

have them here. Our library is now in the hands of our new Librarian Miss Bergh and you should use it. Feel free to come to the staff at any time for any information in our line, of which you are in need. We want you to work with us, and we will give you the best we have.

MR HUTCHINS: "Since the last time we met some months ago, we have felt in our organization what all of us have felt in our individual organizations, the loss due to the draft of some of our staff into the national service. In this case not a draft as we generally look upon it, but a draft as felt by the duty of the two men who are no longer with us. Mr. Emerling and Mr. Bowers thought it was their duty to serve their country directly. I feel that if there ever was a reason for this council being in existence for the work which we are doing, that reason exists now. The necessity is greater at the present time than it ever has been in the past, and I doubt that there will ever be future time that there are the possibilities which we have at the present time. I feel that the question of close cooperation which can be carried out in our work through this association is going to give us returns at this time away beyond our expectations. But it is going to come about simply as we put into it our individual effort. And I know from our experience in the past that that effort will be put forth by each and every one of you. We finish one day's work, and think that the problems are well in hand, and we come to the office - sometimes before we come to the office - new problems arise, problems which we had no thought of, when we left the previous day. In many of these problems we can be materially helped through cooperation. Conditions are entirely different from what they have been, and I know from the work which is being done that we are going to have this cooperation. We are getting it, but we can get a great deal more of it, if we, each of us see to it that we do our utmost. I am not going to take any more of your time because I know it can be much more profitably used in hearing from the speaker of the evening, who comes to us after having spent a year in investigation of business administration of manufacturing institutions throughout the country, and I feel that we are particularly fortunate in having with us Prof. Edward D. Jones, of the University of Michigan, of the Business Administration Department. Prof. Jones is well known to many of you, and I know that after you have heard him this evening, that he will be still better known. Those who have not known of his numerous works along our line will be particularly interested in them. I am not in a position to say what Prof. Jones is going to talk to us about, but I am going to leave him to announce his subject. I take pleasure in introducing Prof. Jones."

✓ PROF. E C JONES: "Ladies and Gentlemen: I will go on then, with the introduction, and say that the subject I have to bring before you is, The Art of Handling Men as it is Developed in Military Administration, and, What the Business Man may get from that Body of Experience. In short, What has Military Administration which is of consequence to the Business Administrator. As the Chairman has said, I have been enjoying a very profitable year learning something about my subject, by traveling around and visiting business men. I am not going to bring before you, however, any of the results of that very profitable year of investigations. Those things are only too familiar to you. I am going to ask your attention to a subject