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TOASTMASTERS INTERNATIONAL, Incorporated in 1932, is a non-profit educational organization of 870 active clubs, located in the United States, Canada, England, Scotland, South Africa, and the Hawaiian Islands, devoted to the work of helping men to become better speakers.

For Better Thinking—Speaking—Listening

(For Information, address Toastmasters International, Santa Ana, California)

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THE UNITED NATIONS FLAG

General J. Lawton Collins, Chief of Staff, U. S. A. (left center) presents the flag of the United Nations to General of the Army Douglas MacArthur, Commander-in-chief, F. E. C., during ceremonies on the roof of the Dai Ichi Building, General MacArthur's Headquarters. (U. S. Army photograph, Office of Public Information.)

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The Evaluator as an ARCHITECT

By CLEMENT PENROSE, Past Governor of District 1

An evaluator is like a consulting architect. He doesn't actually do the work on the job, but he has to know the various methods of construction, what goes into the workings of each, and how the completed structure should look.

If we are to be good evaluators, we should know something of the underlying motives for the speech. We should know the various methods of building a speech, as well as the other things which, when done properly, make a speech a success. If we don't know at what point the purpose of a speech should be stated, how it should be constructed, what constitutes a good opening or a satisfactory conclusion, when we're asked the question, "What was wrong with the speech?" — all we can do is paraphrase Willie Lump Lump of radio fame and say, "It just don't sound right to me, no sir, it just ain't right."

It takes a great deal more experience and study to be a good evaluator than it does to be a good speaker. We can spend hours, weeks, months

preparing one speech, then deliver it and sit back and listen gratefully to the applause. But we can't prepare a definite evaluation until we hear the speech. Then we must draw on our previous store of information, arrive at an immediate decision, and give a summation of our views. Therefore, the larger our supply of information and the greater our experience, the more worth while should our evaluations become.

We know from reading *Speech Evaluation* that the evaluator is to act as a mirror for the speaker. But we should be sure that our mirror is unblemished, so that it will give a true reflection. In other words, we can't be biased in our opinions. We may not like the speaker, or we may think he is marvelous; but if we let our personal reactions enter into our evaluations, we aren't giving the true audience reaction. We must treat the speech and the speaker objectively. If we let personalities enter into our criticisms, we may tear a speech into shreds or laud it

to the skies, but we will not accomplish our purpose or satisfy the speaker's desire. We must always give him a hook upon which to hang his hat for improvement.

So far we have been speaking in generalities. Let's get down to bedrock, ask a few questions, and then endeavor to answer them.

What shouldn't we evaluate? We don't need to pay much attention to the subject of the speech except possibly to comment on the aptness of the title to that subject. A Toastmaster can talk about anything from submarines to astrology, from communism to toriyism, from the birds and bees to a discussion of a philosophical tome; and as long as the subject is handled in good taste, the evaluator will not be concerned except as to whether the speaker "made the sale."

We are not interested in minor mistakes in grammar or delivery unless, of course, they detract from the speech itself. The speaker can put a *don't* where a *doesn't* should be, give an ineffective gesture, and even put his hand in his pocket, and the critic will keep his shame wrapped in something less transparent than cellophane.

"Then what do we criticize?" Taking into consideration that our comments are to be beneficial, not harmful, we should endeavor to answer these seven questions:

1. Was the speech well started?
2. Was the delivery effective?
3. Was the speech logically arranged?
4. Were the illustrations appropriate?
5. Was the conclusion potent?
6. Did the speech achieve its purpose?
7. Did it win a favorable response from the audience?

You can answer these questions as the speech progresses (but if you read the questions in giving your evaluation, may my ghost haunt you!) If the answers to all the questions are "yes," our job as evaluator is simple; for then all we have to do is point out for the benefit of the audience and the other speakers some of the excellent phrases used, the aptness of the illustrations, and the power of the conclusion.

But for few speeches is the evaluator's job so simple. Somewhere along the line the answer is negative. Let us then emphasize that point and demonstrate a better method or offer a suggestion for improvement. If all the questions are answered in the negative, be careful. Remember that we as evaluators can't make this speaker over in one session and if we try to do so, we are going to accomplish one of two things,

(Continued on Page 23)

Are You An Active Listener?

By LEWIS C. TURNER, President of Toastmasters International



The title of this article may seem contradictory but the fact is that too much listening is passive. We often muff the opportunity to stimulate the speaker and activate our own thinking.

Being an active listener means being alert, paying close attention to the speaker, and thus stimulating him. Every Toastmaster has an obligation to listen actively; for when he makes a speech, he will expect the members to help him by listening attentively.

If you will listen closely to the speaker, you will become a better evaluator. Certainly we need improvement in that direction. Members should be "put on their toes" once in a while by the announcement that someone will be selected to evaluate the next speech immediately after it is given. It is surprising how the listening improves after such an announcement, and yet that ought to be the attitude of the members toward every speech that is given.

Most of us do more listening than we do speaking. When visiting with people, we listen closely because we expect to make a reply or ask a question. We should take the same attitude toward a speaker at our meetings and thus help him and train ourselves to function correctly in the speaking situation.

Being a good listener implies that we try to determine the speaker's purpose as soon as possible. We do this by asking ourselves whether he is trying to inform, persuade, or get action. We can evaluate better when we know the goal. We should also compare his facts and material with our own, and thus check his effectiveness as a speaker. You may be led to make a mental note to change some future course of action because of the speaker's information. This is true listening.

In conversation, the other fellow likes you better if you respect his ideas, look directly at him when he is speaking, follow the discussion, and are alert and observing. You can help yourself, the speaker, and the program by doing the same thing at every Toastmasters meeting.

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Editor R. C. Smedley
Editorial Board: Jack Haynes,
George W. S. Reed, E. M. Sund-
quist, Ernest Wooster, Leonard
Miller, Frank Learned.
Address all communications to
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Keep It Simple

The continued success of the Toastmasters movement is due, in no small measure, to the simplicity and directness of its purpose, and the fidelity with which we have adhered to that purpose.

The original statement of purpose, adopted by the Number One Club at Santa Ana, 26 years ago, read like this:

"The purpose of the Toastmasters Club is to afford practice and training in the art of public speaking, and in presiding over meetings, and to promote sociability and good fellowship among the members."

That simple statement has been amplified in its application. Through experience we have discovered many implications which were not even thought of in the beginning. We have found out what a

force for development there is in speech, and we have discovered countless methods for improving our training. But our fundamental purpose has not changed. We still seek to give our members training and practice in speech. The additional applications and benefits are just the extra dividends they receive.

There have been many opportunities to expand the scope of our purpose and our activities, but they have been consistently rejected. We have been faithful to our task.

We train men for leadership. We help them to discover and develop their latent powers. We encourage them to make the most of themselves in all the relations in life.

We leave it for other organizations to undertake all kinds of commendable service projects, and we train leaders for them. We do not undertake the projects, as an organization of Toastmasters, but permit our members to enter as fully as they will into all such activities, and thus to find fields in which to use the abilities developed in the Toastmasters Club.

Do not be troubled about the reluctance of Toastmasters to go into new fields of work. Our own special field has not yet been fully cultivated. In faithful adherence to our comprehensive, but simple purpose we shall insure growth in size and in service through years to come.

DELIVERING A SPEECH



By H. C. HULTON BOTT, of St. Andrew Toastmasters Club, Edinburgh, Scotland.

Perhaps the most important aspect in the delivery of a speech is the same as in the delivery of a baby — both should be heard right from the beginning. Unfortunately, if we cannot hear a speaker, it is not customary to slap him.

I have undertaken to construct a seven-point plan to help keep me on the right lines. Let me share it with you.

First, my *stance* must be fairly and squarely on both feet, and without rigidity. This gives me command of myself, and with it I gain control of three important items:

- (A) My breathing, for this is one of the best positions for correct breathing.
- (B) My speaking—it is the easiest position in which to speak.
- (C) My thinking — and I find it quite a useful

idea to be able to think as I proceed with my speech.

Second, my *voice* must not come as a guttural noise from my throat, or from my chest or stomach. Let my diaphragm work to give force to my breath, yes, but the sound of my voice must emanate from just behind my upper front teeth. I must never speak through my teeth, but must use the sound box which nature has provided. Once I achieve this I can project my voice to any reasonable distance, and without visible effort.

In a large hall I should look at the people almost at the back of the room, or in the balcony, and address my first words to them. This helps me to gain correct pitch and volume, and I can then safely make eye contact with the rest of the audience without fear of not being heard in any part of the house.

Third, my *consonants* help

the audience to hear what I say. These consonants are formed by opening and shutting the mouth and parting and closing the lips with a miniature explosion. For instance, if I correctly speak the word "part," I should be able to extinguish a lighted match or taper held two or three inches from my lips. Clear enunciation of consonants will help to make me understood; and it is a great help in learning to sound the consonants if I read aloud frequently.

Fourth, I must use *variety* to relieve the strain on my audience. I must remember that listening is hard work. By varying my speed and using voice inflections I can give life and color to my delivery. Judicious gesticulations or movements (as apart from mannerisms) and also pauses, correctly timed, are powerful means of emphasis. Moreover, *pauses* rightly timed allow me to breathe unnoticeably.

Fifth, my *words* should normally be simple, and my language unambiguous. If,

however, I use descriptive words, as in the following sentence, "The *yell* of the child as the dog *sprang* upon him was *terrible*," I must speak them effectively, and this will improve my delivery.

Sixth, *sincerity* must be conveyed to the audience. If I completely submerge myself in my speech, I find this the greatest single aid to banish nerves and convey sincerity; and both these points are helpful in delivery.

Seventh, *humor* must be introduced without detracting from what I have to say. If, however, I find myself unable to bring in humor, I must at least speak with a lighter touch at times; and whatever happens, I *must* smile occasionally.

This, then, is offered to you as my seven-point plan for speech.

And by the way, recalling the baby I mentioned at the beginning — the delivery of a speech should not be so painful.



Next to doing things that deserve to be written, there is nothing that gets a man more credit, or gives him more pleasure, than to write things that deserve to be read.

—Lord Chesterfield



By JOHN L. HERRICK, of General Toastmasters Club, Los Angeles
This speech, delivered before the General Toastmasters Club, was printed in full in the Los Angeles Times. It is given here as an example of good speech — speech with a purpose — and as an inspiration to good citizenship.

Frequently you hear someone say, "What good will *one vote* do?"

Well, one vote has had a lot to do with a lot of things in the history of America.

Thomas Jefferson was elected President by one vote in the electoral college. So was John Quincy Adams.

Rutherford B. Hayes was made President by just one vote. His election was contested, and it was referred to an electoral commission for decision. One vote settled the contest in his favor.

The man who cast the deciding vote for President Hayes was a congressman who had been elected to Congress by a margin of just one vote. And that one vote was cast by a client of his who, though very ill, insisted on being taken to the polls to register his choice.

Just one vote gave state-

hood to California, Idaho, Oregon, Texas and Washington; and today, the millions of people living in those five states are citizens by the power of a single vote.

You may say that the one vote situation applies only to the past, but don't forget that the Draft Act of World War II passed the House by just one vote. You can carry this one vote story on indefinitely.

In 1948, for example, one more Republican vote in each of Ohio's 8800 precincts would have carried that state for Dewey, as Mr. Truman's margin was 7,107.

As our Congressional election comes up in November of this year, it is startling to realize that in 1948, out of approximately 93 millions eligible to vote, only about 45 million people took the trouble to go to the polls and exercise their right of franchise.

In Ohio, when the state went Democratic by less than 8000 votes, only 56.5 per cent of the eligible voters participated in the election. Out of 5,189,000 entitled to vote, there were more than two million who did not go to the polls.

Perhaps after the 1948 election, if you were a Republican, you may have been resigned to your fate, while telling yourself that after all, there wasn't much that you, personally, could have done to change the outcome of that election.

In such dark moments we would do well to ponder the words of Cicero, who told his fellows in the Roman Senate, "The wise are instructed by reason, ordinary minds by experience, the stupid by necessity, and the brutes by instinct."

This is a time when heroic action is necessary.

During the past year a plan has been devised which would give every good citizen, of whatever political party affiliation, a chance to use his influence to bring out the vote. It will take effort, but it will bring results, and the financial cost will be small. Here it is:

1. I will pledge that I and my family *will* vote.

2. I will contact not less than 10 of my most influential friends, and urge them to pledge themselves and their families to vote.

3. I will ask each of these same friends to get the same pledge from not less than 10 friends, who will, in turn, seek to pledge 10 more, etc. — in an ever-widening circle to reach all who can and should vote.

The final punch will be most effective if the contact with your own 10 friends is made about one week before election day, with a final check-up on that day; but the first move to enlist your friends to do their part must be made long before election time.

Your money, your property, your life are invested in the biggest going concern on earth—America's free enterprise economy. You are part of the most portentous business venture in the history of our economy—the investment of the United States in the future of the world.

Your own stake in this venture is tremendous. Start your circle now! Get out the vote on election day! Help to keep America free!

The punishment which the wise suffer who refuse to take part in the government is to live under the government of worse men.

—Plato

The Speaker Wants to Know

There are three things that every speaker would like to know about his speech, as the audience heard it.

First, he would like to know what was good about the speech. His evaluator has the chance to sprinkle a bit of sugar where it will do the most good.

Second, he needs to know (although he may not be eager to hear it) just what was poor about the speech. The evaluator now applies a spoonful of vinegar.

Third, he definitely wants some suggestions for improvement. Here the evaluator gives a pat on the back and perhaps a little push forward.

Take these three points next time you are acting as evaluator, and see how much good advice you can give in a very few words, to help the speaker as he tries to do better. Imagine that he is asking you the questions. He says:

1. What, if anything, was good about my speech?
2. What was poor about my speech, according to your judgment?
3. What do you suggest by way of helping me to improve?

How the Speaker Can Find Out

You, as his evaluator, will tell him.

In a short, snappy little speech, you will say something like this:

"I liked your speech especially because you had a purpose, which you made clear at the start, and which you emphasized in your conclusion. I did not like the way you stood, nor the way you used your voice, which was harsh and unappealing. Your speech content was much better than your delivery. For improvement, I advise you to practice putting a friendly note into your voice. Don't scold. Then stand on both feet, and use your full stature, and occasionally bring one or two hands out of exile and let them have a part in your speech. There are other things you need to work on, but these are the most obvious ones to me. Correct yourself on these points, and then we will tackle the others."

Almost any speaker will appreciate and profit by such evaluation as that. You would like it yourself.

LET'S CLINCH IT!

By KENNETH GLAZE, of Inglewood, California, Toastmasters Club

What would you think of a merchant who kept a fine, modern store, stocked with first-class, well-advertised merchandise, but who employed inexperienced, incompetent sales people?

Your reaction would be: "What a shame! Here's a man who knows everything about business and how to please the customer, except for one thing. He fails on the clincher."

The "clincher" in the store is the salesman, who represents the merchant in making the sale.

In the Toastmasters Club, the "clincher" is the evaluator. He is the man who wraps up the package and makes the sale to the new member, the visitor at the meeting, and to the speaker himself.

Your club may have an excellent publicity program, backed by an interested, friendly membership, with a pleasant meeting place, and with capable speakers to put on the programs, but — in too many cases — indifferent or incompetent evaluators spoil the sale.

The General Evaluator ought to be a man of experience and ability, who is capable of supervising the

work of individual critics. He should help both speakers and evaluators to a better understanding of the purposes and methods of evaluation as Toastmasters use it, by full use of materials provided by the Educational Bureau. He does not criticize indiscriminately, nor does he permit the individual critic to do so.

They have a plan and a purpose to guide them.

In the club with competent criticism, you do not see some individual critic struggle to his feet to say: "Mr. Speaker, I did not catch the title of your speech, so I had a hard time trying to decide whether you were speaking of cabages or kings. Otherwise, it was a pretty good speech."

The assignment as evaluator is one of the most important ones in your club. For your own sake, and for the good of your fellow members, you cannot afford to treat it casually.

As evaluator, you are selling the way to better speech; and that is a highly competitive field. You are the "clincher" who gets the signed order. Don't miss the chance to help yourself and all the others, every time you are permitted to serve in this important position.

September - 1787

By RALPH C. SMEDLEY

It was on September 17, 1787, that the Constitution of the United States was laid before the final meeting of the Constitutional Convention for signature. That is a date to be remembered, not only by citizens of the U.S.A., but by liberty-loving people in all lands, for that event was the culmination of centuries of struggle for freedom and democracy, and on that day was laid the foundation upon which free governments are built.

It was more than sixteen weeks since the little band of representatives from the several states had opened their discussion. When the convention assembled, only nine of the states were represented, and it was almost a month before the men from the other four had arrived. During the sessions, there were fifty-five men ^{present} as members, representing all of the states, but when September 17th came, only thirty-nine of the total fifty-five remained to act.

Some of these were doubtful about what they had done. Some were definitely opposed to the document as it had been completed. Very little enthusiasm was displayed as the men came to the moment of decision, when

they must either sign their names or repudiate their work.

We are forever indebted to Benjamin Franklin and George Washington for their leadership on this occasion. Franklin was a conciliator. He was broad-minded enough to realize that compromises and concessions are essential to agreement, and on many occasions during the argument he had stepped in with a suggestion which relieved tension. There was one day when the differences of opinion became so sharp that a failure appeared imminent, and then the great old man, now in his eighties, rose to suggest that "when a joiner wants to fit two boards, he takes off with his ^{plane} on each side, uneven ^{part} ^{and} ^{thus} they fit. Let us do the same."

Again, on the final day, when some members were refusing to sign the draft of the Constitution, Franklin spoke, with all of his pleasing wit, and with the impressiveness which his long and distinguished career inspired. He began by saying: "I confess that there are several parts of the Constitution which I do not at present approve, but I am not sure that

I shall never approve them. For having lived long I have experienced many instances of being obliged by better information or fuller consideration to change opinions even on important subjects, which I once thought right, but found to be otherwise."

In a brief speech, he argued for the present work as being the best which they had been able to produce, and concluded with this appeal, which he is said to have spoken with tears in his eyes:

"On the whole, sir, I cannot help expressing a wish that every member of the Convention who may still have objections to it, would, with me, on this occasion, doubt a little of his own infallibility — and to make manifest our unanimity, put his name to this instrument."

In the course of the discussion which followed, George Washington made his first speech in the Convention, supporting a resolution offered by Nathaniel Gorham, of Massachusetts, liberalizing a provision as to the size of the House of Representatives, and urging a favorable vote on the whole.

A motion that the members sign as state representatives, rather than as individuals, was accepted, and the crisis was passed. Even so, Governor Randolph of Virginia was

not convinced. He had introduced the first proposal to the Convention, the "Virginia" plan, which contained many provisions included in the final draft, but he refused to sign with the others, saying:

"In refusing to sign the Constitution I take a step which may be the most awful of my life, but it is dictated by my conscience and it is not possible for me to hesitate — much less to change."

On that September day 163 years ago, that little group of earnest men took action which places all men under obligations to them through all time.

Let us now review the record of their work, and seek to arrive at a new understanding of those seven basic principles upon which they built the Constitution.

These are listed as follows:

1. Representative government.
2. The best form of government.
3. The guaranty of individual liberty through constitutional limitations.
4. An independent judiciary.
5. The authority of the Supreme Court.
6. Prevention of the concentration of power by a system of checks and balances.
7. The joint power of the President and Senate in determining the foreign policies of the United States.

short words

By TED JOHNSON, President of Knickerbocker Toastmasters Club of New York City

Some of us here in New York feel that there is a danger that vocabulary building work in the Toastmasters Clubs may lead to undue stress on big words. Long words are not always clear to "just plain folks" like us.

In our Toastmasters Club we have heard not a few talks in which the fire and force of a good speech were lost in the orator's polysyllabic pyrotechnics.

With this in mind, I would like to share with other Toastmasters the wise notes about short words written by H. Phelps Gates; and to thank the New York City direct mail firm of James Gray, Inc., who gave them to me.

"There is strength and force in short words, words that blast and boom, throb and thump, clank and chime, hiss and buzz and zoom. There is grace and charm in short words, too, in words like lull and hush and purr. There are short, lush words like dank, muck and drench, and short, dry ones like crisp, parch and husk. There are words that work hard at their job, that pry and push, that slash and

hack, that cut and clip, that chip and saw."

He ends with praise of what he calls "work horse" words which know how to sell.

"Scan the best sales jobs in print, and you will find them rich in short words that tease the taste, make glad the eye, whet the nose and please the ear. There is nip, twang, bite and tang in short words. They are sweet, sour, tart or dry, as the need may be. There are words which you can hear like the swish of silk, soft words with the feel of swan's-down, words with a smell like musk, smoke, cheese, mint and rose — all of them good sales tools. Yet, oft as not in talk or script, we'll force the use of some long, hard word, and with it blunt the keen edge and dull the sharp point of what we want to say."

When this was read to the Knickerbocker Toastmasters, our members felt that we should share these wise words by Mr. Gates with all our friends, with the hope that we may all be led to realize again the force of short, direct speech.

SEE?

By GEORGE P. GAGE, of Marion, Indiana, Toastmasters Club No. 592.

The 4 C's of the Evaluator

Criticize *Condemn*
Comment *Commend*

Scientists and inventors are critics.

They find fault with something, and set about to improve it. Thus we have progress.

Each of us is a self-evaluator. When we arrive at the mental state in which we can no longer live with ourselves as we are, we begin our self-criticism.

If we can analyze, and then come up with a constructive suggestion made to ourselves, and follow through on it, there is marked improvement. Mere faultfinding, without suggestions for improvement, has no justification — produces no good results.

The real critic *criticizes*, or evaluates, or appraises. In his *comment* he *condemns* the bad and *commends* the good. No real criticism points out the wrong without showing the way to set it right.



The Canons of Criticism

Coleridge lays down three canons of criticism in literature, which hold equally in conduct and in speech:

First, what has the author attempted to do?

Second, is it worth doing?

Third, has he done it well?

This Is Empathy

Our minds are so constituted that any emotion in another, strongly and naturally expressed, excites a corresponding emotion in ourselves. If the advocate does not feel strongly and sincerely, by no art can he excite through sympathy the feelings of his audience. It is his sense of right, his indignation for the wrong, enlisted in the cause he is advocating, making themselves visible even on his face, uttering their own natural and appropriate language, that kindles the sympathy of the audience.

—F. L. WELLMAN, in "A Day in Court"

Across The Desk

By TED BLANDING, Executive Secretary of Toastmasters International



Clubs as their members are called into service, and as activities are restricted by war conditions.

Likewise, the Toastmasters Clubs will have a part in the war, and a definite influence on its progress. We can help speed the day of victory.

The Toastmasters program is designed to serve all men in all parts in our community and national life. It serves the armed forces even as it helps the men in civilian pursuits.

There has been a marked growth of our clubs in the military sphere. We have clubs in the Marines, the Navy, and the Army, and among military civilian personnel. Many other men in the military services have been members of Toastmasters Clubs in their own communities, and are the better for it. We have a right to believe that education and training will be more effectively given to our men in

The war in Korea, although half way around the world from us, does have effects on all of our lives. It will increasingly affect the Toastmasters

uniform because so many of their leaders have been helped in the Toastmasters Clubs.

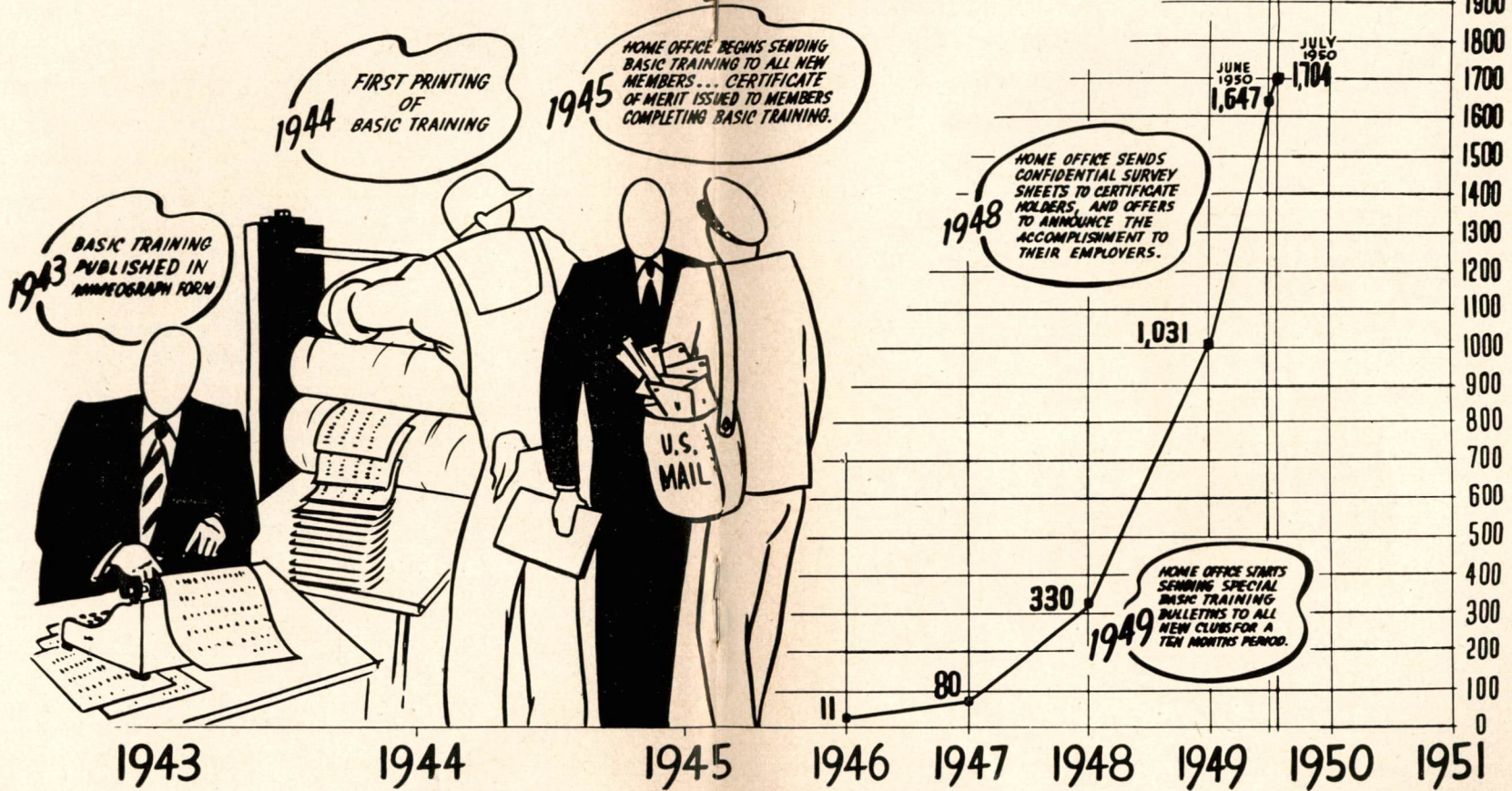
In civilian life there will be much work requiring able speakers. To combat panic buying, hoarding, profiteering and similar evils, there will be need for men who can speak the truth with force. Security, civic mobilization, bond selling campaigns and other patriotic causes will need our help.

The Toastmasters organization presents a great force of trained speakers who can be mobilized at short notice to spread information as the need may arise, and its value is recognized by national leaders. In the recent World War we demonstrated what we could do, with a membership less than half of what we now have. If the present situation develops into an emergency, we must stand ready to serve with all our energies.

Whenever we can help, whether through the United Nations, the military forces, or on the home front, let Toastmasters prove themselves true citizens, exerting all their energies to bring a quick conclusion to the conflict and to help establish permanent peace.



Basic Training "CERTIFICATES OF MERIT" Issued



TOASTMASTERS

INTERNATIONAL

What's Going On

Summer Fun at Spokane

As a feature of one of its summer sessions, the Evergreen Toastmasters Club of Spokane staged a "Loud Tie" contest. The exhibition of colors and designs was something to see. In the picture, Oscar Santschi, the winner, receives a pair of colorful shorts from Rube Kissler. The prize, according to reports sent in by Club Historian John Keith, "equalled the tie in chiaroscuro if not chromatics."



Father Maurice Meagher, S. J. (right) was selected to judge the contest, it being the general opinion that he would not permit personal preference to influence his decision.

An Extra in Chicago

District Governor Emmit Holmes has announced a plan to promote better acquaintance and fellowship among Toastmasters in Chicago. A weekly luncheon for all Toastmasters is to be held in the Stevens Restaurant, at 17 North State Street, each Monday noon, from 11 A.M. to 2 P.M. It will be an informal, drop-in affair,

for purposes of conference and discussion of matters of interest. It offers a chance to meet Toastmasters from other clubs, and to discuss and plan inter-club activities. All Toastmasters who are in downtown Chicago on Monday are invited to come in, any time between eleven and two, ask for the Toastmasters' table, and enjoy a visit.

A Notable Record

At the 10th anniversary celebration of Wilson Avenue Toastmasters Club of Chicago, District Governor Russell Puzey, who is a member of this club, gave this interesting comment on the good work done:

"During the 10 years of its history, Wilson Avenue Toastmasters Club has sponsored 10 new clubs. If every other Toastmasters Club in existence at the time we were chartered had done as well, there would now be 1,690 Toastmasters Clubs at work, instead of the present 880 chapters. And we have a right to be proud of the fine clubs which our club has organized, and of the good work which has been done by their members."

Mobile Men Advance

Arthur Tonsmeire, Jr., president of the First Federal Savings and Loan Association of Mobile, has been appointed to the Government and Housing Affairs Committee of the U. S. Savings and Loan League, according to announcement from Henry A. Bubb, of Topeka, Kansas, president of the league. Tonsmeire is an active member of Mobile Toastmasters Club, which takes pride in this recognition of ability.

Also appointed to new responsibilities is W. J. Wall, president of Mobile Toastmasters Club. He is treasurer of the G. M. & O. Railroad, and he has been elected chairman of the Midwest Group, Treasury Division, of the Association of American Railroads.

Portland High Dawn



Photo by Kennell-Ellis

These early morning Toastmasters changed to an evening meeting when they entertained their ladies. A highlight of the event was the presentation of a Basic Training certificate of completion to W. W. Coffey, which he received from President Ben Silknitter. Toastmaster Coffey moved to Portland some time ago, coming from Corvallis, Oregon, where he was a member of the Toastmasters Club. He was active in promoting organization of the High Dawn chapter, which has been a lively club, with full membership, since its start. In addition to his club duties, Mr. Coffey is Governor of the Area.

"Boyhood Ambitions"

Seattle's Jaycee Toastmasters Club entertained their ladies with a program on "Boyhood Ambitions." Revelations such as that by Ken May, whose aspiration was to be a piccolo player, and Dr. Gil Haffly, who had hoped to become a beachcomber, produced a most enjoyable program.

At Newton, Mass.



Photo by Robert L. Green

Richard A. McLellan, President of the Newton Toastmasters Club (left) accepts charter No. 833 from Ervin Pietz, former Lieutenant Governor of the New England District. The charter event attracted delegations of visiting Toastmasters from Boston, Quincy, Wakefield, Needham, Waltham, and especially from Wellesley, the sponsoring chapter. The new club has enjoyed the guidance of Area Governor Searle F. Holmes, of the Wellesley Toastmasters Club.

Growth of interest in Toastmasters training is reflected in the fact that three years ago, the Boston Toastmasters Club was the only chapter in Massachusetts. Today there are five chartered clubs, with others in process of forming.

In the Auditorium

Members of the La Verne-San Dimas Toastmasters Club, of Southern California, held a July

meeting in the auditorium of Bonita High School, to give them experience in the larger room. After a picnic dinner, held in the patio of the school building, they presented a patriotic program in the auditorium, with all speeches based on "Freedom." These are the subjects discussed:

- "How Free Is Our Speech?"
- "Our Freedom of Assembly."
- "Our Free Press."
- "Freedom of Worship."

Practical Programs

From Executives Toastmasters Club of Des Moines comes a report of a highly informative study made to demonstrate and explain what constitutes a good working program for a Toastmasters Club. The subjects considered were:

- The Club Officer's Responsibility.
- The Topicmaster's Responsibility.
- The Toastmaster's Responsibility.
- The Speaker's Responsibility.
- The Evaluator's Responsibility.
- The Evaluamaster's Responsibility.

That is a good schedule for any club to use in training new officers.

Pennsylvania District 13 used another series of subjects at the spring conference. The idea is presented just in time for use in other districts which may need help in their fall conferences. These subjects were:

- Basic Training.
- Color in Speech.
- Word Pictures.
- Evaluation.
- The Grammarian
- Parliamentary Procedure.
- Outside Activities.
- Table Topics.
- Publicity.
- Timing.
- Selecting Contestants.
- Toastmasters Is Education.

Trial by Jury

Altogether different was a program at the Toastmasters Club of Wellesley, Massachusetts, when a member was placed on trial for armed robbery. A carefully prepared script paved the way for a smooth operation.

The toastmaster acted as the judge. The five-minute speakers were: the prosecuting attorney, who conducted the prosecution; the assistant prosecutor, who summed up for the jury; the defense attorney, who conducted the defense; and the assistant defender, who spoke to the jury.

Each side had ten witnesses. The facts for these witnesses were handed to them during the dinner. Each witness was given a summary of the entire case, as well as the special facts he was supposed to know.

Four men comprised the jury. They acted as evaluators, not only deciding which side had won, but also considering the individual performances.

The evening produced some hilarious and unexpected situations, which involved quick thinking and impromptu comebacks.

It is a good type of program for any club to tackle; but it takes careful preparation to make it successful, according to Deputy Governor S. F. Holmes, who reports the news.

The Reporter's View

The spring meeting and speech contest of District 23 was held at Roswell, New Mexico the last of

April. Next day the local daily had a full report, including a short interpretation of Toastmasters by the reporter. His opening paragraphs are interesting:

Speaking of subversive organizations, someone maybe ought to do something about the Toastmasters International. Get that? It's an "international" which boldly held a state convention right in public here yesterday.

Everybody has had to put up with toastmasters from time to time. They frequently are pretty weak, like the coffee at the banquets.

Now along comes this Toastmasters International with a program to train speakers so they can get a really good hammer-lock on their audiences.

Then follows a complete story of the sessions, including educational work and speech contests. Past District Governor George McKim writes his opinion that the Roswell Toastmasters Club will be more or less flooded with new member applications as a result of this good publicity.

In Costume

Gecola Toastmasters, of Los Angeles, presented a Paul Bunyan program which proved to be a real departure from the usual. All program participants were in costume, and all speeches and discussions centered on the tall tales of the Bunyan legend. It provided entertainment, and at the same time released the members from some fears and inhibitions as they entered into the spirit of the traditions. (GECOLA is a contraction of General Electric Company of Los Angeles.)

HOW TO

Select Your Officers

By C. FRED CUENI, JR., Past President, Judge William H. Barrett Toastmasters Club, Augusta, Georgia.

This is a problem which comes up in every Toastmasters Club as election time approaches. Presidents are selected twice a year, and deputy governors once a year. Who shall choose the men to serve?

Your Nominating Committee is appointed for this purpose. The committee should consist of past deputy governors, if your club is old enough to have several in the membership. If not, let past presidents serve, or some of the ablest, most thoughtful men in the club. The deputy governors are good in this service, because they are familiar with the duties of all officers, and thus can select suitable men to fill the positions.

Here is the way we handle it in the Judge William H. Barrett Toastmasters Club.

We take our men by seniority. This year we had four potential deputy governors: three past presidents and the present president, who could become a deputy governor at the expiration of his present term.

The committee approached the Number One man in seniority and asked him, "If you are nominated and elected, can you serve your

term and perform the duties?" He replied in the negative. That eliminated him. The committee put the same question to the Number Two man, and his answer was favorable. Then the Nominating Committee put him up for election and explained to the club *just why* he was so nominated.

Nine times out of ten, a candidate thus chosen will be elected.

Since the Toastmasters Club is a democratic organization, the members can and will elect the man they prefer, regardless of seniority; but by observing seniority, you can be assured of electing a well-seasoned, well-trained man, who can serve with credit.

In choosing a presidential candidate the committee should select a man who has the ability to lead and who will, if elected, appoint committeemen who will really function. Perhaps there are several good men available. You must choose between them. What shall be the test?

Someone says, "Tom and Bill are both good men, and either one will make us a good president." Which one shall we take?

The committee finds that Tom's business would not permit him to give proper attention to the duties of the president. On the other hand, Bill can command his own time, so he becomes the natural choice. Tom's feelings will not be hurt; for if he is a good Toastmaster, he will realize that the best interests of the club will be served by using the man who can do the work.

Remember, there is *work* attached to any office. That work must be done if the club is to be a good club. It is foolish to elect a man to office who cannot function properly in the office.

Qualifications for Office

Let the Nominating Committee ask these questions about each man:

1. What are his qualifications for the office?
2. What background of experience does he have?
3. Will his employer or his superior officer be willing for him to give the necessary time to the work?
4. Is he accessible, in person or by telephone, when needed for consultation?
5. Has he time to do justice to the duties of his position?
6. Can he be depended upon to learn and perform his work?
7. Will he delegate authority to others and not be a dictator? Will he share the credit of accomplishments with others?
8. Will he be willing to listen to constructive suggestions from the members, or is he bull-headed—thinks he knows it all?
9. Is he capable of leadership? Will the other men follow him?
10. Will he create and maintain the right atmosphere and attitude in the club so that it will always be a real club, and never just a "speech class"?



(Continued from Page 2)

or both: we are going to lose our audience or we are going to lose a Toastmaster. So let's pick out the most obvious of the speaker's deficiencies and offer a ray of hope, a method of salvation; and then at least pat him on the back for having a topic or a voice or the nerve to get up.

I honestly believe that if we, as individuals or general

critics, give one beneficial suggestion to a speaker which will help him improve in his next endeavor, we have given a good evaluation.

An evaluator can make a Toastmasters meeting worth while, not only for the speakers but for the entire audience. He can help the speech builders do better construction jobs. Let's be good speech architects.

It's a Good Idea

Make your Table Topics discussion really educational. Give the speaker needed aid as he talks for his one or two minutes. Here is a plan tried with success by one ingenious Topicmaster:

He called upon the speaker to rise, then warned him that he might be stopped at any point when he needed correction. He announced the topic, and the speaker began his remarks. Before he had spoken a complete sentence, the Topicmaster said, "Stop! You are leaning all over your chair. We can't have that, you know. Let go the chair and stand up—and then give us your talk."

Another speaker, hearing his topic announced, began looking at the ceiling for inspiration. "Stop! We want to see your eyes," the Topicmaster told him. "Look at us, and then we can listen to your talk."

Still another, much addicted to the "uh" habit, started his speech with a prolonged "uh-h-h!"

"Stop!" said his mentor. "We shall come back to you a little later after you get the grunts out of your system. Take time now to study what your first word will be, and you will be ready for your second chance after two or three others have spoken."

Hardly a man went through his brief speech without unconsciously violating some principle of good form. In each case, by promptly and abruptly calling attention to the error, the Topicmaster gave valuable help to the one who needed it, at his time of need.

This plan requires an able and experienced leader to handle it, but it is well worth trying. Don't put too much emphasis on unimportant details, but shoot for the more serious ones.

Show Cards

To apply this technique to the speeches on the regular program, prepare some large cards which can be read across the room. On each card, list one common fault or its remedy. The "card critic" is seated at the back of the room. When a speaker is not readily heard, he holds up a card inscribed "Speak Louder." If the eye contact is poor, he shows the card which reads "Eye Contact" or "Look at Me"; and if the speaker is talking too rapidly, he uses one which warns "Slower."

With a dozen such cards, labelled to deal with the more common faults, the critic is in a position to help the speaker on the spot.

Notable Birthdays

All the following notables were born in September. Each one is good speech material. An entire program could be built around some of them.

Edvard Grieg, Norwegian composer.

Henry Ford II.
Cardinal Richelieu, French statesman.

Marquis de Lafayette.
Jane Addams, founder of Hull House.

Queen Elizabeth.
J. Pierpont Morgan.
John Greenleaf Whittier.
King Richard the Lion-Hearted.
Peter Stuyvesant
James Hilton (Mr. Chips).
O. Henry.

Richard M. Hoe, inventor of rotary printing press.

Richard J. Gatling, inventor of revolving machine gun.

Walter Reed, American surgeon.
John J. Pershing.

Robert Raikes, English publisher, founder of the Sunday School.

J. Fenimore Cooper.
William H. Taft.

Robert Benchley.
Carl Van Doren, born Sept. 10,

1885 — died July 18, 1950.
J. C. Penney

Samuel Johnson, lexicographer.
John L. McAdam, Scottish

engineer.
H. G. Wells.

William H. McGuffey, American educator.

Walter Lippmann.
T. S. Eliot.

George Gershwin
Frances E. Willard
Georges Clemenceau.

Notable Historic Events

1513 Balboa discovered Pacific Ocean.

1609 Henry Hudson discovered Hudson River.

1620 Pilgrims sailed from Plymouth in "The Mayflower."

1774 First Continental Congress met in Philadelphia.

1776 Nathan Hale executed.

1787 Constitution of United States adopted.

1793 Cornerstone of Capitol laid in Washington.

1796 Washington delivered farewell address.

1814 "Star-Spangled Banner" composed by Francis Scott Key.

1846 W. T. G. Morton, American dentist first used ether as an anaesthetic.

1850 California admitted to Union.

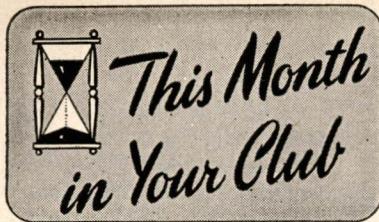
1940 Germany, Italy and Japan signed a 10-year treaty.

Speech Material

Are you looking for speech material — for program themes? Consider a program on "Steps to Freedom." Include the Mayflower, the Continental Congress, Nathan Hale, the Constitution of the U.S., the Cornerstone of the Capitol, Washington's Farewell and "The Star-Spangled Banner."

Build a program around "Great Businessmen." There are Henry Ford, J. P. Morgan, J. C. Penney, for a start. Take "Great Authors." There are at least 10 in the birthday list.

There is no more fruitful field for study than history and biography.



Down to Business

It has been a busy summer. It has been fun, and we have learned a lot.

And now it is time to snap into it harder than ever for another season of good work.

What is to be done? Shall it be the same old thing, or shall we reach for something better? Your club wants the best. It can have that.

Elect the Officers

Make a real event of the election. Have it handled in the best parliamentary form. For this once, cut out the fun and the kidding. Let the business be handled as business should be. Refer to *The Amateur Chairman*, Chapter Three, page 26.

Plan for some nominating speeches, following the recommendations of the Nominating Committee. But don't let anything get in the way of electing the right men to office.

Train the Officers

September is training month for new officers. As soon as the report of the election reaches the Home Office, materials are sent to the new president for training of his group of officers.

Install the Officers

The first meeting in October is installation time. Make it an event. Ask your District Governor or Area Governor for help, or write to the Home Office for suggestions.

Plan for October

Our 26th anniversary falls on October 22. Get ready to observe it.

October is United Nations Month. Use that theme in your programs. These are days in which the U.N.O. is on trial for its life. Study it. Talk about it. See what you can do to help make it effective.

In many parts, November brings important elections. Let each Toastmaster do all in his power to *get out the vote*. Let's help decrease the percentage of self-disfranchised voters. And let's help inform the voters. In every Toastmasters Club there should be frank, informative discussions of all matters, local, national and international, which are to be voted on. Let us help voters to vote intelligently, understandingly.

Mr. Secretary

During the month of September you will receive the forms on which to render your semi-annual report. This report is the responsibility of the present secretary. It should not be left over to the

newly elected secretary. Prepare it and send it in on September 30.

Fellow Educators

That is what all of us are—or should be—*educators*, educating ourselves and our fellow members. September starts off with a stimulating “point of emphasis,” *Better Speech Evaluation*.

“Evaluation is the weakest point in our club” is a common cry from Toastmasters. But evaluation is one of the fundamentals. You can't have a good Toastmasters Club without good evaluation. Let's improve it.

At each meeting during September, have one special educational talk on some phase of speech evaluation. Make it part of the regular program. Give the speaker 10 minutes if he needs it, and be sure that he prepares. Include one talk, perhaps the last one, on “What Is the Matter with Evaluation in Our Club?”

Program Plans

Devote one program to the Constitution of the United States. The anniversary of its adoption comes on September 17. Our members in foreign parts can very well devote some study to this subject, along with those in the U.S.A. Here are some subjects which might be used:

The Magna Carta, a Background for the Constitution

The Articles of Confederation of the Colonies

Economic Problems Before the Constitutional Convention

The Principle of Representation in National Government

The Men of the Constitutional Convention

James Madison in the Convention

They Were Young Men—Most of the Fifty-Five

The Bill of Rights

The Constitutional Convention as a Discussion Group

Spend another evening on a discussion of education, since schools are opening for the fall. Appraise, evaluate, criticize the systems of free and universal education. What is the history of education in your state or province or city? What are the results? Refer to the article on page 7, entitled *Just One Vote*.

Are people being really educated for living? Just what is true education? Do the schools cost too much? What about teachers, curricula and school equipment? Should every youth be encouraged (or required) to go to college?

Borrow or rent a voice recording machine for use one evening. Give each member an opportunity to make a two-minute recording of his voice. Later on, have these records played back, and ask each member to evaluate his own performance.

Opportunity

Above all else, make September the month for *Better Speech Evaluation* in your own club.

HOW WE TALK

There is nothing inherently bad about slang, except that it may sometimes be in bad form. The principal danger in its use is that it tends to impair one's vocabulary, and to encourage careless speech. It crowds out better words.

The "smart" phrase soon becomes tiresome and threadbare. It no longer provokes a smile, because it is overused. Worse than that, it fills so many places in your speech that better words are lost.

Some of today's slang will be standard usage in a few years. Most of it, fortunately, will be forgotten. There are many words in good use today which were frowned upon as slang only a generation ago. They have won a place because they are useful.

Many such expressions have originated in the tendency to liven up our speech by means of ludicrous metaphors, obscure analogies and nonsense words. The individual likes to distinguish himself by some oddity or grotesque quality in his speech, and slang is one way to do this.

Consider some of the expressions which have developed from various sports, and which are now countenanced in good usage. Here are a few:

"Toe the mark" "Play ball"
"Below the belt" "Get into the game"
"Knock-out" "Carry the ball"
"Bowl over" "Follow through"

There are many trade expressions which have been converted into conventional speech. They are useful because they are lively and graphic. Not even a purist would take the trouble to improve you for using them.

Many slang words are simply translations of dignified terms. Thus "kicker" is slangy, but "recalcitrant," its more pompous counterpart, is entirely acceptable. You would hardly "jump on" a person, in good speech, but you can "attack" or "assault" him without violating the rules.

Defenders of the language complain about the corruption of speech, but we go right on with our clippings and our contractions, our fantastic word coinages and our perversions of word forms. In spite of harm which may be done, we continue to add words which may become useful.

The trouble with the slang word or phrase is that we make it fill so many places that we impoverish our vocabularies. That is why we must be careful with it.

Any word, when used too often, becomes a bad word for us. There are plenty of good words. You may use them freely, so long as they say what you mean.

Recommended Reading

The Constitution of the United States was adopted and signed on September 17, 1787, by representatives of all the thirteen original states except Rhode Island; and by August, 1788, it had been ratified by eleven of the states, and thus became effective.

This year, the anniversary on September 17 should be of unusual interest. Many special programs will be built around it. Many speeches should be needed.

There are several excellent books on the subject. You will find some or all of them in your city library. Look for these titles:

The Framing of the Constitution, by Max Farrand.

Fifty-Five Men, by Fred Rodell.

The Great Rehearsal, by Carl Van Doren.

The Constitution of the United States, by J. M. Beck.

You might make yourself an authority on the history of the Constitution. It would be a fine hobby. At least you could pursue it through the winter months, adding to your own knowledge, building up your value as a citizen, and providing you with speech material unlimited.

Freedom: Great Americans Speak, published by Charles Scribner's Sons.

This little book contains 16 great speeches by Americans, beginning with Patrick Henry and carrying on to F. D. Roose-

velt. In addition, it contains The Declaration of Independence, The Constitution of the United States, and The Amendments.

It is a valuable book for any Toastmaster, both for reading and for reference.

You can secure a copy free of charge by writing to Charles Scribner's Sons, 509 Hearst Building, San Francisco 3, California. But here is the gimmick.

This generous offer is made by Scribner's because they want to get your name on their mailing list for announcements of their publications. If you do not wish to receive their announcements, do not write for the little book. But if you are willing to let them put you on the list, go ahead and ask for it. There really is no charge for it, and no string attached except the placing of your name on their list of prospective customers.

Breakdown. This is the story of Michael Shipkov in the hands of the Secret Police. It is a thrilling, factual account of his experiences under the predatory system of certain European governments. It is published by the National Committee for Free Europe, Inc., 350 Fifth Avenue, New York 1, N. Y., to help Americans understand the menace to freedom. It is a pamphlet of 31 pages, and it sells for five cents a copy. It is not pleasant reading. You may get some speech material from it.



From Missouri

My new position offers rare opportunities, and I can definitely state that *Basic Training* gave me the confidence not only to change jobs, but to change vocations as well.

W. A. D.

From Kentucky

One of the fine things about Toastmasters is the fact that the individual member feels so close to the Home Office. We know that the leaders are genuinely interested in our progress and accomplishments. And now I want to enroll for *Beyond Basic Training*.

E. L. M.

From Illinois

I am rather surprised that I have stayed in our club. There was no induction, and nothing said about *Basic Training* — nothing much, in fact, to give a man a start. But things have improved now, and the programs are worth while. Our club has had

its “downs” and now has the “ups.” Evaluation is one of the weak spots. I wish that our evaluators would pay better attention to the critique forms in *Basic Training*, and not try to be clever at the speaker’s expense. And I especially wish that we could have more evaluation by discussion.

R. S. T.

From Texas

It is a pleasure to report that although summer came with hot weather and the attendant vacations and outdoor activities, we have been enjoying even better attendance than we had during the winter. The membership has long since been filled, but many visitors keep on coming and waiting for an opening to occur.

R. E. H.

From California

I am sold on the idea that a “Rendezvous with Destiny” for Toastmasters International may be in the present chaos, whose solution seems possible only in a strong America—strong financially, industrially, spiritually. In helping to create that strength, Toastmasters can play a major role. That is my hope for our organization.

Henry Ranney Adams

THE CHALLENGE OF THE PRESENT

Here are brief quotations from speeches and writings of leaders who are studying the critical conditions of the world and its civilization in the present day. Each paragraph carries suggestions for discussion by any thoughtful speaker. Let your mind fix upon some point which strikes you as vital, and then build a speech upon that starting point.

If a man is looking for “magic” or some mysterious short-cut to provide for his future, he will be disappointed. But if he is willing to take advantage of the many opportunities that are his, he has the world’s best chance of making good.

—Quoted from Article in *The Arm-Co-Operator*, by W. W. Sebald, President of Armco Steel Corporation

Too many people are thinking of security instead of opportunity. They seem to be more afraid of life than death.

—James F. Byrnes, former Secretary of State

Stalin has made many blunders. Korea is his biggest. He was trying to do as Hitler did. He wanted to take the world bit by bit. It was a great shock to him when America acted so resolutely. Now his whole situation is blocked.

—The London Recorder, July 1, 1950

If every American faced the reality of what the fulfillment of the Communist objectives would mean to him, he would be inspired to work harder to protect and preserve the individual freedom which is part and parcel of our American way of life.

—J. Edgar Hoover

The paradox of our time is the gap between the mind of man and his spirit, between his scientific progress and his moral shortcomings . . . In the moral and ethical realm progress means going back to the roots of the Jewish Christian tradition. What humanity needs today more than anything else for its physical as well as moral survival is a reorientation in these ancient guides to human conduct. America is in a position to give moral leadership to the rest of the world by showing an example of how it is able to combine physical power with spiritual power, the spiritual power stemming from the Jewish Christian tradition.

—Rabbi Israel Goldstein

Governments cannot lead except where people want to go. It lies with the people to create a weapon called public opinion.

—Lord John Boyd-Orr

There can be no doubt about the world crisis. We are living at one of those turning points of history which offers two roads, one of which leads to death and the other to life.

—Bishop G. Ashton Oldham

THE QUIZZER

Match These Words

By GRANT HENDERSON

September 17, 1950, will mark the 163rd anniversary of the adoption of the Constitution of the United States of America. That document has been used as model and guide in the reorganization of old and the establishment of new governments in various parts of the world.

The preamble of the Constitution contains just 52 words. Eighteen of those words are listed in the middle column below, in the order in which they appear in the preamble. In the column to the left, there is a word that has the same essential meaning as some word in the middle column, while the right column lists words of opposite meaning.

Match the synonyms and the antonyms to their related words. The correct matching, by numbers, is shown below.

<i>Synonyms</i>	<i>Principal Words</i>	<i>Antonyms</i>
1. Composure	1. Form	1. Personal
2. Public	2. Union	2. Imprecations
3. Preservation	3. Establish	3. Disintegration
4. Well-being	4. Justice	4. Foreign
5. Solidarity	5. Insure	5. Dislodge
6. Conserve	6. Domestic	6. Infirmity
7. Favors	7. Tranquillity	7. Impede
8. Safeguard	8. Provide	8. Separation
9. Compose	9. Common	9. Waste
10. Freedom	10. Defense	10. Abolish
11. Inculcate	11. Promote	11. Endanger
12. Descendants	12. General	12. Individual
13. Enact	13. Welfare	13. Discomfiture
14. United	14. Secure	14. Ancestry
15. Equity	15. Blessings	15. Inequality
16. Internal	16. Liberty	16. Derange
17. Advance	17. Posterity	17. Uproot
18. Arrange	18. Ordain	18. Restraint

THE KEY

18	10	7	15	9	14	17	12
1	2	17	11	3	10	5	4
16	18	1	7	4	6	5	8
15	4	11	3	8	2	5	9

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- 11 Homer H. Peters**
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