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Philadelphia, Wednesday, January 25, 1922

THE BEST OF THE FAIR SITES

WOULD you rather be an exposition strap-hanger or a five-minute Parkway walker? was the significant question posed by Andrew Wright Crawford in indorsement of the Cret plan at a Philadelphia Forum meeting at which fair sites were discussed.

Richard Wedgitt, president of Council, pleaded frankly for the Parkway-Schuylkill location at a City Hall conference. It is a satisfaction to note that by far the most logical and advantageous of the sites proposed is being defended openly and enthusiastically in authoritative quarters.

Ten of the fourteen locations originally mentioned have been dropped from responsible consideration. Such merits of the South Philadelphia, Pennypack Park and Roxborough plans as have been disclosed pale before the obvious and numerous advantages of the central site program capable of being dovetailed with permanent municipal development on a splendid scale and assured of the highly practical co-operation of the Fairmount Park Commissioners.

Parochial conceptions and sectional preferences should not shadow the exposition project. The Parkway, the Park and the Schuylkill banks, so lamented in need of fair even more suitable than the shores of the Seine within the heart of Paris which served a world's fair posture so admirably in 1900.

Delay in reaching an official decision is costly. It is time to cease frittering with alternatives and to concentrate upon a fair site such as is available in very few of the chief American cities.

HOW THE COUNCIL REGARDS IT

THE practical politicians on the Finance Committee of the City Council regard the Civil Service Commission as a nuisance. It makes it difficult for them to secure the appointment of their friends to city jobs.

Therefore when Clinton Rogers Walford, president of the commission, asked for an appropriation from which to pay three special investigators the money was denied him.

Mr. Woodruff insisted that he was required by the charter to inquire into the character of all who pass the examinations and that he needed the investigators to do this work. The committee regarded this sort of work as unnecessary. Why should a special inquiry into the character of an applicant for a job be made when he had been recommended for it by a Councilman? All this sort of thing is a needless interference with the inherent rights of the political leaders to build up a machine through patronage.

The Civil Service Commission cannot be abolished by the Council, but it can be hampered in such a way as to prevent it from completely stopping the efforts of the members of the Council from getting jobs for their friends.

COINS IN HONOR OF GRANT

IT WILL be 100 years in April since Ulysses S. Grant was born. The anniversary will be celebrated by the American Club of Pittsburgh, which was the first organization in America to celebrate the birthday of the great general. And it will be observed in various other parts of the country.

The Senate has passed a bill authorizing the minting of 100,000 silver coins of \$20,000 silver half dollars in honor of the centenary. Its passage by the House is expected. The design for the coins has not yet been announced, but it will doubtless include a portrait of Grant and it ought to contain also his famous plea: "Let us have peace."

The coins will, of course, be minted in this city and the citizens will have an opportunity of seeing them as soon as they are finished. They will probably never get into general circulation, for there are people enough who honor the memory of the great and simple-hearted American to buy the whole issue to preserve as keepsakes.

ONCE MORE THE GALA DAY

THE carnival spirit in its most spontaneous form has been invariably manifested in Philadelphia when it has been the scene of Army-Navy football contests. The festive atmosphere which is an unique classic of the edition should properly be invested has defied efforts to transfer it elsewhere. It is of record that transportation facilities broke down when the event was staged at Princeton in 1905, and returning through, even those members thereof on whose triumph victory had perched, were anything but gay.

The distinctive character of the match has of late been overwhelmed by the multifarious activities of New York. If that city is complimented by the conclusion that it is a single too metropolitan for the game let Philadelphia, on the other hand, are not loath to confess that the game dominates the day here and that the entire community is exhilarated. For this reason, among several others, including the recovery of what may rightfully be called prestige, this city is delighted at what happens when the contest is played at the Saturday following Thanksgiving if the end of the week falls within November. Otherwise the previous Saturday is to be chosen, as is the case this year.

when the Army and Navy eleven will clash on November 25, which happens also to be the date of the Harvard-Yale game.

It is not anticipated that coincidence will detract from the brilliancy of the struggle between the Government's academics. Of recent years the problem has been not one of securing football crowds but of accommodating them.

The new Franklin Field is expected to solve that difficulty in this city. The magnificently expanded stadium will be completed in time for the Pennsylvania football season, and there will be room for at least 50,000 spectators when the gala game of the Middles and Cadets takes place. In every respect the new schedule is in conformity with one of the most ennobling traditions of this vicinity.

REPUBLICAN PARTY IN STATE IS ALL "SHOT TO PIECES"

Inaugural Uprising Sure Unless Undesirable Candidates for Governor Are Cast Aside and a First-Class Man Is Named

By GEORGE NOX McCAIN

IN THE vernacular of the day, the Republican State Organization, as a result of the death of Senator Penrose, has been "shot to pieces."

Attempts are being made by certain cliques, headed by minor political leaders, to form combinations to seize control of the State organization for their own selfish purposes.

The prime object of these movements is to nominate and elect a candidate of their own choosing as Governor.

Through a Governor of their own selection it will be possible for certain freebooters to control the situation and hold in their grasp the resources and vast possibilities of the Commonwealth.

The revelations that already have been made concerning the condition of fiscal affairs at Harrisburg should be sufficient to arouse right-thinking members of the party to the peril that menaces the organization.

In the scramble for place among the warring factions there is danger that one of the undesirable now clamoring for recognition may seize the prize and disgrace the State.

It is inconceivable that the decent, self-respecting Republicans of Pennsylvania will stand by and idly permit such a consummation. It is time that they begin to take stock not only of conditions but of candidates.

Half a dozen names have been suggested for the governorship. With two exceptions all of them have remained in the background, permitting their friends to urge their availability and present their claims.

Two candidates, State Treasurer Snyder and Lieutenant Governor Heidleman, for long have been proclaiming their availability from the houseposts. For months Mr. Heidleman has gone up and down the State, wherever opportunity offered, delivering addresses with the knowledge of all men that he was a candidate for Governor.

Mr. Snyder, with a record of twenty-five years continuously in office, presents his photograph and his advertising card, as his claim to the same high office.

In the light of recent revelations concerning the financial transactions between these gentlemen, involving the State's money, and a boasted violation of the law, it is unbelievable that their claims to the office should receive serious consideration.

By the same token, the influential Republicans may well scan the horizon and take note of the political barometer as it affects the personnel of all men offering themselves for consideration as candidates for Governor.

An error in selection will almost certainly precipitate an uprising among the independent element of the party.

Dissatisfaction with certain conditions at Washington and the practical demolition of the party machinery in the State are having their effect. Already Democratic leaders are talking harmony and taking cognizance of the situation in the Republican ranks.

The condition is dangerous only so far as the Republican Party permits itself to be made a tool of petty and unworthy bosses, or compelled to recognize as its candidate for Governor a man unworthy of confidence or the acknowledged tool of leaders who are politicians for what there is in it in cash or contracts.

The nomination of a man who will rank high in integrity and ability, who will command public confidence, who has no apologies or explanations to make for his official past, and who has no masters to serve in the future, can rally a united party to his standard.

It is time for the leaders of the Republican Party to look the situation squarely in the face.

MRS. WARBURTON'S DEMANDS

THE political significance of Mrs. Warburton's demand that she be vice chairwoman of the Republican State Committee is being considered in making up the slate for the State ticket on the best understood by assuming that she is a man making the same demand.

Mrs. Warburton was put on the committee because it was thought politically expedient to have a woman member. If she had been a man she would have won her place on the committee because she represented in her own right or through the exercise of her own power a certain number of votes or because she was the proxy of some one who represented a group of voters.

The State Committee is the executive agent of the Republican organization. Its members are the voters of the party, not the votes of men or the votes of women, but the votes of electors, regardless of sex. There may come a time when the membership of the committee will be doubled, with a man and a woman from each district, the man speaking for the male voters and the woman speaking for the female voters, and the women members of the committee demanding that women be nominated for office and the men insisting that men be nominated. If no agreement could be reached the fight would be carried to the primaries, where there would be a real test of power.

That is what happens when the men cannot agree, and the faction which wins then controls the committee.

But at present the women are beginning to suspect that such recognition as they have received is due to gallantry rather than to respect for their political power. Mrs. Warburton's protest is an indication that they want something more than fair words and pleasant smiles. They want to be admitted to the councils of the party and to have something to say about what is to be done.

Senator Vane, who knows how to play politics of a certain kind, has suggested that there be a referendum of the women on the matter of candidates and that the committee be asked to put on the slate the choice indicated by the referendum. He says that he

is arranging something of the kind in this city with Mrs. Archibald R. Harmon as the representative of the women voters.

But this does not go far enough. It gives no guarantee that the women's wishes will be respected. What the women are seeking is a real recognition that they have power just as men are recognized in politics. They want to be able to say to the State leaders that if they hope to carry this or that congressional district they must make such and such a concession to the women leaders of that district. Some of them wish a women's Republican party and a men's Republican party working together on parallel lines with women leaders in charge of one and men leaders in charge of the other. And others prefer that there shall be no division along these lines.

While they are fighting this question out among themselves the women will acquire considerable political education, and they may discover that in politics at any rate the law of the survival of the strongest prevails without regard to race, color or previous condition of servitude. The law as it is a game played without mercy to the opponent and with few scruples about the means employed to win. Mrs. Warburton has evidently learned this much, for she threatens that unless the women get what they wish they will support some other party. If she can convince the male leaders she is right, she will make good, she is likely to get what she is after.

A RETREAT AT TRENTON

WHO blew the bugle for retreat in the New Jersey Senate on Monday night when, to the dismay of every political observer in the State, the dry majority reversed its plans and refused at the eleventh hour to ratify the appointment of big Jim Nugent, militant wet, to the office of County Prosecutor in Essex?

Governor Edwards, who sent in Big Jim's name, was obviously amazed. He said shortly before the session that Mr. Nugent, who formerly was boss of the ruling bipartisan machine in Jersey, would go through without opposition. Many of the Senators went through the performance of rejection in a sort of daze. They too were astounded.

The leaders made their unexpected decision in a caucus. The white light of publicity had been beating uncomfortably upon them, and they appear to have developed a sudden fear of the new element in politics that is still an unknown quantity to all concerned in the woman vote. They are realistic at the last but there might be something more than incongruity in the spectacle of a dry Senate naming a wet candidate to enforce the prohibition enforcement in one of the most densely populated areas of the State.

Big Jim, who temporarily hindered in his return from Essex, will retire for a while to a semi-private life. The G. O. P. of New Jersey has openly allied itself for better or for worse with the Anti-Saloon League and its organization in New Jersey. What this forebodes it is hard to say. But politics is not played according to any fixed rules in Jersey.

The past Republican leaders and even Republican chairmen have fought sham battles with Democrats in the open and swung their support to Democratic candidates in secret. The Republicans are now committed in theory to the Volstead act and the more rigorous enforcement of the law. They are fighting the State at the important fall elections on that platform? If they can't or if, for reasons not political, the bipartisan system is revived, New Jersey will elect a Democratic Governor in the autumn and it will send a Democrat to succeed Frelinghuysen in the United States Senate.

GUNS AND MARRIAGE

WE ARE in a way, it seems, to become a Nation of marksmen—and markswomen. Firearms continue to rattle disconcertingly in the air, and it is not likely to be a brief conference for Disarmament Among Average Citizens and the Elimination of the Automatic Pistol in Social Controversies. Here again is evidence to suggest that we may be paying in unsuspected ways for our real or imagined prosperity.

But it is not alone the flow of the money long enough to cast a stone plumb into the center of the League of Women Voters' skating and mill pond. They both did it with their four milk wagons, and four out of every two who are not actually stronger than I had realized.

"'Twas something to be worthy of such hats," says some one who thinks the name League of Women Voters dawned for the first time on the interner of the political ladies, who had, I fancy, not quite distinguished them from the National Robertson, member of Congress, and he began to intrigue them in being forbidden fruit from them on.

I think it is bad enough to have to call a party that insists it is not a party, but to call a party that insists it is not a party, the primer of mischief-makers wastes good ammunition, unless, as I have suggested, the lady who sat between the two for any way—peace and righteousness in summer; and, like storms in summer, they pass in their own good time. But you have to wait.

No one who hasn't the gift of patience can hope to make a success of the adventure of traffic calls to mind with a woman that most people can be patient in a pinch. For marriage, while it assures a full and tranquil life to the deserving, requires innumerable sacrifices, innumerable readjustments of viewpoint. It is, as some one said not long ago, a life for a life. You get out of it what you give—peace and righteousness of one sort and another.

Its conventional failure is due very largely to the stresses of a new competition with which the institution of the home has to contend. It is not the white lights and the organized excitement that pass nowadays for public entertainment. It offers, instead, tranquillity and peace and safety and a way to normal and complete happiness. But it is not a game, and it is not a game that can be won by the exercise of power or a certain number of votes or because she was the proxy of some one who represented a group of voters.

The State Committee is the executive agent of the Republican organization. Its members are the voters of the party, not the votes of men or the votes of women, but the votes of electors, regardless of sex. There may come a time when the membership of the committee will be doubled, with a man and a woman from each district, the man speaking for the male voters and the woman speaking for the female voters, and the women members of the committee demanding that women be nominated for office and the men insisting that men be nominated. If no agreement could be reached the fight would be carried to the primaries, where there would be a real test of power.

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AS ONE WOMAN SEES IT

Additional Evidence That America Consists of New York and the Provinces Furnished by Gotham Women's Republican Club

By SARAH D. LOWRIE

I HAD a very amusing day on Saturday of last week. I went over to New York to a luncheon given by the Women's Republican Club of that city at the Biltmore Hotel.

The club has been incorporated as the Women's National Republican Club, but as it is a New York organization, with resident members from New York City and its immediate environs only, and as its Board of Governors are New York women, the word national means about as much as when it is put before the word "bisect," or the word "casket" or the words "incinerating company."

They have the habit over in New York of middle-naming themselves National, that's all. I remember when the Land Army was started during the war, a number of responsible and serious New York women met and drew up national by-laws and then called their members to sign them with a hearty ray of recognition of how comic their action was.

The other day at the Biltmore I realized New York did not know its feeling for national was coming to be the same as the one called a "defense reaction." It is such an overwhelmingly great, foreign city, and its honor from overseas comes as a jolt to the man and Jewish and Italian colonies, not to speak of Greek and Armenian, are so swarming with un-Americans that it is obliged to assume itself national again and again, its being nevertheless a man at heart if not in speech or behavior.

I SUPPOSE there now are many Women's Republican Clubs between the Atlantic and the Pacific which must soon be affiliated into a National Women's Republican Club, the affiliation follows the law of other political organizations. The national body must function in Washington, or at least function from the national capital.

For instance, the New York club, like that of Philadelphia, is the most important of a center for political information and as a school for well-balanced Republican propaganda around election times than any other organization. The word "non-factional" is a good deal used to describe its independence before the primaries.

I WAS interested in a number of things that I observed at the New York luncheon. First, the type of woman prevailing now at these party gatherings is much more the Palm Beach than the Ocean Grove sort. At the old-fashioned gatherings there was a little of Palm Beach and much, very much, of Ocean Grove. I used to act as usher at the national conventions, and I knew a Mrs. McCall McCornack, who was hardly her. Now there are hundreds of women who know how to wear pearls of great price, not to mention furs, and who have the air and attitude of dreadnoughts of supreme importance.

I asked the woman next to me at table why, for instance, she was part of that gathering, and in fact, why she had become a politician. She looked vague and said after a moment of thought: "I was asked to be a founder of the club, you know, when it was started. I encouraged her with a sympathetic nod."

"Why did they ask you?" I said. "Oh, maybe because I was born a Beckman. I was a member of the Y. M. C. A., an organization of the executives of leading Philadelphia business houses devoted to the solving of business problems."

"During the last ten years," said Mr. Barber, "the intermediaries between the producer and the consumer have increased at the rate of 10 per cent. Every one who touches the product in the course of the transmission between the maker and the ultimate consumer takes a profit, and four out of every five of these intermediaries do not add anything to the convenience of the purchaser or the usefulness of the product."

Immense Selling Costs

"When it costs as much to sell goods as it does to manufacture them there is something essentially wrong. Today there is tolerated, if not actually honored, one of the very things which was punishable by death or mutilation not much more than a century ago. Today to 'forestall' a competitor is considered a meritorious matter. But originally the word 'forestall' meant to buy up all the goods in a certain territory and hold them for an advance in price. This was a crime of the penal code at that time. Today it is not only tolerated, but the man who 'puts it across' is considered to have done a smart thing."

The matter of clothing, the matter of delivery of large clothing factories in this city. Each of these factories has at least forty models (some have as high as eighty) and a few even more, and each of the forty models is made in six different treatments. It is 240 in all. Then there are three different styles of lining for each treatment, silk, mercerized and cotton, and there are 300 different kinds of cloth for each model. This makes a grand total of 216,000 combinations, not counting the various sizes in which the garments are made up.

"Now 75 per cent of the orders are for the only 15 per cent of the styles. But the 15 per cent of the styles which are commonly ordered, and the result is an addition to the cost of manufacture, which must be reflected in the retail price."

The Suggested Remedies

"There are two of the main items in the present cost of things to the consumer, but they are two things which can be remedied, if those interested see fit to apply the remedies."

"The first remedy lies in the standardization of products. This was a lesson which we learned during the war and promptly lost it as soon as the war was over. I do not mean that the United States is to be standardized until every one must dress alike and look alike, but in almost every line of production there are too many different products. The amount of standardization would reduce the cost of production and hence, the cost to the consumer."

"The second point is that we shall have to create managers for the various big businesses, for of all the items of waste in American industry, according to Mr. Hoover's recent report, the vast majority of it is directly traceable to management. No one teaches management; everything else is taught: mathematics, foremanship, salesmanship, workmanship, but not management. And in business it is the man that counts more than the men."

Reduce the Selling Cost

"In the third place, the selling costs must be reduced. The rise of the chain stores in the United States is directly due to the high cost of selling. And the selling cost can be brought down to the right level only when we pay according to what is sold. The law of high efficiency is to reward according to the effect achieved, and to reward in no other way."

"This is a natural law. In this same connection I recently analyzed eight very successful businesses with relation to their

ON THE ROAD TO RECONSTRUCTION



NOW MY IDEA IS THIS!

Daily Talks With Thinking Philadelphians on Subjects They Know Best

GEORGE F. BARBER On the Frankenstein Business

A Frankenstein monster which seriously threatens its continued prosperity, according to George F. Barber, director of the Executives' Forum of the Y. M. C. A., an organization of the executives of leading Philadelphia business houses devoted to the solving of business problems.

"During the last ten years," said Mr. Barber, "the intermediaries between the producer and the consumer have increased at the rate of 10 per cent. Every one who touches the product in the course of the transmission between the maker and the ultimate consumer takes a profit, and four out of every five of these intermediaries do not add anything to the convenience of the purchaser or the usefulness of the product."

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