

manifested in all departments of the institution.

A thousand dollars are given each year, five hundred every six months, for the best suggestions for the improvement of the institution. These suggestions may relate to any department, or to the minutest details of management in industrial, educational, or social work. They may be made regarding the lighting and ventilation of buildings, the arrangement of the machinery, the ornamentation of the grounds, or anything calculated to economize time, increase productive power, reduce fatigue, or improve conditions. In convenient places throughout the buildings tablets and pencils are ready for use in making these suggestions, or in making complaints. When a suggestion is made and signed the turn of a crank passes it into the receiver and leaves a blank sheet for the next suggestion. Last year more than six hundred employees made suggestions, and their suggestions amounted in all to nearly four thousand. Of these, eleven hundred and eight were adopted by the committee. Think of the result of improving an institution in eleven hundred and eight ways in a single year! Think, too, of the influence of this simple, sensible plan on the men and women who make the suggestions, in developing their characters, strengthening their self-faith and self-respect, increasing their interest in their work, and evolving higher and truer ideals of community.

A very interesting experiment is being tried for the boys in the neighbourhood of the factory. Mr. Patterson manures and thoroughly cultivates a field, divides it into fifty plots and assigns a plot to each of the first fifty boys who agree to plant and take care of it. The boys make their own garden beds, sow the seeds sup-

plied by Mr. Patterson, and do their own gardening throughout the season. Each boy has the same amount of space allotted to him, and each is supplied with the same kind of seed. Fifty dollars are awarded in prizes for the best gardens, and each boy uses the



COOKING SCHOOL.

vegetables from his own garden for his own family. There were more than a hundred applicants for gardens this year.

Froebel made gardening an important part of the education of children. The English Government recognized its value two years ago, and authorized school boards in cities and towns to rent fields for the use of pupils in gardening, to be done as part of their educational training. Mr. Patterson is the first, so far as I know, to introduce it in America. It is highly developing, physically, intellectually, spiritually, and socially.

There are altogether twenty-nine organizations and institutions among the employees connected with the factory for the industrial, mental, and moral development of the employees and their families.

A well equipped kindergarten provides free training for the little ones. Mr. Patterson provides