

FORD DECLARES HE IS NOT A SUCCESS

ONLY ASSEMBLER OF TOOLS

Declares His Real Work Remains to Be Done; Interview American Magazine to This Effect Quoted

"I am not yet a success, except as an assembler of tools. My real work remains to be done." This is Henry Ford's view of life at sixty-five, expressed in an interview with the American Magazine, in which he gives the most complete outline of his work and aims that he has ever permitted to be made public.

Moreover, the billionaire manufacturer made it plain that he does not intend to retire either in the near future or ever, for that matter. "Up to the age of forty," he said, "a man is in training. He is assembling the tools with which to work. When the tools are at hand, they can be put to their real uses. Should he quit then he would quit a failure. If he should sell out and retire, he would be the sorriest failure of all. Money is but a tool. As soon as it becomes other than a tool in use it is a menace."

Business a Machine

Mr. Ford considers his business merely as a machine and not primarily designed to build automobiles. The most important thing it is designed to produce, he declares, is jobs—better jobs, more jobs at higher wages and shorter hours.

"There are a number of things we have learned in building this machine," he said. "One is that what we look upon as high wages today may be low wages in ten years hence. Nobody knows how high men's wages eventually will go; and likewise, nobody knows just how cheaply goods eventually will be produced. It may be possible to double wages and halve costs, or to quadruple wages and quarter costs—we don't know. All that we know certainly is that costs are no nearer the bottom than wages are at the top; and we know that the two movements, the one of wages upward and the other costs downward, will do more toward abolishing poverty than all of the professional charitable agencies combined.

"Efficient industry is the sole key to prosperity. Therefore it is the most effective means to do away with poverty. It strikes at the cause of poverty. Already through efficient industrial operation we have attained a level of material life unparalleled in the world's history. But we have only begun to practice efficiency. We used to pride ourselves upon utilizing waste. Now we simply eliminate it. There is no waste to utilize."

As Part Owner Only

Mr. Ford has worked out his manufacturing and sales systems upon the theory that he is only a part owner of his machine. The people, not the banks, have furnished the money for operation and his policy is to share the profits with them. He has placed his cars below cost price for the purpose of forcing his helpers to work out new economies. The ultimate in efficiency and economy is the one real job he has set for himself and without that he will not be satisfied. He considers cars as a mere by-product of the bigger operation.

There is a final reason why Ford does not consider himself a success. "The man who thinks he has done something hasn't many more things to do," he said. "More men are failures on account of success than on account of failures. They beat their way over a dozen obstacles, sacrifice, sweat and make the impossible possible. Then along comes a little success and it tumbles them from their perch. Make your program so long and so hard," he added, "that the people who praise you will always seem to be talking about something trivial in comparison with what you are really trying to do. Better have a job too big for popular praise, so big that you can get a good start on it before the cheering squad gets its intelligent glimmerings of what you are trying to do. Then you will be free to work. And, being free to work, you will have achieved the truest success and satisfaction."

MANY NEW AIRCRAFT CONSTRUCTED IN 1927

Nearly two thousand airplanes and seaplanes were built in 1927 at a cost of more than 14,000,000. And what was done last year will compare very poorly with what is being accomplished in aircraft construction in 1928.

There is keen competition between different concerns that are equipped "to fly you over the city" in many parts of the country, and the same clerks and newsstand proprietors in hotels who call taxicabs for you will book you up on the same sheet of paper for a ride through the sky. The prices are as low as three bucks per ride.

A lot of politicians who think they are running the machine are only riding in the rumble seat.—Milwaukee Journal.

"The Massachusetts countryside is brighter than ever this summer," writes a correspondent of the Boston Herald. More new gasoline pumps, probably.—Rochester Democrat and Chronicle.

TUNNEL TO AFFORD VIEWS OF CANYON

Zion National Park Road Will Cut Distance and Add to Scenic Value

A tunnel, 22 feet wide by 14 feet high, and a mile long with six gallery portals scattered along the way, which afford stopping places where the automobilist may draw aside from the traffic and view the stupendous scenery, is under construction in Zion National Park, where the Zion-Mount Carmel road undertakes to make a rise of 3,000 feet up the sides of a mountain, says a bulletin issued by the touring bureau of the Chicago Motor club.

This tunnel is driven through sheer rock, and is going forward at the rate of about 900 feet a month. Some of the galleries are 75 feet or more in length, and the arched openings will be 35 feet high. It is said that there are few places in the United States where the scenery is more impressive than from these giant portals that look out across the mammoth canyon some two or three thousand feet above the little Pine Creek, which hurries anxiously along the canyon bed.

Something of the ruggedness of this territory can be guessed when it is known that the little town of Bryce is about 54 miles from this project as the crow flies, but that it is 159 miles by highway. And Cedar Breaks is only about 30 miles straight north, but as motorists must travel it is 140 miles distant. This new cut-off, which scales the 90-degree side of a canyon, reduces the 159 miles to Bryce to 88 miles, and to only 70 miles to Cedar Breaks.

CONGRESS PASSES NEW COMPENSATION MEASURE

Puts Stamp of Approval of Federal Government on This System, Belief

The passage of a workmen's compensation law by Congress places the stamp of Government approval upon the principle of employers providing disability and death insurance for workmen of every class, including bobbed-haired clerks, private secretaries and stenographers. The law goes into effect in the District of Columbia on July 1.

When this proposition was tried out in Massachusetts and other States it was roundly denounced as public interference with the rights of employers who put up a boisterous kick against paying small sums for this class of insurance for the benefit of those who work in shops and offices. But there is a different attitude concerning this kind of insurance nowadays; and no particular objection was raised to the law that has become a Government statute. As a result such States as do not already have this class of laws are likely to get on the band wagon and make the new form of insurance general throughout the Nation.

CUBA CHANGES ORDER ON SERVICE STATIONS

Planned to Remove Pumps, Etc. From Walks; Protests Are Widespread

On May 10, 1928, the President of Cuba signed a decree ordering the removal of all pumps, air, and water connections and apparatus used to service motor vehicles when located on sidewalks or walls of buildings. A period of six months was given in which garage and filling station owners might effect the necessary changes, according to information received by the touring bureau of the Chicago Motor club.

The bulletin goes on to say that an immediate storm of protest arose from the trade, and representations were made to the Government which resulted in an unofficial announcement that the president would appoint a commission to study the matter. It is believed that another decree will be issued temporarily suspending the former one, and providing for a commission composed of five men, three to be appointed by the Secretary of Public Works, and one each by the Cuban Automobile club and the Automobile Chamber of Commerce, to recommend such changes and modifications as may be agreed on.

BERMUDA HAS GOOD ROADS BUT NO CARS

The island of Bermuda is a paradise of good roads, good roads stretching in every direction, through scenes of greatest beauty, yet there is not a single automobile on the island, says a bulletin issued by the touring bureau of the Chicago Motor club. Although the island is a potential motoring paradise, with a population well able to afford investment in automobiles, yet the law of the island says that not a single automobile may be sold for use in Bermuda; and many of the Bermudians have never even been in an automobile.

Miss Earhart who spanned the Atlantic says that flying clothes are unnecessary for women. And it begins to look that other kinds are rapidly being placed in the same category.

Germany now has thirty-two political parties. No wonder she finds it hard to forget her troubles.—Des Moines Register.

Chicago is to have the tallest building in the world. Evidently this is an effort to provide offices for the timid above the firing line.

DO NOT LAUGH AT THE PERSONAL PAGE

SMALL PAPER'S FEATURE

Editor of American Magazine in Talk to National Editors Points Out Value of Brief Column

Pages of "personals" in local newspapers are nothing to be laughed at by cynical city journalists. They represent, in their own community, the same basic interest for which all newspaper or magazine readers crave and fundamentally that interest is universally the same.

This was the message delivered to the annual convention of the National Editorial association at Memphis, Tenn., recently by Merle Crowell, editor of the American magazine.

"The major thrills of life aren't many," declared Mr. Crowell, "and so we have to pile up the minor thrills whenever we can. One of the minor thrills always comes from knowing any local happening while it's still news. And, as far as that goes, it doesn't make much difference if we know the facts already. I have seen thousands of people pouring out of the Polo grounds or the Yankee stadium after double header baseball game, and most of them buying and reading eagerly the baseball extras that merely chronicled play by play the first game of the double header which they had just seen with their own eyes. Of course when we're reading our local paper there is always the chance that we may see our own names or the names of some of our relatives or intimate friends. And that's a thrill that never grows old.

Pretty Much Alike

"My conviction is," continued Mr. Crowell, "that mentally we are all pretty much alike in our fundamental tastes whether we live in North Newport, Maine, or in Park avenue, New York City. By that I don't mean that people of North Newport and the people of Park avenue read exactly the same things any more than they wear exactly the same things. Overalls and dinner coats are both useful garments, but they are not interchangeable. Their fundamental purpose, however, is to conceal the human frame with the maximum of satisfaction to the wearer, a purpose in which, if you ask me, overalls win by a wide margin. But when it comes to motivation and basic interests, the people's post office addresses are the least important things about them. The same wheels and cogs make them tick-tock whether their mail is delivered by a gold-braided hall boy or by an R.F.D. man chugging laboriously thru three feet of spring mud.

"All human beings are ego-centric. They are half as much interested in you and your ideas as they are in themselves and their own ideas. That's why good listeners are so popular. People like to read about the experiences of human beings anywhere, provided that they can translate these experiences into terms of their own daily life, their work and their recreations."

What They Are Like

Mr. Crowell cited an occasion upon which he asked the readers of his magazine to tell what they liked about it and in the answers, which came from people of all ages, employers employes and persons of every condition and circumstance, he found that almost all of them had used the same three words, "information," "inspiration," and "entertainment."

"I am inclined," he told the convention members, "to believe that these same three words cover the basic desires that make people turn to any kind of reading matter whether it be a book, a national magazine or a country newspaper. In the case of the newspaper, information comes first. You are fortunate, indeed, in serving those who, for the most part live in small enough communities so that the word 'neighbor' hasn't gone out of fashion. In our rural reaches every man, woman and child is interested in knowing what every other man, woman and child is doing.

The late John M. Siddall who gave me the groundwork of most of the things I know about serving the public in print declared that the only thing that interests all human beings always, is the human being himself.

"Newspapers," he said, "are widely read because the individual reader sees himself constantly in the paper. I do not mean that he sees his own name. I mean that he reads about things happening to individuals which might happen to him, and he keeps comparing himself with what he reads.

"Country newspapers have enormous circulation in proportion to the population they reach. It is not uncommon for half or three-quarters of the people in a little town to take the village paper. The reason is obvious—the country paper is personal to its readers. Its columns are almost like a private letter from a member of the family. If a New York newspaper could get that close to its readers it could have three million circulation.

Is a Service

"A magazine or a newspaper is a service—just as the telephone or electric light is a service," said Mr. Crowell. "Sometimes a man may not use it very much, just as he may not use very much the telephone hanging on the wall or sitting on the living

room table. But he likes to know it is there, just as he likes to know the telephone is there. Even if his business keeps him so tied up that he can't find time to read, or he has sickness or other troubles to occupy his mind and time, he will pick up a magazine or newspaper occasionally and look it over. And when he looks it over he likes to get the impression that it is full of good stuff, up-to-date and lively stuff that he could apply to himself or talk about to his neighbors if he only had the time to do it."

"I have never had the idea that an editor is ordained by God to try to make his readers over into the mold he thinks they ought to be in. Neither do I believe that he can foist new interests on them with any degree of success. It's his job to find out what his readers really are interested in and then to serve those interests to the best of his ability. The minute he forgets he's just a hired man and starts to be a little tin god on wheels, he'll find that he's riding for a fall."

CAN'T ENFORCE PACT AGAINST GAS MAKING

PROOF IN RECENT CASE

Professor in Discussing Escape of Phosgene at Hamburg, Germany Says It Shows Futility of Plan

The escape of phosgene gas from leaky tanks in Hamburg, Germany, recently, causing the deaths of eleven persons, was proof that any international agreement against the manufacture of poison gas could not be enforced, in the opinion of H. Edmund Bullis, executive secretary of the National Association for Chemical Defense. Mr. Bullis will speak before the institute of chemistry of the American Chemical society, at Northwestern university, August 18, on "The Reaction of the General Public to the Use of Gas in Warfare."

"After the Hamburg incident," said Mr. Bullis, "there was a clamor in this country for measures that would outlaw the use of gas in warfare. But very few persons saw the other side of the story. Germany is forbidden to manufacture gas for military purposes. Only three German firms are authorized to make phosgene gas for use in the dye trade. The firm that owned the leaky tank was not of these three.

Proves Difficulty

"It is not implied that the phosgene gas was made secretly for military purposes; but the very fact that the city authorities did not know of the existence of this phosgene tank

proves the difficulty which would be faced in preventing any nation that desired to store gas for military purposes from doing so, even though this were forbidden by international agreement.

"No sane person can believe that any country at war would wait to manufacture projectiles to defend itself against aggression if in its manufacturing plants phosgene gas and other industrial chemicals could be made available and used effectively for defense purposes."

The public becomes hysterical at the mere mention of poison gas, Mr. Bullis said, and because of this almost universal public sentiment against the use of gas for military purposes, very few persons or organizations are willing to be put in the light of defending this so-called "diabolical agency." The National Association for Chemical Defense was formed two years ago, according to Mr. Bullis, to bring about a more sane reaction toward the use of chemicals in national defense.

"The officers of this association," Mr. Bullis asserted, are not militarists, but bankers, educators, manufacturers and others who believe in the necessity of adequate national defense. These men are not in sympathy with war. They do believe, however, that we should not tie our hands by signing any international agreement which, as the Hamburg phosgene tragedy proved, could not be enforced."

URGES NEW METHODS IN FACIAL MASSAGE

Improved methods of giving facial massages and manicures promise to be as important announcements to women of the future as new showings of Paris frocks in the opinion of Hazel Rawson Cades, beauty editor of Farm and Fireside, writing in the May issue.

Discussing "that awkward ache"—a sense of feeling ill at ease—Miss Cades says that this is one of the most uncomfortable feelings in the world. Cultivating indifference is acceptable as a remedy for awkwardness, she admits, but she sees such self-sufficiency as possible only when the woman knows her finger nails are well manicured and her nose isn't shiny.

"The sense of good grooming that comes from a facial or a manicure is worth more to a woman than a Paris frock," she says. "Of course the effect is temporary. If you start once you just have to keep on. But you wash your floor again and again. And you don't give up cooking breakfasts because the family eats them up. If you'll keep up the good work you'll see that results will far outweigh the results of either your attention to floors or breakfasts."

FEDERAL AID FOR ROAD BUILDING MAINTAINED

Sum Set Apart by Last Congress Same as Previous Total; Reason Offered

The growth of the movement for good roads was set in motion on July 11, 1916, when the law was approved by which the United States gave its financial support to "aid the States in the construction of rural post roads, and for other purposes." Prior to that date the Government had not given support to the States for highways. The first Federal aid bill provided \$5,000,000 for 1919. Uncle Sam thought he was going some at that. But the experiment was so popular that the expenditures were raised to \$75,000,000 for the year 1920, and it has never gone below that figure.

The bill passed at the last Congress sticks to the sum of \$75,000,000 a year for Federal aid. Representative Gardner of Indiana, who is a member of the committee of the House having charge of roads legislation, declared at the time of the adjournment of Congress that every member of his committee favored increasing the appropriation for State aid to \$100,000,000 a year, beginning next year, but they were restrained from recommending this increase in the appropriations because they were informed that the president would not sign a bill increasing the annual amounts expended for Federal aid above \$75,000,000.

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