



Handy Primer for New Rotarians

April 2022

Handy Primer for New Rotarians

This document is intended for new Rotarians as a way to familiarize them with Rotary International, The Rotary Foundation and the Rotary Club of Ann Arbor.

More information is on-line at:
www.rotary.org and www.a2rotary.org

Comments on the contents and suggestions for updates, additions, rearrangements, and formatting of this document are welcome.

Please contact John White (734-395-0546 or john.white@a2rotary.org) with your inputs. Thanks.

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The Mission Statement for Rotary

We provide service to others, promote integrity, and advance world understanding, goodwill, and peace through our fellowship of business, professional, and community leaders.

The Vision Statement for Rotary

“Together, we see a world where people unite and take action to create lasting change—across the globe, in our communities, and in ourselves.”

The Primary Rotary Motto

“Service Above Self”

The Object of Rotary

The Object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:

First. The development of acquaintance as an opportunity for service;

Second. High ethical standards in business and professions, the recognition of the worthiness of all useful occupations, and the dignifying of each Rotarian's occupation as an opportunity to serve society;

Third. The application of the ideal of service in each Rotarian's personal, business and community life;

Fourth. The advancement of international understanding, goodwill and peace through a world fellowship of business and professional persons united in the ideal of service.

Rotary Code of Conduct

As a Rotarian, I will:

Exemplify the core value of integrity in behaviors and activities

Use my vocational experience and talents to serve in Rotary

Conduct all my personal, business and professional affairs ethically, encouraging and fostering high ethical standards as an example to others

Be fair in all dealings with others and treat them with the respect due to them as fellow human beings.

Promote recognition and respect for all occupations which are useful to society

Offer my vocational talents: to provide opportunities for young people, to work for the relief of the special needs of others and to improve the quality of life in my community.

Honor the trust that Rotary and fellow Rotarians provide and not do anything that will bring disfavor or reflect adversely on Rotary or fellow Rotarians.

Not Seek from a fellow Rotarian a privilege or advantage not normally accorded others in a business or professional relationship.

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Rotary's Five Avenues of Service

Based on the Object of Rotary, the Avenues of Service are Rotary's philosophical cornerstone and the foundation on which club activity is based:

Club Service focuses on strengthening fellowship and ensuring the effective functioning of the club.

Vocational Service encourages Rotarians to serve others through their vocations and to practice high ethical standards.

Community Service covers the projects and activities the club undertakes to improve life in its community.

International Service encompasses actions taken to expand Rotary's humanitarian reach around the globe and to promote world understanding and peace.

Youth Service recognizes the positive change implemented by youth and young adults through leadership development activities, involvement in community and international service projects, and exchange programs that enrich and foster world peace and cultural understanding.

Rotary's Seven Areas of Focus

Promoting peace: Rotary encourages conversations to foster understanding within and across cultures. We train adults and young leaders to prevent and mediate conflict and help refugees who have fled dangerous areas.

Fighting disease: We educate and equip communities to stop the spread of life-threatening diseases like polio, HIV/AIDS, and malaria. We improve and expand access to low-cost and free health care in developing areas.

Providing clean water, sanitation, and hygiene: We support local solutions to bring clean water, sanitation, and hygiene to more people every day. We don't just build wells and walk away. We share our expertise with community leaders and educators to make sure our projects succeed long-term.

Saving mothers and children: Nearly 6 million children under the age of five die each year because of malnutrition, poor health care, and inadequate sanitation. We expand access to quality care, so mothers and their children can live and grow stronger.

Supporting education: More than 775 million people over the age of 15 are illiterate. Our goal is to strengthen the capacity of communities to support basic education and literacy, reduce gender disparity in education, and increase adult literacy.

Growing local economies: We carry out service projects that enhance economic and community development and create opportunities for decent and productive work for young and old. We also strengthen local entrepreneurs and community leaders, particularly women, in impoverished communities.

Protecting the environment: Rotary members are tackling environmental issues the way they always do: coming up with projects, using their connections to change policy and planning for the future.

The Four-Way Test

Of the things we say, think, or do: 1. Is it the **TRUTH**? 2. Is it **FAIR** to all concerned? 3. Will it build **GOODWILL** and **BETTER FRIENDSHIPS**? 4. Will it be **BENEFICIAL** to all concerned? Details on this test and its history can be found later in this document.

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Rotary's Organization

The headquarters for Rotary International are in Evanston IL. There are several other offices around the globe. The membership is divided somewhat equally into 28 Zones. Each pair of zones provides a representative to the Board of Directors. The next level down is the District. There are 533 districts worldwide. Each has a District Governor. The district supports a number of individual clubs in a geographic region in providing guidance, processing grants, etc. Club Presidents, District Governors, and the RI president serve one-year terms.

As an example, the Rotary Club of Ann Arbor is one of 47 clubs in District 6380 which, in turn, is part of Zone 28.

Rotary's Action Plan

Priority 1: **IMPACT**

As People of Action we make decisions grounded in evidence.

Priority 2: **REACH**

As People of Action we are inclusive, engaging, compassionate, and ambitious on behalf of the world.

Priority 3: **ENGAGEMENT**

As People of Action we create meaningful relationships across decades and continents

Priority 4: **ADAPT**

As People of Action we seek new perspectives and new ideas that can strengthen Rotary and create lasting change.

Rotary's Monthly Themes

July: Changing Leadership

August: Membership & New Clubs

September: Basic Education & Literacy

October: Community Economic Development

November: Foundation Month

December: Disease Prevention & Treatment

January: Vocational Service

February: Peacebuilding & Conflict Resolution

March: Water, Sanitation & Hygiene

April: Maternal & Child Health

May: Youth Service

June: Rotary Fellowship Month

Rotary's Presidential Themes



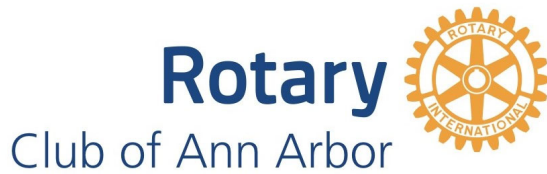
2021-2022: RI President Shekhar Mehta is urging members to become more involved in service projects, saying that caring for and serving other is the best way to live because it changes not only other people's lives, but also our own.

2022-2023: President Jennifer Jones imagines a Rotary where members act to make their dreams become reality and they make the most of their club experiences. She urges members to engage more with each other and use these connections to build partnerships that change the world.



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Mission Statement for the Rotary Club of Ann Arbor



The Rotary Club of Ann Arbor encourages, fosters, and implements the ideals of Rotary International in our local community and throughout the world in ways that enhance the quality of life and human dignity, create greater understanding among all people, and advance the search for peace. In all of our activities, we will abide by the highest ethical standards and always be guided by the Rotary principle of “Service Above Self” and The Four-Way Test. A club motto is “Helping Kids Succeed.”

The Vision for the Rotary Club of Ann Arbor

The Rotary Club of Ann Arbor, comprised of dynamic and caring people who demonstrate the principle of “Service Above Self,” makes a significant difference in the local community and beyond.

Defining Characteristics for the Rotary Club of Ann Arbor

The Club’s leadership and its members believe that, by implementing this plan, the Club will continue its growth and, by the end of the planning period, it will be characterized by the following statements:

We Serve Our Community: The Rotary Club of Ann Arbor will expand and publicize its service role in the community, demonstrating its impact on areas of critical need to the City and its citizens, and especially to the community’s youth. Whenever feasible, Rotary members will be active participants in this work.

We Serve Our World: The Club will increase its International Service work by organizing and funding multiple international humanitarian projects per year, sometimes partnering with other domestic Rotary clubs. The Club will encourage its members to engage in international contacts and especially to travel to Rotary sites outside the United States. The Club will make substantial contributions to the final phase of Rotary International’s global polio eradication project.

We Involve Our Members: The Club will foster a welcoming ambience at its meetings, engage and educate its members through its weekly programs, offer opportunities for fellowship and service through its many committees and social events, and provide effective communication channels to inform the membership about the Club’s multiple opportunities for involvement. Every member will have a specific role in one or more of the Club’s activities.

We Select Our Members: The Club will recruit new members by promoting its ongoing programs and active service opportunities. Its membership will be diverse, reflecting all facets of the community. Recruitment will focus on the past, current, and future leaders of local businesses and nonprofit organizations and on faculty and staff of the University of Michigan. Younger members will be welcomed, their needs considered, and their opinions valued in the Club’s deliberations.

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We Fit In Rotary's World: The Club will foster cooperative work and programs with other local Rotary clubs and will support the work of District 6380 and Rotary International as it demonstrates leadership in Rotary at all levels.

We Fund Our Vision: The Club members will provide sufficient financial resources to support the multiple activities envisioned in this plan through the Club's dues structure and fund-raising activities. In addition, within their own means and based on their charitable inclinations, each member will continue to contribute to both the Ann Arbor Rotary Endowment and The Rotary Foundation. The Club will develop a long-term strategy to increase the financial resources available to support its service work.

The Early History of the Rotary Club of Ann Arbor

The year was 1916, Woodrow Wilson was in the White House and won a second term in the November election. The Michigan Union was under construction and late in the year provided temporary barracks and mess hall for soldiers training on campus. Also in 1916, Rotary came to Ann Arbor. Dr. Theron S. Langford, a surgeon, took steps to have an Ann Arbor club after learning of Rotary from a Toledo acquaintance. The nucleus for the new organization was Langford, the Rev. Lloyd C. Douglas, pastor of the First Congregational Church and later famed author of "Magnificent Obsession," "The Robe" and five other volumes. Other members included Harlan H. Johnson, editor of the Ann Arbor Times-News; Charles Sink, secretary of the School of Music at U-M; and Shirley Smith, Secretary of the University of Michigan. These five originally met to plan the new club in April, 1916. The group had grown to 15 when the club was fully organized on July 21. Their occupations included: landlord, abstractor, attorney, business manager, efficiency engineer, insurance, motor manufacturing, farmer, banker and steel ball manufacturing.

Rotary International permitted only one person per occupation, so classifications became a problem. Other problems through the years were tardiness at meetings, maintaining required attendance level, lack of Rotary spirit for the club itself and for the ideals of Rotary, how to handle political speeches, how to limit verbosity, departure of large numbers just before the main speaker of the day, and delinquent dues (Sound familiar?)

Service to our own community and beyond has always been one of the precepts of Rotary. In our records the first mention of a service project was less than a year after the founding. Our Club spent \$125 to purchase a horse for Col. A.C. Pack, the commanding officer of the military unit on campus and sent \$123.50 to aid French war orphans. In addition to gifts of money, in the 1920s the Club acted as a political action committee (PAC) and sent serious resolutions to government and other agencies. We sent a resolution to President Warren Harding stating "full accord with all legitimate efforts by government to secure deeper respect for the prohibition laws," to the governor of Michigan to halt the wholesale destruction of Michigan forests by the Christmas tree industry, and to the District Governor to use his influence to prevent drunken and rowdy behavior at the District Conference in Flint. (We assume these raucous delegates were not from Ann Arbor).

The beginning of the 1930s saw Rotary, and everyone else, affected by the Great Depression. Farmers were especially in trouble. In an effort to help these folks, Ann Arbor Rotary held annual social events and invited local farmers and their wives. Records show that around 75 farmers and their wives would accept this invitation.

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The first meeting place for the Ann Arbor Rotary Club was the Catalpa Inn, located at the corner of Ann Street and Fourth Avenue. With the ending of the war in 1918 and the departure of service men who were billeted and fed at the Michigan Union, Rotary moved into the large facility, which had been completed just the year before. The club continued to meet at that location until it was interrupted by another war in 1942 when the Union was again appropriated for war-related activities. For 14 years the club met at the Allenel Hotel which stood at the corner of Fourth Avenue and Huron, with its limited space, dark paneling and no air conditioning. The chief advantage of the Allenel, aside from its availability, was that it was two blocks west of Division St. In this location it was two blocks west of the dry line that kept the University area free from serving liquor by the glass, hence the name Division Street. At the Allenel, it was possible to have a beer or cocktail with lunch. Wine wasn't considered a man's drink in those years. By 1956, the post World War II explosive student population leveled off and Rotary left the Allenel and moved back to the Michigan Union to the recently completed wing that includes the Anderson room.

From World War II to the 1960s, membership in the Ann Arbor Rotary grew to around 200. Commensurate with the city's growth, the need for another Rotary Club in Ann Arbor was apparent. With our assistance, the Ann Arbor North Club was chartered on December 26, 1967, during the presidency of Jim Brinkerhoff. We also helped found the Briarwood Club (later renamed as "Ann Arbor Sunrise") which was chartered in 1990. Unfortunately, it failed in 2010.

During the decade of the 1970s, an attempt was made to add variety to meetings by having catered luncheons at various sites that were the subject of the Wednesday program. These included the remodeled Michigan Stadium press box, Washtenaw Community College, Washtenaw County Service Center and Jail, the new St. Joseph Mercy Hospital, Baird Carillon, the new Power Center for Performing Arts (built through the generosity of Rotarian Eugene Power), and the Lutheran Retirement Center, now known as Glacier Hills. As interesting as these excursions were, attendance was always less than when we met at the Union.

In the 1980s there were two truly significant developments that changed our club and influence in the community. In 1984, John Rosemergy, Joe Payne and Frank Kennedy initiated a permanent Endowment Fund. Traditionally, half of our yearly dues that were paid in December was allocated to charities, hence tax deductible. The June portion of our dues was for Club operations (non deductible). The downside of this longstanding tradition was that our funds for charities were quite small compared to national averages in per capita Rotary giving. We gave smaller dollar amounts than many smaller Rotary clubs which developed annual fund raising projects. An endowment fund raising campaign was begun in 1985 with a goal of \$70,000 by our 70th anniversary in October, 1986. That goal was achieved!

The other development in the 1980s was the admission of women to membership. Our club first admitted women in February, 1988 (Gloria Kerry and Diane Farber). These admissions followed a landmark decision by the US Supreme Court in May 1987 that overthrew the prohibition of women from Rotary (and other) clubs. Admitting women did make some things different in our club. When the Rotary membership directory was published, the day and month of members' birthdays was recorded, but, for the first time in our history, the year of birth of noticeably absent. Our first woman president, Elaine Didier, was elected in 1993.

Membership continued to increase well into the 21st century. It peaked at 334 in 2016. Membership has declined to about 250 in 2021 but we remain the largest Rotary club in Michigan and about 40th in the world.

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A Brief History of Rotary International

The world's first service club, the Rotary Club of Chicago, was formed on February 23, 1905 by Paul P. Harris, an attorney who wished to capture in a professional club the same friendly spirit he had felt in the small towns of his youth. The Rotary name derived from the early practice of rotating meetings among members' offices.

Rotary's popularity spread, and within a decade, clubs were chartered from San Francisco to New York to Winnipeg, Canada. By 1921, Rotary clubs had been formed on six continents. The organization adopted the Rotary International name a year later.

As Rotary grew, its mission expanded beyond serving club members' professional and social interests. Rotarians began pooling their resources and contributing their talents to help serve communities in need. The organization's dedication to this ideal is best expressed in its motto: Service Above Self.



The first four Rotarians: (from left) Gustavus Loehr, Silvester Schiele, Hiram Shorey, and Paul P. Harris



The basic Rotary logo evolved throughout the years but has now been in place since 1924.

By 1925, Rotary had grown to 2,000 clubs with more than 108,000 members. The organization's distinguished reputation attracted presidents, prime ministers, and a host of other luminaries to its ranks.

In 1932, Rotarian Herbert J. Taylor created The Four-Way Test, a code of ethics adopted by Rotary 11 years later. The test asks the following questions:

Of the things we think, say or do

1. Is it the TRUTH?
2. Is it FAIR to all concerned?
3. Will it build GOODWILL and BETTER FRIENDSHIPS?
4. Will it be BENEFICIAL to all concerned?

During World War II, many clubs were forced to disband, while others stepped up their service efforts to provide emergency relief to victims of the war. In 1942, looking ahead to the postwar era, Rotarians called for a conference to promote international educational and cultural exchanges. This event inspired the founding of the organization that would eventually become UNESCO (United Nations Educational, Scientific and Cultural Organization).

In 1945, a total of 49 Rotarians served in 29 delegations to the UN Charter Conference. Rotary still actively participates in UN conferences by sending observers to major meetings and covering the United Nations in its publications.



In 1962, the first Interact club was formed. Interact is a service club for youth ages 12-18 (originally 14-18). Clubs benefit from the sponsorship of local Rotary clubs which provide support and guidance. Interact clubs are self-governing and self-supporting and can be either school or community based. Interact's name is a combination of the words "international" and "action."

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In 1968, Rotary International initiated Rotaract, a service club for young men and women ages 18 to 30 who are dedicated to community and international service. Like Interact, Rotaract clubs are self-governing and self-supporting and are sponsored by local Rotary clubs. They can be either university-based or community-based. Rotaract is a combination of “Rotary” and action.”

In May, 1987, a landmark decision by the United States Supreme Court struck down Rotary’s prohibition against admitting women. The decision was the end of the long court battle started many years earlier by a Rotary Club in Duarte CA. They had been admitting women since 1977 but had been changing or initializing their first names to avoid detection. When Rotary International discovered the ruse, it withdrew the club’s charter. The club continued on as “ex-Rotary” Club of Duarte. Eventually, their charter was restored and Sylvia Whitlock of their club became the first woman president of a Rotary Club.

At Rotary’s next triennial Council of Legislation in 1989, the organization officially voted to admit women into clubs worldwide. Today, women are an integral part of Rotary’s membership and leadership. In North America, women comprise about one-third of total membership. Worldwide, the ratio is about one-fourth. Jennifer Jones will serve as Rotary’s first woman president in the 2022-2023 Rotary year.

After the collapse of the Berlin Wall and the dissolution of the Soviet Union, Rotary clubs were formed or re-established throughout Central and Eastern Europe. The first Russian Rotary club was chartered in 1990, and the organization underwent a growth spurt for the next several years.

More than a century after Paul Harris and his colleagues chartered the club that eventually led to Rotary International, Rotarians continue to take pride in their history. In honor of that first club, Rotarians have preserved its original meeting place, Room 711 in Chicago’s Unity Building, by re-creating the office as it existed in 1905. For several years, the Paul Harris 711



Club maintained the room as a shrine for visiting Rotarians. In 1989, when the building was scheduled to be demolished, the club carefully dismantled the office and salvaged the interior, including doors and radiators. In 1993, the RI Board of Directors set aside a permanent home for the restored Room 711 on the 16th floor of RI World Headquarters in nearby Evanston.

In 2022, 1.2 million Rotarians belong to over 36,000 Rotary clubs in more than 200 countries and geographical areas. Around the globe, there are about 340,000 Interactors in almost 15,000 clubs and over 200,000 Rotaractors in more than 10,000 clubs.

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A Brief History of The Rotary Foundation



Arch C. Klumph,
founder of The
Rotary Foundation

In 1917, RI President Arch C. Klumph proposed that an endowment be set up “for the purpose of doing good in the world.” In 1928, when the endowment fund had grown to more than \$5,000, it was renamed The Rotary Foundation (TRF), and it became a distinct entity within Rotary International. Five Trustees, including Klumph, were appointed to “hold, invest, manage, and administer all of its property . . . as a single trust, for the furtherance of the purposes of RI.”

Two years later, TRF made its first grant of \$500 to the International Society for Crippled Children. The organization, created by Rotarian Edgar F. “Daddy” Allen, later grew into the Easter Seals.

The Great Depression and World War II both impeded the TRF’s growth, but the need for lasting world peace generated great postwar interest in its development. After Rotary’s founder, Paul P. Harris, died in 1947, contributions began pouring into Rotary International, and the Paul Harris Memorial Fund was created to build the foundation.

That year, the first TRF program – the forerunner of Rotary Foundation Ambassadorial Scholarships – was established. In 1965-66, three new programs were launched: Group Study Exchange, Awards for Technical Training, and Grants for Activities in Keeping with the Objective of The Rotary Foundation, which was later called Matching Grants. Ambassadorial Scholars are now known as Global Grant Scholars.

The Health, Hunger and Humanity (3-H) Grants program was launched in 1978, and Rotary Volunteers was created as a part of that program in 1980. PolioPlus was announced in 1984-85, and the next year brought Rotary Grants for University Teachers. The first peace forums were held in 1987-88, leading to TRF’s peace and conflict studies programs.

Throughout this time, support of TRF grew tremendously. Since the first donation of \$26.50 in 1917, TRF has spent more than \$4 billion on life-changing, sustainable projects. Ninety-one percent of funds are spent on program awards and operations.

In 1957, TRF established the Paul Harris Fellowship to recognize and honor persons who have given \$1,000 to the Annual Programs Fund or have had that amount contributed in their name. In 2006, more than one million individuals had been recognized as Paul Harris Fellows.

In recent years, TRF has also sustained an annual four-star rating by Charity Navigator, placing it in top few percent of rated charities.

Such strong support, along with Rotarian involvement worldwide, ensures a secure future for The Rotary Foundation as it continues its vital work for international understanding and world peace.

More information is available at: <https://www.rotary.org/en/about-rotary/rotary-foundation>

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The History of The Four-Way Test

One of the world's most widely printed and quoted statements of business ethics is The Four-Way Test, which was created in 1932 by Rotarian Herbert J. Taylor (who later served as RI president in 1954-1955) when he was asked to take charge of a company that was facing bankruptcy.

This 24-word test for employees to follow in their business and professional lives became the guide for sales, production, advertising, and all relations with dealers and customers, and the survival of the company is credited to this simple philosophy. Adopted by Rotary in 1943, The Four-Way Test has been translated into more than a hundred languages and published in thousands of ways.

The Story behind the Four-Way Test by Herbert J. Taylor (1893-1978)

“Back in 1932, the Creditors of the Club Aluminum Company assigned me the task of saving the company from being closed out as a bankrupt organization. The company was a distributor of cookware and other household items. We found that the company owed its creditors over \$400,000 more than its total assets. It was bankrupt but still alive.

At that time we borrowed \$6,100 from a Chicago bank to give us a little cash on which to operate.

While we had a good product our competitors also had fine cookware with well-advertised brand names. Our company also had some fine people working for it, but our competitors also had the same. Our competitors were naturally in much stronger financial condition than we were.

With tremendous obstacles and handicaps facing us we felt that we must develop in our organization something which our competitors would not have in equal amount. We decided that it should be the character, dependability and service mindedness of our personnel.

We determined, first, to be very careful in the selection of our personnel and, second, to help them become better men and women as they progressed with our company. We believed that “In right there is might” and we determined to do our best to always be right. Our industry, as was true of scores of other industries, had a code of ethics but the code was long, almost impossible to memorize and therefore impractical. We felt that we needed a simple measuring stick of ethics which everyone in the company could quickly memorize. We also believed that the proposed test should not tell our people what they must do, but ask them questions which would make it possible for them to find out whether their proposed plans, policies, statements or actions were right or wrong.

Considerable time was spent in developing four short questions which now make up the Four-Way Test. Here are the four questions:

1. Is it the truth?
2. Is it fair to all concerned?
3. Will it build good will and better friendships?
4. Will it be beneficial to all concerned?



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I placed this little test under the glass top of my desk and determined to try it out for a few days before talking to anyone else in the company about it. I had a very discouraging experience. I almost threw it into the wastepaper basket the first day when I checked everything that passed over my desk with the first question, "Is it the truth?" I never realized before how far I often was from the truth and how many untruths appeared in our company's literature, letters and advertising.

After about sixty days of faithful constant effort on my part to live up to the Four-Way Test I was thoroughly sold on its great worth and at the same time greatly humiliated, and at times discouraged, with my own performance as president of the company. I had, however, made sufficient progress in living up to the Four-Way Test to feel qualified to talk to some of my associates about it. I discussed it with my four department heads. You may be interested in knowing the religious faith of these four men. One was a Roman Catholic, the second a Christian Scientist, the third an Orthodox Jew and the fourth a Presbyterian.

I asked each man whether or not there was anything in the Four Way Test which was contrary to the doctrines and ideals of his particular faith. They all four agreed that truth, justice, friendliness and helpfulness not only coincided with their religious ideals, but that if constantly applied in business they should result in greater success and progress. These four men agreed to use the Four Way Test in checking proposed plans, policies, statements and advertising of the company. Later, all employees were asked to memorize and use the Four-Way Test in their relations with others.

The checking of advertising copy against the Four-Way Test resulted in the elimination of statements the truth of which could not be proved. All superlatives such as the words better, best, greatest and finest disappeared from our advertisements. As a result, the public gradually placed more confidence in what we stated in our advertisements and bought more of our products.

The constant use of the Four-Way Test caused us to change our policies covering relations with competitors. We eliminated all adverse or detrimental comments on our competitors' products from our advertisements and literature. When we found an opportunity to speak well of our competitors we did so. Thus, we gained the confidence and friendship of our competitors. The application of the Four-Way Test to our relations with our own personnel and that of our suppliers and customers helped us to win their friendship and good will. We have learned that the friendship and confidence of those with whom we associate is essential to permanent success in business.

Through over twenty years of sincere effort on the part of our personnel, we have been making steady progress toward reaching the ideals expressed in the Four-Way Test. We have been rewarded with a steady increase in sales, profits and earnings of our personnel. From a bankrupt condition in 1932 our company has paid its debts in full, has paid its stockholders over one million dollars in dividends and has a present value of over two million dollars. All of these rewards have come from a cash investment of only \$6,100, the Four-Way Test and some good hard working people who have faith in God and high ideals.

Intangible dividends from the use of the Four-Way Test have been even greater than the financial ones. We have enjoyed a constant increase in the good will, friendship and confidence of our customers, our competitors and the public and what is even more valuable, a great improvement in the moral character of our own personnel.

We have found that you cannot constantly apply the Four-Way Test to all your relations with others eight hours each day in, business without getting into the habit of doing it in your home, social and community life. You thus become a better father, a better friend and a better citizen."