protected within. Cement composition is applied along the edge of the lid, sealing top and bottom together into one solid piece of masonry.

One of our dealers cleared 200 per cent in a year. No side line fits into your business like selling the Norwalk Vault.

We furnish you with literature and sales helps that make it easy to sell vaults. Our simple instructions and complete outfit, make it easy to manufacture them. You can go into the Norwalk Vault business now and cash in on it this season.

And remember, every time you make a burial vault sale, you are dealing with a good monument prospect. You get acquainted with him first, and you will have the best chance to sell him a monument when the time comes.

Write us today for our special proposition to memorial craftsmen.

**THE NORWALK VAULT COMPANY**

81 Prospect Street

NORWALK, OHIO



ALL THAT IS BEAUTIFUL SHALL ABIDE FOREVER



LEIDTKE SUN DIAL  
Vermont  
Riverside Marble  
Grit Finished  
Erected at  
Manchester,  
Vermont

THE SUN DIAL—"Count none but the sunny hours."

What memory stone could so fittingly symbolize the spirit of one who loved the out-of-doors and sunny days? The illustration shows the memorial at Burr & Burton Seminary, Manchester, Vermont, to Elizabeth Leidtke.

Note in the picture how delicately the clear face of Vermont Marble catches the fullest contrast of sunlight and shadow. Beauty under the test of sunlight is one more reason why the nationally known, nationally advertised Vermont Marble is *easy to sell*—why it continues its more than a century-and-a-half history as America's noblest Memory Stone.

VERMONT MARBLE COMPANY, PROCTOR, VERMONT  
"World's Largest Quarriers of Marble"

VERMONT



MARBLE



## UNLIMITED SUPPLY



SOUTH END OF PIRIE QUARRY

These two recent views in the Pirie quarries, give visible evidence of the development that gives the choicest blocks in unlimited size and quantity. Study these views carefully. They tell their own story.

*J. K. Pirie Estate*  
Campbell Block



# UNEXCELLED QUALITY



NORTH END OF PIRIE QUARRY

Pirie's Dark Barre granite has been famed for superior quality since the beginning of the Barre granite industry. Here is shown the result of unexcelled producing facilities. Always ask for the Pirie Certificate of Perfection.

## *Barre, Vermont*

Depot Square



*The Cenotaph of  
Major Archibald Willingham Butt  
Arlington Cemetery  
Washington  
Hero of the Titanic Disaster  
Military Aide to Presidents  
Roosevelt and Taft  
White Mount Airy Granite*



# WHITE MOUNT

PRODUCERS OF GRANITE IN THE ROUGH

## NORTH CAROLINA GRANITE CORPORATION

*Mount Airy, North Carolina*

ROUGH  
STOCK  
PRODUCED  
SOLELY BY

---

THE IDEAL AMERICAN



# THE CENOTAPH OF A HERO

ARLINGTON CEMETERY, WASHINGTON

By BRUCE BAYNE

There is a white Cross in Arlington Cemetery. It marks an empty grave. Before this cenotaph, the visitor stands uncovered in honor of a soldier whose life was a cardinal example of the chivalry, traditions and culture we have come to associate with the Southerner of gentle birth; and whose death in the Titanic Disaster added another name to the immortals of whom the Christ said: Greater love hath no man than this, that a man lay down his life for his friends.

Facing half-crazed cowards with disconcerting contempt and indomitable courage, Major Butt placed women and children in the life-boats, maintaining that inherent courtesy and graciousness which typified his conduct at all times and when the last life-boat had cleared he was seen standing utterly calm and composed, hat in hand, ready to meet death like a gentleman.

The heroism of Major Butt is not only an epic of the sea. It is much more than that. Life is the great teacher and it is in the hour of trial and adversity that fate measures the mettle of men. The fop can be gracious and polite in a drawing-room. The cloak of good manners can hide a rotten soul. But only sterling character, inbred culture and sheer courage can give the world another Major Butt.

As the Military Aide to Presidents Roosevelt and Taft, Major Butt earned his share of honors in life,—but it was that appalling hour of utter panic and disaster which proved to the world that his finished manners, his fascinating personality and all his attributes of the gentleman were of the soul and not the surface.

And just as great tragedies or great adversities reveal great men, so likewise do the common-place problems of life test the true worth of a man. If we would know how we might face a disaster like the Titanic, let us first study how we meet the lesser trials of life.



## MT. AIRY GRANITE

FINISHING FIRMS

**J. D. SARGENT GRANITE COMPANY  
NORTH STATE GRANITE COMPANY  
MT. AIRY GRANITE CUTTING COMPANY**

ALL OF MT. AIRY, NORTH CAROLINA

**MANUFACTURERS  
OF MT. AIRY GRANITE  
FOR ALL PURPOSES**

## MAUSOLEUM GRANITE





*Executed by the World Granite Co., of East Barre, using  
Wetmore & Morse stock.*

*Wetmore  
&  
Morse  
Barre  
Granite  
Retains  
Its  
Original  
Beauty  
For  
All  
Time*

The permanent beauty of a Wetmore & Morse memorial such as the one shown above is a permanent advertisement for the memorial craftsman who erected it, and will be an asset to him for all time. You cannot afford to take any chances on the future appearance of your best work. The safest way to avoid dissatisfaction in the future is to always specify Wetmore & Morse stock.

*Ask for the Wetmore & Morse Certificate from your Manufacturer.*



*The Certificate Protects You and Your Customer from Substitutions.*

**The Wetmore & Morse Granite Co.**

Quarries: Barre, Vt.

:--:

Main Office: MONTPELIER, VT.



*"The Promptest Shippers South"*

## GEORGIA MARBLE

"For All Monumental Purposes"

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FINISHED OR DIMENSION STOCK

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Send us your orders and inquiries  
for quick and satisfactory attention.

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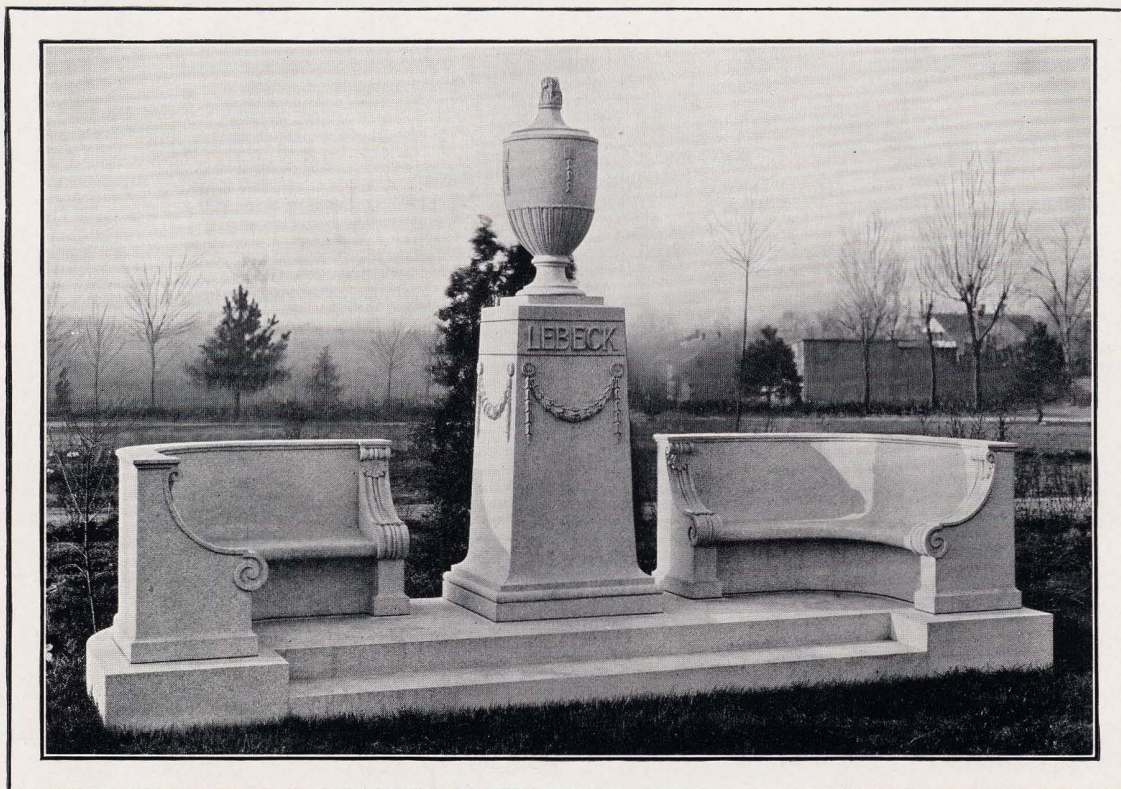
*The Georgia Marble Finishing Works*

"The Promptest Shippers South"

CANTON,

- - - - -  
GEORGIA





This exedra, erected in memory of Louis Lebeck, in Nashville, Tennessee, is constructed entirely of Rock of Ages Granite. It measures, at the base, fourteen feet wide, and the height overall is nine feet, two inches.

## Where perfect texture is essential

*Our Certificate of Perfection, when requested from any memorial dealer, assures you of our personal inspection through the various stages of completion and is your perpetual guarantee against defective workmanship and material.*

IN a memorial like the exedra illustrated above, where the broad surfaces appear without ornament, a material is necessary whose texture and color shall be even and without blemish. The illustration shows how perfectly Rock of Ages Granite meets such requirements. Even when quarried in blocks of the very largest size, no knots or discolorations appear to mar its beauty. It is, indeed, the ideal material for all monumental work of large dimension, whether plain or elaborately carved.



**Rock of Ages**  
"The Flawless Barre Granite"

**ROCK OF AGES CORPORATION**  
BARRE, VERMONT



# MONUMENTAL NEWS

ALLIED ARTS PUBLISHING COMPANY, 114 SOUTH CARROLL ST., MADISON, WIS.

H. C. WHITAKER, President

O. H. SAMPLE, Secretary-Treasurer

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VOL. XXXIX, No. 9

## EDITORIAL

September, 1927

### CEMETERY'S RIGHT TO EXCLUDE MEMORIAL DEALERS

An attorney, representing a monument dealer who has been refused admission to a local cemetery for the purpose of performing a contract for monumental work on a lot, asks for a reference to court decisions bearing on the subject.

The cemetery is operated by a corporation, which sells its lots subject to rules, regulations, etc.

The refusal of the cemetery company to permit this dealer to enter the grounds is said to be based upon a disagreement between him and officials of the cemetery. Both the lot owner and the monument dealer are willing to comply with the cemetery company's rules, etc.

The specific question raised is whether or not there is a precedent for a suit by the monument dealer directly against the association.

Our attention has not been brought to a direct precedent on this precise point. However, we regard the comparatively recent decision of the Iowa Supreme Court in the case of Chariton Cemetery Company vs. Chariton Granite Works, 197 Northwestern Reporter, 457, as sustaining the right of a monument dealer to restrain a cemetery corporation from wrongfully interfering with the performance of a contract with a lot owner.

In that case, the cemetery company sued to restrain the monument company from doing work on a lot, and lost, not because suit directly between the parties was held to be improper, but because the court held that the cemetery company had no right to exclude the monument company. It would seem to necessarily follow that a monument dealer has a right to enjoin wrongful exclusion.

In the Iowa case, it was decided that a rule requiring monument foundations to be constructed by the cemetery company was void as being unreasonable. The court said:

"Any rule of the company that would deprive him of the right to personally care for, beautify, adorn and improve the burial place of his dead would be abhorrent to many of the finer instincts of mankind. A rule that required that the work

be of a certain character, conform to certain standards, or be done in a certain character, would not deprive him of that right and would not, on that account, be unreasonable, but one that obliged him to forego the right of personal attendance or labor in marking or beautifying the spot that he had provided as the last resting place of those near to him in life, so long as he conformed to proper regulations, would be unreasonable. What he might do himself he might rightfully do by another of his own choosing whom he might regard as more competent or capable. Any regulation that prohibited him from so doing, would, we think, be unreasonable."

The leading decisions previously handed down by courts of other states on this general subject are cited in the opinion of the Iowa court.

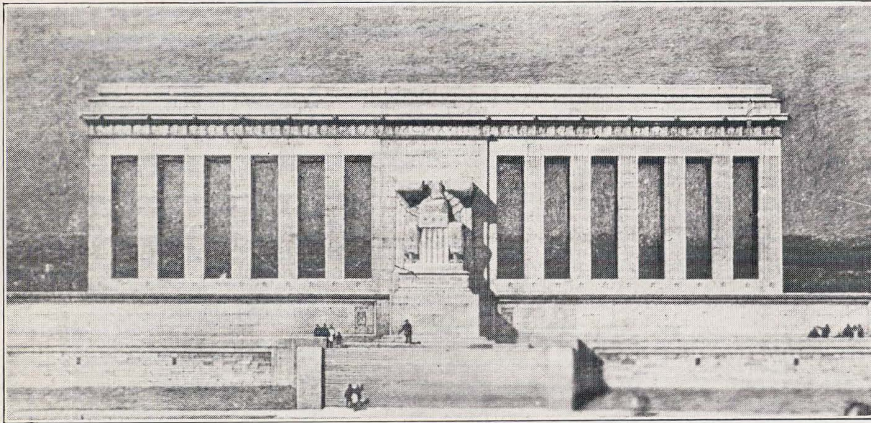
April 30, 1926, the Minnesota Supreme Court handed down a decision in the case of Scott vs. Lakewood Cemetery Association, in which the reasoning of the Iowa Supreme Court was followed. The Minnesota Supreme Court held that a rule excluding outside florists from the cemetery grounds was unreasonable. There the unit suit was brought by a lot owner to enjoin the association from interfering with his employment of a private florist to decorate the lot, subject to the association's reasonable rules.

It may be that the lot owner's rights are a bit stronger than those of a florist or monument dealer employed by him, and that probably accounts for the bringing of the Minnesota suit by the lot owner, although it is quite manifest that the suit was instigated and practically carried on by Minneapolis florists who had been discriminated against by the cemetery association. We cannot doubt that it is the better practice to have a suit of this kind brought by the lot owner, or in his name, when that is feasible. It avoids chance for the association to raise any question as to the monument dealer standing in such relationship to the cemetery association as to be entitled to sue to restrain enforcement of its rules.

But there is hardly debatable ground for questioning the monument dealer's right to sue in his own name.



# AMERICAN MEMORIALS IN EUROPE



MEMORIAL TO AMERICAN DEAD AT CHATEAU THIERRY  
From Accepted design by Paul P. Cret, Philadelphia

The struggle of Americans in the allied cause at Chateau-Thierry, St. Mihiel and in the Meuse-Argonne region will be commemorated by three superb memorials to be constructed under direction of the American Battle Monuments Commission, which is planning a program of monument building in France.

The most important monument in the commission's program is that to commemorate the Meuse-Argonne operation, the greatest battle in American history. It is to be placed in the old town of Montfaucon, ruins of which are to be preserved intact by the French government as an everlasting memento of the great combat waged there.

Montfaucon was located on one of the dominating hills of the region and was captured by the American Army during the offensive which started September 30. The town itself was completely destroyed.

The exact site selected by the American commission for its memorial is atop the hill, near the main road just west of the ruins of the church. The architect working on this memorial is John Russell Pope, of New York, and the estimated cost is \$400,000.

The memorial will be 165 feet high and consist of a base surmounted by a Doric column 24 feet in diameter, rising from a retaining wall in which there will be a door giving entrance to a small memorial chamber from which there will be access to the top of the column.

A forecourt also will be provided, and the whole will be approached by a series of steps from the road level, the top of the retaining wall being approximately at the high point of the hill.

Next in importance is the structure commemorating the operation of the First American Army which resulted in the reduction of the St. Mihiel salient, this to be located on Montsec, at an esti-

mated cost of \$230,000 in addition to the cost of an approach road.

Montsec is an isolated hill about 150 yards high. It was within the German lines during most of the war and was a familiar landmark to all soldiers who served in that sector. The view from the top of the hill is very impressive.

The commission's plan contemplates construction of a road up the hill and placement of the monument on its crest. The land has but little value and the commission now holds options on practically all of it. The road is to be built by the French government as a communal thoroughfare, and the commission is to pay the expense involved, estimated at about \$40,000.

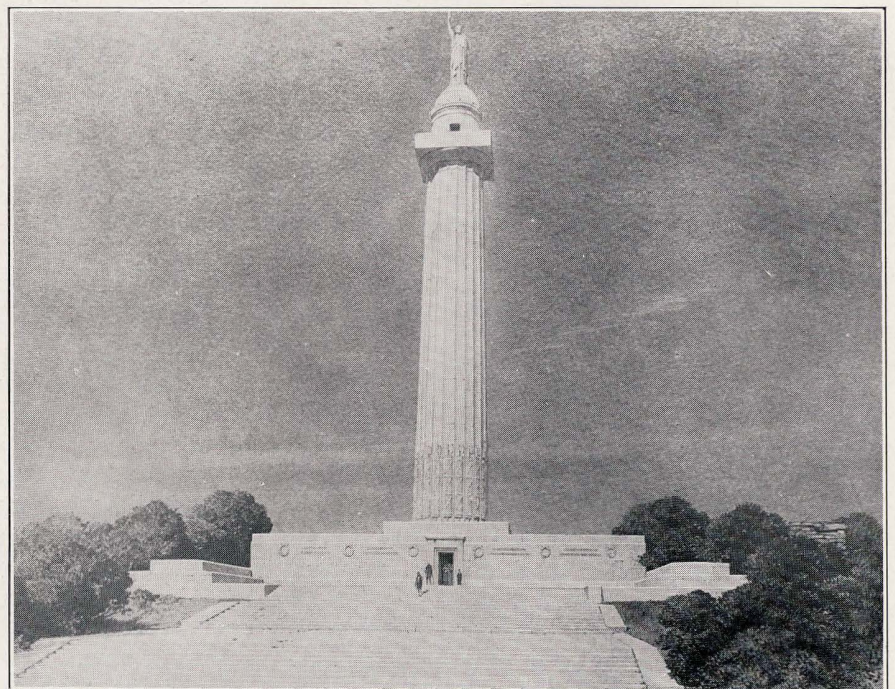
Egerton Swartwout is the architect

of this memorial, which will be an open colonnade resembling somewhat the Lincoln Memorial, 30 feet square and 55 feet high. The columns will be 24 feet high and form a double line, the interior columns being Ionic and raised a slight distance above the outer peristyle in a manner somewhat similar to the Propylea in Athens. A fine opportunity for a sculptured frieze above the columns is offered.

Of almost equal importance to the St. Mihiel Memorial is one to be built near Chateau-Thierry commemorating all activities of American troops in the vicinity of the Marne salient. The estimated cost of this memorial is \$230,000 in addition to the cost of the approach road.

The site selected is on Hill 204, as it was referred to on the battle maps, to the west of the town and above the village of Corteau. From it a beautiful and extensive view can be obtained of Chateau-Thierry and the Marne Valley. To make the monument readily accessible, a branch road about a half-mile long will be laid connecting it with the main highway between Paris and Chateau-Thierry.

The approach road is to be built by the road-building department of the French government and its cost is to be paid by the commission. Paul P. Cret, Philadelphia, is the architect. This structure will be in colonnade style on a terrace wall. It will be 60 feet high, the colonnade being 55 feet long.



AMERICAN MEMORIAL AT BATTLEFIELD OF MONTFAUCON  
From Accepted design by John Russell Pope, Architect, New York



## PROVIDENCE WAR MEMORIAL

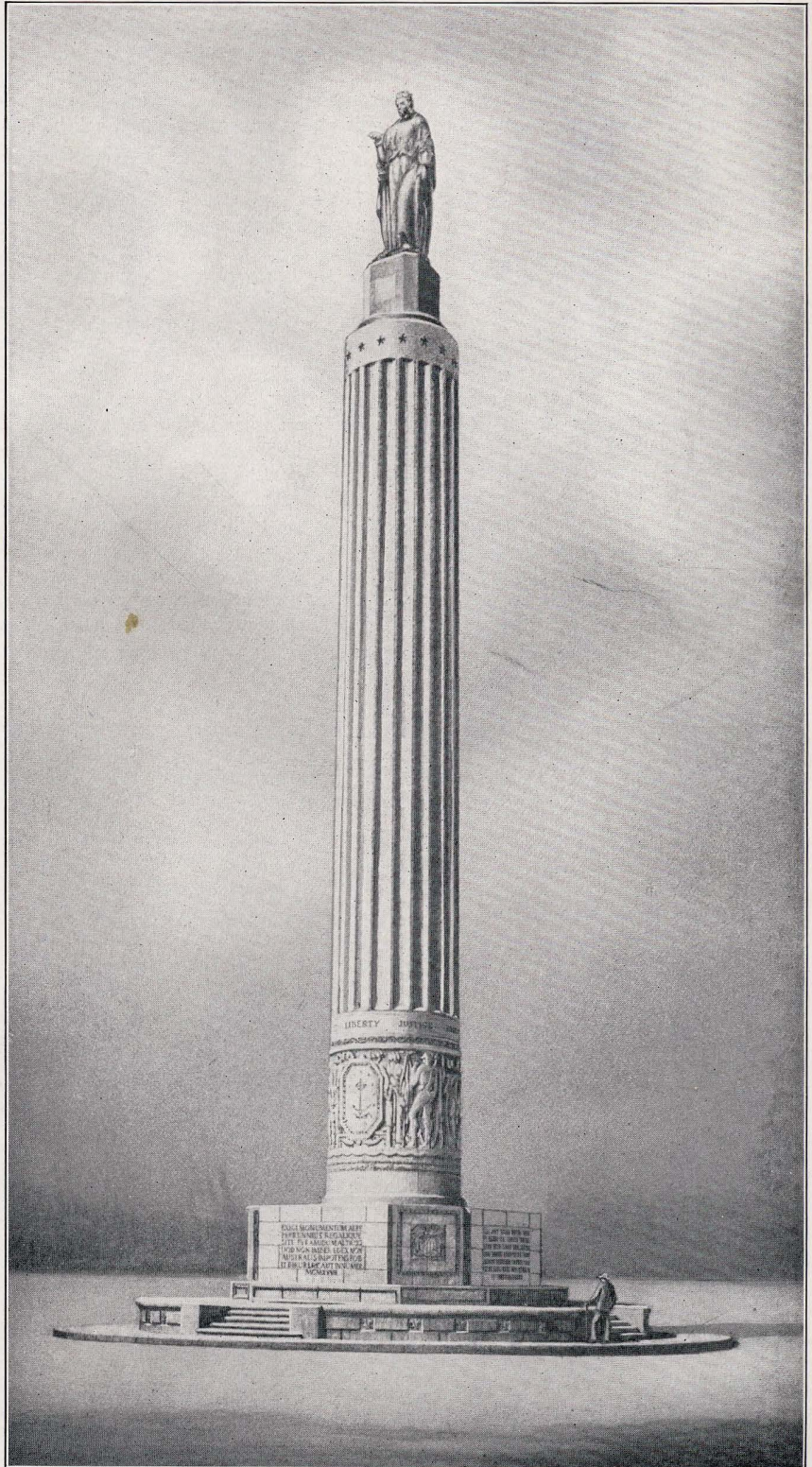
The accompanying illustration shows the accepted design for the World War Memorial for Providence, R. I., selected in a competition among leading architects. The prize design is the work of Paul P. Cret, of Philadelphia, and the work will be erected within a year at a cost of \$300,000. Bids are to be asked at once for the construction of the memorial.

The competition, which was under the auspices of the American Institute of architects, was carried on in two stages and nearly 100 designs were presented to the jury, consisting of members of the committee, two architects and a sculptor of high standing.

The design shows a column rising approximately 115 feet in the air. This rests on a platform approached by steps from four directions. Four bronze plaques, bearing insignia of the various branches of the service are inserted in this. The plinth, or base supporting the column above, has four large faces suitable for memorial inscriptions or the names of the citizens of Providence making the supreme sacrifice during the World War. The four diagonal corners of this plinth contain the seals of the Army, Navy, Air Service and the Medical Corps.

On the lower part of the shaft is a memorial frieze symbolizing the moral virtues of our citizens during the war. This frieze is flanked by the seals of the city of Providence and the State of Rhode Island. The shaft proper is symbolical of the American coat-of-arms, the Stars and Stripes. Surmounting the shaft and crowning the whole is a large heroic figure of Peace. It is proposed that the design be executed throughout in Westerly granite.

Mr. Cret, the designer, is himself a World War veteran, having served with both the French army and the First Division, A. E. F., and is at present chairman of the Art Committee, Battle Monuments Commission, of which Gen. John J. Pershing is chairman. He is also advisory architect for Brown University and professor of designing at the University Pennsylvania School of Architecture.





# NEW PLANT OF H. A. WHITACRE

The accompanying photograph illustrates the new home of H. A. Whitacre, Inc., located at 66-67, 69, 71, 73, 75 Sixty-Ninth St., Middle Village, New York City, directly opposite 1963 Metropolitan Ave., their former place of business. Sixty-Ninth St., was, until a revision of the streets, Juniper Avenue.

This structure is modern in ever detail, and has 93 feet frontage and is 84 feet deep. The construction is iron, concrete and brick, with copper cornice. The walls are 16 inches thick throughout, poured in concrete forms. There are 63 tons of structural steel in the building; 24 piers, four feet square and four feet in the ground support the weight. The floor beams are on ten inch centers and of long leaf yellow pine two and one-half inches thick, which gives a carrying weight of 800 pounds to the square foot.

In the right end of the building is a modern show room with two windows of heavy plate glass eight feet by eleven feet square. The office at the left front has one window of the same size. To the right of the office is a smaller private office.

The building is conveniently equipped with ladies' and gentlemen's rest rooms.

Seventy-Nine electric lights are distributed throughout the building for convenience and comfort.

The large doors in the center are the entrance for the truck. The driveway is sunken to make the truck bed on a level with the upper wareroom floor. The entire basement is for storage, save the boiler-room; the office and show room are heated by a modern Newport Boiler.

The building was designed by the well known architect, Henry C. Brucker, of 2424 Myrtle Avenue, Brooklyn, N. Y., with the assistance of the owner, H. A. Whitacre. Mr. Brucker's ability is shown throughout the construction. The building is greatly admired by the general public and the residents of the immediate community.

The General Contractors were Messrs. Fraser & Berau, well known builders who have erected so many of the beautiful churches, Masonic temples, and other public buildings, as well as private homes in the greater city. This firm builds to satisfy the owners and

every completed contract is one more memorial to their well earned reputation.

The water tables, window sills, nameplates, and coping are of black polished granite from the quarries of F. T. Lang of Middle Village. These quarries are located in Maine, and the manufacturing was done at the plant in Middle Village. Drips were cut under all the work, except the name plates; this was done with the newly installed carbarundum wheel.

The employees at this modern, up-to-date concern will spare no pains to show all the many patrons over the building, and any one wishing to know how 1200 to 1500 statues of Italian marble will look all grouped under one roof will do well to call and greet any of the five persons actively engaged in this business.

This firm carries a large and comprehensive line of interior decorative marble and bric-a-bracs for the home, office, and so on; with the new show room this will be a beautiful exhibit, as they carry around 250 cases of this merchandise.



NEW PLANT OF H. A. WHITACRE, NEW YORK CITY



# FIRM CHANGES AND OTHER NEWS

The Fulton Monument Company of Wymore, Nebr., has recently purchased two lots on which they plan to erect a new building for the Monument Works.

The Knoxville Marble Co. of Knoxville, Tenn., has incorporated with a capital of \$525,000. Walter V. Clark, Benjamin P. Broome, O. T. Roehl, 215 N. Broadway are the incorporators.

The Muldoon Monument Co. of Louisville, Ky., Peter B. Holland, Pres., erect a plant on Broadway. The building will be 2 stories, 3 x 85 ft., limestone and granite, brick and concrete, semi-fire-proof construction, Greek Corinthian style of architecture with flood lights for display purposes. Carl J. Epping is the architect.

The Gray Eagle Marble Co. of Knoxville, Tenn., are planning the erection of a mill addition which will be 56 x 96 ft.

Wolfender & Sons, new Monument and Stone company have recently opened a plant in Lebanon, Tenn.

Kreg & Fee, in connection with S. P. Nelson, an experienced monument man of Auburn, Ill., have formed a partnership and will engage in the monument business in Hicksville, Ill., under the name of Kreg, Fee & Nelson.

The Wells Marble and Granite Co. of Fort Worth, Texas, have incorporated with a capital of \$10,000. Anna B. Wells, W. C. Wells and Oscar H. Cheek are the incorporators.

With the Moretti-Harrah Marble Company of Sylacauga, Ala., enlarging their quarry and erecting a large finishing plant, and the madras quarries adding improvements, it is said that more than 100 workmen have been given employment since the last of June.

It is also stated that the Alabama Marble Company at Gantts Quarry, have also made new improvements, and added several workmen to their already large force of workmen. The marble industry is on the uplift, and there is talk of other quarries opening up in the district.

Arthur A. Hart, former member of the firm of Hart and Cress, undertakers, who recently retired from business here, has taken a position as manager of the Hillsboro, Ill., Monument Co.

The monumental firm of Gordon & Adams of Caldwell, Idaho, has been taken over by N. C. Gordon as sole proprietor and has moved from Albany St. to 807 Arthur St. which is the main business district of the town. Mr. Gordon reports that business has been remarkably good in the new location.

The G. Y. Ralph Co., Inc., of Hardwick, Vt., has filed articles of association in the secretary of state's office to carry on a business of quarrying,

manufacturing and dealing in stone and stone products. The capital stock will be \$50,000, the shares having a par value of \$25. The incorporators are George Y. Ralph, L. S. Robie and Melvin G. Morse of Hardwick and Frank J. Stewart of Hyde Park.

The Cuyahoga Monument Company of Cleveland, Ohio have recently been incorporated. Bernard Radomski, K. Radomski and Henrietta Rodomski are the incorporators.

The Danville Monument company of Danville, Ill., with offices and plant opposite the Springfield cemetery is a new entry into the industrial field in Danville. The company was organized here a few months ago.

Rupert P. Ferguson of Russville, Ark., has purchased a half-interest from R. H. Osborn in the marble works at Morrilton and Conway, Ark. Both businesses will be operated under the firm name of Ferguson & Osborne, and Mr. Ferguson will have charge of Morrilton business. Mr. Ferguson was engaged with his father, W. P. Ferguson, in the marble business for several years, and for the past five years has operated a business at Camden, which he recently sold.

The Berliner Monument Co. of Forest Park, Ill., moved into a fine new office building. Their old building will be moved to the back of the lot and used as a drafting room.

Kern Marble Company, Knoxville, Tenn., have incorporated with a capital of \$24,000. The incorporators are: John P., Robert A., Charles H., Margaret D. and Rosalie Kern.

It has been reported that the Carthage Marble Corp. of Carthage, Mo., has acquired the Ozark Quarry and will remodel the plant and install modern machinery.

Paul H. Peiffer, formerly employed by Gingrich & Miller, marble cutters, of Lebanon, Pa., purchased the Wood marble and granite works at Annville, and will conduct this business at that place.

## THE OBITUARY RECORD

Frank D. Black, of Grand Rapids, Mich., well-known memorial retailer, and one of the pioneer association men in the country, died July 10. Mr. Black was credited with being the founder of the National Retail Monument Dealers' Association, now the Memorial Craftsmen of America, and was for many years a leader in association councils. His firm was one of the oldest and most progressive in the state. The business was founded by his father, A. Black, and was for a long time under the firm

name of A. Black & Son. The present firm name is F. D. Black. Mr. Black was an enthusiastic association man, and a leader in the promotion of the Michigan State and District associations as well as the National.

At the Detroit Convention of the Memorial Craftsmen of America last year, Mr. Black was made a life member of the association, and a framed life membership certificate was presented to him. This is the only similar membership the association has ever issued.



THE LATE FRANK D. BLACK

Mr. Black was 64 years of age, and died after an illness of about ten days. He was in the monument business more than 25 years, and came to Grand Rapids in 1900 after the death of his father, with whom he entered the monument business in his early years. He opened an establishment on Pearl street and later moved to Division Ave.

Mr. Black was born in South Bend, Ind., May 10, 1863, and was married in 1891 to Miss Matie L. Roell of Portland. He held memberships in Valley City lodge, No. 86, F. & A. M., Grand Rapids Chapter, No. 7, R. A. M., De Molai commandery, De Witt Clinton consistory, Saladin temple, the Elks, Exchange club Izaak Walton league.

He is survived by the widow and four sisters, Mrs. Myra J. Allison of Indianapolis, Ind.; Mrs. Martha B. Eldred of Seattle, Wash.; Mrs. Mary B. Stimson of Dallas, Tex., and Mrs. Grace Landis of Detroit.

Frank E. Gladding, of Randolph, Vt., for many years a resident of Barre, where he was in the granite manufacturing business, died July 16 at his home in Randolph. Frank Elwin Gladding



was born in East Montpelier Center Sept. 26, 1875, and came to Barre when a small child, continuing to live there until three years ago, when he removed

Granite lodge, No. 35, F. & A. M.

Funeral services were held at his late home and interment was in the family lot in Elmwood cemetery in Barre.

## QUINCY VISITS BARRE

Granite manufacturers and quarrymen, and other representatives of the



QUINCY-BARRE OUTING PARTY AT MT. MANSFIELD HOTEL



QUINCY OUTING AT BARRE  
Roasting the chickens for the picnic at Scampini Grove



QUINCY OUTING AT BARRE  
Ascending the nose of Mt. Mansfield



QUINCY OUTING AT BARRE  
On Top of Mt. Mansfield; Elevation 4,410 Feet.

to Randolph to enter the Sargent-Osgood-Roundy company, becoming a member of the firm at that time. As a young man he learned the stonecutter's trade, later becoming identified with the manufacturing business as a partner in the E. A. Bugbee company, now the H. P. Hinman Granite company. Mr. Gladding was always interested in military affairs and at an early age enlisted in company E, V. N. G. During this enlistment he went to Chickamauga as sergeant of company E and in due time was made captain of his company in 1902.

On April 21, 1903, he was married to Elizabeth Canning of Montpelier, who survives him, with two daughters, Edith Madeline, and Marion. He also leaves two brothers, William and Clarence and five sisters, Mrs. Charles Douglass, Miss Alice Gladding, Mrs. Arthur Tilden, Mrs. Walter Scott and Mrs. Arthur Averill. He was held in the highest esteem in both Barre and Randolph and his passing brought sorrow to a large circle of friends. He was a member of



QUINCY VISITORS TO BARRE OUTING AT QUARRIES OF E. L. SMITH & CO.



granite industry of Quincy, Mass., to the number of about 70, visited Barre, Vt., for a two days' outing, July 29 and 30, reviving an old custom of reciprocal outings between the two granite centers.

Quincy has extended Barre an invitation to return the call in September.

The visitors gathered at the Hotel Barre at 8 a. m., July 29, and left for a tour of the quarries in fifteen automobiles.

They were first conducted to the J. K. Pirie Estate quarry and then to the deep gorge that marks the Rock of Ages quarry. Pictures were taken at both places. The third stop was the E. L. Smith quarry, where a formal group photo was taken with a granite background. Next arrived at the Wetmore & Morse quarry, they were given the glad hand by Frank M. Corry and taken on a train trip over the extensive workings of this quarry.

At the Wetmore & Morse quarry at noon they were served a satisfying buffet luncheon, with Mr. Corry acting as master of ceremonies, the luncheon being provided by the quarriers. From the quarries they were brought back to Barre and escorted through the Marr & Gordon and Jones Brothers' cutting plants.

Early in the afternoon the quarry visiting squadron, joined by other cars, swung out of Barre, bound for Roxbury Heights, where Paul Scampini and his assistants served a real Italian chicken dinner.

Following the dinner a program of impromptu sports was arranged.

The second day a fleet of twenty cars took the party to Mount Mansfield. The visitors were shown about the mountain and at 1:30 o'clock they were guests at dinner at the Mansfield hotel. On the return trip the committee showed the visitors about historic Smugglers' Notch and Bingham's Falls.

### PROPOSED NEW BARRE WAGE SCALE

The Barre branch, Granite Cutters' International Association, at a meeting held July 25, adopted a proposed new scale of wages, which will be sent to the executive board of the international union at Quincy, Mass., for ratification. If the bill is ratified it will be presented to the Barre granite manufacturers to replace the union bill, which expires on April 1, 1928. The bill calls for a minimum of \$9 per day, instead of the present \$8 minimum.

There are but few other changes over the old bill, except that the new bill calls for a 40-hour week the year round and the improvement of working conditions, chiefly the placing of dust-removing devices at the surface-cutting machines now outside the main cutting rooms of the granite plants.

It is expected by the Barre branch that the international executive board will act promptly so that, if the bill is ratified, it can be presented within a short time to the manufacturers. Three months' notice is required in case of a desire for a change, which would make Jan. 1, 1928, the time limit for presentation of the bill.

As drawn up by the local branch of the granite cutters, the bill would run for three years and would, therefore, expire on April 1, 1931. The call for \$9 a day would make the scale \$1.12½ per hour for the 40-hour week. Some of the union granite plants have been working 44 hours a week under the old bill, while others have shut down for Saturday entirely.

Official members of Barre branch state that about 1100 members are carried on the books of the local union, outside of polishers and tool sharpeners.

In addition to the union cutters, there are a large number of open shop workers in Barre.

### BARRE QUARRY AGREEMENT

The Barre Quarry Workers' Union and the Barre quarry owners that are operating under union agreements, signed a new bill to run from the expiration of the present agreement, April 1, 1926 to April 1, 1931.

The new agreement provides for the same wages, hours and conditions as the present one and was negotiated at this time to assure both a continuance of stable prices and that there be no interruption in work.

### WASHINGTON MEMORIAL TO WIFE OF NOTED AUTHOR

See Cover Illustration

Our cover illustration this month, shows a Washington memorial of unusual interest in both design and associations. It is a tribute to Florence Lathrop Page, wife of Thomas Nelson Page, the noted author, and stands in historic Rock Creek Cemetery, Washington, D. C. The design is a chaste and beautiful rendering of the Greek stele and is the work of McKim, Mead & White, the well known architects of New York. In refinement of contour and decoration it is a rarely beautiful example worthy of careful study.

The work was erected by the J. F. Manning Company, of Washington, D. C., and was executed in Tennessee marble by the Dodcelano Monument Co. of Zanesville, Ohio. It is of the following dimensions: Base, 2-4 x 1-5 x 0-6; die, 1-7 x 0-6 x 5-6.

### NEW SAILOR STATUE

The "Spirit of the American Doughboy," the popular world war soldier statue by E. M. Viquesney of Spencer, Indiana, created so much favorable comment, that the same artist has modeled a statue covering the activities of the Navy during the world war and in a half page ad in this issue is shown an illustration of the "Spirit of the American Navy," the world war sailor statue by the same artist, E. M. Viquesney, of the American Doughboy Studio at Spencer, Indiana.

The "Spirit of the American Navy" is the companion statue to the "Spirit of the American Doughboy" and both statues are being built in 32 ounce sheet bronze, seven feet in height and twenty-four inches square at the base.

The "Spirit of the American Navy" is a statue filled with the breeziness and atmosphere of the ocean and arrangements have been made by the artist with the Friedley Voshardt Company, of Chicago, to manufacture this statue for him.

Already a number of these statues are being commissioned for memorials to the world war soldiers and sailors and several memorial bridges are considering the placing of the Doughboy and Sailor at the entrance of their bridges.

The "Spirit of the American Navy" shows a sailor with hat held high aloft in an enthusiastic moment, left hand clenched at side, the entire pose one of likeness, enthusiasm, and patriotism, and Mr. Viquesney expects it to be about as popular as his Doughboy figure.

### TENNESSEE MARBLE COMPANY

The organization of the Tennessee Marble and Brick Company of Fayetteville, Tenn., was recently completed, when the new company took over what was formerly the Lincoln Marble and Brick Company and the National Marble Company, the two last named having been organized several years ago. The company owns 143 acres of marble land of which 40 acres have been proved, the deposit lying in a natural hillside on both sides of a gulch, and located ten miles from Fayetteville and about two and a quarter miles from Brighton, on the N. C. & St. L. railroad. Geologists report 163,990,000 cubic feet of marble in 12 distinct colors in the 40 acres tested. Officers of the company are George A. Jarvis, president; J. W. Holman, vice president; R. W. Gaunt, secretary-treasurer; M. J. Copps, Jr., general manager of quarry operations; A. T. Barnes, chairman of executive committee.



# WASHINGTON NATIONAL CONVENTION

## *M. C. A. Enjoys Twenty-Second Annual Rally*

The twenty-second annual convention of the Memorial Craftsmen of America, Inc., is now a part of history. It was held at Washington, D. C., the Nation's Capital, which contains more interesting places to visit than any other city on this continent and to Americans unquestionably the most interesting city in the world. Whatever criticisms may be made regarding the Capital City as a desirable location for a business conference of memorial craftsmen, none can deny that all the memorial craftsmen and the members of their families who attended the twenty-second annual convention had the time of their lives; and it may also be said that the three business meetings held on Tuesday, Thursday and Friday were accorded in each case

those who did visit it remained but a short time. The result was that the exhibitors considered the expense they went to as a very poor investment.

One of the interesting features regarding the convention was the recommendation of President Yunker in his address suggesting that in the future the exhibit feature be eliminated or at least that it be held only every other year. Pres. Yunker also recommended that greater attention be given to the matter of local organizations, the greater assistance being lent by the national office.

It is also interesting to note that among the distinguished visitors who looked over the exhibit was Dr. Jan Papanek, ambassador to the United States from Czecho-Slovakia. He was escorted through the exhibit tents by the convention secretary, A. R. Baxter.

**President Yunker:** The first speaker this morning is Grace Usher Shuey of Chicago, personal analyst, who will talk to us on the subject of "How to Keep Your Customer in Buying Mood."

She spoke as follows:

Mr. President, Ladies and Gentlemen: When I talk to you about how to keep your customer in a buying mood, you know that means doing away with resistance, and I fear I started out with poor salesmanship this morning; I understand I kept you people waiting. You women will understand a lot of reasons why one is delayed, but it was no fault of mine, I assure you. Anyhow, I hope I haven't tried your patience too much and if I seem a little bit out of breath at first it is because I rushed at the last minute not to keep you waiting any longer. We will get into our subject and I am sure I will hit all the points I especially wanted to bring out to you.



R. H. WARNER, RALEIGH, N. C.  
New President M. C. A.

a full attendance. The headquarters were located at the Wardman Park Hotel, five miles out in the beautiful north-western suburb of the city. The hotel itself is magnificent in architecture and convenience. The convention hall was large and airy; the lobbies were commodious and the United States weather bureau accorded a hearty welcome to the visitors in a most practical way. While everyone looked forward to a most uncomfortable week, the climate very much resembled that of the mountains of the north and it was cool and comfortable throughout the week. The only disagreeable feature of the convention was the fact that the exhibit was located five or six miles away and this combined with the many sight seeing trips prevented many of the craftsmen from visiting the exhibit, and most of

## THE GOLF TOURNAMENT

The first event on the program of the convention was Monday, August 15, when the annual golf tournament took place at the Indian Springs Country Club on the outskirts of Washington. There were supposed to have been two tournaments, one for the ladies and one for the men, but only one lady showed up so this part of the program was cancelled. However there were a large number of entries in the men's tournament which was of course conducted on the handicap system.

The winner of the tournament handicap prize was John Gizzie, Chas. A. Metcalf & Co., Zanesville, Ohio; the second was taken by Dino Abbiatti, South Barre Granite Co., Barre, Vt.; and the third by O. J. Hammell, Pleasantville, N. J. The low score winner was William Johnstone, Baltimore, Md., who represents LaClair & McNulty, Barre, Vt.; the second was Jas. Stewart, Stewart & Pratt, Barre, Vt.

## TUESDAY MORNING SESSION

August 16, 1927

The opening session of the Twenty-second annual convention of the Memorial Craftsmen of America, held at the Wardman Park Hotel, Washington, D. C., August 16-19, was called to order at ten-thirty o'clock by President R. A. Yunker.

Reverend R. Y. Nicholson of the Rhode Island Avenue Methodist Protestant Church gave the invocation.



R. L. BELKNAP, PITTSBURGH, PA.  
New Vice President, M. C. A.

Of course, the study of human nature which I give to you in a scientific method—you all are students of human nature, you are all personal analysts, but most of you are judging human nature, judging the other fellow, in a sort of haphazard way. Because of that, a lot of you haven't as much confidence in your own judgment as you should have. One of the main reasons is that most of you are fact collecting. You have logical minds. Many of you have wives who have hunches and you say, "Why do you say that? Why do you think that?"

"I don't know; I just think it." There are no facts to back up their decision so you discard it and later you will say "My goodness, she was right. That was right about that fellow."

Many of us, especially you men who run more to the fact collecting, logical minds, haven't as much intuitive power as your wives or the more feminine type



of mind. Lots of times your years of experience have taught you certain things. You say, "What right have I to think that? Perhaps I am wrong in my decision." You try to back it up with some real, scientific fact and you have nothing unless you have studied science. That is what I am here for this morning, for the purpose of bringing to you some scientific knowledge along this line.

As I said before, you are all character analysts. You are all reading human nature, some of you a little better than others. That is why some of you are more successful than others, because you are selling memorials and monuments the same as anyone else who is in the selling line, whether insurance, automobiles or just their personal service. After all, we really are selling people. Unless we talk the language of the other fellow, it is pretty hard to get our merchandise to them. We might rope him in but that isn't scientific selling, that isn't master salesmanship and we have all learned that. Selling is more and more becoming a high class profession and if we are going to be professionals in our lines, then we must be experts, we must be specialists in our lines, and above all things, we must do things scientifically.

I am speaking to you this morning about how to keep your customer in a buying mood, how to get him into a buying mood and then keep him there and before I finish with these three talks I am going to take you up to a very psychological closing. As you salesmen know, particularly you dealers, there are very few good closers. I know how much money you would pay for a real good closer. Most of your salesmen are good in the beginning. They get the customer in to you and it is up to you. We can't all be natural born closers. You don't know how you close. If you did, you would tell your salesmen. We can't all be natural closers but we can all be scientific closers and my last subject of these three is going to be "How to Recognize the Psychological Moment to Stop Selling and Close your Deal." That has been considered, whether I have given a series of three, six, a dozen or twenty-four talks to a sales organization, that has been considered, I guess, the boomerang of them all and it has brought many, many added dollars to an organization and to a salesman.

First of all, we won't have need of the psychological moment unless a customer is in the buying mood.

First of all is to select the right type of salesman and the right type of salesman doesn't always mean the type of salesman that appeals to us. In fact, it would be well for us to get away from our type. When customers come into our place of business who are our own type, we can sell them ourselves. But there are types of customers that come in that vary from our types and it is well for us to have a good degree of different types of salesmen working for us. So it is important for us to look first into correctly selecting our salesmen.

Next is the right material for those salesmen to sell. You who are buying, what do you have a tendency to do? It is human. We all have that tendency. You go down to the place of market or showroom and order the thing that specially appeals to you. You think, "I can sell that." What you could sell is not perhaps the merchandise which other types of salesmen could best sell. Also, what especially appeals to us will not especially appeal to any one excepting people who are of our own type. Therefore, if you realize where you come in this

standard of people, how near you are to the balance line, that enables you to know which side to vary on. If you should get a little bit more of the decorative type than usually appeals to you or if you should get a little more of the practical, standard line that naturally appeals to you, you will have a better range of merchandise.

I have gone into many dealers' places of business and before I saw that dealer I could look over his merchandise and nine times out of ten (I say that because once in a while I run across a dealer who is buying from the customer's standpoint, the client's standpoint, more than from his own), I could describe pretty well the type of dealer who had made that purchase.

Now let us realize our line of merchandise whatever it is and get away from that standard line. I am going to give you these little special points now that you can use. We have the three types of people who have the three types of viewpoints. For instance as this crowd came in here, there is one type that came in, looked about and said, "Isn't this a beautiful room?" They saw the beautiful decorations, the drapes, the ornateness of the pillars. They were attracted to the attractiveness of it. Others came in and said, "What a nice, roomy room." They began to stretch and feel the freedom. "We are not going to be crowded." They liked the freedom. Others looked and saw that it looked like a good, substantial room. The third type looks around and he thinks, "Well, I wonder how much this cost and I wonder how much money they get out of this room. The hotel business is a good business. I could make a good living in the hotel business." They see the thing from the dollars and cents standpoint.

All right, when we buy our merchandise we are going to have these three types coming in. I am going to have some merchandise that will particularly appeal to the mental type. That is the type who is wide at the top of the head and tapers in a V shape. That tapering type of face like, well, say Judge Landis. We are all familiar with him. Also our vice-president, Dawes. Dawes has the mental face. President Coolidge has rather the mental face.

Next, we must have merchandise which appeals to the individual who wants something substantial something practical, something strong and durable, and something that will give him his freedom and independence in having made the purchase, something that isn't going to wear away soon, and therefore he will not have to be worried about that. You buy for that type. He is recognized by the squareness of the face and body, practically as wide at the jaw as at the top of the head. The athletic type. Then we have a rounder face and body. Taft would make a good example. He is interested from the dollars and cents standpoint, from the ease and comfort standpoint. I wouldn't have a showroom without at least one real comfortable easy chair and when that vital type comes in, instead of rushing them right off, bring them to that easy, comfortable chair. As they sink down into that chair, isn't your first resistance overcome? They can hardly say no and fight against you when they are comfortably seated.

A little later I am going to call types up to illustrate these types I have given you. I want to speak from another standpoint, though, that the more I look into your line of business the more I realize you can use it and use it very, very

successfully and effectively—that is the texture of the skin. Did you ever realize that that tells you a whole lot about people? You have to a certain extent, when an individual comes in looked at him and shrewdly decided what to show him. You are analyzing him. You are using scientific study of human nature, the best you have learned it. All right, the texture of the skin shows the grade of merchandise we like to have around us, whether in the clothing we wear, the upholstery of our car, the upholstery of our furniture and the monument or memorial we would like to have. A monument does have a texture. It has a grade just the same as any other inanimate object or even animate so far as that is concerned. So the individual who has the fine textured skin, the soft velvety skin, the fine hair, that individual is interested in a fine merchandise.

If you go down to the showrooms of the two head men who represent the marble industry, which is a finer texture than granite, you will find them to be fine textured men. They like and naturally respond to that finer texture line of merchandise. You take the coarser grain of merchandise like the different granites and there you find that is responded to more by the individual who has the medium coarse texture. You can use that to a great, great degree. I know, as I have gone around with different individuals and noticed the different monuments and the different finishes they have responded to, it would be of great value to me if I were in the business, and has been of much interest to me in checking it up.

When you have an individual who is fine textured show him fine merchandise, as fine as you have in your place of business. By that I mean not only the finish like the marble or if it is granite, the very finest finished granites, but also the edges worn off. They don't like anything that is harsh or coarse, any more than they like woollens or tweeds next to their skin, and they like the fine designs. You know, some of these designs have kind of a coarser appearance. The coarser ones like that but the fine people like the fine, neat work, the fine carving here and the fine line there. That appeals to them. I am going to speak more clearly about that a little bit later.

If we handle a customer then just according to his type, you see we have created no resistance and there is no reason why we should. Unless that individual is in the market for a monument or a memorial we don't want to sell him and if he is in the market then there is no reason for any resistance to be created. If from the time of our opening salutation we discern the type, know the viewpoint, the likes and dislikes of that individual, we carry him along and the first thing we know we have his name on the dotted line and we have him closed. No resistance has been created, and if we handle a customer correctly, rub the fur the right way, he is not going to go to some other place of business. He may if he is the shopper type, and women particularly have that tendency. They may shop around but they are dissatisfied with everyone else and they come back to the individual who knew how to treat them. If we are handled right that is a compliment to us and when people compliment us it makes us feel good. I don't mean just mere words of flattery. Some of us are suspicious of flattery. But that is a compliment to us and we respond to that fellow.

Haven't you heard dealers and buyers say, "There goes a smart fellow. There goes a clever salesman." And if you were to ask him why, you would find out it was be-



cause that salesman saw things the way he did. That salesman handled him according to his type. That is the thing we especially want to do so we do not create sales resistance but we keep our customer always in a buying mood.

There is another point I want to bring out, and we will call up types. Tomorrow I am going to talk just purely from the selling standpoint and the types will be brought out more forcibly. If you are interested at all in salesmanship, there are points I am giving you which you will find most practical in your business. A gentleman a few weeks or more ago, when I was giving some work to the Chicago Association of Monument Dealers, asked me how to handle a certain type of customer. He was getting nowhere and yet he knew the customer was very much in the market. I told him how to handle this type the best I could from the outstanding points he had given me and he sold that individual a \$3500 memorial.

My; Isn't there a difference in the industry? Or else I am awfully old or old fashioned or something. I always thought of graveyards and gravestones and I couldn't see anything interesting or attractive about them and now that I begin to know more about it I find it is most interesting, most romantic, and there is a very, very beautiful artistic side to it. So I know that your work just is most interesting and I am mighty happy to talk to a group of professional people, because after all you are in a profession. You are rendering a service, so much more than just offering to sell so many feet or so much tonnage of granite or marble. And the more that you get that into your minds that you are rendering a service and when you think of giving that individual what he wants to pay a tribute or in tribute as a symbol of his love for one who has gone beyond, then you can afford to charge a real, honest-to-goodness profit for your merchandise. But when you think of only so much granite or so much marble, then your conscience is going to prick you a great deal if you get much more than just a little margin of profit. When you think of it from a service standpoint, you can't charge enough and you have not overcharged the individual.

Now I wanted to speak to you too about blondes and brunettes. You know, we all have a tendency to think, well, people are people, and yet there is just a world of difference in them which is shown in the outward development of the face, the body, the shape of the head, the texture of the skin, consistency of the bones and muscles and color of hair skin and eyes.

The first point I want to bring out is the difference between blondes and brunettes. One reason is most of us can tell a blonde from a brunette and yet not always. A gentleman once told me a great deal about his wife and as he told me about various characteristics it sounded very much like the blonde characteristics. I said to him, "She is a blonde, isn't she?"

"Oh, no," he said, "She is a brunette." Well, I let that go. I thought probably he knew. But he told me more and more about her and I said, quite puzzled, "Your wife is a blonde, isn't she?"

"No, no, she is a brunette."

The third time I asked him whether his wife was not a blonde, he became very indignant. He said, "I ought to know whether she is a blonde or brunette. We have been married eight years." Some time after that I had occasion to meet the wife and sure enough, she was a blonde. She had been living with him for

eight years and he didn't know whether he had a blonde or a brunette.

I am telling you, if some of you husbands don't know more about your clients than that man did about his wife you may make a living but you are just taking orders and you can't pat yourself on the back. But when you can meet an individual, realize his type and get out of your shoes and into his shoes, you are a master salesman and you can afford to feel puffed up over the sale.

All right, the difference between blondes and brunettes. I haven't time to tell you very much and I want to put this point over to you. Every point I give you regarding this science is practical, is applicable just as I give it to you. If you will take it and apply it, that is all I ask of you. I don't ask you to say, "She is right," until you prove me right, but I do ask you to do this: I ask you to be openminded enough to take these points and check them up and if they prove to be true to you, as they have proved to be true to thousands of others, time and time again, they are not theory but fact, just as it was a fact to that gentleman who made a \$3500 sale by treating his customer differently than he had. Those are facts to him.

Now, hitting just a few high spots of the blonde and brunette question. The blonde—I can't give you the reason for it this morning, haven't time—but the blonde has a fast vibrating mind. The brunette has a slower vibrating mind. Every vibration is an idea, a new idea. Because the blonde has the faster vibrations he is taking on more ideas. The brunette has the slower vibrations but in taking few ideas at a time he retains them longer. That is why the blonde has a distributive type of mind. That is why the blonde likes variety. That is why the brunette has a concentrative mind. He likes fewer things at a time but to go deeply into the few things in which he is interested. That is why the blonde, reaching out continuously for many different ideas, likes the newness of things, the brunette likes the things that are old, tried and true.

Let us take that in a broad way. Isn't it our blonde countries as well as our blonde individuals that are always reaching out and exploring for something new? It is our blonde countries that lead in the major inventions, something entirely new, exploration and foreign commerce. It is our brunette countries, our Latin races, that cling to the old traditions, the things that are sentimental, but they are the perfecting type. It is the brunette who comes along and perfects the major inventions of the blondes. The brunette comes along and develops the territories discovered by the blondes. It is the brunette who comes along and builds the business while the blondes are the business getters.

Now let us take that individually in our place of business. What would that mean? When a blonde comes in, supposing you are a brunette, it is not going to bother you to see that that blonde just jumps all over the place. Isn't that true? He sees all the memorials scattered all around. Run around with him. Just hurry up, you brunettes. Get your vibrations raised and go around with him.

The brunette has a more concentrative mind. He wants to see and looks around until he sees what he is interested in and he goes over to that. The blonde salesman has a tendency to show others and others to that client. Leave that brunette's mind there. Let it concentrate and take in fully all the good points about that monument.

Then when he has fully assimilated that and is ready for the next, take him on.

By that we would know that when you are talking, make your statements embrace the newness of your proposition to a blonde, a new design, a new treatment, a new shape of die, a new design, granite, marble, or whatever you are talking about, while the brunette while you were talking about all those new things would be interested but usually more from just an educational standpoint—"Well, you try it on someone else and if it works I will try it out." A brunette wants the things that are more symbolic of the old, tried and the true, something that has more sentiment and more tradition, than the blonde type.

Now that also can be used to very good advantage in making your calls on customers. Tomorrow I am going to hit upon this a little bit more definitely because I am going to talk from the selling standpoint. But blondes and brunettes can be used to a great advantage in the salutation. This is rather interesting to apply and it is good business also. If you notice the blonde, he likes to talk about general things. When you come in contact with a blonde, to break that ice with the blonde, talk generally to the blonde. Ask him how business is, how everything is, how things are coming along—a sort of general talk to the blonde, but with the brunette it is, "How are you today" if you know them at all. If you go into the home, show an interest in the children and the family. Ask about the relatives. That means a whole lot to the brunette. They forget you are trying to get their money because they are sentimental. They are interested in what you have to say.

Also I would make very great preparations. That makes me think of the worthwhileness of preparation. How often we go and do things without giving the proper thought and without proper preparation! If we would make preparation, we could make the sales quickly and with a lot less calls once we get started. Let's investigate and find out about that individual. If you are calling upon a brunette, going to sell a brunette, I would by all means make every effort to get introduced to that man by a friend. If I were calling upon a blonde, I would make every special effort to be introduced to that prospective client by a business associate, because the blonde's incentive for doing things is not sentiment. The blonde's incentive for stepping out and doing things is for success reasons, for the sake of being looked up to in the community as a success. Then if he has a big back head which denotes love of family, humanity and friends, he will want his success to reflect on the loved ones. But the brunette is doing what he is doing for strictly sentimental reasons, for what it will directly enable him to do for the wife, family, home and friends. I would use that to great advantage.

If you will nominate someone for me to analyze, or call some types up here, I will make this practical.

Miss Shuey then called several men from the audience and gave a demonstration of character analysis.

President Yunker: Now, it has been necessary to change our program just a little, and the speaker who was going to talk on the "Memorial Extension Commission's Activities" will talk at another time.

The next speaker needs no introduction to most of us. Mr. Roswell M. Austin, Field Man for Rock of Ages Corporation, will talk to us on the subject of "The Retailer and His Business,"



## THE RETAILER AND HIS BUSINESS

By Roswell M. Austin.

To many of you, with whom we have come in contact, the work of the Field Men of the Rock of Ages Corporation, is no longer any mystery. These men, one of whom I am fortunate and happy to be, have the pleasant task of making personal calls on the retail dealers: good, bad and indifferent. In my first year of travels, I covered more than eighteen thousand, six hundred miles, and to date, I have met and visited with nine hundred and fifty-six dealers, in their plants. This does not include the dealers I have met and visited with at conventions and conferences, nor does it include the many, many places I have called, found the plants locked up, and no one around with whom to make a contract.

During the time I have been making those calls, my experiences have been many and varied, some of them humorous, some of them not so funny. Naturally, we have become observers of the field of retail dealers, and your executive board, sensing that fact, has asked that we give back to you some conclusions drawn from those observations, to hold up the mirror, as it were, and let you see yourselves, all be it only partially, and perhaps imperfectly, through our eyes. And so, if I recount some reflections which seem critical, please bear in mind that your executive board asked for a true picture, so far as we could give it, whether it hurt or not; and if any of my remarks seem to criticize you, or any of you, they are made not in a spirit of meanness but with an honest desire to help you. If my remarks are taken in that spirit, and I assure you they are made in that spirit, then I will have rendered you a real service, and fulfilled the obligation which I consider has been laid upon me.

I would like, first, to discuss your organization, the Memorial Craftsmen of America, Incorporated, and to begin at the top of it, your executive board. I have had occasion to become intimately acquainted with the members of that board. I have met some of them individually in their plants, and I have seen all of them in action, as a board. My friends, I can say to you, without reservation, that I have never seen a harder-working, more efficient, more honest group of men in my life. And truly, their labor, as such members, is a labor of love. They may get their expenses paid, when away from home on this business, but I think you have no idea of the personal sacrifice each one of them is making. Boards, similar to yours, ordinarily are able to fix the times and places of their meetings so as to interfere in the least degree with their personal business. But I happen to know that pressure of business in your organization has been so great that these men have been obliged to leave their businesses to go to the meetings of the board, at times most inopportune for their businesses. And at their meetings they have worked early and late, often until after midnight, giving to this organization all the business acumen and judgment which they apply to their own businesses, and working at it harder and longer than, I am sure, they do in their own private plants. True, there are compensations for them; the knowledge of work well done, especially altruistically done, gives to men a feeling of well-being which is very gratifying; and, of course, the education which they acquire from doing this work is of inestimable value, but you better believe they earn those intangible compensations, and, incidentally, they lose tangible compensations

which are sometimes so appalling that they dare not figure them. I want to impress upon you, deeply, that you have occasion to be very proud of, and grateful to, the members of your executive board.



ROSSELL M. AUSTIN  
Field Representative, Rock of Ages Corp.

I want you to realize and appreciate also the fact that great things have been accomplished by and for the Memorial Craftsmen of America and that you have not only a good organization, but now, one of the best organizations in the country; that, as a matter of fact, few organizations in the country are rendering so great a service, at so low a cost to its members, as the Memorial Craftsmen of America.

Who makes up the Memorial Craftsmen of America? Of course, not every dealer is a member, you are better off without every dealer. But, the real strength of the dealers in this country, is, no doubt, within the ranks of the Memorial Craftsmen of America. Perhaps the best way to describe the situation is to characterize those who are not members. I see them in three classes: First, the dealers whose organizations are so large, and whose fields of operation are so broad, that they, themselves, are national in scope. There are only a few in this group, but they are powerful, forceful men and organizations. The second group consists of a somewhat larger number of good, live dealers, large and small, who are normally like yourselves. Some of them have at one time been members, but either they have seen no material benefit to themselves, or become displeased with some member in the organization, usually some officer whom they accuse of being unscrupulous, or simply lost interest and have not had it reawakened, but they have dropped out. Thirdly, and by all odds the greatest in number, are the little dealers who, mostly through ignorance, don't even know what is going on. Many of them were hired help in some real organization, who became proficient along some line, and thought, therefore, they were big enough to "go it alone." They are so poorly equipped with training that they don't even realize that they are square pegs in round holes. They see that they are not making any more money than they were on someone else's pay roll, perhaps not so much, but they don't know the reason, and don't even seek the answer. They wouldn't do the association any good, and I am certain the association couldn't do them any good. They are large in number, but they are

widely scattered, and the sum total of all the business which they all do, put together, does not, in my estimation, affect business one way or another. I imagine that the bulk of their business is of the kind that you would not care to handle. I think I am justified in saying, therefore, that within the ranks of the Memorial Craftsmen of America you will find the real strength of the country's dealers.

Good, substantial thinkers, among your ranks, have been giving hours of intensive study to this memorial business of yours. They have come to the conclusion that the automobile, the victrola, the radio, any number of material comforts, by methods of their own, well calculated to meet the luxury-loving nature of our people, have been, and are now, encroaching so heavily upon the dollar which, previously, went, without urging, except that from within, to buy and erect memorials, that there is not enough of it left to buy memorials, and that, therefore, our business is gradually going down hill. They see not just a slump in the business, but a gradual atrophy of the business. Now, a slump in the business can usually be met, especially by dealers such as are in the first group, above described. They can, by shifting their field of activities, intensifying here, driving there, economizing here, and spending there, meet a slump, and tide themselves over until business comes back to normal, or throughout, perhaps their generation of operations. But I want to tell you that an atrophy of this business means that we must look beyond the present generation. Let one generation lose its appreciation of the value, nay the imperative necessity, of erecting memorials, and I guarantee that to the next generation, a memorial dealer will be as defunct as a dinosaur. And who is going to carry the burden of preventing this, or the next generation from losing its appreciation of the value of memorials? No one company is big enough to do the job. It is only by the united effort, all over this country, through an organization which cannot be accused of seeking direct financial benefit for itself, of all the substantial dealers, that this task can be performed. And so I do not hesitate to say to any dealer, be he large or small, national in scope or local, if you are looking to the future preservation of this business of yours for your descendants, your place is in the association. True, you may be able even to prove that today, by your joining, you would give more than you would receive in return, but if you are looking squarely at tomorrow, as well as today, you will see that that not only your benefit, but even your very existence, depends upon the strong, active life of an association. And if you believe that, how can you afford to stay out of that association? And if that applies to the big companies, how much more does it apply to the good dealers, good, but unable to weather even a slump in the business. I would urge every dealer who finds himself in either one of the first two groups, which I described, to get into the association, and let us all forget all about the third and last group. With the trend business is taking, they are eliminating themselves.

Now, then, with that splendid group of men, representing the real strength of the business, and guided by the clear-headed, big-hearted efforts of your executive board, do you care to deny that you have a fine organization? What national association is boasting of any better record than yours in its claims departments? What association is able to point to such a long line of exhibitions as you have put on, of products fabricated by, and owned by others than yourselves? What association provides its members with any more instructive journal than



you get, not once in a while, but every single month? And look at the marvellous possibilities of a survey of your whole industry, with instruction growing out of it, four times more valuable than any of the best correspondence courses which many of us have been willing to pay three times as much as yours will cost you, better because it will be confined to your own business instead of to business in general. And, a perhaps intangible but none the less wonderfully invaluable service, which I hope you will some day appreciate, impossible now, I believe, that through the efforts of your association, a unification is taking place in the quarrying, manufacturing and selling of granite and marble memorials, which has heretofore only been dreamed of. Benefits, why, when I hear a dealer say he can't see anything in it for him to join the association, I fairly bulge with answers for him.

A chain is no stronger than its weakest link. An association is not a chain, and so the generality does not apply, but its members are links, however, and certainly, the association is no better than its best member. Like every other association, your members are varied. I have found in your ranks some of the finest fellows I ever met. And, necessarily, I have found men of pretty poor calibre. It wouldn't be out of place, here, to get right down to brass tacks and define the "best dealer."

What do we mean when we say a man is the highest type of dealer? Well, first of all, he is honest. And that means all the way through. It is not confined to answering questions honestly when they are asked him. It means not permitting anyone with whom he is doing business to become misled, even though that person asks no questions at all. You have often heard it said that there are tricks in all trades. We all know there have been plenty of them in the memorial business. I am sorry to say that my greatest indictment of the memorial dealers is the dishonesty which they have permitted to prevail, and they have permitted it salving their consciences with the thought that all dealers are doing it. How can a dealer justify himself, even in his own eyes, who permits a customer to buy inferior stock with the expression on the part of the customer, "It is all granite, isn't it?" I have no quarrel with any dealer who desires to handle the most shoddy stone he can buy, if he will sell it for what it is, sell it honestly. But when he sells it in substitution for something else, especially for a better product, or when he sells it as "Just as good," I say he is doing a despicable thing. Substitution of materials is a very common "trick of the trade" in this memorial business, and it is just as dishonest to substitute, without telling the customer the whole truth about it, even if he substitutes a material which he honestly thinks is just as good as the material which the customer thinks he is buying, as it would be to substitute an inferior material. One dealer, not long ago, described to me his method of meeting a sales situation. He told me that if a customer claimed he could buy a Westerly monument from some other dealer at a given price, "I ask him if the other dealer mentioned the quarry from which the Westerly he was offering came from. If he says no, I take him to some Milford granite and say 'I can sell you this Westerly for that price, too. We call it New Westerly.'" Now, left right there, that is a base deception. And it is no excuse for the dealer to say that at that price the other dealer must have been offering New Westerly, nor that he may think it is just as good as Westerly. If so, they were both deivers. One deception does not justify another.

Another dealer frankly admitted to me that he had taken a Rock of Ages certificate on a die, under which he had placed a light Barre base, and drew into the sketch, on the certificate, the base, with the dimensions, thus making the Rock of Ages Corporation guarantors of someone else's product. And he was inclined to be peeved when I took him to task, because, as he said, "The light Barre base was just as good material as the die," until I made him realize that it was just as dangerous to tamper with a Rock of Ages certificate as it would be to tamper with a check. Another dealer told me that he knew every piece of Quincy which came to him from a certain manufacturer, was painted, and yet he continues business relations with that manufacturer. To most of you these practices may seem impossible, but I tell you they are real facts, and there are more of them going on than you realize. A number of dealers have told me of such instances, on the part of some other dealer, of course, condemning such practices, and almost in the same breath admitting that under stress they have been forced to do likewise "Once in a while." I tell you the highest type of dealer must at all times be honest, not only with others, but with himself.

Secondly, he knows his business. Here, of course, is a field of wide variation, for to "Know your business" means knowing every ramification of it. It involves education in Geology, Archaeology, Design, Sculpturing, stone-cutting and masonry, on the one hand, manufacturing, cost-accounting, salesmanship and general business training on the other hand. How much of all, or any one, or more, of these subjects should be mastered, is entirely a matter of choice. But the highest type dealer knows something of all of them. You would be astonished at the number of dealers I have met whose whole education is confined to knowing how to cut letters. You can't imagine the pleasure it is to me, after meeting dozens of the men who know how to cut a stone only, boasting of having come up from the banker, and telling you confidentially, that no dealer can be a success who did not come up from the banker, to go into a plant where you find a man able to meet all the public at any time, able to turn to his books to verify any conclusion he has made, who, when you become interested in a design, is able to tell you the history and significance of the design; why it is a symbol. That man takes pleasure in selling memorials, and, unconsciously he makes his buying public feel it.

Thirdly, he has appreciation—appreciation of his business and of his station in the life of the community. When bereavement comes to a family, who are the people, outside of the family, who are involved? When you stop to think, they are nearly all professional men: the doctor, the minister, the lawyer, each comes in to their aid in his own way, each receiving the confidences and the grief-aching gropings for sympathy from the bereaved family. There is one other to whom they turn, and to whom they look for the proper expression of all their love, all their hope for enduring memory, to tell the world, fittingly and lastingly, about this person who meant so much to them. He is the memorial dealer. To none of the others, perhaps, do they bare the intimate details of the life of that deceased person, as they do to the memorial dealer, in their search for a proper symbolizing of his life. Can any dealer, appreciating the delicacy of his position, the professional nature of his interviews, reduce his contact to a mere sale of stone? The manner in which some dealers talk about, and handle

their monuments, their "jobs", as they call them, must seem to some customers like the desecration of a divine image. I recall so vividly a visit I made on a dealer who, through a terrible accident has been rendered totally blind. He has a large display, and he has never seen a single monument in his yard. But he knows every inch of every monument there, knows them through the tips of his fingers. To hear him talk about his monuments, and to see him handle them, was like watching a mother touch her child.

The highest type of dealer is aggressive. Not long ago, I was talking with a dealer about advertising. He was opposed to advertising because he was afraid it would bring in more business, and he said he didn't want more business. If he did get more, he would have to hire a man and put in more equipment. He made me think of the man who said, "I'm glad I don't like lettuce, for if I did, I would eat it, and I hate the darned stuff." I see two tendencies taking place in this memorial business: One is to centralize in larger plants, and cover large territories by salesmen in autos, or by agents. This is evidenced by the fact that as the older dealers die, their plants are closed up, and no new dealer comes in with an establishment to take his place. Many small plants, in small towns, are on the market for sale, with no buyers. The other tendency, is for the larger plants to sell small memorials at lower prices, depending upon bulk sales not only to cover cost, but to keep their plants busy, depending upon their larger memorials to bring in their real profits. The result of this tendency is to drive out of business the small dealer who is not equipped, or does not care, to handle large memorials. Time was when a dealer in a small town did not need to go out of his plant to sell all the monuments he could letter and set. But times have changed, and those dealers are now few and far between. The first class dealer has learned that he has got to pursue an aggressive and wise sales policy.

I believe I have set forth the salient points in the highest type of dealer. And in doing so, I have described many of the failures to be classed as such. My friends, you can find them all in your organization, and, of course the obvious goal to aim at, is the attainment of this highest type by the greatest number.

The splendid possibility is before you. This now great organization, awake to the conditions, is undertaking to study the conditions, analyze them, and present understandable, sympathetic solutions of the problems arising therefrom. For any dealer who wants to attain to the highest rank in his chosen profession—yes, profession, I repeat—the door is about to open. He won't have to make the struggle alone, if he so chooses, and he will find it not only interesting but stimulating.

Many of you have heard me express enthusiasm for your business. That enthusiasm has never faltered. I still see a mighty bright future for it—just one proviso—provided you make it bright.

The Committees, as appointed by the President, were as follows:

Nominating Committee: W. W. Kimball, West Durham, N. C., Chairman, J. A. Wunderlich, Joliet, Ill., J. G. Newall, Lawrence, Mass.

Credentials Committee: E. E. Rich, Cleveland, Ohio, Chairman, J. H. Marsteller, Roanoke, Va., R. A. Zenker, Columbus, Ohio.



Resolutions Committee: Frank Mal-  
lon, Port Huron, Mich., Chairman, Tony  
Snyder, Pittsburgh, Walter Gorman,  
Jersey City.

Adjourned.

### WEDNESDAY-AUGUST 17

The greater part of Wednesday was given over to a most delightful sight-seeing tour. There was a fleet of ten large motor busses provided with guides and the party left the hotel at about nine o'clock in the morning. They covered all the points of interest in the city on the way out going through Georgetown passing the former homes of many famous men, going on over the Potomac River to Arlington, through Fort Meyer to the last resting place of the Nation's dead known as Arlington Cemetery. Here the party disembarked from the busses at the entrance and walked to the famous Arlington memorial after having seen the home of the late Robert E. Lee, now the home of the cemetery superintendent. The Arlington memorial was a marvelous piece of architecture built a few years ago from Vermont marble. In the rear of the memorial and overlooking the Potomac River is the famous tomb of the Unknown Soldier. Here the party stood with uncovered heads in reverence for the symbolism which it represents. Group photographs were taken and President Yunker on behalf of the Memorial Craftsmen laid a wreath upon the tomb and dedicated the act with appropriate words.

Leaving here the busses drove through Fort Meyer, passing over the Arlington bridge to the famous Lincoln Memorial where a short stop was made to inspect this marble structure of which the late Henry Bacon was architect and which was built a few years ago, and which contains the famous Lincoln statue by Daniel Chester French. The remainder of the trip was about the city viewing the White House, Capital, government buildings, Pan American Building, the Ford Theatre where Lincoln was shot, the house across the street in which he died, and in fact practically all of the important points of interest, finally winding up at the exhibit tents where each one went his way.

It was a wonderful day and will long be remembered by those who were fortunate enough to be present.

### THURSDAY MORNING SESSION

August 18, 1927

The meeting convened at nine-thirty o'clock.

Mr. A. E. Snyder, of Pittsburg, Pennsylvania, gave the invocation.

Miss Grace Usher Shuey then gave her second lecture on character analysis as follows:

Those who miss the fresh air or any oxygen that might be stirred by the fans, just take a couple deep breaths, and you will not miss the fans.

I am mighty glad to see so many of you back here this morning. I have many, many things to tell you, ideas, points, that I was not able to bring out Tuesday morning. I especially want to talk from a salesman's standpoint on salesmanship. Now, that will hit us all, whether you are dealers, wives, parents, or manufacturers, or out-and-out salesmen.

We are all interested in salesmanship, because this is a case of salesmanship. We are not interested in some intangible ideas or personalities, but we are interested in something that is concrete, specific.

Master Salesmanship paints our proposition from the viewpoint of the other fellow talking, the other fellow's language. We are not able to do that very well unless we understand other people's thoughts. I do not necessarily mean for you to understand their thoughts, because this science of personal analysis will enable us to read the mind of the other fellow, but we can tell his kind of thoughts, motives, incentives, his types of likes and dislikes. If we can hit those likes and dislikes, then we are hitting some vulnerable point of appeal.

I would like to review some of the things that I said the other morning. Brunettes want to delve into things more deeply than blondes. You never saw a symphony orchestra composed of blondes, did you? No, they are brunettes, because they have concentrative natures and will spend years and years of their time to perfect themselves. They are the specialists. It takes our blondes to make our generalists.

The newspaper men divide newspapers into two parts—head lines and fine print—for blondes and brunettes. The head lines are printed for you blondes, you draw your own conclusions for the rest. The fine print is written for you brunettes. Then you want to delve into it just as deeply as possible.

Now, so many have said to me, when I have seen them out in the lobby, "Miss Shuey, what you said about the types of blondes and brunettes is very interesting. However, I would like to have a better understanding." Those little books that I have, pamphlets or whatever you want to call them, written from the standpoint of helping you salesmen, they are small, fold them and carry them around with you, and refer to them whenever you come in contact with an individual that applies to them.

Phrenology—some people will say that personal analysis is phrenology. Personal analysis is not phrenology. The long head is planning for far future. The high head is building high up. The wide head is the aggressive type, the narrow head wins what he wins by diplomacy.

We do not take bumps into consideration. When a customer came into your place of business you could not say, "Wait a minute until I feel the bump on your head and then I will talk." Even if phrenology is scientific it has a tendency to be impractical from a selling standpoint. We, in personal analysis take into consideration only the developments that can be seen at a distance.

If you are sufficiently interested, I am going to call up these types outlined in these little sales books, just because I want every one who is sufficiently interested in personal analysis to have that written work to carry around with you. You remember things straight. We have other work, more complete work, that we sell at a good, legiti-

mate profit. Those are more complete and you can ask any questions about those you like.

I took down some names here. I sat down out there in the lobby and selected my types, and then I thought they might fail me.

She then called several subjects to the platform and demonstrated her application of character analysis.

Mr. Hall of West Baden Springs, Ind., then made a brief talk as follows:

Ladies and Gentlemen:

I appreciate this opportunity to come before you and tell you something about Southern Indiana. I am here on behalf of the West Baden Springs Hotel, to try to interest each and every one of you in visiting for your next convention in 1928 West Baden Springs Hotel.

Now, folks, I won't go into a long story about West Baden because it is something that you must see to appreciate. I can assure you of one thing; you will be all together at all times because we are in a position to take wonderfully good care of you and it is very easily accessible by railroad. In the first place, you will have your exhibits and your pleasures and you will eat and sleep all under one roof and that is something well worth listening to.

We have two golf courses, one of thirty-six hundred yards and the other of seventy-one hundred yards and they will be turned over to you without charge and you can play as many times in the day as you want to but I think when you get through with eighteen holes you will be pretty well worn out because it is a long one. We have bowling alleys, billiard rooms, a swimming pool and baseball park, and you can use them at any time. Our orchestra will be turned over to you for six hours a day and you can use it any way you wish.

I know this picture (showing it) is rather hard to see from a distance but you can get some idea of the hotel. Where the exhibits are, this room is 210 feet in diameter, 150 feet high and has a roof that weighs 121½ tons. It is the largest single room in the world, and in this room you can have your exhibits and dance. In fact, the room is large enough so you can have 159 booths and still serve a banquet to 1500 people without moving the exhibit. It sounds like an exaggeration but it is exactly as I am telling it to you.

We would like to have you there. We would also like to have a committee appointed to visit that place, but above all I would like to have your help. Probably I cannot carry out the salesmanship as the young lady did in telling it because I can't see all the square heads and the narrow faces, but I do know folks that I am here to give you just exactly what we have and I am not in a position here to exaggerate because your business depends upon taking wonderfully good care.

We operate on the American plan and every meal is a banquet. We all know that if we can feed you well and treat you well you will want to come back and convention business is an advertisement. Last year we had 27,000 visitors at the West Baden Springs Hotel.

You can reach it over the Pennsylvania Railroad, the Monon and the B. & O. In fact, you can get on the train at six-thirty tomorrow afternoon and at twelve-thirty-seven be in West Baden on the National Limited. When it comes to automobile roads, there are five state federal highways entering West Baden.



Folks, for the ladies, one afternoon at our expense we will take good care of them. At one of the clubs we will entertain them with bridge and serve a very wonderful tea.

I want to assure you that you will all have a wonderfully good time if that is what you are seeking and if you are seeking business, you will have it because you will be under one roof. And I will assure you of another thing: you will all have contact and we all know that there is no airplane that ever went up in the air without absolute contact and that is one thing that you will get at West Baden. Pleasure and business are yours at all times and I will see and help the officers in every way to see that you have a good time and that you are well taken care of. I want you to really give me consideration, and if you do (I am with you either one way or the other naturally) then I would see that you are taken good care of.

I want to thank you for this kindness and if I can answer any questions right now I will be glad to do it but I appreciate this opportunity and I thank each and every one of you. (Applause)

President Yunker: The Executive Committee have a proposed change in the by-laws that will be read by Mr. Cassidy, Executive Secretary.

Executive Secretary T. E. Cassidy:

"Section 3. The Board of State Representatives shall meet immediately after the annual meeting of members to elect six of their number as a Board of Governors. A majority of the Board of State Representatives present shall constitute a quorum. The President-Elect at Buffalo shall appoint a Board of State Representatives, one from each affiliated state, to serve until the next annual convention. At the first organization meeting of the elected Board of State Representatives lots shall be drawn to determine who shall serve one, two or three years. Thereafter, one-third of the total number of State Representatives shall be elected each year to serve for a term of three years. The Board of Governors upon election by the State Representatives shall meet immediately and elect from their number, two members of the Executive Committee, one to serve for one year and one for two years and each year thereafter one to be elected to serve for two years."

That has been changed to read as follows:

"The Board of State Representatives shall meet on Tuesday evening, the opening day of the Annual Convention, to select two of their number as members of the Board of Governors. A majority of the Board of State Representatives present shall constitute a quorum. The President-Elect at Buffalo shall appoint a Board of State Representatives, one from each affiliated state to serve until the next annual convention. At the first organization meeting of the elected Board of State Representatives lots shall be drawn to determine who shall serve one, two or three years. Thereafter, one-third of the total number of state representatives shall be elected each year to serve for a term of three years. The Board of Governors upon election by the State Representatives shall meet immediately and elect from their number two members of the Executive Committee, one to serve for one year, and one for two years, and each year thereafter one to be elected to serve for two years."

It is just a matter of facilitating the organization machinery of the convention.

Mr. Zenker (Columbus): I move the adoption of the report.

The motion was seconded and passed.

President Yunker: During the last year, the States of Mississippi, Texas, Arkansas and Alabama have been organized and affiliated with the National. We would like to have all the members from these states, Mississippi, Texas, Arkansas and Alabama who are here at this convention rise so we can see you. There are several of you here.

The members rose and were applauded.

## PRESIDENT YUNKER'S ADDRESS

My time as President of the Memorial Craftsmen of America is about to close, and I wish to express my deep appreciation for this honor conferred upon me a year ago. I accepted the responsibilities, realizing with many misgivings my ability to measure up to the position and with the hope that I might fulfill the obligations devolved upon me. The obligations and responsibilities during the past year have been many and at times very distressing.

The results of our Traffic Bureau have been very encouraging. In several instances freight rate adjustments have been made for certain localities whereby all the memorial dealers of a state save more annually than the amount of their annual dues for the state and national associations. A big victory was won in getting a reduction of rates for several New England states. Every member of our Association should avail himself of the opportunity of using this free service.

The course on Commemorative Art at Columbia University was discontinued because there were not enough students to warrant its continuance—a deplorable fact. No definite action will be taken for the present. It is hoped the proposed survey will enlighten us as to how, when and where to establish a course, if one is needed, and to so create interest in the course by the educational campaign to follow the survey that many young men will avail themselves of this opportunity.

An effort has been made to create harmony, confidence and a feeling of good will between the different branches of the industry, numerous conferences having been held between our Executive Committee and the representatives of different manufacturing and producing centers of marble and granite. A considerable effort has been made to obtain new members and to keep some already affiliated from dropping out. The M. C. A. is indebted to Mr. Robert L. Morriss of Memphis, Tennessee, a member of the board of governors, who single-handed organized the states of Oklahoma, Mississippi and Alabama and induced them to affiliate with the National. (Applause) Texas has also been organized and affiliated through the efforts of the Executive Secretary.

In spite of the fact that four new states have affiliated, our total membership is less than for the past two years. However, owing to the increase of dues as of July 1, 1926, our income is considerably greater, permitting of the financing of many progressive and beneficial projects.

The effort, cost and sacrifice of time and energy in staging the National Convention is terrific. It requires 25 per cent of the time and attention of National Headquarters, and a considerable amount of the time of the Executive Board, especially

the Vice-President, who has charge of the exhibit. Last year at Detroit, I devoted six straight weeks of my time during the year to this purpose. The cost to the exhibitor is large. All of this is insignificant if attendance at the National Convention were large enough to warrant such sacrifice of time, effort and money. Last year at Detroit there was on display nearly a million dollars worth of memorials, yet only 1,000 members registered. In view of this, it is my recommendation that the exhibit feature of our national conventions be limited to small group displays from each marble and granite center or the exhibit be staged only once in two years.

Many of the state meetings are not well attended. Last winter in several instances there were only a few more present than necessary to make a quorum. It is my recommendation that in the future the Executive Secretary do more personal field work in these states, and that special effort be made to build up the state organizations. In some instances the personnel of the state officers is not conducive to a harmonious state organization.

Last year at Detroit an advertising committee was selected with power to act. A national advertising campaign seemed to be the popular demand, the general supposition being that this was the vital factor lacking to stimulate the industry. After considerable work had been done by this committee and the producers and manufacturers of memorials had been approached, the reaction was not so favorable, and might be summed up briefly by stating that our industry as a whole was hardly ready for a comprehensive and extensive campaign of advertising. I might enumerate some of the reasons for this line of thought.

In order to get the greatest amount of good from advertising, the man who retails the product advertised must first be placed, or place himself, in the most advantageous position to be benefited thereby. At present there seem to be several obstacles to be overcome.

There is a lack of close connection and mutual understanding between the manufacturer and retailer; in some cases it is one of antagonism and discord. This mutual misunderstanding cannot be underestimated.

There is failure on the part of the retailer in knowing how to create a demand for his product and to increase sales at a profit within a given territory. A large percentage of retailers have absolutely no sales policies to guide them. They fail to understand how to direct their sales efforts and train their salesmen. Too many sales are made on a basis of so many cubic feet of stone for so many dollars. In too many cases there is misunderstanding and lack of appreciation of the purpose and ideals of the memorial industry which is rendering service to the public.

The quarriers of monumental granite and marble must ultimately assume the responsibility that is logically theirs; namely, to control the output of their product so it does not fall into the hands of unscrupulous dealers.

Statistics show that the quarrying of monumental material has been slowly on the decline for the past few years. The Executive Board has put considerable time and thought on a plan to stimulate this business from the time the stone is quarried until it is placed in the cemetery. It is believed a solution has been found in a plan to make a complete survey of our entire industry for the purpose of developing an educational program for the retailers and all persons connected with



the industry. A permanent organization has been chosen, known as the "Memorial Extension Commission", to handle this project. This commission consists of five memorial craftsmen, five manufacturers and five producers. I believe this to be the most far reaching and constructive program ever sponsored by the M. C. A. This program has been outlined to you at the state conventions and in the trade journals.

I want to stress the necessity of loyalty and cooperation of the members to the M. C. A. It is one of our biggest assets. The accomplishments of this organization are in their infancy. The officers need your assistance and constructive advice at all times.

In closing I wish to express my sincere thanks to all officers, members, producers, manufacturers and their representatives for their cooperation during the past year. (Applause)

The next is the report of the chairman of the Executive Committee.

Convention Secretary Baxter:

"Report of the Executive Committee from July 1, 1926 to July 1, 1927.

"There were seven meetings held at which there was a full attendance of the Board at every meeting, to settle all matters to come before the Board.

"At the meeting held at headquarters in April, representatives from the manufacturing and producing centers of the entire industry were in attendance, at which time the proposed educational program sponsored by the Memorial Craftsmen of America was outlined.

"There were also several conferences held with manufacturers and producers, to discuss subjects of mutual interest confronting our industry.

"All the individual members of the Board have spent considerable time visiting, single handed, different manufacturing and producing centers in behalf of the proposed educational program."

(Signed) R. A. YUNKER, (Chairman)

President Yunker: The next is the report of the Executive Secretary, Mr. T. E. Cassidy.

Executive Secretary Cassidy:

Mr. Chairman, Men and Women: I would like to read the report of the auditors of our books before going into my own report. It is from Jonathan B. Cook & Company.

"Pursuant to instructions, we have made an examination of the Books and Financial Records of the Memorial Craftsmen of America, Inc., for the Fiscal Year Ended June 30, 1927. We now present herewith our report consisting of the following Exhibits.

"Summary of Funds—Exhibit "1"

General Fund Receipts and Disbursements—Exhibit "2"

Treasurer's Fund Receipts and Disbursements—Exhibit "3"

Contingent Fund Receipts and Disbursements—Exhibit "4"

Convention Fund Receipts and Disbursements—Exhibit "5"

"The following is a summary of the balances of all the Funds as at June 30, 1927.

"Treasurer's Fund .....	\$13,681.16
Contingent Fund .....	357.58
Convention Fund .....	3,049.90

Total .....\$17,088.64

"We verified the Cash Balances of the Funds of the Secretary by reconciliation with a certificate received directly from the depository.

"The transactions between the Secretary and the Treasurer were reconciled.

"Should further information be desired regarding any point within the scope of our

examination, it will promptly be furnished upon request.

"Faithfully yours,

(Signed) Jonathan B. Cook & Co.  
Certified Public Accountants."

And then they attach the summary of the funds which I will not go into at this time, if you will permit me to pass it up.

Despite the fact we increased activities and services, our balance in the Treasurer's account is about \$4,100 more than it was at the close of the fiscal year last year.

Executive Secretary Cassidy then read his report which follows:

## SECRETARY'S REPORT

By T. E. Cassidy

Understanding permeated the entire memorial industry throughout the fiscal year ending June 30, 1927, as a climax to the application of understanding started the previous year.

The healing influence of understanding had been applied with beneficial effect, last year, to the Barre district. The misunderstandings were eliminated between the Granite Manufacturers Association of Barre and the Memorial Craftsmen of America. These were supplanted by understanding and goodwill, based on clear thinking.

The work in Barre was so conducive to uplift, that the Memorial Craftsmen of America officers and the Executive Committee felt it should be continued in other centers. They realized that the memorial industry is larger and greater than one quarrying center, or the retailers,—that there are many other factors in it. Building a successful memorial industry meant building good will between all quarrying centers and the Memorial Craftsmen. The Memorial Craftsmen of America set about building this good-will.

Searching for the foundation stone upon which to erect the house of harmony, they selected the plan of making a complete survey of the memorial industry, from which to develop an educational program; also to form a permanent organization representing the quarriers, manufacturers and retailers, to handle all problems confronting the industry.

Representatives of the Granite Manufacturers Association of Barre, at a conference in National Headquarters, in January, unanimously endorsed the proposed plan of the Memorial Craftsmen of America. It was unanimously and enthusiastically endorsed at all the Annual Conventions of the Memorial Craftsmen affiliated state organizations, thus proving that the quarriers, manufacturers and retailers all realized that the progress of the industry depended upon complete cooperation of all units in it, based upon an understanding of each other's problems, and a willingness to give and take for the benefit of all.

Since February the complete plan has been explained in detail to many other quarry centers, all of whom have seen the wisdom of it; all of whom are willing to support the plan by contributing liberally to the funds being raised to finance it. So unanimous has been the reception of this plan that we can report today more than 80% of the quarry production of the United States contributing to it financially and morally. This important work becomes the greatest achievement of the Memorial Craftsmen throughout the year.

An enthusiastic meeting of representatives of different centers, held in National Headquarters in April, arranged for the formation of a permanent committee to function for the industry as a whole. This meeting was intensely dramatic in its results. Those attending felt their decisions would go far

in shaping the future of the entire memorial industry.

The climax to this intensive effort in binding up the broken bonds of friendship and understanding, wiping out the errors of the past, and starting with a clean slate, came at a meeting held in New York City, early in June. Here, representatives from a large number of granite centers, and the two outstanding marble producing centers, met in conference with Memorial Craftsmen of America officials, to do two things. One,—To launch the Survey and Educational plan. Two,—To perfect a permanent organization representing the entire memorial industry. These men went about their tasks seriously. They assumed the responsibility that was being thrust upon them.

The New York gathering was epoch making. It was the first time, since your Executive Secretary has had the privilege of serving you, that representatives from different granite and marble centers sat down in one room together, forgot their prejudices and competitive condition, and planned for the best interests of all. It was a fine example of burying self, and giving birth to unselfishness. Confidence in the motives of the Memorial Craftsmen of America, which organization took the lead in the promotion of the Survey plan, made this gathering possible.

Quarriers and manufacturers have come to realize that the success of the industry depends to a large degree upon the ability of the retailers to sell memorials at a profit, through conducting their businesses as business men. They appreciate the fact that the Memorial Craftsmen of America is the organization to lead the way in making a co-operative industry.

The Memorial Extension Commission, the name of the body growing out of the New York conference, is composed of five quarriers, five manufacturers, and five retailers. The personnel of the Commission is:

**Quarriers:** Athol R. Bell, Barre, Vt.; L. H. Litchfield, Tate, Ga.; Frank C. Corry, Jr., Barre, Vt.; B. H. Heyward, Rion, S. C.; J. S. Swingle, Quincy, Mass.

**Manufacturers:** Redfield Proctor, Proctor, Vt.; W. J. Bohmer, St. Cloud, Minn.; W. O. Willison, Chicago, Ill.; H. L. Wiggs, Elberton, Ga.; Wm. Campbell, St. Cloud, Minn.

**Retailers:** R. L. Belknap, Pittsburgh, Pa.; F. C. Fredrickson, Chicago, Ill.; Charles J. Benisch, Brooklyn, N. Y.; Robert L. Morris, Memphis, Tenn.; E. E. Rich, Cleveland, Ohio.

The officers of the Commission are:

R. L. Belknap, Pittsburgh, Pa.—Chairman.

L. H. Litchfield, Tate, Ga.—Vice-Chairman.

Athol R. Bell, Barre, Vt.—Treasurer.

T. E. Cassidy, Chicago, Ill.—Secretary.

Your Executive Secretary appreciates the privilege and honor of serving this Memorial Extension Commission in the capacity of Secretary.

Keen competitive business conditions today, throwing entire industries against each other in the struggle for the purchasing public's dollars, make it imperative that the Memorial Industry heartily back up the Memorial Extension Commission. Establishing such a Commission places the Memorial Industry in the front ranks of the country's industries. Leaders in many industries sense the changing business conditions. They realize the need of unified efforts to meet the competitive onslaughts of other industries. They too are forming commissions such as that representing the Memorial Industry.

Representatives of the granite and marble centers are to be congratulated on their willingness to wipe out old scores, to work together in harmony in the formation of the Memorial Extension Commission, the per-



sonnel of which cannot help but build confidence in the future success of its activities.

Understanding did not stop with the individual quarry centers, but reached into the Washington headquarters of the American Granite Association. Here, amicable and workable relationships were established between the American Granite Association and the Memorial Craftsmen of America. This binds together two strong bodies in a way that will make for progress and prosperity.

While the larger plan was being developed, cordial relationships established with the Granite Manufacturers Association of Barre, last year, were not allowed to lapse. Two meetings, one in National Headquarters in January, the other at Barre, in June, cemented on a much firmer basis friendships between the Granite Manufacturers Association of Barre and the Memorial Craftsmen of America.

The friendships existing between the Vermont Marble Company and the Memorial Craftsmen of America were also made stronger by a good-will pilgrimage of Memorial Craftsmen of America officers and Executive Committee to Proctor, in June.

Further friendships were strengthened by a visit of the Executive Secretary and a member of the Executive Committee, to St. Cloud, Concord, N. H., Westerly, R. I., and Quincy, Mass., and a visit by the Executive Secretary to the Wisconsin centers.

The year ending, June 30, 1927, was the greatest in the history of the Memorial Craftsmen of America. If nothing had been accomplished except the establishment of the Memorial Extension Commission, it could be designated rightfully as the greatest year. There was much other constructive work.

Our greatest convention was held with the largest and most artistic Design Show. There was an increase in receipts, with the membership standing about equal to that of the preceding year, despite the higher dues adjustments.

Four years have been devoted to completing our five year program. This program adopted at the Buffalo Convention, provided for these planks:

Set up Traffic Bureau.

Arrange Course in Drafting and Designing.

Organize Affiliated States into Art Clubs. Assist in the Installation of a Uniform Cost Accounting System.

Collect Comparative Cost Statistics.

Compile Salesmanship Course.

Draw up Advertising Course.

Establish Apprentice Training System.

The first and last planks have been completed. The course in drafting and designing was established, but had to be discontinued because of lack of support. It will be re-established in some way when the details are completed of a plan that is workable. The other five planks will now be merged into the Survey and Educational Program.

All affiliated states will be organized into district clubs, with monthly meetings, to study the Educational Program prepared from the Survey facts. This will solve a long standing problem of the Memorial Craftsmen—to keep alive interest in the district organization through a definite educational program, unlifting in its nature, the study of which will result in Building Better Business Men.

This intensive field campaign will strengthen the district organizations. It will work for frequent contact between National Headquarters and these groups.

## Traffic Bureau

Traffic Manager Lee's complete report shows this department steadily growing in influence and results. The outstanding achievement of the year is the victory won for a reduction in freight rates from eastern centers to Pennsylvania, New York, New Jersey, Maryland, Delaware, D. C., parts of Virginia and West Virginia. More and more members are learning of the value and advantage of the Traffic Bureau, by using its services regularly.

## Personal Service

The year just closed witnessed the largest amount of personal service rendered in the history of National Headquarters. Various business and personal problems were referred by members. Answers to them were sent promptly, where information was available. Where the information was not available, it was obtained immediately from reliable sources. This personal service is deeply appreciated by the members.

## Educational Work

National Headquarters' educational work covered a wide range, with increasing results for an ever growing number of members. Sales letters, advertising literature, copies of booklets used by members, and photographs and descriptions of modern display rooms, were the four things greatest in demand in our educational work. The members are realizing the excellent opportunities National Headquarters have to gather information along all lines, for the benefit of the entire membership. This is making the educational work exceedingly popular.

## State Secretaries

The State Secretaries, around whom the state organizations function, worked splendidly and untiringly in a harmonious way with National Headquarters officials. Without these men giving so willingly, it would be impossible to continue to build greater in a National way. Their work is keenly appreciated by the Memorial Craftsmen.

## Publicity

Much publicity matter was obtained in the press of the country. Little by little, editors are becoming acquainted with the ideals of the Memorial Craftsmen of America and the memorial industry, through the publicity avenue. Unfavorable publicity should be called to the attention of your officers immediately, to prevent its reappearance.

## Memorial Crafts News

The eight page Memorial Crafts News still continues to be a popular medium of contact between National Headquarters and the membership. The eight page issue was continued through the year, it being necessary for the dissemination of news regarding the activities of the organization. This medium for the exchange of ideas and information has become an important part of our program.

## Community Mausoleums

Community mausoleum promoters are operators still. They succeed here and there in the erection of these temporary, undesirable places for burying the dead. A large file of educational matter in National Head-

quarters, sent into all districts where community mausoleums are proposed, has been used in successfully educating the public in many cities against the desirability of these buildings as places of burial. Community mausoleum promotion has been killed in those cities.

## State Meetings

President R. A. Yunker, the Executive Secretary, and other officers, attended the annual winter conventions of the affiliated state organizations. The programs were well prepared, the attendance satisfactory, and much good resulted from them.

## Commemorative Art Course

While the Commemorative Art School in Columbia was discontinued, a committee functioned throughout the year, investigating other plans, but are marking time for the present.

## Cost System

Additional members installed the Uniform Cost System during the year. This cost system will become a part of the educational program, as will the gathering of statistics, which will make both of these divisions of the program much more popular and effective.

## Executive Secretary

Your Executive Secretary, under the Executive Committee, took an active part in the establishment of cordial relations between the granite and marble centers and the Memorial Craftsmen; the financing of the Survey and Educational Program, and the establishment of the Memorial Extension Commission; conducted state wide personal membership campaigns in Massachusetts and Ohio in September, October, November, 1926, obtaining a large number of new members, also doing other work necessary in strengthening these organizations; represented the Memorial Craftsmen at the State Conventions of Maine, Massachusetts, Connecticut, (joint meeting), New York, Pennsylvania, Maryland, Delaware, D. C. (joint meeting), New Jersey, Missouri, Kansas, Oklahoma, Colorado; attended all meetings of the Executive Committee, Board of Governors, Board of State Representatives, meetings of all special committees; edited the Memorial Crafts News; assisted in the Detroit Convention, and planning for the Washington Convention; worked with the State Secretaries in completing their programs; attended the conferences between the Granite Manufacturers Association of Barre and the Memorial Craftsmen of America; delivered an address before the Association of American Cemetery Superintendents at their annual meeting in Memphis; had personal charge of the vast amount of business transacted in National Headquarters, and all services rendered in connection with same; was instrumental in obtaining the affiliation of the Retail Monument Dealers Association of Texas, the only remaining organized state unit not affiliated; went to California, Oregon and Washington on membership work.

It became necessary to double National Headquarters office space, due to the growth in membership, the development of the Memorial Extension Commission plan, and the constant demands received from members for better service. Your organization is now in an office which reflects credit to it and makes the headquarters staff work more efficiently.



The future of the Memorial Craftsmen was never brighter. The binding together of all the elements in the memorial industry through the Memorial Extension Commission, will result in a closer and more harmonious working agreement between the quarriers, manufacturers and retailers. This will materially help the retailers, in that it will eliminate many of the evils which have destroyed our building efforts.

The memorial industry's house will be cleaned. It will be kept clean. It will be in a position to take advantage of all opportunities for the advancement of the industry, because it will be united instead of divided.

Your Executive Secretary appreciates the opportunity for service you have given him. His relations have been extremely cordial throughout the past year with the entire membership. He feels it a privilege to serve in his small way, giving what he has been given in the way of talent by his heavenly Father, for the advantage of your interests and the memorial industry. He looks forward with renewed hope, vigor and strength to the present year's results, believing they will be larger than any previous year. He has never lost faith in the memorial industry ultimately reaching its proper place in the industrial sun. He is more confident today than ever before that this goal shall be attained.

There is much hard work ahead before we attain the goal set by the Memorial Extension Commission. There is only one way for us to reach it. That one way is through unselfish service. There is no other way of obtaining lasting joy, happiness, peace and contentment in life, excepting through unselfish service.

The only solution for vexing problems that confront all organizations, all individuals and nations, is enthusiastic, unselfish service, and we cannot expect the memorial industry to solve its problems until each of us is able to get real joy out of unselfish service, and give until it hurts, for the benefit of the memorial industry as a whole.

We need more than mental and physical powers in this service. We need spiritual power. The sooner the memorial industry is shot through and through with spiritual power, obtained from the only true giver of spiritual power, the quicker we shall reach our goal and learn the true meaning of enthusiastic service.

**President Yunker:** The next is the report of the Cemetery Rules Committee by Mr. E. E. Rich, our late past-president.

**Mr. Rich:**

What Ray really means is the latest has-been. (Laughter)

I am glad I haven't got to wade through the volume that our friend Cassidy has just passed through. I haven't his voice nor his capacity to write.

## JOINT CEMETERY RULES COMMITTEE

As Chairman of the Memorial Craftsmen of America group of the Joint Rules Commission of the Association of American Cemetery Superintendents and the Memorial Craftsmen of America, I beg leave to submit the following report of the activities of the Commission throughout the year, as submitted by Edward G. Carter, Chairman, and T. E. Cassidy, Secretary.

Building good-will between cemetery superintendents and the Memorial Craftsmen continued throughout the year ending June 30, 1927.

This good-will was fostered by a joint Cemetery Rules Committee of the Association

of American Cemetery Superintendents and the Memorial Craftsmen of America.

Two meetings of the Committee were held, —one in September, when the Joint Rules Committee was organized into a commission by the election of E. G. Carter, of the Association of American Cemetery Superintendents, as Chairman, and T. E. Cassidy, Executive Secretary of the Memorial Craftsmen of America, as Secretary.

The second meeting was held the early part of 1927, with a constructive discussion of publicity methods to create public sentiment for better memorials and more beautiful cemeteries.

It was decided at this last meeting to foster an interchange of speakers of the two organizations, on the National, State and District programs, out of which would come a better understanding between the cemetery superintendents and the Memorial Craftsmen and a closer and more harmonious working relationship.

Members of the joint commission feel that their work has done much along the lines of good-will building. They desire an earnest discussion of the work done by this joint commission by the members of the Association of American Cemetery Superintendents and the Memorial Craftsmen of America in their 1927 conventions to ascertain the members' reaction to its progress and effect. The Commission will base its future activities upon the results of this discussion.

(Signed) E. E. RICH, Chairman.

T. E. CASSIDY, Secretary.

**President Yunker:** Now we have another committee report, the report of the Apprentice Training Committee, by Mr. C. J. Benisch of Brooklyn, N. Y. (Applause)

## APPRENTICE TRAINING COMMITTEE

**Mr. President, Ladies and Gentlemen:** I am not going to burden you with any long report. It is just getting near noontime and time to eat. In making this report of the Apprentice Committee during the past year, I shall give only a brief summary.

For the benefit of such of our members who may not be familiar with what we are trying to accomplish, I would like to say that the shortage of granite cutters caused by the restriction of immigration and the fact that old men were dying off faster than young men were coming into the trade showed the necessity of organized effort to secure more apprentices and to provide better training to the end that the required number of experienced cutters may be available when needed.

The entire industry is back of this movement. The apprentice Committee consists of nine members; three from the American Granite Association, three from the Memorial Craftsmen, two from the Building Association and one from the Paving Association.

In formulating our plans, valuable assistance was given by the Federal Board for Vocational Training, several state boards, the Granite Cutters' International Association of Employers, Superintendents, Foremen and Granite Cutters.

Considerable preliminary work was required in preparing courses of study as well as training instructors.

I am pleased to report that three classes are about to be started in September, two in Barre and one in Concord. As soon as possible after these classes are in good running order, we plan to take up other localities.

On or about July 1, 1926, the combined associations placed at our disposal a fund of \$15,000 which we felt would be needed to carry on the first year's work. We haven't spent all of that money. The balance available amounts to over \$8,000, which will carry us through the year and probably for some time beyond.

I would recommend, however, that provision be made for the continuation of our share of the expense for the continuance of the work, so that our payment will be available when called for by our secretary.

The work is progressing very satisfactorily and we confidently believe it will prove the solution of the apprentice problem. (Applause)

**President Yunker:** Let us be patient for just a few moments more and we will be out of here. We have a certain amount of routine business that we will have to go through with. We have another report, a written report from the Commemorative Art School Committee, which Mr. Baxter will read.

## ART SCHOOL COMMITTEE

The Commemorative Art School Committee has had a number of meetings and considerable correspondence, but is unable to report any actual constructive work as yet.

We decided to try to carry out the idea of a correspondence course, which might be undertaken by any of the members of our association, young or old. The committee felt it would be a big help to many of our older members and most likely would be decidedly interesting to them. Then for the younger members, it could serve as an introduction to a regular Art School Course, requiring three or four years, intended to develop skilled designers. This latter course might be worked up at the same time as the correspondence course or could be developed later.

The committee met with the Dean of the Art School at Cleveland, who offered to work up with us both the correspondence and art courses. His proposition seemed to be a very favorable one. We have also had the matter up with the regular correspondence schools and with the Carnegie Institute of Technology at Pittsburgh.

Before we made any definite plans, the idea was conceived of working the correspondence course in with the proposed survey and educational program of the National Association, which idea the committee believes to be an excellent one and very practical.

Respectfully submitted,

## COMMEMORATIVE ART SCHOOL COMMITTEE

Signed: W. L. Horgan, Chairman.  
Signed G. W. Colwell,  
Signed Robert Graham.

**President Yunker:** We still have one more report. That is from the state representatives. Mr. Baxter.

**Convention Secretary Baxter:**

I will say the state representatives held a meeting Tuesday evening. That was not only the state representatives but the presidents, secretaries, the national officers and the past presidents. At the conclusion of the general session the state representatives went into official session and elected two members from their number to serve on the Board of Governors for the coming year: James Newall from Lawrence, Massachusetts, and F. C. Frederickson from Chicago.



President Yunker: Still one more report, the Treasurer's report. Mr. Henry Haertel.

Mr. Haertel read the report of the Treasurer.

The report of the Traffic Manager, Mr. Thomas H. Lee, was handed in to be incorporated in the record.

## TRAFFIC MANAGER'S REPORT

By Thos. H. Lee

Fourth annual report of the Traffic Department of the Memorial Craftsmen of America—Period July 1, 1926 to June 30, 1927, inclusive.

First in order I desire to report by states in alphabetical order, the amount of claims, covering both overcharge and loss and damage claims, collected during the year. Second, the amount of claims out as of June 30. Statement is as follows:

State	Claims out-	
	Total Amt. Collected	standing June 30
Arkansas .....	452.95	297.32
Colorado .....	152.42	53.64
Connecticut .....	2.81	0.
Illinois .....	324.87	78.88
Indiana .....	187.80	64.58
Iowa .....	206.94	63.03
Kansas .....	591.00	3.05
Kentucky .....	22.03	88.11
Louisiana .....	0.	45.12
Maine .....	10.00	0.
Maryland .....	1.13	15.66
Massachusetts .....	10.11	0.
Michigan .....	85.09	0.
Minnesota .....	277.88	15.57
Missouri .....	945.69	313.06
Montana .....	0.	196.73
Nebraska .....	94.18	7.91
New Jersey .....	278.93	46.61
New York .....	71.45	52.68
North Carolina .....	8.42	174.60
Oklahoma .....	749.81	667.15
Ohio .....	700.49	877.57
Pennsylvania .....	644.91	407.80
South Carolina .....	0.	96.79
South Dakota .....	0.	37.88
Tennessee .....	115.09	39.55
Texas .....	97.10	275.57
Virginia .....	7.50	0.
W. Virginia .....	3.92	23.31
Wisconsin .....	206.60	39.16
Miscellaneous .....	128.43	0.
Totals .....	6,377.43	3,981.34

During the year ending June 30, 1926, the actual amount of claims collected was \$9,895.62, and during the year ending June 30, last, the actual amount of claims collected was \$6,377.43, a decrease of approximately \$3,500.00. There are several reasons contributing to the lowered amount of claims collected during the year just closed. The most particular reason was due to the fact that during the year just closed a circular letter sent out to our members in January asking them for their freight bills, while the preceding year, a circular letter was sent to the members during the month of November. We were, therefore, somewhat delayed in getting in our claims for the year's business, while for the year ending June 30, 1926, we ended the year with an outstanding amount of \$1,648.55, in uncollected overcharge claims.

This year we end with \$3,981.34 in uncollected overcharge claims or an uncollected amount of \$2,332.79 in excess of the uncollected for the same period for last year.

Secondly, my campaign for the general elimination of overcharge claims is evidently having some effect. This is accomplished by having the members secure their rates prior to movement. It will be hard to state the exact figure, but I feel safe in stating that at least \$3,000.00 has been saved to members during this year by adjusting the freight charges before same was paid.

Third, we do not seem to get the proper kind of response from our members when asking them for their freight bills. Heretofore, it has been the practice to simply notify them once a year that their freight bills should be sent in. At the time this notice is sent out, we furnish them with a mailing envelope which makes this request quite expensive, considering our cost of the circular letter, postage and the envelopes used. If it is the opinion of the Executive Officers that the Traffic Manager should trace members who are slow in sending in their freight bills, instructions to that effect will be appreciated.

Members who secure the real service rendered by this department are those members who pass us all their traffic problems. In looking back over our records, I find that the members who in the first year of operation took advantage of the varied service rendered by this department still do so regularly. When all the members become aware of the service which we can render them, I am sure that each and every member will be regular users of the Traffic Department. It is obvious that none of the members can utilize the Traffic Department service each day of the year, but I am certain that there are no members who could not save themselves considerable time and money at least three or four times a year. While we have reduced overcharge claims to a considerable extent and still file considerable claims, it must be remembered that the collection of overcharge claims is only a small part of the service which this department can render.

At the end of each year, when checking over the member's freight bills, the writer still comes in contact with numerous cases where our members have lost considerable money on account of improper shipping instructions. The knowledge in advance of the proper rate and route cannot be overstressed, and the members are urged to take advantage of this particular service.

In my third annual report, I set forth various miscellaneous freight reductions which had been secured. For the year just ended, we have a few such miscellaneous reductions in rates of which no report is being made. Our main effort over the past year has been for rate readjustments in general. The securing of reduced rates for a particular dealer or dealers at a certain point in most cases works a handicap on another dealer located at a nearby point. Where rates are found to be out of line at a particular point, it is generally true that the rates are out of line to consuming points in the same district, therefore, in order that the dealers in a certain vicinity or district might enjoy equal rates from the same producing points, the policy of asking for general rate adjustment was inaugurated. General rate adjustments usually call for formal complaints. We find that the carriers are usually willing to reduce a rate to a certain point if sufficient justification can be set forth, however, when you request a general reduction in rates to a certain district they are generally disposed to deny such a request.

Formal complaints require considerable time and expense in their preparation and prosecution before the Interstate Commerce Commission, but the needs of our members

are along these lines rather than the handling of each member's needs separately.

To give some idea of the time required in preparing a formal complaint, take our complaint in Docket 18,330, hereinafter referred to. While this case was somewhat more important than the usual run of formal complaints. It is typical, the rate information, exhibits, and other statistics required for the successful prosecution of this complaint required two months of actual research and work. As will hereinafter be set forth the preceding year has been the filing and prosecution of several formal complaints. These complaints were filed in behalf of group of members, rather than in behalf of specific members. The formal complaints both handled and undisposed of by the Traffic Department for the year just ended are as follows:

Docket 18,093. Filed Oct. 18, 1925, and decided in favor by Interstate Commerce Commission March 24, 1927. Case filed in behalf of the Lafayette Granite Co., Lafayette, Indiana. This particular case was not filed primarily for the amount of refund which we secured, but was filed to determine in a case before the Commission what would be the legal rate on a carload shipment of granite which while not exceeding the usual valuation placed on our commodity, carried no release value on the bill of lading. The various carriers took the position that where no valuation was declared, the higher rate should be applied regardless of whether or not the actual value of the shipment was less than that required by the tariff. The writer took the position that when the actual valuation of a shipment was less than the declared valuation of the tariff, that the lower rate should be applied regardless as to whether or not a release valuation was shown on the bill of lading. The case was decided in our favor and it is felt that this decision will mean a considerable saving to our members in the years to come, as it is a known fact that the manufacturers or producers will often fail to declare any valuation whatever.

Docket 18,385. Memorial Craftsmen of America vs. Chicago, Rock Island & Pacific Railway, et al. We filed formal complaint with the Commission involving the carload rates on finished granite from Interstate points to points in Oklahoma. This complaint involved granite from both the Minnesota, Wisconsin, Vermont and Southeastern districts. Complaint was filed in May, 1926, and was disposed of in January, 1927. Under the Commission's decision in this particular complaint, the dealers in the State of Oklahoma have received a reduction in their carload rates into the State of Oklahoma from the producing districts above named, ranging anywhere from 15 to 45%, depending on where the dealer is located on all carload shipments of polished granite. This complaint involved the question of whether or not the carriers could maintain and apply a lower rate on polished granite for building purposes than they applied to like kinds of granite for monumental purposes. The Commission has held in this case, as they have in previous cases, that no discrimination in the rate should exist depending upon the purpose to which the granite or marble might be used. All of our Oklahoma members are aware of this new rate and have been securing the benefit of same over the past year. It will be hard to estimate in exact dollars and cents just what the saving has been to our Oklahoma members.

I & S Docket 2,773. September, 1926, the carriers proposed certain increases in the rates on finished granite and marble from the Vermont district to points in Minnesota, Wisconsin and the upper peninsula of Michi-



gan. The present rates from Vermont district to points in the states above named are generally on blanket basis of 50¢ per cwt. The carriers proposal was to increase this rate to 55¢. Under date of September 22, 1926, the writer filed a protest with the Commission against this proposed increase. The hearing was assigned at St. Paul, Minn., Nov. 6, 1926. On account of my having a hearing at Philadelphia, Pa., for the same date, covering another formal complaint, it was impossible for the writer to attend the St. Paul hearing, however, under date of Nov. 3, 1926, I gave the Minnesota Chamber of Commerce the benefit of all the data which I had accumulated to defend these proposals and on Feb. 8, 1927, the Commission decided that the proposed increase had not been justified. In rendering their decision, however, the Commission did not sweepingly condemn the carriers proposed rates and it is possible that the carriers will in the near future attempt to secure the increase first desired through other channels.

Docket 7716. This covers a complaint filed with the Oklahoma Corporation Commission, State of Oklahoma, involving rates between points in the State of Oklahoma. There are quarries and manufacturers located within the State of Oklahoma and several of our members appealed to the writer for rates between points in that state which would enable them to buy finished granite in carload lots from the Oklahoma Manufacturers. The present level of carload rates between points in this state are prohibitive. The case has been filed for some time, but has not been prosecuted for the past few months, at the request of the carriers, who have lead us to believe that a voluntary and equitable scale of rates will be established voluntarily. I might say that the general Southwest is at this time facing a general revision of rates covered by decision of the Interstate Commerce Commission in Docket 3535. This decision by the Interstate Commerce Commission effects both state and interstate rates. The writer feels certain that as soon as the carriers have complied with the Commission's decision in this Docket, that we will be granted an equitable scale of rates between points in the State of Oklahoma.

Docket 18330. Memorial Craftsmen of America vs. Various of the Eastern Roads. This complaint was filed May, 1926, and in which we asked for a general reduction of carload rates on granite of all kinds from various producing points in Vermont and New Hampshire to points in the State of Delaware, District of Columbia, Maryland, Pennsylvania, New York, New Jersey, and West Virginia. No doubt most of the members are aware of the outcome of our complaint in this particular case. The hearing was assigned for Philadelphia, Pa., for Sept. 5, 1926. The writer arrived in Philadelphia on Sept. 4th and met with a group of Philadelphia dealers to outline our case for the succeeding day. On the evening of Sept. 4, the writer was approached by a delegation of Traffic Officers, representing the Eastern carriers and after a lengthy conference, the carriers agreed to grant us the reduced rates which our complaint called for, without the necessity of our taking the case through the Commission's records. The writer was very much pleased to receive such a proposal at that time as he contemplated that such a proposal would have the effect of making the reduced rating effective anywhere from six to nine months sooner than it would have occurred had a complaint gone through the usual routine methods of the commission. The carriers immediately started upon carrying out their part of the agreement, but their progress has been

somewhat delayed on account of action taken by the American Granite Manufacturing Association, who objected to the proposed changes on the grounds that it would involve some increase on granite for building purposes. We have the assurance of the leading Eastern lines that the reduced rates which we have asked for will be made effective at the earliest possible date and I am satisfied that the Eastern Railways will strictly live up to their agreement with the writer. The reduction secured in this particular case amounts to 8½¢ per cwt., on all carload shipments of finished granite and 5½¢ per cwt., on all carload shipments of dressed and rough granite. In our agreement with the Eastern carriers, it was stipulated that we would request the establishment of these reduced rates only to such points where there was an actual movement of granite in carloads. From a circular letter mailed out to our members located in the states named, the rates will be made effective to the following points in the states named.

Delaware: Wilmington.

District of Columbia: Washington.

Maryland: Frederick, Westminster.

Pennsylvania: Allentown, Braddock, Charleroi, Fleetwood, Howard, Kennett Square, Mifflin, Myerstown, Pencoyd, Roslyn, Somerset, Upper Darby, Waynesburg, Ashland, Chambersburg, Du Bois, Fox Chase, Irwin, Kittanning, Meyersdale, Norristown, Philadelphia, Scranton, Turtle Creek, Warren, Wilkesbarre, Boyertown, Chester, Erie, Greensburg, Jeannette, Mahanoy City, Middletown, Old Forge, Reading, Shamokin, Uniontown, Waynesboro, York.

New York: Albany, Austeria, Canandaigua, Gloversville, Lancaster, Mexico, Nyack, Rochester, Syracuse, Albion, Brooklyn, Cherry Valley, Homer, Laurel Hill, New York City, Perry, Rome, Amsterdam, Buffalo, Clinton, Kingstown, Lockport, Niagara Falls, Ridgewood, Schenectady.

New Jersey: Cape May Court House, Frenchtown, Jersey City, Newark, Rahway, Clifton, Glassboro, Montclair, North Arlington, Trenton, Englewood, Hackensack, Morristown, Pleasantville, West Newark.

If there are any members in the states named who received granite in carloads and may have overlooked so notifying the writer, they may do so at this time.

The year just closed has seen various changes and proposed changes of rates generally throughout the United States. It is a known fact that the general rate structure of United States is built up more or less in a haphazard manner. The work of the Interstate Commerce Commission in an endeavor to work out equitable scales of rates for general application has just commenced to be felt over the entire country. We are now passing through one of the greatest rate changing periods in the history of the United States. I do not hesitate to say, however, that we are passing through a much needed change and that rates in the future will be built upon reasonable and stable lines. So far, the general rate adjustments have effected very little the rates on granite and marble with the exception of LCL shipments. The time is not very far distant, however, when the rates on granite and marble will come up for the same consideration as is being given other commodities.

In closing, I would like to first thank the officers for their many considerations to the writer during the year, and to urge our members to utilize more freely the services which this department can render them.

The session adjourned at twelve-fifteen o'clock.

## FRIDAY MORNING SESSION

August 19, 1927

The session convened at nine-fifty, President Yunker presiding.

A. R. Baxter gave the invocation.

Miss Grace Usher Shuey delivered her third lecture as follows:

Miss Shuey:

Before we get started—we have a limited time this morning—I am going to try very hard to be a blonde and give you a lot of ideas in this half hour. I want you to (some of you are blonde enough to get all the ideas and outside ideas are creeping in) but even the brunettes, if you get your chests thrown out the muscles of your brains will begin to exercise themselves and you will keep up with me even though you are brunette.

There are a number of questions that have been asked me and I am going to take a few minutes to answer those before we get onto the main subject of the morning. Questions have been asked me a great many times and I figure if it is in the minds of half a dozen it is probably in the minds of a great many others. I have been asked, is this personal analysis a science or an art and is it your own? Are these your own methods?

Personal science or character analysis is a science and it is a science just as old as life itself and a science just as exact and infallible as any other universal law. It is true that we know less of that universal law than in most others. Also it is true, even though this science is ever so exact and perfect, we will always continue to make errors now and then because we are only human and as long as we are human and are applying that science we will have a tendency to make errors, get away from the science even though we have a thorough and complete understanding of it.

I lay no claims to originality. I have studied the work, specialized ever since I studied psychology in school, and I have been studying it for twelve or thirteen years—oh, pshaw!—for quite a few years. That isn't so bad though. (Laughter) I had the great honor and splendid training of assisting two of the scientists under whom I studied, assisting them at a later date. The last six years, however, I have been giving my full time to the work professionally under my own identification.

The only claims I lay to originality as my own is that I have studied all recognized authorities, the written work and studied under many of them personally in class work and three I have taken very careful instructions under. The only claims I lay to originality is the way I link those facts and the things that I got from the many different sciences, also in my way of presentation.

Then it has been asked, what about nationalities? Character analysis applies to each individual individually regardless of race, color or creed.

Another question is, what do you do if marble is restricted from the cemeteries where you are? There are a lot of problems, I appreciate that fact, that I know nothing of, but I do know that if I make you understand better the science of human nature, better make you understand the human element problems of your business, you can adapt that to your own particular . . . . (pause) I am trying to be a blonde. It doesn't work, does it? It always pays to be yourself. Your own problems anyhow. But I would say this, that where marble is restricted, then get the finest quality stock in the finest quality granite. Have some of



the finest quality granite you can possibly have to sell to your fine textured people. One of the very finest textured types we had up here the other day tells me he deals almost exclusively, if not exclusively, in marble. Not only that type, but many of that type are coming into your place of business and you are losing sales because you haven't something fine enough.

Some one wants me to show an example of the extreme receding foreheads. I will do that a little bit later.

Do not all people like flattery? Well, I suppose all people do like flattery but you know, what is flattery to one is criticism to another. We must analyze people according to type and praise them for that in which they are strong. For instance, if you tell a brunette that he has the ability to grasp many ideas seemingly at the same time, that isn't a compliment because he knows he isn't that type and he is what he is because he thinks it is mighty fine to be that. If you compliment a brunette for having a concentrated type of mind, taking up a few problems at a time, that is a compliment to him because it is his type.

Let's get down to the fine points of criticism. Now an individual who likes praise and flattery is shown by the short upper lip. People think women have the most vanity and like flattery most. Well, perhaps there are more women with the short upper lip but it is oftentimes found among men. The short upper lip, and the shorter it is the more this holds true, that individual is dependent upon praise and complimentary remarks, and you dealers who have salesmen who have a short upper lip, don't call them in and rake them over the coals even if they have done something badly and have failed. If they are worth while keeping on your pay check, treat them according to their type. Pat them on the back. Compliment them for their effort. Compliment them for their ability to really go out and represent your proposition and put it over, and send them out feeling good and then they will put it over for you if you have correctly selected your salesmen at all.

But the man with the long upper lip, the stiff upper lip—Henry Ford has such a lip. So has John D. Rockefeller. If you flatter them, they get suspicious of you and they move their pocketbook from this pocket over to this pocket. They think right away that you have a bone to pick. Henry Ford is said to have paid \$1 for each criticism heard against the little old Ford. If he had a short upper lip that would have sent him to his grave.

So the individual who has the short upper lip, tell them things complimentary. Pat them on the back. Praise them for their good judgment in selecting this and that memorial in your place of business, but be careful to avoid that in talking to those with the long upper lip. In fact, they will respond to criticism.

The question is asked about eyes, also. Well, suppose we have two types. How do you tell a deep set eye from a protruding eye? An eye that protrudes shows that an individual uses unnecessary words with which to express himself. He is verbose and also he likes to have the platform to do all the talking and once he gets started you can't get a word in edgeways. You recognize him by the fact that the eye protrudes beyond the cheek bone. We think of it oftentimes as the pop-eyed individual. When a pop-eyed comes in your place of business, you just ask a few questions as a leader and let them sell themselves. They will do it beautifully. You know, there is no music sweeter to a protruding eyed individual than the music of his own voice. He will pay

you big funds at times if you will let him talk.

The person with the deep-set eye, the eye that recedes back of the cheek bone, is reticent. Coolidge is of that type. He knows how to keep his mouth shut. I gave you an illustration the other day.

Now we are going to get into the subject of today, and we have only a few minutes. I have got to give you just the facts and I can't even sell it to you. I have just got to give you the facts and you take it out and use it yourselves. It is covered in the last page, however, of that little book.

Positive carriage of the body shows a positive mentality. It shows an individual who is thinking in a positive way. If I were a dealer I wouldn't have any salesmen on my force, wouldn't let them go out and represent me and represent my merchandise, unless they had enough self-pride, unless they had enough progressiveness to have a positive carriage, and that is the chest high, the shoulders thrown back, because that indicates many things. It indicates that he has a positive frame of mind, a successful frame of mind, and we can't very well sell other people the idea of spending money with us unless we make them feel at least successful enough to let loose of that \$100 or \$1000. If we are going out and radiate negative qualities, non-success qualities, those radiations get over to the other person, and more or less, we have a negative influence on them.

We know that the positive thought is an expansion of the solar plexus. When the solar plexus expands, we have a tendency to want to get all the room we can, so our carriage is positive. A negative thought, if we let it enter our mind, fear, worries, sickness—the actors portray that on the stage—a negative thought is the negative carriage of the body. Negative thoughts cause a contraction of the solar plexus and when it contracts, we have a tendency to go in toward it.

All right, then we know when we see people going along, they are telling the world, consciously or unconsciously whether they are going forward or backward, and by success, of course, we don't mean just the accumulation of money. We mean people not only making a good living, making a success of their business so they can have the necessities of life for themselves and their loved ones, and some of the luxuries, but people who are winning friends, are happy in their work. That is really an all around more successful individual and he portrays it by the positiveness of the body.

I gave that for a foundation. Then we know that all postures that go out from the body are positive; all postures that come in to the center of the body are negative, irrespective of what the mouth says. The mind can tell the mouth to say anything but the posture of the body follows the dictates of the subconscious mind which knows only truth.

So, supposing that an individual comes in your place of business and you say, "Isn't that a pretty design", and you know we have a tendency to be so deceitful, most of us, cowards, you know, can't be really truthful, and lots of times it is just an unconscious thing but nevertheless we have it, and your customer says, "Yes, very beautiful" (assuming a negative posture with arms folded), what do you know right away? She is thinking, "I never saw a homelier design." If you say to an individual, "Don't you like that granite?" and she says "Yes, that is lovely," (assuming the same posture) she is thinking that she wants to get away from that just as quickly as possible.

As you go around with that customer and see her looking at different designs, lots of times you don't have to ask any questions or get her to express herself. If they close up before a monument, you know there is a negative reaction there. If they come to one and look at it and open up and respond, the hand out and backward or away from the center of the body, you will know there is one that has struck them favorably. If it is the mental type and you start in telling them how strong and durable, it is, what great utility it has, how it will stand the severe weather, you are apt to get them closed up. They are not buying from that standpoint. If you talk to them about the terms and as you talk and put ideas over, if you close them with the terms of beauty, artistry and prettiness, then you get that individual to more and more respond and the first thing you know his mind is traveling right along with yours.

Supposing you don't make the sale the first time and as that individual leaves your place of business she says, "I can't decide. I will have to go home and talk it over with my husband." She doesn't have to. "I can't decide today; I won't have the money until next week"—there is something wrong with your salesmanship. If that individual says that, you will have to let them go. You can't get the sale over right then. If you try to make an appointment with her so you can go and call on her and she says that it isn't possible that she will not be home, or one of a hundred other reasons, and that she will come in next week, you needn't expect her next week. You better find some excuse, if you want the order very badly, to get out there in the meantime, get a hold of her and try to resell her.

Also, I would like, every time that you are getting the individual opened up to you and to your proposition, to your memorials, I would like to have you more carefully analyze, more carefully observe that customer. Resort to this little book. It will do you a lot of good. I know you are all adaptable enough no matter what your present tactics are, and I wouldn't tell you to give up your individuality, but with the salesmanship that you are already using, adapt some of these principles and you will be much better salesmen.

Whatever that individual says, then, word of mouth watch the posture of the body. When you are talking to an individual, if they begin to close up, there is some negativeness in their mind. They are thinking, "I wish he would shut up and let me get away gracefully." Suppose you ladies go to call on a neighbor. She opens the door and says, "Oh, how do you do! I am so glad you called! (assuming posture with arms folded), even though you brought your knitting and intended to spend the whole evening, don't do it. Say, "Oh, I just dropped in to say Hello." She will think, "There is a lovely woman. I hope she comes some other time."

One more point I want to give. I shall wish I could give more time to that. It is in the little book. We know every posture from the body is positive; every posture that goes in toward the body is negative. When you are talking to an individual, even though they are very open, and telling them certain things, you will be able to know when the arms fold that there is something wrong in that person's mind. There is something. Either he doesn't believe you, he doubts you or there is a question in his mind. Either of those three are in the minds of those



customers. You can't get them to write out a check or hand over money. Instantly you see those arms close, notice what you just said then get back and classify that or qualify it or re-say it, whatever it was. There is something wrong there and if you don't know just what it was, you think, did she close right there when I spoke about the wonderful workmanship on that?—if you want to know about that, the statement that you made regarding the workmanship, ask that question again and notice if she closes on that or if she opens. If it has something to do with price, let us say, and you quote a price, as you are talking along or saying something about a price in connection with a phase of your work, and she closes, then you will know that that is it, and ask a direct question.

When an individual closes, you know that you have said something or something has come up to cause a negative attitude or a question or a doubt in that individual's mind, and go back over what you have said and try to shape it in such a way, or make her understand it in such a way that you get her opened up because unless she opens her arms, she is still against you, and when she opens up to you that shows she is believing what you have to say.

Sometimes you will start in to sell an individual and you find they are all folded up. This is a complete folded posture (seated, legs crossed, arms crossed and chest sunken). The legs and the arms are crossed and the chest is sunken. As you begin to talk to him, if you get into the negative posture too you have gotten into the negative frame of mind that he is in. You subconsciously are saying, "I am against you just as well as you are against me." But if you have a positive personality, have command of yourself and command of the situation you stand there with a positive carriage which enables you then to work your subconscious mind in coordination and you talk to that man or woman, whichever the case may be, and as you begin to talk to them and tell them the good things or talk to them generally, as the case may be, they forget all about the money you have come to get and the first thing you know, they are beginning to think well of you, they are interested in your personality, they begin to like you and they think there may be something that you have to say to them and you have them all so interested and opened up that there is a meeting of two minds; they are following right along with you.

Sometimes you know we have a tendency, when we know that we are going good, to begin to pat ourselves on the back and say, "This is getting over," and the first thing we know we are talking too much. Let's be very, very careful then, because that is true. We are getting them closer and closer to the psychological moment but one mis-step is apt to cause them to go clear down and we can't get them opened up at all.

When you are talking to that individual, he is not sold until the hand is open. When the hands open, irrespective of how much you have said or how little that is the time to stop even though you are in the middle of a sentence. Stop right there and get that individual's name on the dotted line. Whatever your method is for closing the person, if you will use that you will be making a lot more sales than you are. You sales managers and you executives, if I were to talk to a lot of you, I know you would say to me, "If we could only get salesmen who knew when to stop." You,

no doubt, have salesmen who are going out and they sell themselves and then turn around and un-sell themselves. When the hand is open, that individual wants what you have to sell really more than you want to sell him.

Let us take it from this standpoint: when the hand is open that individual is 100 per cent sold. What is the use of trying to talk on and sell him 110 per cent. There isn't any such thing. He is perfectly sold, and as we know that nothing stands still, when that person comes to the height of his enthusiasm and desire for what you have to sell, he doesn't stay there for five minutes or ten minutes, perhaps, or all day, while you talk on and take your time about signing him up. There sets in that reaction. He begins to think, "Maybe I should have seen more designs." If a brunette "Well, maybe I am a little confused; maybe this isn't just the one of all of them I should have." If it is someone kind of dependent upon someone else for decisions, "Maybe I should have consulted some of my friends, my husband or so and so," will come into her mind. Those doubts begin to come into their minds because we all have a tendency to have more fear than courage. When that individual's hand is open, stop selling, because that is the time he wants to be sold.

Take for example little children. Children, you know, are governed by the subconscious. The little child, if he wants candy or an apple or daddy's watch to play with, does he say, "Mother, I want some candy," (negative posture) "Father, I want your watch to play with"? No he says, "Mother, I want this; Daddy, I want that" and he goes grabbing around for what he wants. As we grow older, we learn to have more poise. If someone would come in and grab one of your memorials you would think he was crazy and had to be locked up, and yet, every day or very, very often, we are, figuratively speaking, not allowing people to grab the things they want out of our showrooms.

I am going to give you a little example. Mr. Webb, a few years ago, sat in my audience just as you are sitting here, although it was a group of salesmen to whom I was giving six or twelve special talks. Mr. Webb got these ideas and he was the type that let's things soak in and he thought, "Well this is worth while and I am going to take it out and apply it. If it doesn't work for me, I am going to forget it."

This is the story: At a later date, I met Mr. Weatherall myself. Mr. Webb had an appointment with a customer at eleven o'clock. He got there early but he made better time than he expected through the traffic and he had about half an hour or an hour extra time. Having one of those well-developed bridges to the nose, he thought right away of utilizing the time. A real retrouse nose would have had a tendency to say, "I got here early but I will just wait." They don't mind letting the time slip. But he was the type that utilized it. He thought, "I will go in at random and call on a man." As he went in the outer office, he noticed on the private door the name of "Weatherall". He told the young lady in the office that he would like to see Mr. Weatherall.

It so happened that Mr. Weatherall was waiting for a gentleman on a very important appointment and this young lady thought that Mr. Webb was this gentleman for whom Mr. Weatherall was waiting and she said, "Go right in." As he went in, Mr. Weatherall looked up with rather a smile on his face and then when

he saw not the man that he was waiting for but a stranger, his expression turned to a scowl and Mr. Webb shut the door and said, "Mr. Weatherall, I am Mr. Webb, representing such and such stock and bonds company." As Mr. Webb spoke, Mr. Weatherall immediately saw it was not the man for whom he was waiting and he was getting up his hands to motion the man out. As he said "I am Mr. Webb, representing such and such stock and bond company," the man said, "I can't see you now; don't bother me today; I can't see you."

Mr. Webb said, "Well, I appreciate the fact, Mr. Weatherall, that you are a very busy man and I am not going to take up a minute of your time," and he was getting out the contract. He put it down, got out his pencil and said, "I better put you down for a thousand", with a lowered inflection of the voice.

Mr. Weatherall said, "That is too much."

"How about \$800?"

Mr. Weatherall said, "All right." Mr. Webb gave him the pencil, he wrote his name and looked up and said, "Say will you tell me how you sold me these?"

Mr. Webb said, "Yes, if you will tell me how it happened that you bought."

Mr. Weatherall said, "Well, that is easy. The other day I ran across a friend of mine, Mr. So and So, who has bought from your company, carries many of your stocks, and he sold me on the idea of making an investment, but when you came in this morning I thought you were like the average salesman with a certain sales talk you wanted to go through and I am expecting a man any time with whom I have to give my undivided attention on an important matter and I thought it was just a waste of your time and my time. I knew what you had to offer and I was intending to get in touch with you later. Did you run into Mr. Smith and did he tell you about me?"

Mr. Webb said, "No, I didn't. The only way—I didn't know why you were sold or who sold you or why—the only thing I knew was when I came in there was a scowl on your face but when I mentioned who I represented, although you waved me out of the door, when your hands were open when I told you who I represented that told me, I knew not how or why that you were sold on what I had to represent."

Now if all of us would learn to be good, scientific closers like Mr. Webb and many others, in using this science here, we wouldn't all have to be wide heads and strong chinned types that have a tendency to be among our good closing types. Let us all be good, scientific closers if we can't be natural. When an individual wants something more than we want to sell them, aren't we foolish and isn't it poor salesmanship for us to sell them. The other fellow doesn't think very much of us. He will say, "He could have sold me. Why didn't he sell me? I really wanted that." We have a tendency to put up resistance and yet if they handle us correctly, we just go along smoothly with them and we are into the sale before we realize it. We pat ourselves on the back and say that we bought. The average person would rather think he bought than that you sold him.

I thank you very much for your kind attention and I know when I get away I will think, "Why didn't I do this and that," but I can't talk stereotypes. I could maybe plan a little better things to say but if I got up here and knew exactly what I was going to say I would get



panic-stricken; I would faint. But I do know that I know my subject and as I get up here, I know that I am so anxious to get it over to you, thinking about what you would like to have, and I get attuned to my audience and I give you better of what I have because I feel better myself. The points that are not clear to you, forget about or review them in the little books, but the one or two things that you have gotten and gotten clearly out of these talks take them into your everyday life and apply them. You will find you begin to give more attention and thought to studying human nature which we all need in our human contacts with people.

I thank you very much for your kind attention.

The next number on the program was an address by Mr. Charles M. Fitz, of West Laurel Hill Cemetery, Philadelphia, Pennsylvania, representing the Association of American Cemetery Superintendents.

## CO-OPERATION BETWEEN CEMETERY AND MEMORIAL CRAFTSMEN

*By Chas. W. M. Fitz, of West Laurel Hill Cemetery, Philadelphia, representing Association of American Cemetery Superintendents.*

Memorial Craftsmen and guests, it is indeed a great pleasure to be with you, also a great privilege to answer the call of the Association of American Cemetery Superintendents to address you at this Convention.

Mr. Edward G. Carter of the Committee co-operating with your Association asked me to accept the position in which I am now placed, suggesting that I talk to you about relationships between us, stating that possibly I might gather from your Mr. Cassidy just what he would like me to talk about, being assigned "Relationships and Co-operation." "I might quote a remark attributed to a great Chicagoan, who one time said—"Don't tell me the things I would like to hear but those things I ought to hear", so availing myself of this opportunity I will start by saying that I know one big thing you would all like to hear and that is that along the lines of improved Memorial Art I think you have made wonderful strides. Our Cemeteries of today show the results of co-operative spirit. Reflect for the moment and compare them with the old graveyards, where we had the enclosures, copings, corner posts and entrance sills, now dilapidated and classed passé.

Then turn to our more modern cemeteries where rules and regulations have been somewhat restrictive and you will find instead of the lot holder or purchaser making such purchase, spending their money for the actual memorial, whether it be headstone, footstone or monument.

Much have you done toward the elimination of the many pieced memorials, and you have helped us as the guardians and caretakers of that which you are selling the people today, and so with such forethought I sincerely hope that you all make a careful study of the point which I will now bring out as one of the things you ought to hear.

Preliminary study of just where you are going to place this Memorial would bring about a greater co-operation between the

Cemetery Superintendent, his Company and you or your Company. The point I have reference to is PROPORTION.

The Creator of this Universe gave us all that we have at our command and we have an example of how wisely he handled the matter of stone. He took the quarries from where you get this material, and in most instances, clothed them with a raiment of verdure and you take these areas of verdure and try to dress them up in stone. Cannot every lot be dressed with stone and still be enhanced as part of the landscape?

The objections registered against Cemeteries where memorials are allowed I have never quite understood. Is it not a Cemetery and is it not everyone's privilege to incise in stone the name of the person whose memory they wish to so commemorate? The lesser ones of us sink into oblivion quickly enough, but it is without question the right of those fond enough to do so, to place a memorial within their means, commemorating our existence.

Just how much of one's lifetime is spent in the consideration of the thought of the kind of memorial they would like placed in their chosen resting place? I venture to say that there is not the fractional part of one per cent of the world's population who give this matter any forethought, consequently you and we are combined in guilting those whose duty it becomes: Hence I said PROPORTION—stone and verdure.

The purchaser with us buys the right of burial which fits into the location in the Cemetery as surveyed, and the memorial craftsman has public feet of granite, marble or bronze at his command to beautify or mar the landscape.

Many times was I thrown in personal contact with the late Captain Edmund R. Morse of the Vermont Marble Company, who left us May 26th, 1925.

So I feel confident in saying that I think he made greater strides along the lines of the study of beautification than anyone I know, dealing with memorial art. He was taken from our midst at a most untimely moment in our efforts to arrive at a common thought of leaving posterity beautiful Cemeteries where hours could be spent studying the many memorial features, and I think that the granite manufacturers might have men rise in their midst who would take advantage of all the modern machinery, which enables them to cut granite as readily as marble; that we could have memorials in this material executed more beautifully if a previous study of proportion were to be made.

Visualize for a moment a section of a Cemetery entirely surrounded by roads, where every lot and those contiguous would be given forethought in the placement of memorials.

Is it not proper for the Cemetery Superintendent or engineer when laying out the various sections to consider first the typography, then size of lots, landscaping and featuring of each and every lot to be sold in this section. I, for one, think that in a general way a regulation as to the memorial should be made for every lot from this one point alone—PROPORTION. A lot of 100 square feet in area should have a maximum size for memorial and approximately a lot of 1000 feet just the same; hence a section of four acres when sold under such rules, and memorials erected thereon, would present a picture of studied art and would, to my mind, be just as appealing as a well furnished

room. We get away from the incongruity which comes about where study alone is given to the individual piece.

Many times have I heard the word "co-operation" used when referring to craftsmen and Cemetery Superintendents. This is seldom the case, and just why? Well! I am going to try to tell you. As aforesaid, the percentage of instances where the lot is purchased in advance of need, and thorough consideration given to just how it will be treated, is so small that co-operation plays no part.

On the other hand, in most cases a burial lot is purchased when a family is bereft of someone, and through the force of these circumstances, little or no consideration can be given to the treatment of the lot in everyway. That is to say from the style of burial, kind of memorial and the planting features, which are all points that enter into the general scheme. This is particularly true when moderate sums of money are spent for this purpose, and in your smaller lots little or no consideration is ever given to the matter.

Where the purchaser has the means to erect a Mausoleum he seems to give the subject a great deal of thought and does not rush into a decision. Well! who is at fault for all this? With the experience I have I blame more on the Cemetery man who sold this family than I do anyone who follows him. My censure comes from the fact that to merely sell a burial lot without any idea as to how or what could be done in the way of development, is the cause for the apparent lack of co-operation, and I suggest this as a means of bringing about a greater co-operation between Cemetery men and Memorial Craftsmen. Should the Cemetery man, in planning his sections, work out a plan, using proportion of sold area to granite improvement, together with the landscape, that is the planting of trees and shrubbery, we would I think, create some very beautiful effects.

I fully realize that this brings about a condition where most every lot would come under special rules and regulations, copies of which should be printed and placed at the disposal of the public. This would enable every craftsman, assisting those desiring memorials, to determine the design appropriate for the particular lot, considering other placed memorials when so doing.

I hope you are all familiar with the Theatre. Have any of you ever noticed the appeal which the art director makes when assembling the entire caste in a big musical comedy hit. Like craftsmen, with their individual memorials, he brings in one chorus at a time and then gradually creates the whole effect. The postures, the coloring and placement all work in harmony and produce a very pleasing picture. On the other hand, we have the architect who designs a large building, and who embodies from the foundation to the highest pinnacle some architectural features in the whole creation, but in some of our Cemeteries, if I might liken a building to a section where many lots are designed, we find memorials, which might be considered as units in this particular instance, all of various sizes, shapes and designs, and if the architect did this same thing, varied the size of his windows, we would have a most peculiar looking building. He may vary the design by floors but he keeps a similarity at the same election consequently I hope you visualize at what I am getting.

The eye glides very quickly over a lot where no memorial has ever been erected



but where the small lot is overcrowded with a disproportionate memorial, it becomes an eyesore, no matter how beautiful the memorial may be in itself:

And so with the exceptional wealth of material, both design and substance, you have at your command, why not let us have true co-operation, that is to say, your leads however gotten, are the outcome of discussion, or through inquiry, and with the knowledge in hand that you may gather you proceed in the sale of a memorial, whatever it may be.

A little study on your part, or a personal visit with the customer to their lot, brought about through your suggestion, conveying to them that you want to be considerate, would I think, be a great help and advantage, and I feel confident that should you find the lots in the immediate vicinity finished as to their memorials, and after, a careful study, place before them a suggestion, you are helping the development generally, providing your suggestions carry out the general scheme, that is in the architectural beautification.

Quantities of stone by no means help, and quoting one of the slogans of a memorial craftsman, I think that "more art and less stone" is applicable in ninety-nine and nine tenths per cent of cases.

Rules and regulations adopted by many Cemeteries throughout this country have really been brought about by the in-artistic use of stone, and if we are to continue to have Cemeteries in the accepted sense, where well chosen memorials are to be placed and our Cemeteries maintained with the reverence and respect to the Gardens where we place our dead, let us give this all important subject of proportion more forethought, more consideration, and more place in our sales, and I think that the need of drastic legislation on the part of Cemetery Companies who have before them pictures of grave yards and cemeteries, where rules were few and stones were many and conditions are now forlorn and deplorable, would cease to be the indelible impressions which have been the cause for the many attempts to create and establish memorial parks where burials are made, and those who have laid their dead away have been educated to decide on such places of burial, where stonework is prohibited, as in my belief they are steps to the destruction of the sentiment we try to preserve, that is commemorating the sepulchre of our loved ones with some superficial marking, whether it be headstone, monument or mausoleum, humble or imposing, and make our Cemeteries a garden ensemble of the spirit where the living will delight to go and commune.

**President Yunker:** The next on our program is a report and little talk from Mr. Lee, our traffic Manager. This is a department in which you are all interested, and Mr. Lee has some very interesting data to give you. Mr. Lee. (Applause)

**Mr. Lee:**

Mr. President, Ladies and Gentlemen: My report is very voluminous. I am simply going to make a few comments on the report, and the report will appear in the next number of the "Memorial Crafts News" and you will have an opportunity to read it.

I would like to say, however, that the claims collected during this year were rather light, about \$3,000 short of last year, and we expected to go over last year. The actual collection was \$6,377.43. However, collections

for July and August are running rather heavy.

Most of this report will be an outline of formal complaints or cases before the Interstate Commerce Commission, which we have handled during the year closing July first. Up until last year, the Traffic Department took care of each individual's need as the occasion arose. Last year, it was decided that the needs of the members were in a group, rather than individuals, so we are handling your future claims as groups and not as individuals. All those things, however, you will see in the report.

I would like to touch upon several things mentioned in my report and, in addition, discuss some things which did not appear therein.

In the first place, I do not feel that the members respond freely enough to our yearly request asking for their freight bills. We have approximately 1200 members. This year we received freight bills from approximately one-fourth of the members and so far our claim collections for these some three hundred members runs about \$7,000.00. I feel certain that if we could have each and every one of you members send in your freight bills at least once a year that the claim collections would exceed \$20,000.00.

One of the two things is very evident: Either you are passing your freight bills out to various auditing companies located over the United States, or you are not having your bills audited and in the latter event, you are losing considerable money each year in the shape of overcharges in freight.

Personally, I believe that a large part of the nine hundred members previously mentioned have their freight bills audited by individual Traffic Companies. It seems to me as though our members could take a little time once a year, which would not be more than fifteen minutes to send their freight bills into their own Traffic Department. The service is free and on freight bills turned over to Traffic Companies, you usually pay about fifty per cent of the amount recovered. Various of the Traffic Companies usually charge a retainer's fee in addition to the fifty per cent. It has always been a mystery to me why dealers will disregard our yearly request for their freight bills and then within two or three weeks' time, turn their freight bills over to some Traffic Company to be audited on a commission basis and quite often pay the solicitor for the Traffic Company a fee of any where from \$10.00 to \$25.00 for that purpose.

I see no objection to you having your freight bills reaudited by a Traffic Company, but I am satisfied that our members could save considerable money each year by first sending their freight bills into their own Traffic Department. I know, however, that you can secure the service of any Traffic Company without paying them a retaining fee which they usually demand. In fact, any of them will take freight bills on a fifty per cent basis, regardless of whether or not they secure a retainer's fee in advance.

While on this particular part of the service rendered by the Traffic Department, I would like to direct your attention to this fact, and that is if you send in a year's freight bills for audit and no overcharges are discovered that is no reason why there will be no overcharges on your next year's freight bills. Most of you are no doubt aware of the fact that there are numerous changes in rates, and further that a change in the office force of your local agent is liable to cause

erroneous rates to be applied, therefore, if you send in freight bills for one year and secure no refund, do not under any circumstances get the impression that your bills for the ensuing years will all be correct. It has been demonstrated beyond a question of doubt that one year's business cannot be used as a barometer as to what your next year's business will be.

Would also like to ask your cooperation along the following lines: When asking for freight rates, be sure and specify the kind of granite, such as dies, bases or rough stock and if dressed, kind of finish, which will compose the shipment and whether the rates described are for carload or less than carload. Also specify what particular delivering line is desired, if you have any particular choice. The writer receives numerous requests for rates each year in which the member does not specify whether he desires carloads, or less than carload, or what kind of granite he contemplates to ship. Your cooperation with me on these particular things will mean a considerable saving of time to both of us.

Last year, we handled considerable more loss and damage claims than we have handled in previous years. In the event that any of you are not familiar with the general rules surrounding claims for loss and damage, would like to say that all claims for loss and damage must be filed within six months from time shipment is delivered. Loss and damage claims should be supported with freight bill, bill of lading, certified copy of invoice and detailed statement of loss or damage sustained.

As a usual thing, you will have pretty good success by filing your claims with your local agent. Should you be unable to settle your claim through your local agent, turn your claim over to me before making any concessions. Most of you have, no doubt had experience with loss and damage claims, in which the Railroad Company offers you about fifty per cent of the amount which you have filed. I believe in filing just and reasonable claims for loss and damage and then being firm that the full amount of the claim be allowed. The Traffic Department is in position to render you just as efficient service on your loss and damage claims as on your overcharge claims.

I believe these remarks, together with my annual report, which was just read to you and which will appear shortly in the next issue of the "Memorial Crafts News" will give each and every member a good understanding of what the Traffic Department is doing and trying to accomplish for the members.

In closing, I would like to personally solicit each member to cooperate with us by sending in their freight bills when our annual request for them is received. If each of you will do this, I am firm in my belief that for the year ending 1928, we can show a collection of overcharge claims of at least \$20,000.00.

**Mr. W. W. Kimball (West Durham, N. C.):** I said somewhere the other night, we are afflicted more or less with an ambition to do a big business, whether we make any profit or not.

The slogan I wish to offer as a National Slogan, to be mailed out to all the members is "LESS VOLUME AND MORE PROFITS". That, perhaps, does not sound like much at first, but if you think it over it means a great deal—"LESS VOLUME AND MORE PROFITS".



I just want to make that as a suggestion for a slogan. That will help us if we get more profits, what do we care whether we do so much business or not. The big business does not buy our bread and meat, but the profits do.

I just want to make that as a suggestion for us to think about. If we can get that drilled in to our heads, when we go to make a sale it will come up before us, "LESS VOLUME AND MORE PROFITS". It is short and to the point.

Mr. James Newell (Lawrence, Mass.): I would like to know if this slogan is to go on our letterheads.

Mr. C. J. Benisch (Brooklyn, N. Y.): I would suggest that it be placed on our letterheads and invoices, so it will be clearly understood between us what it actually does mean. (Laughter)

President Yunker: I would suggest, Mr. Kimball, that you write a letter to the Executive Secretary, Chicago, and let the Board ponder over that, and if they see fit to adopt that as a slogan, we would be glad to comply with the request of the Committee.

President Yunker: By request of two of our members and by suggestion of three more, I am going to call on Mr. R. C. Morriss, of Memphis, Tennessee, to tell us how he put on this field work. You know the work that falls upon the Executive Secretary, at the Chicago office, is tremendous, and the one thing that we retailers throughout the country have fallen down in our duty to the Memorial Craftsmen is that we do not go out and try to build up our Association in our own localities.

Mr. Morriss, in the last year, single-handed, organized three states and induced them to join the National. We would like to hear from him on this. Mr. Morriss. (Applause)

Mr. R. C. Morriss (Memphis, Tenn.):

Mr. President and Gentlemen: In our section, and I suppose it is reflected throughout our country, the memorial dealers have not been very close to each other. Through their selfishness and suspicion, it has been very hard to get them together to realize that we could cooperate and better our condition by discussing prices that would enable us to get a decent living from our business. With this in view, I wrote individual letters throughout the State of Mississippi, and suggested that we organize a state association of Mississippi to affiliate with the National Association.

I was absolutely unable to get any dealer in that state to call this meeting. They would write and agree with me that we needed such a movement and they endorsed it and believed in it and that sort of thing, but none would take the responsibility of calling the meeting.

I suggested this to the key dealers whom I thought would have the influence to do that, but one would pass the "buck" to the other, and there was nothing to do but send out the call and take the chance. It so happened that every dealer within that state, with the exception of one or two, attended that meeting, joined it, and went away enthusiastically impressed with the benefits that could be derived from the Association.

This same thing applies to the State of Alabama. They were a little harder to get together in Alabama than they were in Mississippi, and when I called the meeting from Montgomery and went down to Montgomery, Alabama, the first thing that I was confronted with, "Why this thing cannot be put over". Each dealer was suspicious of the other.

I tried to impress them with the necessity of using fraternity in our organization as we do in our fraternal societies, and after a two-day meeting, at Montgomery, we were unable to get them together. So we adjourned to meet at a later date in Birmingham, at which time the Alabama organization was perfected.

Now gentlemen I am thoroughly convinced that if some one in the adjoining state of each and every state that hasn't any association would only take the initiative and get the members together and discuss with them the benefits that they can derive from these meetings, I believe that you can organize every state in the Union. Go over with them the matter of prices, talk with them about some small memorial or marker that we are all familiar with and let them know what you get for it in your locality, what this man gets in his locality, and this fellow who is giving his work away. Immediately, the other fellow will think, "Why can't I get as much as the other man?"

When you touch his self-interests, then you bring him around to this Association. We have a local in the city of Memphis, and we are just as close together as John Gessler and myself, as Yunker and myself, as Baxter and myself. We do not feel that we are competitors any more than Baxter and I feel that we are competitors.

Well, there are only five dealers in the City, and there is hardly a week that passes by that we do not confer with each other over the telephone. If a customer comes into my establishment whom I know has been doing business with one of my brother dealers, I immediately 'phone that dealer that his customer who has been buying for years from his company is at my place looking at a memorial, and I know that if I sell that customer I have to offer him some kind of a financial inducement that would hurt my brother dealer and we do not do it.

As has been said, every prospect has about made up his mind where he is going. If he lives in Cleveland and he has Ed Rich in his mind the only way that customer can be taken away from Ed Rich is by unethical means. And, gentlemen, in the City of Memphis, we do not practice that. (Applause)

Now, it is all right and well enough to sit down and let the other fellow put that over, but you individuals have that duty to perform. Do not go back home and say, "Let George do it", but you blaze the way for George and he will follow you. You give George your confidence and he will stick to you, and if you have some weak-kneed brother who is a "doubting Thomas", show him that you are square with him, and he is going to come around to the right way of thinking.

Now boys, help your brother dealers out in the adjoining state who haven't had the advantage of this Association. Approach him, tell him to come in.

I have been pounding into my good friends and Brother Widman that we should have an association in the State of Louisiana, and I have written every dealer in Louisiana two or three letters.

Brother Widman is willing to come in. He enjoys these meetings, never fails to come to the meeting of the National Association. He is one of the largest dealers in the State of Louisiana, and it is up to such members as that to lift and elevate this Association. (Applause)

President Yunker: I would like to have Brother Wiedman, of Louisiana, who has been patriotic enough for his Association and for the industry in which he is connected to come up here and say a word. (Applause)

Mr. Wiedman:

Ladies and Gentlemen: I am not one of those who is always anxious to get up to hear themselves talk, but Brother Morriss has made remarks which may reflect on my spirit of cooperation. All my lifetime I have displayed the spirit of cooperation. I am a member of this Association, have been a member for many years and I attend the conventions regularly.

Now, we had a state organization some years ago which, of course, was promoted by myself and a well paid salesman of mine spent the best part of his time traveling around and working this thing up. It was very unsatisfactory. We attended their first meeting and listened to their speeches and to their jokes and I realized that the whole thing was not worth the effort and the money we spent on the whole thing, and finally the thing went on the rocks. There was not much lost.

There are only a few large dealers in New Orleans. The others have little shops, used to have dray horses, but now have second-hand automobiles. Some deal in coal and other things. You cannot attempt to build them up and educate them. That is too much for me.

I received a letter from a young man in his teens to let him know if I were going to join his movement, that he was going to start to organize a state organization. He was, as I say, a very young man, and while age may not be a great advantage, but to be called upon in such a manner by a young man whose grandfather I could very easily be as to years, I thought that was a little too much for me. I told him that I would join the organization. I said they should organize it and leave me in peace.

In New Orleans, the Superintendents are all in charge of cemeteries. I have no chance of getting any work in those cemeteries. The one who sent me that summons is in charge of two cemeteries.

These are the conditions. I do not think you have any such conditions, and you can readily understand that it is not very interesting for me to spend my time and money to go around and start such an organization. I thank you. (Applause)

President Yunker: The next is the report of the Resolutions Committee, Mr. Frank Mallon, of Port Huron, Michigan, is Chairman of that Committee.

Mr. Frank Mallon:

Mr. President and Gentlemen: These resolutions were passed and spread upon the minutes of the Executive Committee meeting of the Memorial Craftsmen of America, held in National Headquarters, January 3, 4 and 5, 1927, commenting upon the passing of Past President H. C. Hefner, and Past President C. B. Holden.

"WHEREAS, the recent passing of two of the most revered Past Presidents of our Organization, Messrs. H. C. Hefner, of Denver, Colorado and C. B. Holden, of Cherokee,



Iowa, brings a particular note of sadness to this meeting.

"BE IT RESOLVED, that we put on our records the sense of the deep loss to this organization until fitting resolutions can be spread on our records at our next annual meeting, and that a copy of these resolutions be sent to the families of our late brothers and co-workers.

"NOW, THEREFORE, BE IT RESOLVED, that the Memorial Craftsmen of America, assembled in the 22nd Annual Convention, at Washington, D. C., August 15 to 19, 1927, stand a minute in silence to the contributions of these two Past Presidents to the development and success of the Memorial Craftsmen of America.

"AND THAT THE FAMILIES of these two Past Presidents be notified of the tribute paid by this convention to our departed brothers and co-workers.

"(Signed) Frank Mallon, Chairman,  
"A. E. Snyder,  
"Walter G. Gorman,  
"Committee on Resolutions."

Mr. Chairman, I would move the adoption of this resolution.

Motion seconded and carried.

Mr. Frank Mallon:

"WHEREAS, God in His Infinite Wisdom and Mercy has removed from our midst Frank D. Black, of Grand Rapids, Michigan, father of the Memorial Craftsmen of America,

"RESOLVED, that we stand a minute in silent tribute, as a mark of respect and appreciation to the memory of the father of our organization, who gave so liberally of his talent in the development of it, and that a copy of this resolution be sent to his family.

"(Signed) Frank Mallon, Chairman,  
"A. E. Snyder,  
"Walter J. Gorman,  
"Committee on Resolutions."

I move the adoption of this resolution.

Motion seconded and carried.

Mr. Frank Mallon:

"Whereas, the Memorial Craftsmen of America have just closed the most successful year in their history, and

"Whereas, the 22nd Annual Convention, held in Washington, D. C., August 15 to 19, 1927, has been successful,

"Be it Resolved, that the officers be given a rising vote of commendation for their efforts in making the year and convention successes, and that a vote of thanks be extended to all those who have in any way contributed to the success of the convention, especially to the speakers, Miss Grace Usher Shuey, Roswell M. Austin, and Charles W. Fitz.

"(Signed) Frank Mallon, Chairman,  
"A. E. Snyder,  
"Walter J. Gorman,  
"Committee on Resolutions."

I will put the motion myself. All those in favor of that resolution will please signify by rising. It is so ordered.

Mr. Frank Mallon:

"WHEREAS, the Memorial Craftsmen of America deeply appreciate the valuable assistance and cooperation rendered by the Trade Press,

"BE IT RESOLVED, that we offer a vote of thanks to the Trade Press.

"(Signed) Frank Mallon, Chairman,  
"A. E. Snyder,  
"Walter J. Gorman,  
"Committee on Resolutions."

President Yunker: The next Committee report is that of the Nominating

Committee, Mr. W. W. Kimball, of West Durham, North Carolina, Chairman. Mr. Kimball.

Mr. Kimball read report of Nominating Committee and from it the following officers were elected:

President—R. H. Warner, Raleigh, N. C.

Vice President—R. L. Belknap, Pittsburgh, Pa.

Treasurer—Henry Haertel, Stevens Point, Wis.

Convention Secretary—A. R. Baxter, Trenton, N. J.

At a later meeting of the Board of Governors Chas. J. Benisch of Brooklyn was elected new member of the Executive Committee.

Regarding the next convention city invitations were extended from West Baden, Ind., Indianapolis, Chattanooga, Comeout Lake, Pa..

The attendance cup was awarded to New Jersey.

The percentages are as follows:

New Jersey	28%
Ohio	27½%
Pennsylvania	27%

## THE LADIES AUXILIARY

The annual meeting of the Ladies Auxiliary was held at the Wardman Park Hotel on Thursday afternoon. Unfortunately the sight-seeing attractions prevented a large attendance. The meeting was called to order by Mrs. R. L. Belknap, Pittsburgh, president, with Mrs. W. H. Johnston, secretary, recording the proceedings. The usual order of business was transacted, and the officers were continued for another year. The feature of this meeting was an address by Ivan Johnson, field man for the Rock of Ages Corp., who spoke as follows:

## CO-OPERATION

*Address by Ivan Johnson, Field Service Representative of the Rock of Ages Corporation, before the Women's Auxiliary, Memorial Craftsmen of America*

It was with a great deal of pleasure that I learned of, and with a great deal more temerity that I accepted, not long since, an invitation to discuss before this meeting, some of the conditions as I have found them in eighteen months' field work for the Rock of Ages Corporation among the retail memorial dealers in the middle west.

I was asked especially to talk about the ways in which the ladies may cooperate with their husbands to help bring about the greatest possible good from this era of constructive achievement which is dawning in the memorial industry.

Webster says that "cooperation" is "collective action in pursuit of common well-being." When the memorial industry attains a considerable degree of that quality it will witness such prosper-

perity and advancement as it never has seen in the past.

Let us grant, first, that the memorial industry would not have made the advancements it has made up to this time, if you ladies had not been affording a substantial share of cooperation in building the industry. There is every reason to expect that, under the impetus of far-reaching plans being rapidly matured at this time, your efforts will extend to far greater heights of accomplishment. It seems to me that the hand of woman, a potent factor in every great and worthy enterprise, is already very busy at the task of assisting in shaping this industry.

My work has taken me far afield in a good many states, and in a large percentage of retail memorial offices where I have called, there have been women having a share in directing those businesses. Sometimes they have been the owners, directing their entire business enterprises, and at other places have held the lesser clerical positions, but their influence is very large and extends into every branch of the memorial industry with a power that holds much of importance for the future.

It seems to me that here in Washington—"The Soul of America"—where without doubt the greatest forward step in the history of this industry will be taken, the women who are engaged in the business of memorializing lives and careers, those carrying on the momentous work of creating the book of history in stone, will receive added enthusiasm and energy to go farther toward attaining the goal of advancement which this industry deserves.

Many ways in which the cooperation of the ladies may be made to mean even more in the future than in the past may suggest themselves to you in the succeeding months. I believe that there is no panacea for all of the so-called ills of this business, but that the cure lies in the application of ordinary common sense to our business relations. The women of America always have been credited with possessing an unusual amount of this valuable quality, and their assistance is an implied necessity.

I believe that it is the woman's part to help take her husband's attention occasionally from the details of the ceaseless battle in competition for dollars and cents in the memorial business, and direct it toward some of the higher aims and sentiments of the industry. In doing this, she will make it easier for him to give the kind of workmanship and service to the public which shall make the material reward more readily obtainable.

I was interested in an article in a recent issue of one of the trade papers, quoting Tom Daly, Fort Smith, Ark., dealer. Mr. Daly said:

"The way to increase sales is to conduct a high-class establishment with a clean, attractive show-room, and a clear-cut and well-arranged stock of memorials with a touch of refinement as to carving and ornamentation. The proprietor should devote his time to formulating and devising new ideas, working up and presenting designs to prospects, and to taking an interest in all civic affairs to build up the community in which he is doing business. To pursue a policy of absolute dependability in all things coming under his supervision, and put forth his best efforts to educate the public to think of the memorial business from the very highest plane—"





Memorial Crafts  
22nd Annual Convention  
August 15-19, 1927

## MEMORIAL CRAFTSMEN OF AMERICA, 22ND

"To plant attractive shrubbery and flowers around his establishment and do away with the unsightly piles of trash and broken stone which are so often the eye-sore around monument concerns. To maintain an office and reception room into which any lady may come without fear of ruining her clothes with the dust and dirt, as has been the custom in the past. We have found from experience that the last provision has made our sales easier and more satisfactory in every way."

That latter suggestion, for beautifying the office and grounds, is a definite point in which the ladies may be of invaluable assistance in achieving results through their aid in planning the improvements. I find scores of memorial shops in many states enhanced in a surprising and pleasing manner, and, almost every time, inquiry reveals the fact that a woman planned and executed it all. I have in mind a thriving memorial business in a small city in Ohio, which has been pushed to success in a large measure through the helpful efforts and cooperation of the proprietor's wife. This lady, through the use of artificial flowers and palms, attractive furniture and other appointments, has created one of the most pleasing welcomes for prospective customers which it is possible to arrange.

Another idea which it may be necessary for the ladies interested in the

memorial industry to stress in order to get it really over to the retailers, is the symbolism of monumental ornamentation. Symbolism in memorial architecture has been emphasized consistently by the trade press, and some of the trade publications now are engaged in the highly commendable work of emphasizing the meaning and value of symbols in memorial design. That is a message of beauty and craftsmanship, and its purpose may well be strengthened if the torch is taken up by the women in the memorial industry and study and application of this important phase of the business are carried out.

A headline struck boldly from a recent issue of the Memorial Crafts News. It declared: "Lack of Courtesy Kills Many Memorial Sales." This industry cannot afford to stand placidly under that indictment and do nothing to correct the defect. In his editorial, the Executive Secretary said: "There is no business where courtesy can be used more effectively than in the sale of memorials because of the motivating forces that make for the sale of memorials, yet there is probably no business where there is a greater lack of common, ordinary courtesy than in the memorial business. Think courteously, act courteously, talk courteously. The results will be astounding. Courtesy comes only from unselfishness."

That is a matter which may well be the subject of cooperation on the part of the women who look to the welfare of the memorial industry. Their combined, constructive help in waging a campaign for courtesy in their individual places of business can revolutionize the industry in a short time.

There are many more phases of cooperation and helpfulness, which the ladies may find time to aid in the future. As I close these few remarks about points with which we all are acquainted, I wish to ask you not to overlook the fact that the headliner for the instruction part of this convention of the Memorial Craftsmen of America is a woman, Miss Grace Usher Shuey. I think that fact speaks plainly that the men in the memorial industry are seeking the cooperation of the ladies in helping solve their problems, and in attaining the goal of greater service and achievement which the Memorial Craftsmen of America and all allied branches of the memorial industry are seeking.

We wonder sometimes at the seeming lack of sentiment among the people of America—a thing about which we need to be concerned, since it is the heart of the memorial industry. I am going to tell you of an incident which came under my observation a few months ago while I was visiting the New York City Public Library, and which, I believe, gives point to this matter



MEMORIAL CRAFTSMEN OF AMERICA AT THE TOMB OF





22ND ANNUAL CONVENTION, WASHINGTON, D. C.

of sentiment. I stood before a wonderful painting of George Washington, impressed by this marvelous piece of work and all that the man meant to America, when a boy of about 14 years, evidently the son of immigrants to America, came up a few feet from me and stood looking at the painting. He held school-books under his arm and, from the look on his face, I took it that he literally had come to worship at his shrine. As he stood there, gazing, oblivious to everything else about him, the tears coursed unashamed down his cheeks.

When the people of America regain a reverence and appreciation of sentiment, equivalent to the deep feeling in the heart of that immigrant boy, the memorial industry will occupy an enviable position. The duty of the Memorial Craftsmen of America, you ladies, and the entire memorial industry lies before us—to inculcate that sentiment.

### THE EXHIBIT

Whatever criticisms are made regarding the arrangement of the exhibit for the 1927 convention it can be safely said that there has never been a more artistic display of memorials in both granite and marble than was shown at Washington. There have been in past years much larger volume of memorials created at

greater expense and there have been more elaborate pieces shown in the past, but for beautiful simplicity, high-grade architecture and exquisite ornaments the 1927 exhibit will carry off the palm. Owing to the many sight-seeing trips and the distance from the headquarters hotel, which was over five miles, the attendance at the display on the part of retail dealers was far from satisfactory and bringing results to the exhibitors. Then, again, the display being shown under two large tents made it impossible to secure satisfactory lighting effects upon the work inside. Furthermore the tents were in no way waterproof and the rain wrought very bad effects upon the situation.

Entering the first big tent, first booth on the right was that of the Lawrence Granite Co., Montpelier, Vt. They showed two polished Rock of Ages memorials and one in Wetmore & Morse stock axed and carved. There were also polished and axed markers to match the memorials. Wm. Stephen was in charge.

The Lillie Granite Co., Montpelier, Vt., was next in line and here were shown

three polished Rock of Ages memorials in charge of Fred C. Bancroft and E. R. Tarbox.

The McBee-Ladewich Co., Mansfield, Ohio, had an attractive display in one Dixie Pink marble memorial, one polished Barre and a center piece with a polished Beers Red die surmounted by an Italian Marble statue. Those who presided over the booth were E. G. Ladewich, J. L. McBee and Bert Hess.

The Anderson-Friberg Co., Barre, Vt., had a very attractive display with an outstanding center piece consisting of a tall stele memorial ornamented with Gothic moulding. Then there were two very beautiful polished memorials in Pirie's Dark Barre. The company was represented by Arthur Anderson and L. W. Bressett.

C. L. O'Clair Granite Works, Waterbury, Vt., was represented by P. J. Flannery and J. E. Scully. They showed three two-piece Rock of Ages memorials with beautiful ornamentation and one axed, carved memorial in Wetmore & Morse stock.



TOMB OF THE UNKNOWN SOLDIER, WASHINGTON, D. C.



The St. Cloud Granite Works, St. Cloud, Minn., showed two attractive pieces in polished red St. Cloud granite. Wm. Shields presided over the booth.

Marr & Gordon, Inc., Barre, Vt., did not have as large an exhibit as they have had heretofore, but it was a very attractive one and their center piece executed in Au Sable Gray granite was a beautiful piece of architecture and carving. It called forth much favorable comment as did their other two memorials, one a polished creation in Pirie's Dark Barre and the other one axed, cut from Capitol Hill stock. This booth was presided over by Wm. G. Adams, Harry K. Meyers and Walter Adams.

The Willard Granite & Polishing Co., Quincy, Mass., together with the Golden Pink Monumental Works, had an attractive display including a small Millstone Point memorial, one polished Beers Red, one in Swingle's Extra Dark Quincy Granite and two in Malnati's Golden Pink. This was in charge of Niel MacDonald and Konstant Tikkaanen and John Paakkari.

George Straiton, Barre, Vt., had seven memorials in his Kleen-Kut finish. Two of these were in Smith Barre granite axed and five were in polished Rock of Ages stock. This booth was in charge of Geo. Straiton, A. B. Louiselle, John O'Brien and W. H. Pontius.

Thos. W. Dunn Co., New York City, was represented by Wm. Setter and Edw. McCormick, who had samples of their sand blast composition and were busy during the working hours in explaining it to their many visitors.

Jones Bros. Co., Boston, Mass., and Barre, Vt., have always had an attractive display, but the one this year far surpassed all of their previous efforts from the standpoint of originality and artistic effect. This display was a display of their Guardian Memorials. Each one was a copyrighted design. There were seven beautiful creations. The company was represented by Walker Jones, Marshall England, Arthur K. Soule, Austin Waldo, C. W. Dunshee and Robt. Knox.

The North Star Granite Corp., St. Cloud, Minn., had an unusually beautiful display including two Minnesota Pink polished memorials, one with bronze ornament which blends very attractively

with the coloring of the stone; one Pioneer gray, four in polished North Star Red and one in their polished Indian Red. The company was represented by Wm. Campbell, John Campbell, E. J. Stander, Albert Poole and John Leslie.

Melrose Granite Co., St. Cloud, Minn., showed three memorials, one in Melrose Red, one in Melrose Gray and a center piece in their beautiful new tapestry granite. The company was represented by Jos. Gossman and F. F. Hoffman.



DISPLAYED BY GEORGIA MARBLE CO.

The Chester Granite Quarries, Inc., Chester, Mass., had some beautiful pieces in their Chester granite. There were two polished monuments, one axed and three markers. They were all beautifully carved in a way to set off the material to the best advantage. This booth was in charge of A. W. Frazier and W. E. Lawler.

The Pangborn Corp., Hagerstown, Md., had a very clever and elaborate display, not only of their sand blast machinery but of the results of the Pangborn sand blast in granite and marble carving. The outstanding attraction was a large

Barre monument with sand blast ornament, set in a large case with suitable lighting effects to bring out the lights and shadows. This booth was in charge of John C. Pangborn, Harry D. Gates, Lloyd L. Stauffer and G. Edward Poe.

The Rock of Ages Corp., Barre, Vt., operated a novel and interesting booth with a lighted modiscope, showing enlarged views in panoramic continuance of Rock of Ages quarries, machinery, power plant, etc., scenes at the manufacturing plants, model retail showrooms and artistic monuments that have been executed in Rock of Ages granite. The company was represented by Roy L. Patrick, Jos. Smith, John M. Carroll, Athol Bell, Roswell W. Austin and Ivan Johnson.

Royal Granite Co., St. Cloud, Minn., had an attractive display showing not only their Royal Gray granite, but their two new and very beautiful granites, one of which is named Royal Mahogany and the other their Royal antique. There were two memorials in the latter material. The company was represented by C. J. Hemberger, Hugo Frieberg, Fred Manson and W. M. Thomas.

The Coldspring Granite Co., Coldspring, Minn., had one of the foremost displays in the exhibit, showing some wonderful creations in their polished Rainbow Granite. This included several vases and four highly artistic memorials. The company was represented by Ferdinand Peters, Floyd Holes and Robt. Gretsche.

Stewart & Pratt, Barre, Vt., showed only two memorials but they were of a very high order. Both of them were axed, one executed in Smith Barre Granite and the other in Wells Lamson stock. This was in charge of the two partners of the firm, Jas. Stewart and George Pratt.

The Wetmore & Morse Granite Co., Montpelier and Barre, Vt., maintained a cozy nook with easy chairs and writing table. The company was represented by Frank C. Corry.

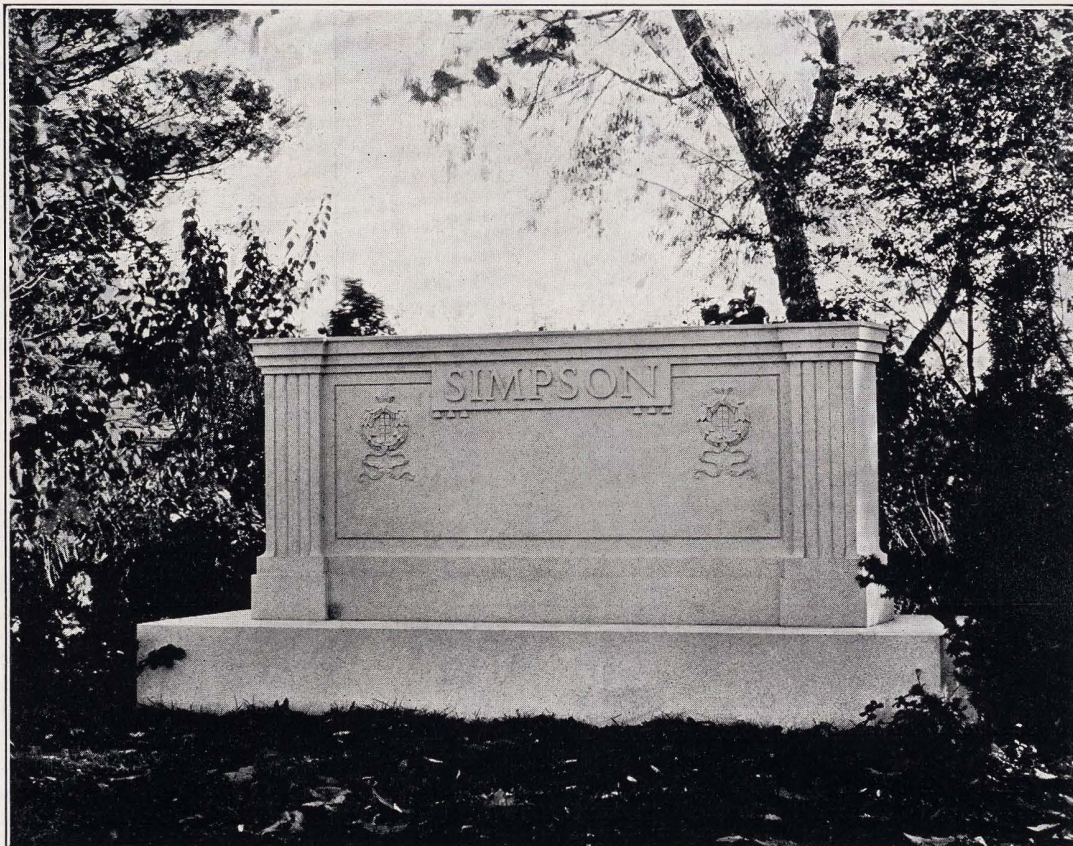
The John Swenson Granite Co., Concord, N. H., had three Swenson Gray monuments and this was in charge of Jos. Comolli and I. M. Stock.

Johnson & Gustafson, Barre, Vt., showed three polished Rock of Ages memorials and two axed pieces, one in Wet-



GENERAL VIEW OF EXHIBIT TENT—WASHINGTON CONVENTION M. C. A.





*The Simpson memorial, of much dignity and beauty of design, is the work of Helen R. Decatur, of the Henry Murray Company, Boston, Massachusetts. It is constructed of Extra Fine Grained Blue-White Westerly Granite.*

A memorial of  
**Extra Fine Grained Blue-White Westerly Granite**

possesses a distinction which places it in a class by itself. Every piece of this handsome, standard granite, quarried exclusively by us, is shipped under our guarantee of perfection.

*Send for our illustrated booklet  
 giving detailed information*

## **SULLIVAN GRANITE COMPANY**

FRANK A. SULLIVAN, President and Treasurer

WESTERLY, RHODE ISLAND

THE CRUMB QUARRIES  
 THE "KLONDIKE" QUARRIES

THE JOHN B. SULLIVAN QUARRIES  
 THE JOSEPH NEWALL & CO. QUARRIES





VIEW OF PANGBORN CORP. EXHIBIT

more & Morse stock and the other in Smith-Barre. The company was represented by Gust Martinson, C. A. Arnold and Albert Martinson.

Cross Bros. Co., Northfield, Vt., far outdid any of their previous efforts and their display of seven masterpieces of architecture and ornament, made from their patented designs, caused many memorial art lovers to feel that they were well paid for their trip to Washington just to see this exhibit. They were executed in their Paramount and Premier finish with their patented art Carving De Luxe, and were all executed throughout in both the axed and polished pieces in Rock of Ages granite. The exhibit was in charge of L. T. Cross, John A. Cross, W. G. Dickman, Burr S. Morse, Floyd Dearing, H. A. Wark, Harold M. Howe, Lynn E. Hill, and George Phillip.

The Vermont Marble Co., Proctor, Vt., did not show quite as many pieces as at Cleveland or Detroit, nor were they, generally speaking, quite as elaborate; but for real practical purposes, combined with high class architecture and artistic ornament, their display showed off to fully as good advantage as any that they have made heretofore. The center piece was a beautiful and elaborate structure, thirteen feet eight inches in height. This was in the form of a flute pilaster with bases and surmounted by a finial in the form of an ancient sacrificial altar. This was designed by Roy F. Larson. The company was represented by H. C. Moore, J. F. Townsend, D. C. Gale, H. S. McLeod and Chas. French of Proctor; M. C. Robinson, L. E. Abbott, C. F. Smith, L. O. Batten and J. C. Stevens, Philadelphia; T. M. Howard, Boston, Mass.; F. J. Plimpton, New York City; A. T. Howe, John G. Con-

stable, Cleveland, Ohio; N. H. Archibald, Chicago, Ill.

Young Bros. Co., Barre, Vt., had a fine display of their famous polished work in Rock of Ages granite and this attracted the admiration of all comers as polished work deluxe. This booth was in charge of Arthur D. Young and Harry Peverly.

All the displays heretofore referred to were in the big white tent and now we come to the other smaller tent of brown canvas.

The first booth on the right was that of the American Granite Association. It

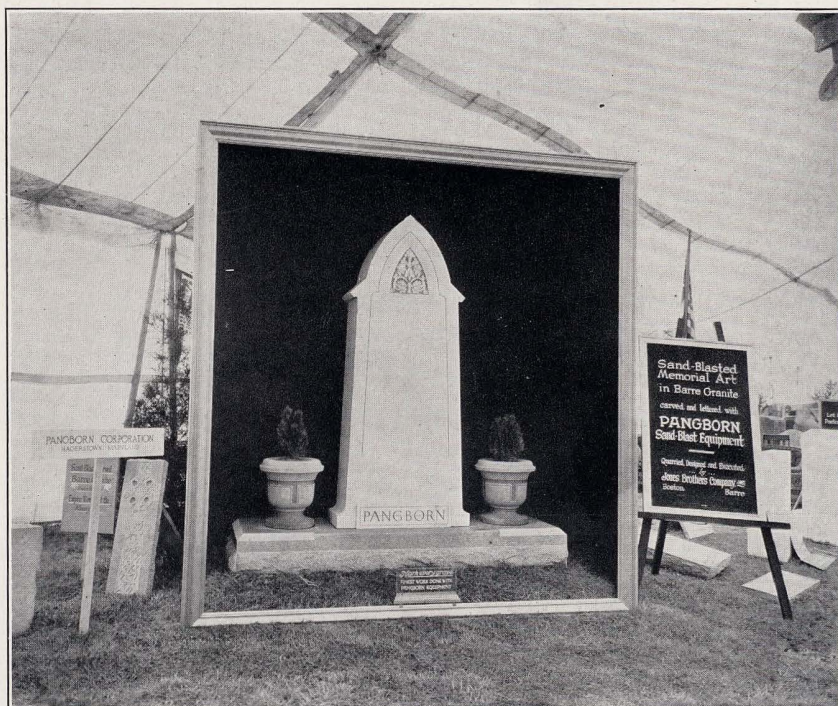
consisted of a display of samples of all the granites produced by members of the association; also the soldiers crosses that were submitted in the appeal for consideration in the government purchase of soldier memorials. This display was in charge of Secretary L. O. Holman, Mrs. Foxwell, Miss Hazel Neitzey and Miss Betty Dowden.

LaClair & McNulty, Barre, Vt., showed two polished Rock of Ages memorials and one axed memorial executed in Wetmore & Morse stock. This was in charge of Chester A. Carpenter and Wm. Johnston.

The Imperial Granite Co., Quincy, Mass., showed one of the most beautiful Quincy granite memorials that has ever been seen at a convention. This was ornamented with a deep Gothic mould on each side of the die that set it off most beautifully; the other two were an axed memorial in Sullivan's Westerly granite and a polished die in Smith's Pink Westerly. The company was represented by Geo. C. McLeod and Wm. Johnston.

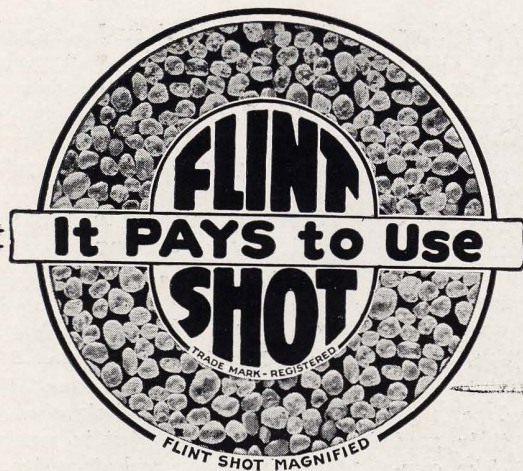
Cook, Watkins & Patch, Inc., Boston, Mass., and Barre, Vt., had a splendid display of polished memorials executed in Pirie's Dark Barre and an outstanding memorial with axed finish executed in Smith-Barre granite. The company was represented by Bradford C. Patch, Geo. Stewart, Jno. W. Gould, Walter W. Isaacs, Barton F. Wilson and W. J. Cowie.

E. L. Smith & Co., Barre, Vt., had a space with tables and easy chairs and this was in charge of W. M. Thomas.



MEMORIAL EXHIBITED IN SHADOW BOX BY PANGBORN CORPORATION  
Designed Copyright 1927 Jones Bros. Inc.





### Is Better Than Sand For Sandblasting

Strictly speaking, Flint Shot is not sand; but a manufactured product which we secure by disintegrating St. Peters rock, hydraulically.

The best of natural sandblast sands contain many grains that are too soft for sandblasting, while FLINT SHOT particles are *all* flint; with no mixture of softer rock-formations.

Flint, as you know, is free from planes of cleavage. It doesn't split under impact, but chips off like an Indian arrow head. That's why Flint Shot lasts so much longer and produces so much less dust than sandblast *sand*.

Flint shot cuts to a clean, sharp edge because its flint grains are uniform in size, shape and hardness.

It is now used by a majority of all monumental sandblasters, from the Atlantic to the Pacific; and from the Canadian border to the Gulf of Mexico.

#### FREE TRIAL OFFER

Let us send you a 150 lb. bag of Flint Shot for a thorough working test—FREE—you pay only the freight from our plant at Ottawa, Illinois.

**UNITED STATES SILICA CO.**  
Peoples Gas Building, Chicago.  
SOLE PRODUCERS OF FLINT SHOT

## Italian Marble Statuary



## Only MARBLE Only ITALIAN STATUARY

We Have  
1000 FIGURES  
IN STOCK

**H. A. WHITACRE, INC.**

1963 Metropolitan Ave.  
Middle Village, Burough of Queens  
NEW YORK CITY  
CARRARA, ITALY



J. K. Pirie Estate, Barre, Vt., had a booth with tables and chairs and the company was represented by J. G. Pirie and Robert Bassett.

Grearson & Lane, Barre, Vt., were represented by Jas. Grearson. They had no granite display but presented catalogs and illustrated draughting instructions for execution of artistic creations in round and turned work.

The Cooper Marble Co., Knoxville, Tenn., showed three Tennessee marble monuments, several markers, a cross, beautiful vase and a grave ledger. The company was represented by C. C. Cooper and H. J. Gosselin.

Perry Granite Corp., Waterbury, Vt., showed a beautiful polished Rock of Ages memorial and two memorials in a granite that was new to most of the visitors. The polished surface of this granite to which they have given the name of AuSable Egyptian is not only very highly attractive but entirely different from anything else that has been used before and attracted a great deal of attention. The display was in charge of W. H. B. Perry, Harry Abrahams and Homer Riordon.

The Lane Mfg. Co., Montpelier, Vt., had a large display of their polishing wheels and buffers with other polishing machinery and an extensive collection of photographs of their various types of their granite handling and working machinery. This was in charge of Perley Pitkin and Daniel F. McGovern.

P. K. Lindsay & Co., Boston, Mass., had an extensive line of their sand blast machinery, including their portable low-pressure sand blast in conjunction with their cemetery lettering outfit. This was in charge of Fred Maslen.

Golbranson & Co., Quincy, Mass., had one of the best displays of polished Quincy granite that has been shown at any convention. There were two beautiful all-polished Quincy memorials and two carved markers in Golden Pink granite. This was in charge of John S. Anderson, C. A. Arnold, Gust Martinson and C. F. Carpenter.

Sanguinetti Bros., Barre, Vt., had a very beautiful display of hand carving in Barre granite which included one carved and polished memorial in Pirie's Dark Barre and two axed and carved memorials one in Standard stock and one in Wetmore & Morse stock. They also showed to their friends a photograph of a carved cross they recently executed to the memory of the late Father P. M. McKenna of Barre, Vt. This is one of the most beautiful cross monuments that has ever been executed in granite. The display was in charge of J. B. Sanguinetti, Jos. A. Sanguinetti and Mario Sanguinetti.

Barclay Bros., Barre, Vt., had a very attractive display showing four beautiful

polished memorials in Rock of Ages stock and one highly attractive memorial executed in Smith-Barre granite. This display was in charge of Wm. Barclay, Fred Cook, C. E. Pinkerton, J. K. Batchelder and E. E. Hoppes.

Davis Bros., Riverton, Vt., showed two polished Rock of Ages and an axed memorial in Wetmore & Morse stock, carved with Gothic ornament. The company was represented by Dan Davis, R. G. Davis and E. P. Davis.

The Ruemelin Mfg. Co., St. Paul, Minn., had a large number of interested visitors at their booth where they showed a complete line of their sand blast outfit and equipment. The company was represented by R. Ruemelin and C. C. Dragoo.

Columbian & Artistic Granite Co., Montpelier, Vt., had two artistic polished monuments and these were shown by Mr. Albertini.

Anderson Bros. & Johnson, Wausau, Wis., showed two beautiful Ruby Red memorials and the company was represented by Chas. J. Johnson, Julius Johnson and W. A., Clarence and Chas. Ashmore.

Arthur Wunderlich, Joliet, Ill., presided over a table where he showed his famous Wonder Spinner.

Chas. A. Metcalf & Co., Zanesville, Ohio, had an attractive display of Italian Marble statuary and two polished Rock of Ages memorials with a center piece showing polished Beers Red die surmounted by an Italian marble statue. This company was represented by Chas. A. Metcalf, Harry W. Taylor and John Gizzi.

Anderson & Johnson, Barre, Vt., had three very attractive memorials, two of which were polished in Pirie's Dark Barre granite and the third was a fine axed memorial in Wetmore & Morse stock. The company was represented by Adolph Friberg, Brisben Palmo and Thos. Cerasoli.

Geo. Dibona, Quincy, Mass., proprietor of the Spacerite Co., was on hand to show his novel device for spacing letters.

The L. D. Davis Co., Philadelphia, Pa., was represented by Mr. Davis who attracted a great deal of interest to his booth where he showed his Lou-Vis stencil rubber composition in sheet form for immediate sand blasting.

Last but not least, in fact one of the most attractive and outstanding displays of the entire exhibit was that of the Georgia Marble Co., Tate, Ga. Not only was there a large collection of memorials executed from designs of highest architectural merit, but in construction, were most unique and attractive. Some of the outstanding pieces were combinations of Silver Gray marble set off with panels of Etowah Pink. Their entire exhibit consisted of 21 memorials, every one a masterpiece. The company was represented by Hugh Litchfield, Maynard Mashburn, H. C. Gober, John L. MacQueen, John Long, Horace Long and Bud Bozeman.

## THE FINAL EVENT

The final event on the schedule of the 22nd annual convention was a fitting climax to a week of wonderful sight-seeing. At 2:30 in the afternoon a fleet of busses filled to capacity left the headquarters hotel for the wharves of the Potomac River where the party embarked in a special chartered steamer and sailed down the river to Mount Vernon where a delightful hour or more was spent in visiting the tomb of George Washington and the famous estate which was the home of the Father of Our Country. At 5 o'clock the boat steamed across the river to Marshall Hall Park where a barbecue was enjoyed by the hungry multitude and those who were young enough danced the light fantastic until 9:30 when the return to Washington was started.



GENERAL VIEW OF VERMONT MARBLE CO. EXHIBIT





ONE OF THE BEAUTIFUL MEMORIALS DISPLAYED BY US AT WASHINGTON

## MAKE OUR EXHIBIT YOUR EXHIBIT

Our new models in memorial art shown at Washington offer you a big sales asset if you place them in your show-room. These new creations received much favorable comment at the convention, and the progressive dealers who bought duplicates of them to add to their displays are taking the most profitable part of their convention home with them.

Show your best trade something a little in advance of the common run of work by stocking one or more of our special convention memorials.

Ask us for sizes and prices today.

### COOK, WATKINS & PATCH, Inc.

221 Columbus Ave., - - - BOSTON, MASS.

Plants: BARRE, VT.





## PART OF OUR DISPLAY AT WASHINGTON

With all due modesty we can say that no exhibit at the Convention created greater admiration than the one shown above.

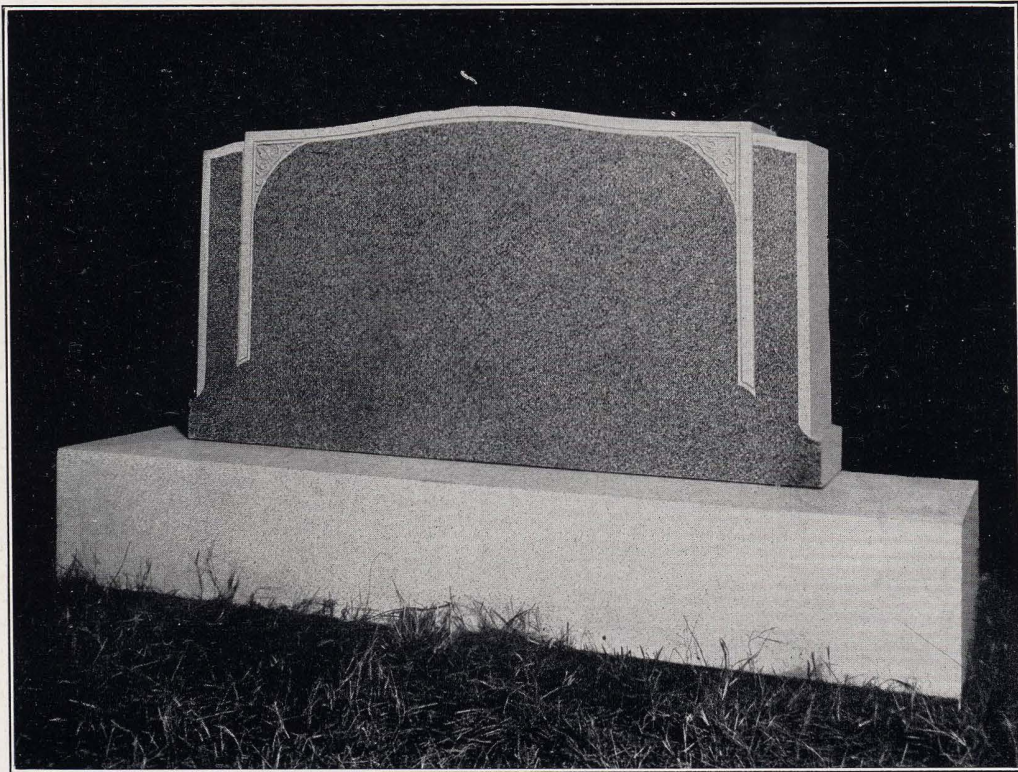
### OUR RAINBOW GRANITE

The masterpieces of architecture combined with nature's masterpiece material have never been excelled in the history of memorial art.

## COLD SPRING GRANITE CO.

Cold Spring, Minn.





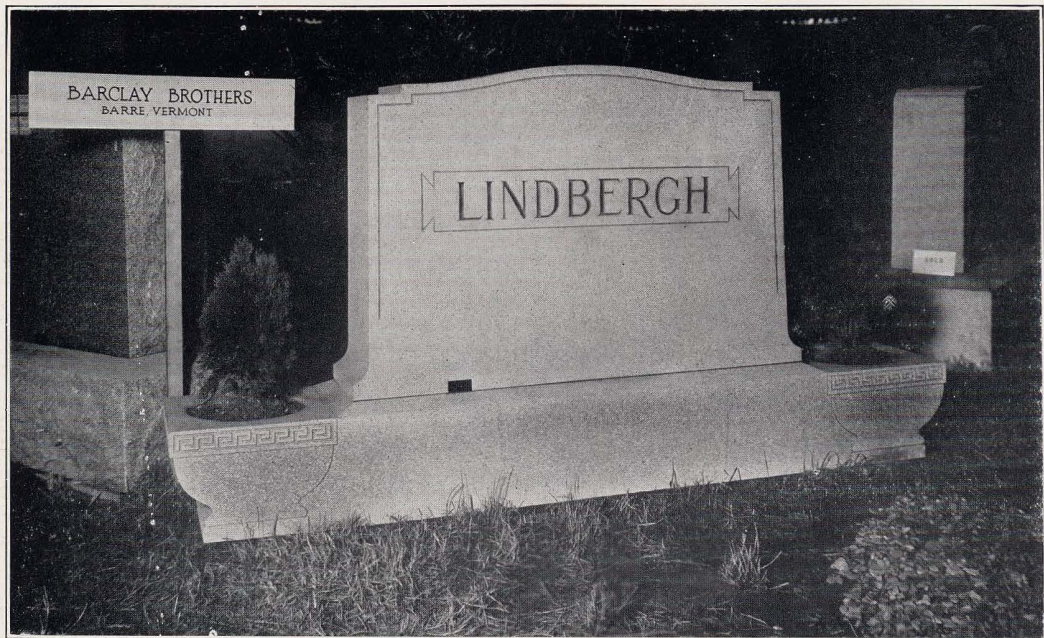
## Our Display at Washington

This shows our Rock of Ages memorial at the Convention. It was a revelation to many dealers who had never bought Perry polished memorials.

Our two pieces in Ausable Egyptian constituted one of the greatest attractions in the entire exhibit.

**PERRY GRANITE CORPORATION**  
WATERBURY, VT.





Quality



Quantity

## BARCLAY BROS. EXHIBIT AT WASHINGTON

Quality



Quantity

THE beautiful axed memorial in the foreground from Barclay Bros. copyright design was one of the great attractions of the Convention and was the only one illustrated in the Washington newspapers. It was executed from Smith-Barre Granite.

E. L. SMITH & CO.  
BARRE, VERMONT





## OUR EXHIBIT AT WASHINGTON

As usual the Royal Granite Co. captivated  
the Convention.

*Royal Antique Did It!*

**THE ROYAL GRANITE CO.**  
ST. CLOUD, MINN.



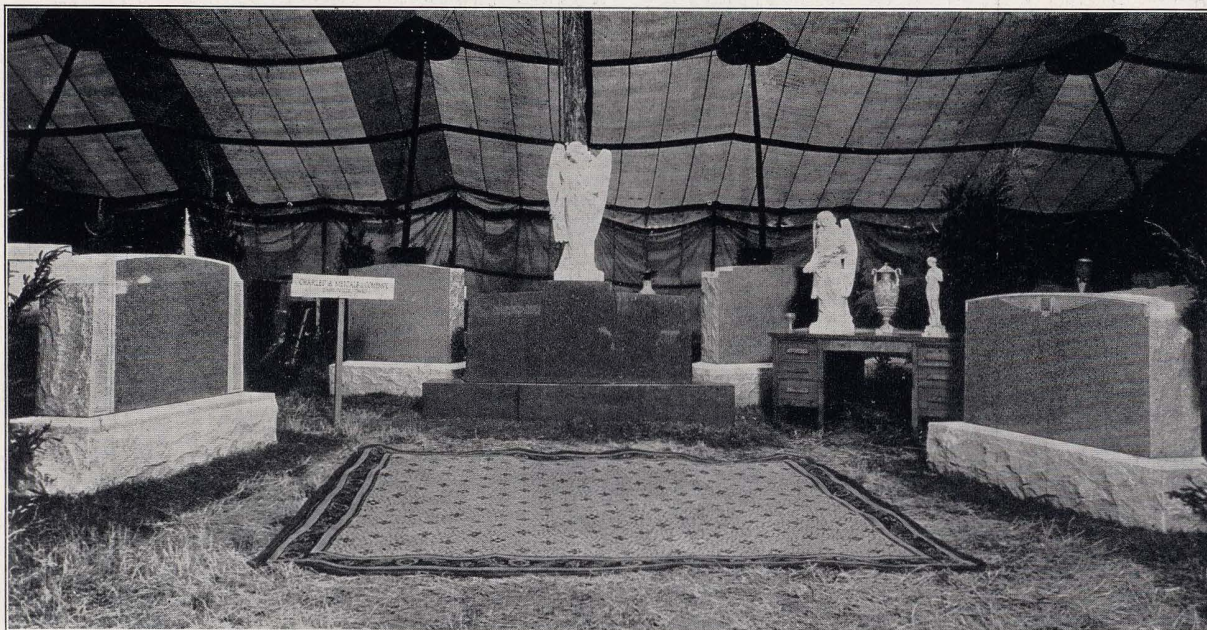


## Our Exhibit at Washington

It was the concensus of opinion that there was no more beautiful display of memorial art in the exhibit tents than that shown by us. The Gothic stele and the tablets in Pirie's Dark Barre Granite cannot be excelled.

**Anderson & Friberg Co.**  
BARRE, VT.





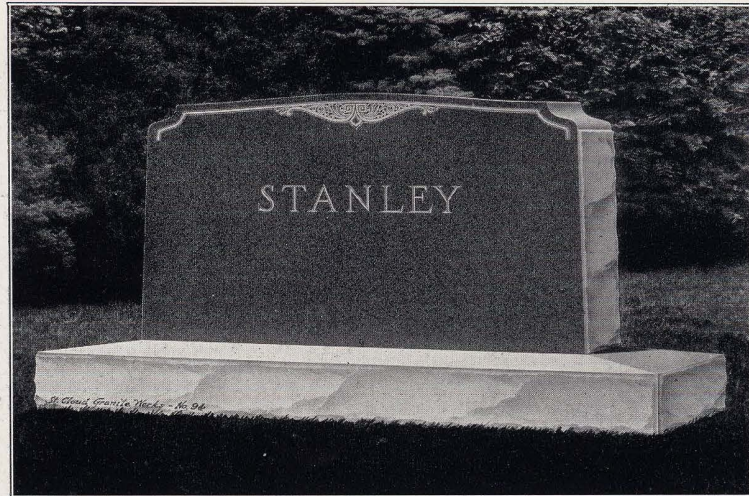
## *Our Exhibit at Washington*

THIS photograph gives an idea of our display but the exquisite finish of this memorial must be seen to be appreciated. There are shown here two polished Rock of Ages memorials with a center piece of Beers Red surmounted by an Italian marble statue.

*Chas. A. Metcalf & Co.*

ZANESVILLE, OHIO





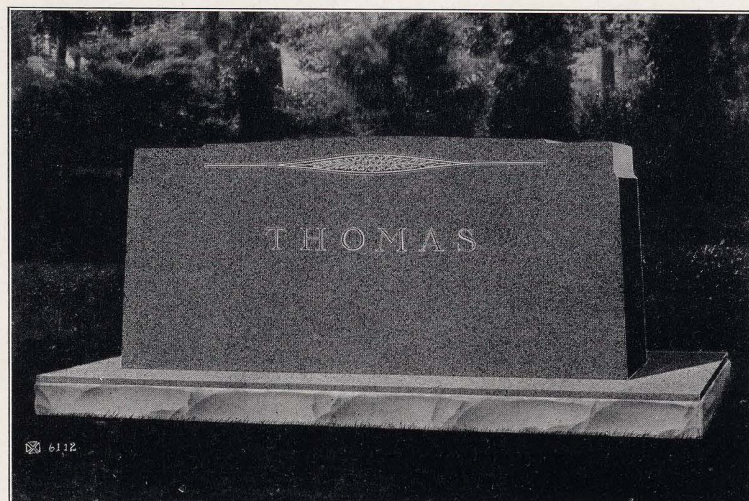
NEW DESIGNS IN  
*Red Pearl St. Cloud*

Here are two good sellers in modern models and the fine designs we showed at the Washington convention offer you St. Cloud's dependable product in other salable artistic memorials.

Put these two memorials in your show room now and realize on them this season, and ask us for special quotations on our Exhibit memorials.

Let us quote you today.

**ST. CLOUD GRANITE WORKS, (*Dependable*  
*Folks*) ST. CLOUD, MINN.**







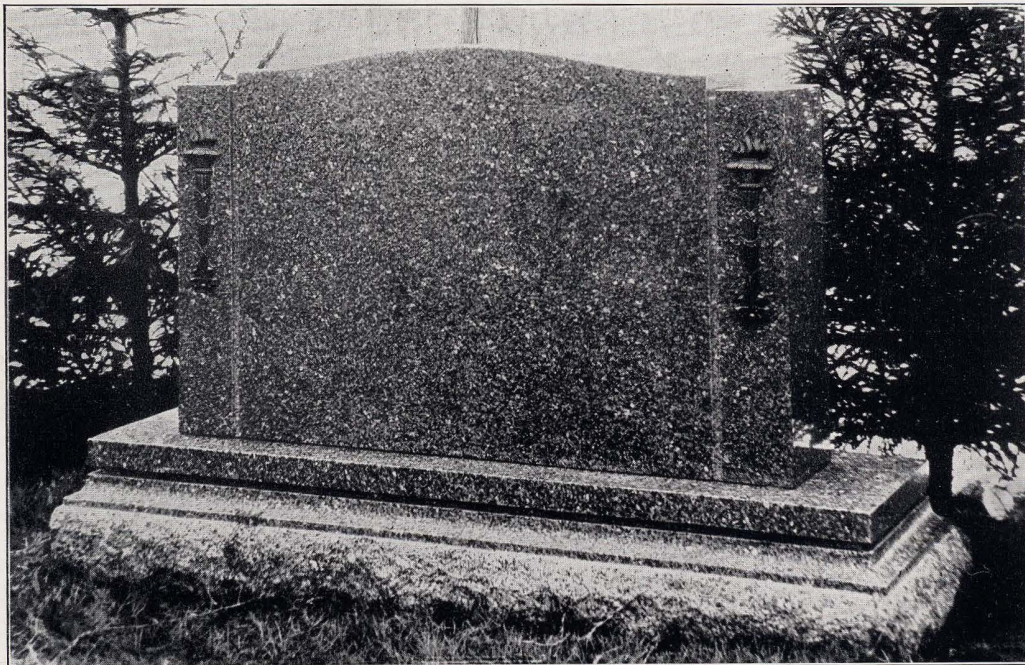
## Our Exhibit at Washington

The visitors at the Washington Convention had a chance to see polished Quincy Granite at its best in design, stock and workmanship when they came to our booth.

**Golbranson & Co.**  
QUINCY, MASS.



NORTH ★ STAR ★ GRANITE



ONE OF OUR SUPER MEMORIALS  
ON DISPLAY AT THE WASHINGTON  
CONVENTION : : : : :

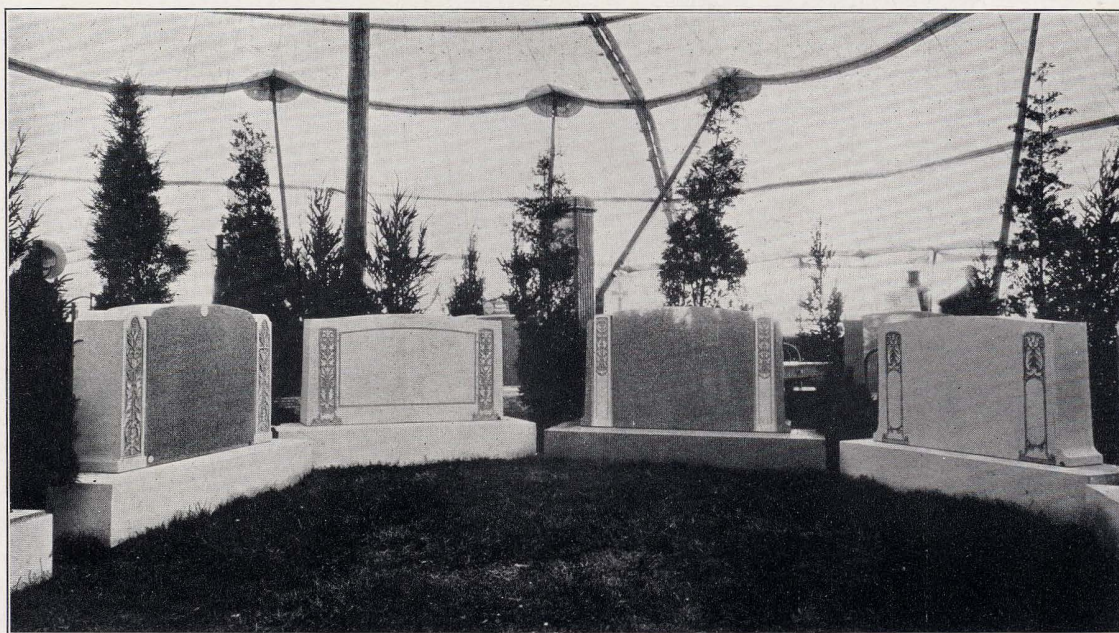
NORTH STAR GRANITE CORPORATION  
ST. CLOUD, MINN.

NS

GRANITE

NS





## *The Outstanding Exhibit at Washington*

Our patented designs with their  
art carving de luxe caused the  
crowd to wonder and admire.  
Every one of these masterpieces  
was executed throughout in Rock  
of Ages granite : : : : :

*Cross Brothers Company*  
NORTHFIELD, VERMONT.





OUR DISPLAY AT WASHINGTON

**WE** made no attempt this year to put on an elaborate display, but those who saw the Ausable Gray centerpiece realized that the art department of Marr & Gordon is producing things that make class dealers out of all their customers.

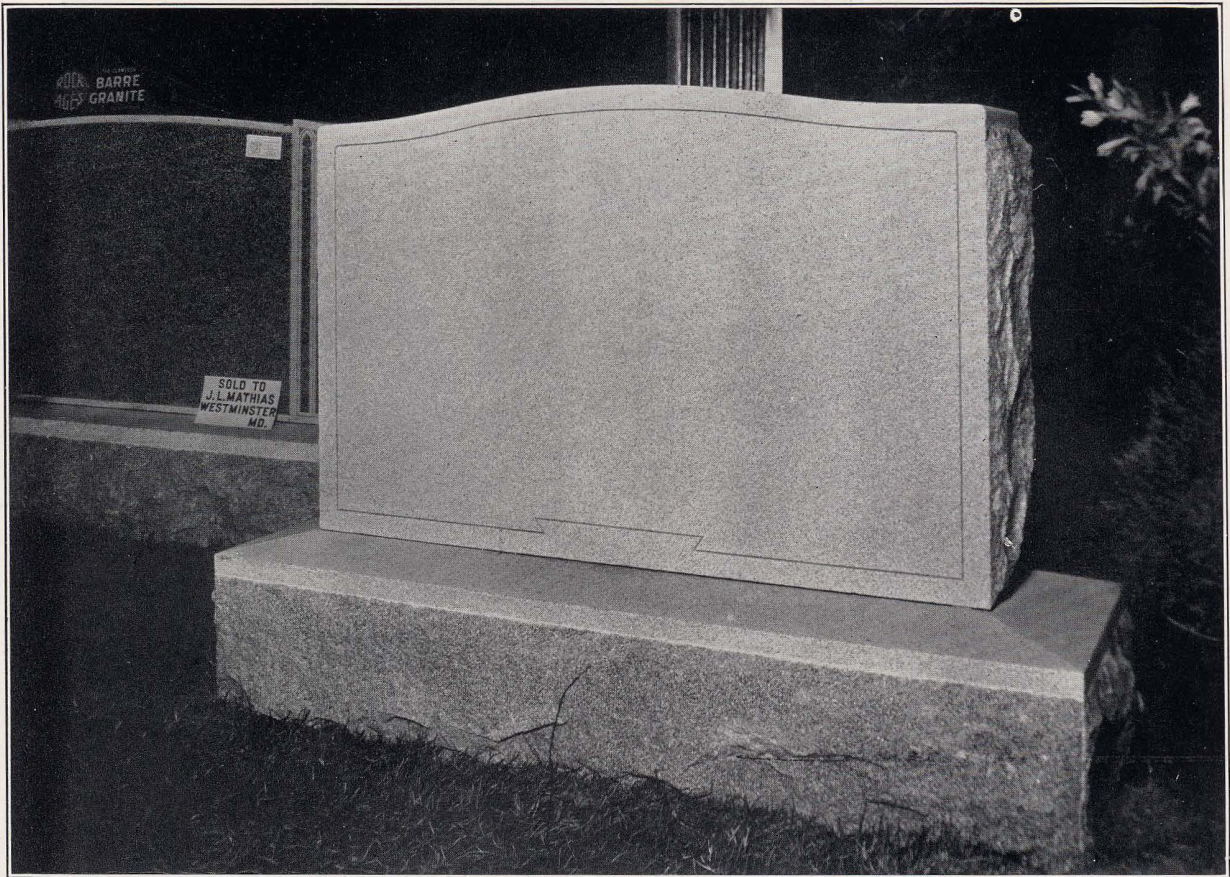


**MARR & GORDON, Inc.**

**BARRE  
VERMONT**

*A Certificate of Guarantee  
furnished with every Marr  
& Gordon Memorial.*



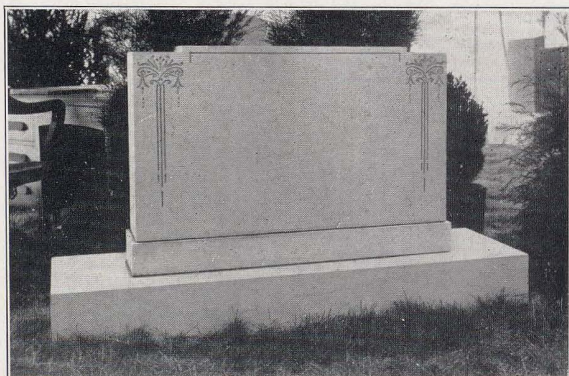


OUR EXHIBIT AT WASHINGTON

EVERY Craftsman who came to the Exhibit Tents went away with the impression that Young Bros. polished Rock of Ages was in a class by itself, at the height of perfection and their axed work of high merit.

YOUNG BROS. CO.  
BARRE, VT.





### *Our Display at Washington*

*The stock of "sold" cards piled on the various pieces of our exhibit, is good evidence that McBee-Ladewich produce the goods that the dealer knows he can sell at a profit.*



***McBee-Ladewich Co.***  
***MANSFIELD, OHIO***







PIERCE MEMORIAL, BANGOR, MAINE  
 BLUE WESTERLY GRANITE. DIE 10'-0"X5'-0"X3'-10". CHARLES E. TEFFT, SCULPTOR; C. PARKER  
 CROWELL, WALTER S. LANCASTER, ARCHITECTS.

## FOR PUBLIC MEMORIALS SPECIFY WESTERLY GRANITE

The product of Westerly's oldest quarries has been recognized as the best for more than eighty years. Its lasting qualities against severe weather conditions are well known.

The Smith Granite Company owns and operates quarries producing Westerly Granite in four distinct colors, Blue, Red, Pink and Gray. The 1927 price list quotes Westerly Rough Stock at the lowest prices named in several years.

Ask for this price list and use this stock for your quality work.

Sawed, polished, turned and finished monumental work will be quoted on request.

# THE SMITH GRANITE COMPANY

WESTERLY, RHODE ISLAND





## 1928 Series *De Luxe Pocket Photographs*

THE new 1928 series of DeLuxe type POCKET PHOTOGRAPHS is now ready for distribution. This series comprises selected cemetery views and original designs illustrating two-tone, sand blast and carborundum wheel effects. The general character of this group of designs as regards individual and original merit,

has never before been paralleled in memorial architecture. To reliable dealers we forward two hundred designs permitting the selection of one hundred, balance to be returned within one week for credit.

The price of the new 1928 series DeLuxe type POCKET PHOTOGRAPHS is \$15.00 per hundred including leather portfolio; when cash accompanies your order \$14.00 per hundred.

### *Copyright Warning*

If a prospective client becomes interested in a lovely memorial in your trade territory, erected by a craftsman other than yourself, and if that memorial is legibly and properly marked with a copyright notice,

### *Then*

we counsel our friends to avoid duplication or intimate imitation.

It is important that the effectiveness, the protection and the benefits that the copyright law offers, be established by a case in court. An infringement on your part might be the first case carried into a Federal Court.

The great mass of lovelier memorials that producers are making available to you will carry copyright protection. Copyright protection fosters and rewards art in memorial craftsmanship. We believe this protection to be the greatest boon that we can establish for the benefit of legitimate craftsmen, to assist them in the successful conduct of their business.

We seek co-operation in this great movement forward. We regret that a case must soon go into court. We recommend diligence in avoiding infringement.

**BLISS DESIGN COMPANY, - ROCKFORD, ILL.**



## The NATION'S APPROVED STATUES

"THE SPIRIT OF THE AMERICAN DOUGHBOY", the only World War Soldier Statue that has ever scored "100% PERFECT" in a National competition. Approved and endorsed by the AMERICAN LEGION and given enthusiastic commendation by nearly 100 committees who have erected it as their Memorial.

### The Most Widely Duplicated Statue in the World

And there is a reason. Ask for "THE ARTIST'S STORY", a gripping article by the artist telling how he worked 2 years to perfect this wonderful statue. Get a copy of this today—IT'S FREE.

### INTRODUCING

### "The Spirit of the American Navy"

a companion figure to the Doughboy, carefully modeled and just as accurate in minute detail as the "100% PERFECT" Doughboy, fully American in form and features, the spirit of the ocean shows in every fold of his uniform—representative of the Nation's sea power.

Both statues carefully constructed of 32 oz. U. S. Government sheet bronze—joints welded—strong, enduring, permanent—total height of each statue 7 feet, 24 inches square at the base. Just right in every way for your Memorial, and works of the sculptor's art.

Ask for Prices and Helps for Raising Money---Designs for Pedestals---Advertising, etc.---A Free Service



"SPIRIT OF THE AMERICAN DOUGHBOY"  
Copyrighted and Patented 1920

WRITE TO EITHER OF BELOW ADDRESSES FOR FURTHER DETAILS, PRICES, ETC.  
**AMERICAN DOUGHBOY STUDIOS**  
Spencer, - - Indiana  
Owners and Distributors



"SPIRIT OF THE AMERICAN NAVY"  
Copyrighted 1926

**FRIEDLEY-VOSHARDT CO.**  
733 S. Halstead Street  
Chicago, - - Illinois  
Licensed Manufacturers and Distributors

## Keep a Cost Record of Every Monument

The Monumental News Sales Record, shown in reduced fac-simile here, is a simple, practical and convenient means of keeping a systematic record of the purchase and sale of every monument. Tells at a glance when and where the monument was bought, to whom sold, when and where erected; shows first cost and all the incidental expenses. It saves money by avoiding future mistakes on monuments of similar designs.

Mont. No. \_\_\_\_\_ Material \_\_\_\_\_ Date Ordered \_\_\_\_\_  
Bought of \_\_\_\_\_ " Rec'd \_\_\_\_\_  
Sold to \_\_\_\_\_ " \_\_\_\_\_  
Erected at \_\_\_\_\_ " Erected \_\_\_\_\_

Cost at Quarry \_\_\_\_\_  
Freight from Quarry \_\_\_\_\_  
Freight to Destination \_\_\_\_\_  
Hauling, Depot to Shop \_\_\_\_\_  
Hauling to Cemetery \_\_\_\_\_  
Lower Base \_\_\_\_\_  
Markers \_\_\_\_\_  
Corner Posts \_\_\_\_\_  
Base Name \_\_\_\_\_  
Inscriptions \_\_\_\_\_  
Monogram \_\_\_\_\_  
Tracing \_\_\_\_\_  
Foundations \_\_\_\_\_  
Setting \_\_\_\_\_  
Boxing \_\_\_\_\_  
Incidentals \_\_\_\_\_

Agent's Commission \_\_\_\_\_  
Percentage to cover Rent, Taxes \_\_\_\_\_  
Interest, Insurance, Bad Debts, etc. \_\_\_\_\_  
Total Cost \_\_\_\_\_

Contract Price, \$ \_\_\_\_\_  
Cost \_\_\_\_\_

### REMARKS

Highly endorsed by many successful dealers. The pages are 8 x 10 3/4 inches, substantially bound.

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200 page Sales Record with index, postpaid .....\$5.00  
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114 S. Carroll St.  
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*We Specialize in*

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 Star Carborundum Heads  
*for* Marble Polishing  
 Felt Buffers :: Lifting Jacks

F. R. Patch Mfg. Co. SPECIALISTS IN **STONE AND MARBLE WORKING** Rutland, Vt.

## OGLESBY GRANITE QUARRIERS

ELBERTON, GA.

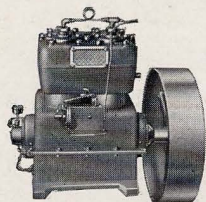
QUARRIERS AND MANUFACTURERS OF

TRADE MARK  
 BLUE "OGLESBY" GRANITE  
 REGISTERED

"A PREFERRED STANDARD FOR QUALITY MEMORIALS"

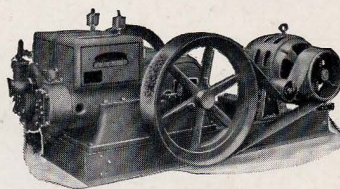
ROUGH STOCK—SAWED AND POLISHED SLABS—FINISHED  
 MEMORIALS. NO MATTER WHAT YOU MAY NEED, IT  
 WILL PAY YOU TO GET OUR PRICES.



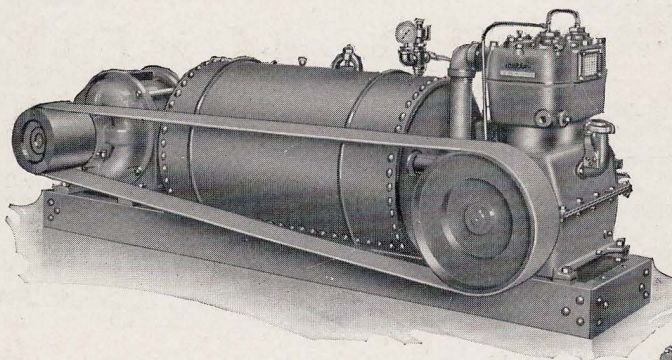


VERTICAL STATIONARY COMPRESSOR

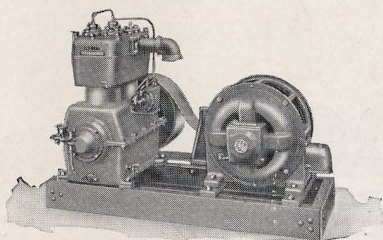
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FROM 15 TO 240 CU. FT.  
DISPLACEMENTS.



HORIZONTAL SHORT BELT  
DRIVEN COMPRESSOR



VERTICAL STATIONARY SKIDDED, WITH  
TANK AND ALL PIPE CONNECTIONS READY  
TO BOLT TO YOUR FOUNDATION.

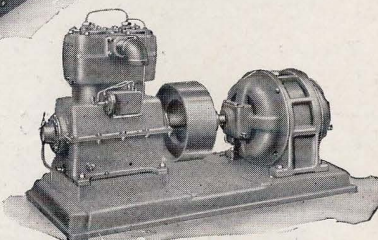


VERTICAL STATIONARY SHORT BELT  
DRIVE COMPRESSOR WITH IDLER

**SCHRAMM, INC., MANUFACTURERS**  
WESTCHESTER, PA.

*Offices and Representatives in all Principal Cities*

**SCHRAMM**

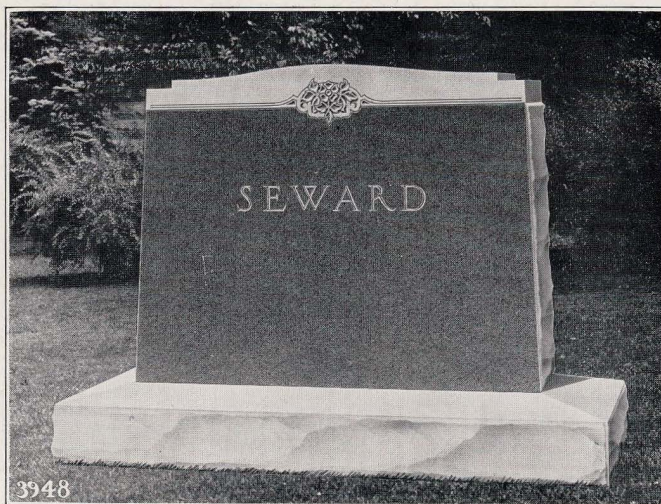


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MOTOR DRIVE COMPRESSOR ON  
CAST STEEL BED PLATE

## Ortonville Ruby Red and J. & L. Mahogany Granites

*Nothing Quite Their Equal For Beautiful Sand-Blast Effects*

Contrast  
between  
Hammered  
and  
Polished  
surfaces—very  
striking.



No order too  
large nor too  
small for our  
equipment.

No. 3948 in Three Sizes  
Ask for Special Price

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ORTONVILLE, MINN.

CHICAGO OFFICE:  
733 Monadnock Block

Send all Correspondence to Chicago Office



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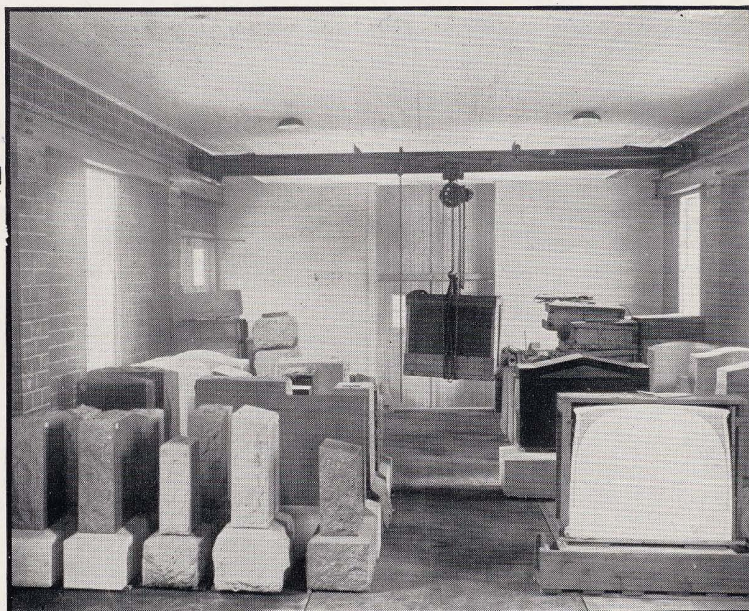
That is the unsolicited statement made by the owner of a "C-M" Crane, equipped with a "Matchless" Trolley and "Cyclone" Hoist.

"C-M" Overhead Material Handling Equipment is speeding up production and cutting labor costs in thousands of plants.

Our representative will cooperate with you in determining the exact type of equipment you need. There is no obligation whatsoever.

**The Chisholm-Moore Mfg. Co.**  
CLEVELAND, OHIO

Branches: New York, Chicago, Pittsburgh



A "C-M" 2 ton Single I-beam Crane with "Cyclone" Hoist and "Matchless" Trolley in the plant of Sherman & Royer, Cambridge Springs, Pa.

# CHISHOLM-MOORE

**OVERHEAD**

**HOISTS  
CRANES  
TROLLEYS**

**TRACK SYSTEMS**

The "C-M" line includes "C-M" Electric Hoists, "Cyclone" Hand Hoists, "C-M" Low Headroom Hoists.

"Matchless" Trolleys, "C-M" Hand Power and Electric Cranes.

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No two people are apt to have the same taste when it comes to selecting a memorial, and no one dealer can afford to carry a stock so extensive and so varied as to catch every prospect who comes along.

Now my stock-sheets are the result of scientific



study and they show a class of memorials that will appeal to the largest possible number of people. The dealer who uses them always avoids losing many customers. Write me for my latest stock sheets and for my suggestions as to how you can use them.

**W. A. HAMBLETON, - Mansfield, Ohio**

*Wholesale Granite and Statuary*

**Barre, Vt.**

**Aberdeen, Scotland**



## *You make the extra profit*

THOSE dealers that have been wise enough to look into the Little Falls Black proposition have found that this specialty granite demands no greater price than standard granites.

Many dealers are discovering there is extra profit to be made with this material.

*Little Falls  
Lindbergh's Home  
Town*

It is a one dealer granite---only one reliable dealer in each territory can obtain the sale of it. The dealer that sells it has no competition. A good profit is the natural result of this policy.

And it is the dealer that reaps the extra profit.

LITTLE FALLS BLACK GRANITE CO.  
LITTLE FALLS, MINN.

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### BOLTLESS SURFACER BUSH CHISEL

The cuts of this patented chisel are held in place by a V-shaped key in the center. They can be taken out or put in easily and quickly. There is no side movement, and the cuts are solid, which enables them to deliver a stronger blow and minimizes the chance of their breaking.

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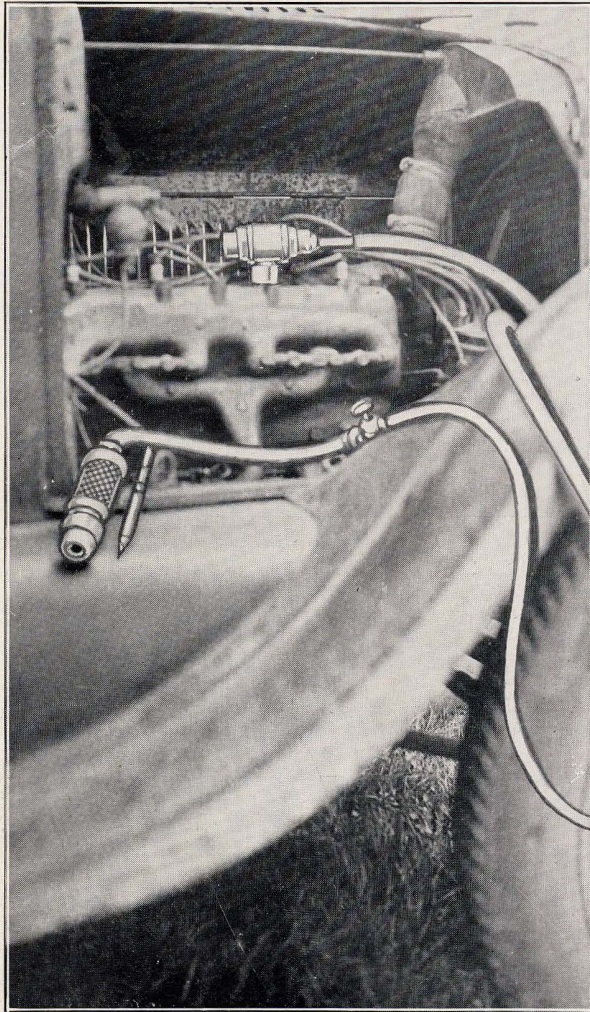
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With Mount Bros. "Air Take-Off Device". Lettering in granite, stone and marble is made easier and at lower cost. **Any** Auto-engine quickly changed into an efficient air-compressor by simply removing one spark-plug and inserting "The Air Take-Off Device". No tank is required. Now being used extensively in 33 States and Canada by several hundred satisfied dealers.

Write for names of users near you. Our circular "A" and other information gladly furnished.

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It is guaranteed 2 years against unusual wear or defective parts.

Your car has compression, why not use it? State car make.

**Mount Bros., Memphis, Mo.**

## ORIENTAL

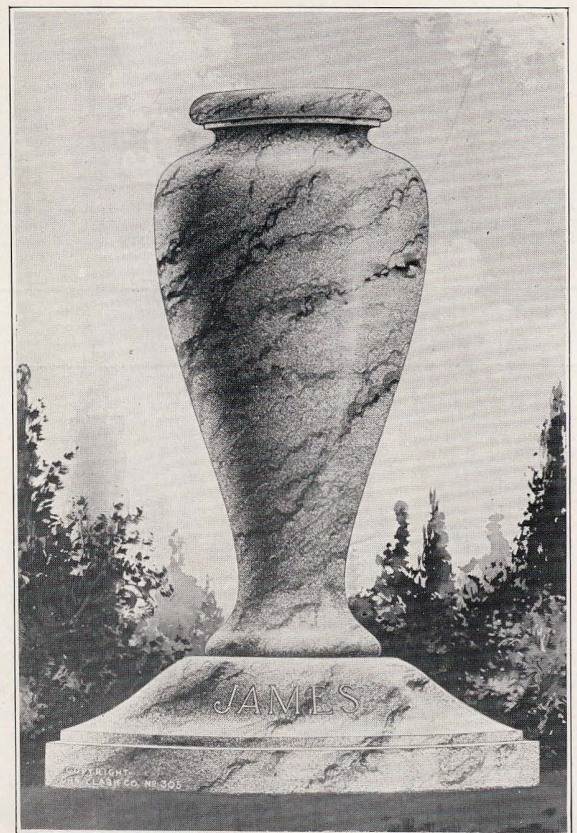
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## Minnesota Pink and Pearl Granites

ARE OUR SPECIALTIES

Mausoleum and Heavy Vault Work

Our Lathes are the Largest in the  
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GET OUR PRICES ON YOUR NEXT ORDER

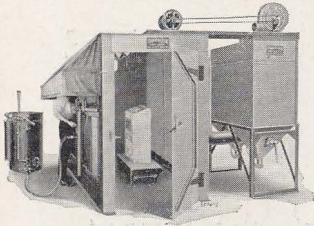
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Quarries and Plant---Rockville, Minn.  
CHICAGO OFFICE --- 733 Monadnock Block

SEND ALL MAIL TO CHICAGO OFFICE



**OVER 1000  
MEMORIAL ART SHOPS AND QUARRIES  
Have Purchased Pangborn Sand-Blast and  
Dust Collector Equipment Within  
the Past 3 Years**



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Pangborn Equipment is especially designed throughout for Memorial Art service. High efficiency and substantial construction are exclusive Pangborn features. Quantity production and large volume enables us to price the Equipment very low.

Pangborn Sand-Blasts have in many instances, within a very short period, created sufficient additional profit to return the total outlay.

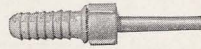


**JIFFYSTENCIL**

comes in sheet form for immediate blowing regardless of atmospheric conditions. LIQUI-STENCIL is the very highest grade of melting compound.



**PANGBORN HOSE**  
has thick innertube of pure rubber and gives very long service.



**PANGBORN NOZZLES**  
outlast several ordinary ones. We stock every Sand-Blast Accessory and Supply and make quick shipments.

You may as well have the best

**Pangborn Sand-Blast**  
for Memorial Art Carving and Lettering  
PANGBORN CORPORATION, HAGERSTOWN, MARYLAND

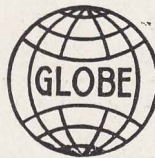
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"The Standard of Quality"

For Sawing, Cutting, Rubbing and Polishing  
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Samples on request

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When the above monument was manufactured three years ago by E. Settimelli & Sons, Quincy, for F. P. Davis, Forest Hills, six inscriptions were cut.

Cutting the seventh (26 letters), to match perfectly, is described and fully illustrated by photographs in folder No. 7f.

Get Your Copy Now.

**"Give 'Em Air!"**

REG. U. S. PAT. OFF.

Full information on receipt of enquiry mentioning Monumental News . . . .

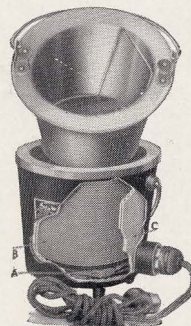
**P. K. LINDSAY & CO., Inc.**  
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**This Folder Saves You Money  
Produces Better Sandblast Work**

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It also shows how—



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Sizes; 1 pt. to 50 gal.

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Electric Pots and Heaters  
Heat Stencil-Coating  
with No Attention

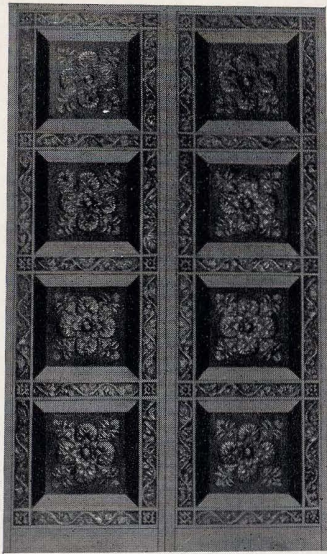
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Used in Vermont for years.

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HIGH CLASS

MODERATE PRICE

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(Trade-Mark Registered)

Sand Blast dope is made in two brands, one for warm weather and one for cold weather. Our experience has shown that it is better to have two different grades for different weather conditions, and the weather does not need to bother you if you have the proper grade of 5/A Dope.

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Ask us about it.

**COMMERCIAL PASTE CO.**

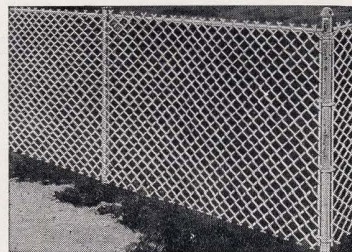
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COLUMBUS, OHIO

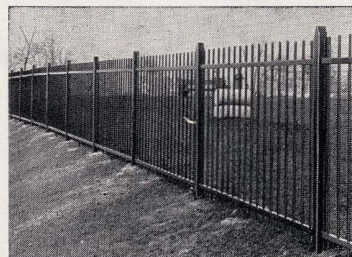
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## Manual of Monumental Lettering

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Seventeen chapters of instructions on letter cutting with the pneumatic tool, written by an expert letterer and carver of many years' experience; chapters on the drafting of letters, decorations and carving; the laying out of inscriptions; laying out and drawing of lodge emblems and floral decorations; and lettering details.

This is the first and only book ever published devoted exclusively to the lettering of monuments; definite instructions on how to cut all types of letters and inscriptions with the pneumatic tool are given. Invaluable for teaching apprentices or workmen, and for perfecting the fine points of letter cutting.

Drawings of all the most used floral carvings with instructions for conventionalizing them into designs for monumental decorations and geometrical decorations for monuments are shown, and their drafting explained.

Designs especially drawn for stone carvings of over 30 leading lodge emblems; practically all needed in monumental work. Army and Navy emblems of the World War; reprinted by frequent requests, with the addition of the leading Canadian Army insignia; over 280 drawings.

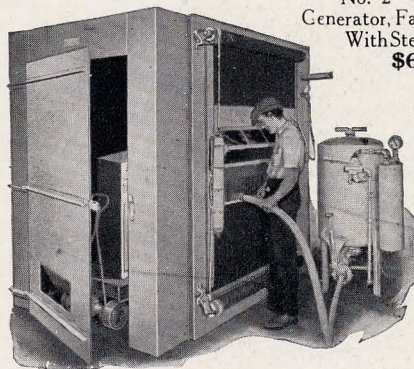
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### MONUMENTAL NEWS

114 S. Carroll St., - - - MADISON, WIS.

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Generator, Fan \$513  
With Steel Room,  
\$673



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(From Bowman Monument Co., Burlington, Kansas.)

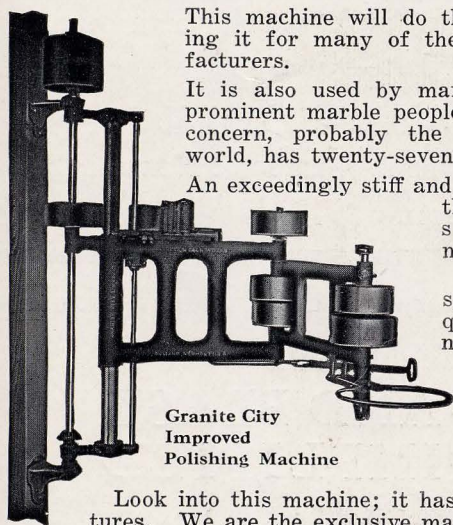
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*Won't you write for particulars?*

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Granite City  
Improved  
Polishing Machine

This machine will do the work—is doing it for many of the largest manufacturers.

It is also used by many of the most prominent marble people—One Vermont concern, probably the largest in the world, has twenty-seven in use.

An exceedingly stiff and rigid machine—the hollow or box section arms make it so.

Solid or hollow spindles as required; also furnished with wrought iron scroll wheels, ring wheels, grit wheels—filled and unfilled.

Look into this machine; it has many new features. We are the exclusive manufacturers.

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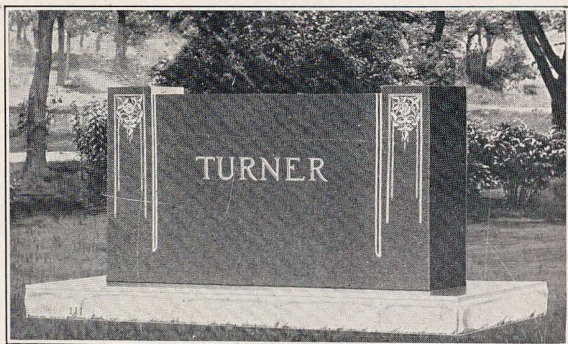


FOUNDERS  
AND  
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## THE JOHN HARSCH BRONZE & FOUNDRY CO.

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No. 111

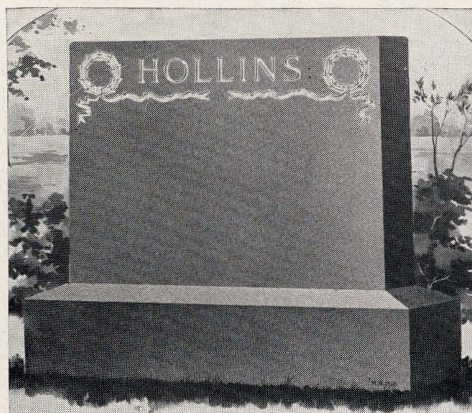
*"There is Only One Hunter's Mahogany Granite."*

A granite that is different at a fair standard price. We give exclusive sale to one dealer in a locality.

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 Quarrier and Manufacturer of  
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*Imperial  
 Polished  
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represents a character in memorial work that is worthy of your best trade. Let us quote you on this class of work in any Quincy or Westerly Granite you have to buy.

**IMPERIAL GRANITE CO., Inc.**  
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*"The Silk of the Trade"*  
 Rion, S. C.

## PROFITABLE DESIGNING

can be had. When you are tired of the sameness of the commercial photographers' work and want artistic work — ask —

**S. R. POOLE**  
 Care Monumental News  
 Madison, - Wisconsin

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The low cost makes it possible for everyone to own a sand blast machine, or an auxiliary for coloring.

**PEORIA SAND BLAST MFG. CO.**  
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No stone shows better contrast in  
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Cutting and  
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JOHN A. ROWE MONUMENTAL CO., Inc.  
BEDFORD, INDIANA



FLASCHNER'S  
Burnt-in China Portraits  
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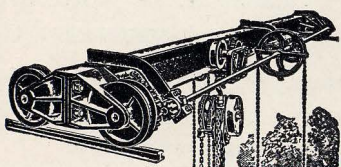
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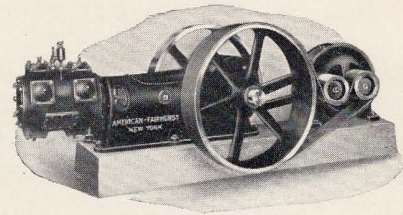
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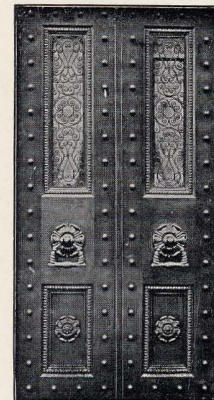
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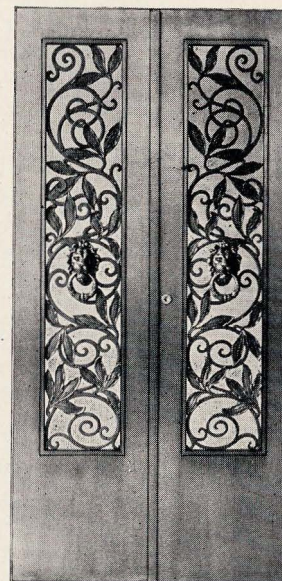
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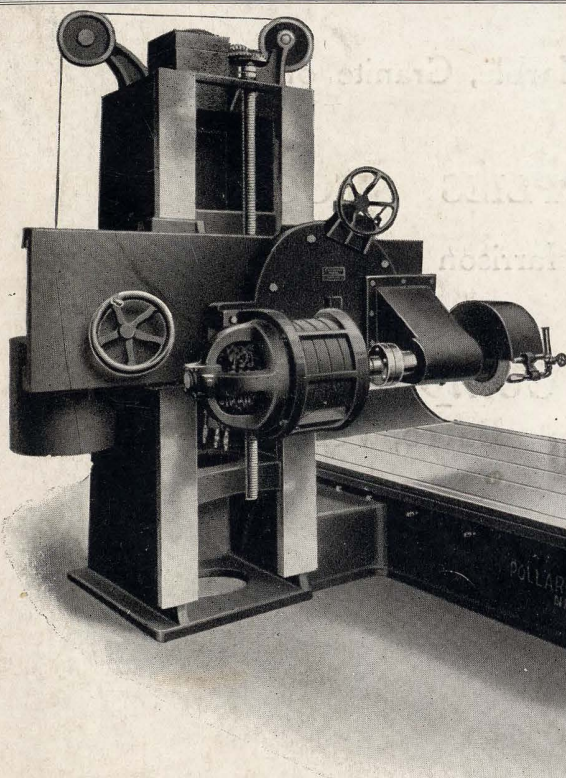
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