SPACIOUS SUNKEN GARDENS surrounding Manor del Mar, men's student residence. In sunshine of Southern California, students find outside study pleasant and relaxation a delight at Ambassador College.
LETTERS TO THE EDITOR

Stir caused by "Sputnik" advertisement

"I got your advertisement in the Capper's Farmer magazine. I heard . . . comments on the streets and in the supermarkets about your article on 'Sputniks.' All were reading it and discussing it. Some are even buying Bibles so they can read and check up on the scriptures that you gave. I went to the newstands and bought a half dozen magazines and gave them out to elderly families that I knew didn't take the magazine and that I knew would read every word of it from cover to cover. They would naturally read about 'Sputniks' and see your little deal in the corner and send in their names for The Plain Truth and some booklets."

Man from Oxford, Kansas

Editor's comment: Many thousands are writing in after reading the startling messages appearing currently in Capper's Farmer magazine.

"I was groping in the dark"

"How thankful I am to God that He sent you to reveal His gospel and law. Before I accidentally tuned in to your broadcast about a year ago I was groping in the dark. I had searched through books on philosophy, psychology, and religion trying to discover why I was here. Nowhere could I find a satisfactory way. This doubt of my identity caused me no end of grief. . . . I asked my minister. He told me that the prophecies of the Bible did not pertain to our age. After I showed him the first issue of The Plain Truth I had received, all he could do was ridicule. Nevertheless, I continued to listen to your broadcasts and receive your literature. Now I have applied to Ambassador College for this coming fall and pray that I will be accepted. From The Plain Truth articles, I have gotten at least a bird's-eye view of the over-all spirit at Ambassador. This has made me want to attend even more."

Young man from Alfred, New York

Comment: We are happy to learn that this young man is recapturing the true values of life. Many others are now making plans to enter Ambassador College this fall. If you are interested, write for the College Catalog which is scheduled to be printed about the end of May.

Doctor Recommends the Correspondence Course

"I have been suffering a nervous and emotional upset for about a year and a half. It has been recommended by my doctor (an M.D.) of this village that I write to you for your Bible Correspondence Course. I am not a member of a church but do believe in God. The doctor believes that I need this help as well as the help he can give me."

Man from LaGrange, Ohio

Comment: Emotional stability and true happiness come only from a right knowledge and obedience to God's ways! You, too, can learn the way to happiness by studying your Bible through the Ambassador College BIBLE Correspondence Course. Have you sent for your first lesson yet?

Her Church did not satisfy!

"I want to thank you as you showed me the Bible is the only truth, not the denominational churches of today. Last summer I joined the . . . church. I knew nothing about the denominations. Now I realize, or should say, I learned with your help, 'As ye sow, so shall ye reap.' The reason I joined this church was because it was within walking distance in our town and the minister was nice. The eight months that I've gone to this church hasn't helped my spiritual growth. I was hungry for something from this church I couldn't get. Now I know why."

Woman from Brunswick, Ohio

Comment: Have you had this experience, too? Many have, and are now beginning to see God's truth through the work of His Church.

Are We Tearing Down?

"I like to hear your program. You tell me things I never heard before, but have a heart and build up instead of tearing down. You are making light of Mrs. . . . 's works, especially her book 'The GREAT CONTROVERSY!' She made a mistake and you are telling it to everyone. She was trying to gather unto Jesus Christ. Don't you feel the devil is dancing with glee?"

Man from Linton, Ind.

Editor's comment: "Except the Lord build the house, they labor in vain that build it" (Psalm 127:1). God has not built the denomination in which this woman is accepted as a prophetess. She was undoubtedly sincere, but she was in error!

Received by Mistake?

"I received a copy of The Plain Truth in my mailbox by mistake. I brought the copy in and found it so interesting that I was reluctant to send it to the person to whom it belonged. Then I saw that you will send them to reveal His gospel and law. Before I accidentally tuned in to your broadcast about a year ago I was groping in the dark. I had searched through books on philosophy, psychology, and religion trying to discover why I was here. Nowhere could I find a satisfactory way. This doubt of my identity caused me no end of grief. . . . I asked my minister. He told me that the prophecies of the Bible did not pertain to our age. After I showed him the first issue of The Plain Truth I had received, all he could do was ridicule. Nevertheless, I continued to listen to your broadcasts and receive your literature. Now I have applied to Ambassador College for this coming fall and pray that I will be accepted. From The Plain Truth articles, I have gotten at least a bird's-eye view of the over-all spirit at Ambassador. This has made me want to attend even more."

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Should You Join a CHURCH?

Many have asked, "Which church would you recommend?" "Where can I fellowship?" "Should I go to church?"
Here are the BIBLE answers that will open your eyes!

by Garner Ted Armstrong

Why all the furor about church attendance? Does it really make any difference whether you attend a church? Some say, "I've never been inside a church, and yet I know I'm as good a Christian as anyone else!"

Others, firmly convinced church-going is a vital part of Christianity, believe membership and attendance at church is necessary to salvation.

Are you a church-goer?-SHOULD you be?

"Go to Church" Campaigns

Following the belief that it is vitally necessary to attend church in order to be a true Christian, many hold campaigns to increase church membership.

If any answer the altar call, or "come forward" at the climax of the appeal, they are counseled to JOIN A CHURCH! ANY church. It makes no difference WHICH, so long as that person is somehow convinced he should be attending a church.

To many, the "unchurched" represent a vast multitude of people who are as yet UNSAVED! Assuming they will become "saved" if they are convinced they should attend a church, every effort is made to increase church attendance.

You've seen the billboards, the ads in magazines, or perhaps in movie theaters, urging people to "Attend the church of your choice," haven't you?

What is behind it?

What Is a Church?

Jesus promised, "I will build MY CHURCH" (Matt. 16:18). But what is a church? The word "church" comes from the Greek, "ecclesia," which is derived from a root, meaning "to call out." The Church Jesus said He would build, is a group of "called out ones!"

This Church is the Body of Christ, made up of many different members (I Cor. 12:27).

But most people do not conceive of the Church as Jesus built it!

Today, we have become confused. Religion is in chaos. Today, instead of the ONE CHURCH, the one group of called out ones who belong to Jesus Christ, we see literally HUNDREDS of DIFFERING groups, with different beliefs, different creeds and religious books to which they attribute Divine authority. DIFFERENT customs, DIFFERENT methods of church government, DIFFERENT goals, DIFFERENT places of worship, DIFFERENT doctrines-CARLOADS AND MYRIADS OF INSURMOUNTABLE DIFFERENCES!

Why?

I know a man, who, as a young boy, was preparing to attend church. As he began to trudge down the country road toward the small church building some distance away, a neighbor friend stopped in his car, and offered the lad a ride. Grateful for the ride, and for being able to avoid the dirt of the road, the boy seated himself comfortably beside his neighbor.

Shortly, the car pulled to a stop in front of the small church yard. The neighbor opened the door, and allowed the boy to get out. Struck with a sudden thought, the boy hesitated, and then finally got out of the car.

Still thoughtful, he entered the small church building-to hurry to the matronly woman who was the children's teacher. Briefly, he explained how his neighbor had delivered him to the church-and how the same kindly man had continued down the road some distance further-to enter his own, a different, church. "Why is it?" asked the boy of his teacher, "that he doesn't just come in HERE to OUR church, instead of going so much farther to another?"

The teacher could not answer!

CAN YOU?

Is there ONE God? Then why do people try to worship Him in over a million different ways? Is there ONE Christ? Is there ONE Bible? Is there only ONE true CHURCH? Yes, there is!

"There is ONE body and ONE Spirit, even as ye are called in ONE hope of your calling; ONE Lord, ONE faith [body of beliefs-doctrine], ONE baptism, ONE God and Father of all" (Eph. 4:3-6).

Where Is God's Church?

Jesus Christ DID build His Church, just as He promised He would. What is more, He inspired His servants to write down specific, detailed identifying marks of that ONE Church, so whoever really thirsted for the truth, and wanted to find His true Church, could recognize it when he found it!

But people do not know WHERE to look. Nearly every great error in thinking stems from one false assumption. People assume. Because most assume many things about what the Church should be, they are led into a maze and a labyrinth of false claims, obscure history, and error. Let's not assume!

There is only ONE real source that you can ABSOLUTELY TRUST. That source is your own Bible!

People assume many things about Christ. Why assume? Why not search His own words instead?

Jesus identified His Church! Let's ask Jesus Himself what it is like-what it would be doing-where it is-HOW to get into it!

What Is the Church Like?

Jesus Christ said NO MAN could come
unto Him, except it were given him of the Father. When He explained He was the "Bread of Life," and began to reveal the deep spiritual significance of the word of God, of His approaching sacrifice, which is depicted by the Passover, many of the disciples found this truth too strong for them! They had supposed He was an "interesting" man—a good Teacher—that He had some "new ideas." But this was too much.

"From that time many of His disciples went back, and walked no more with Him" (John 6:66). Jesus turned to Peter and all the twelve and asked, "Will ye also go away?" But Peter answered, "Lord, to whom shall we go? Thou hast the words of eternal life!" (John 6:67-68).

Where else can you go?

Only Christ Himself has the true words of eternal life! And Christ is alive! He is the living Head of His true Church!

Let's notice a grossly misunderstood verse that explains this.

Jesus said, "And I say unto thee, that thou art Peter [Greek: petros, which is a little stone, or a pebble], and upon this rock [Greek: petra, or big rock] I will build My Church, and the gates of hades [the grave—death] shall not prevail against it" (Matt. 16:18).

And He did build it!

Notice what Paul was inspired to write, "And you are built upon the foundation of the apostles and the prophets! Jesus Christ Himself being the chief corner stone!" (Eph. 2:19-20).

So, while Peter, as a stone or pebble, forms part of the spiritual foundation of the true Church, Christ is its chief corner stone—the main rock on which it is founded—and He is still its living, active head!

"For the husband is the head of the wife, even as Christ is the head of the Church" (Eph. 5:23).

Christ did not give Peter the sole authority in the stead or place of Christ's own authority! He was here speaking of the entire foundation—of Himself and of all those who were used to write the Bible—"and upon this rock I will build my Church." (Christ is the chief corner stone—the Head. He is the rock spoken of several times in Deut. 32. He is called the rock in I Cor. 10:4, and in many other scriptures.)

Wherever that Church is—Jesus is its head. Not any man. Not any woman.

And Jesus Christ is "the same, yesterday, today, and forever" (Heb. 13:8).

Of His own Church, Jesus said, "...the world hath hated them, because they are not of the world" (John 17:14).

In this inspired instruction, just prior to His crucifixion, Christ revealed a great deal about His own Church. He said, "Ye have not chosen Me, but I have chosen you, and ordained you, that ye should go and bring forth fruit" (John 15:16).

Christ promised that the society, the world, the system of things, or, the "around," would hate His true followers! "If the world hate you, ye know that it hated me before it hated you. If ye were of the world, the world would love his own, but because ye are not of the world, but I have chosen you out of the world, therefore the world hateth you!" (John 15:18-19).

Jesus said that His hated group would finally be so persecuted, so despised by the society, that the time would come when "They shall put you out of the synagogues, yea, the time, cometh, that whosoever killeth you will think that he doeth God service" (John 16:2).

Think of it!

Far from becoming more respected by the community, far from "joining" a group that would enhance your business opportunities, gain you more friends, or raise your social strata, Jesus promised if you are in His true Church, you may be killed because of it!

It is no wonder, then, that Christ calls His true Church a little flock! "Fear not, little flock; for it is your Father's good pleasure to give you the kingdom" (Luke 12:32).

What is His Church like?

It is a little Church! It is a group of sincere, converted, "called out ones," who have come out of this Babylon of confusion (Rev. 18:4) in repentance. It is a small, rejected, despised body of believers who are doing the work of God.

Jesus never prophesied of His Church that it would become a large, impressive, politically powerful Church ruling over the nations in this age.

What will it be doing?

Christ had a work to accomplish on earth. "I must work the works of Him that sent me, while it is day; the night cometh, when no man can work" (John 9:4).

He said, "The works that I do in my Father's name, they bear witness of Me" (John 10:25).

Even though some may not have believed Christ, as a person, He warned them to look to the works being accomplished for the proof they sought!

"If I do not the works of my Father, believe me not. But if I do, though ye believe not me, believe the works, that ye may know, and believe, that the Father is in me, and I in Him" (John 10:37-38). The same is true of God's Church today!

During His earthly ministry, Christ called His disciples. His ministry was a personal training period for them! Many of His so-called "sermons" were not sermons, but personal, private instructions to His disciples, who were to become a part of the foundation of the True Church of God! (See Matt. 5:1-2.)

But after Christ's death, burial and resurrection, He gave His Church a great two-fold commission to fulfill!

"And Jesus came and spake unto them, saying ALL power is given unto me in heaven and in earth. Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit, teaching them to observe all things whatsoever I have commanded you!" (Matt. 28:18-20.)

Mark's account tells us Jesus said the Apostles were to go "into all the world, and preach the gospel to every creature!" (Mark 16:15). Which gospel?

"And THIS GOSPEL OF THE KINGDOM shall be preached in all the world for a witness unto all nations, and then shall the end come!" (Matr. 24:14.)

Wherever the Church of God is—today—it will be preaching that same Gospel!

Jesus also told Peter three times
to feed the flock—which forms the secondary part of the great job given the Church to accomplish! (John 21:15-17.)

Later, Peter repeated this great commission to those under his charge. He said, "Feed the flock of God which is among you" (1 Pet. 5:2).

Wherever the CHURCH OF GOD is—it will be doing that very work. It will be faithfully carrying out that two-fold commission, just as Jesus prophesied it would!

Christ explained that even though the Church would be little, and be weak during this age—it would have little strength—still, there would be open doors supernaturally set before it—for the preaching of that gospel (Rev. 3:8). The doors of the radio, of television, and of the printing press have been flung open before that weak and little group today!

Somehow, somewhere, Jesus said very plainly, there would be a little flock, despised by the world, weak in numbers and physical strength, but preaching the gospel as a witness to all the world!

Then WHERE IS IT?

Many have written, wondering whether or not they should "join" one or another of the many different churches of the world.

This question is asked because people assume, vaguely, they should "attend some church." As one woman once said to me—"Well, I suppose we ought to have some faith."

You would be amazed to see the actual statistics as to why people attend their own churches.

Polls taken have revealed a wide variety of reasons for the present figures on church attendance in the United States. People attend "because it was the church they were reared in," "because they like the Pastor," "because their friends go there," "because their relatives belong to the same church," "because the building is attractive," or "nearby," or "because they like the soloist," or "the choir," or "the organist," or, of all things, simply "because they like the parking facilities!"

A few attend their particular churches because they really believe their own church is right about their beliefs! But only a minority—not the majority—attend for this reason!

If someone offered you one million dollars in printed bills—all of them counterfeit, but some of them so excellently done so as to deceive even some of the top treasury men themselves—what would you do? Suppose they were so cleverly made that only one expert in the entire world could discern they were counterfeit. And, further, let's suppose you were offered, on the other hand, a crumpled old dollar bill—worn and used—but authentic, just the same.

Which would you choose?

All of the counterfeits—regardless of how seemingly close to the "real article" they may be—are worthless! But the one dollar that is authentic is worth far more than all the others put together—and even millions more like them!

The same thing is true of churches.

Why settle for a counterfeit? Even if it looks like it may be "closer" to the truth than some others—why settle for second best?

There is only one Church on the face of this earth that has been consistently, through many years of labor, preaching the true gospel of the Kingdom of God, telling you exactly what these times mean!

There is only one Church that has dared to tell you in definite, specific, point-by-point, detailed order the events that are yet to occur, whether or not Russia will strike the United States—what will happen in Europe, what will happen here in our country, and all over the world, what is sure to happen in the Middle East!

Some preachers may be vague, and say they somehow "feel" Jesus' return may be very near! They may say we are coming closer to the end of the world. But are they telling you what specific nations will do? The exact weather conditions ahead? Are they opening up the Bible, and expounding to you fearlessly, in a point-by-point order—the real meaning of these mysterious books of prophecy? The symbols of revelation? The real meaning of life? Who you are? Why you are? And where you're going? No!

Because they don't know these things! Where is that one Church Jesus built?

It is where the work of that Church is being done!

And this work that you are reading of right now—that you hear over The World Tomorrow—this work is the only genuine work that is carrying out Jesus' very commission just as He said it would be doing!

How Do You Get Into It?

Believe it or not, you cannot "join" the Church of God!

No one ever has—and no one ever will! God must put you into it!

As I have already explained, the Church is the Body of Christ. Just as Jesus Christ did the work of God on earth by the instrument of His own physical body—an instrument through which the Father was working—so the Church, which is Christ's body, is the instrument through which Christ accomplishes that work today!

Immediately after the Day of Pentecost, Monday, June 18, 31 A.D., the Church of God began to grow by leaps and bounds. Thousands were brought to real repentance, and were baptized.

When the Jews at Jerusalem heard Peter's inspired sermon, they asked, "Men and brethren, what shall we do?" (Acts 2:37.)

Well, then, why didn't Peter seize his opportunity? Why didn't Peter tell them—"Go join a Church!"

Why didn't Peter say, "Talk to the counsellors, and they'll help you
SELECT A CHURCH HOME?"

Simply because Peter KNEW BETTER!

Instead, he said, under inspiration of the Holy Spirit, "REPENT, and be baptized every one of you in the name of Jesus Christ for the remission of sins, and ye shall receive the gift of the Holy Spirit" (Acts 2:38).

But did they then just become 'Christians' and NOT members of a Church?

Did they just go home—and stay at home, never to have membership in any Church whatsoever?

Most certainly not!

Jesus inspired Paul to write, “Now if any man have not the Spirit of Christ, be is none of His” (Rom. 8:9). You don't belong to Christ until you receive His Spirit!

Peter said you can receive that Spirit by being obedient and REPENTING of your sins, which is the BREAKING or the TRANSGRESSION of God’s law (1 John 3:4), by acknowledging that Jesus is your Savior because He paid for your sins in your stead, by being baptized—and THEN you can receive the Spirit of Christ that makes you a Christian!

God will give that Spirit only to those who are willing to "OBEY Him"! (Acts 5:32.) WHEN YOU RECEIVE GOD'S SPIRIT and ye shall receive the gift of the Holy Spirit, "REPENT, and be baptized into the Church! (Acts 2:38).

"For by one Spirit are we all baptized into one body" (1 Cor. 12:13).

The receiving of God’s Spirit and of the MIND OF CHRIST (Phil. 2:5) upon repentance and baptism PUTS YOU INTO, BAPTIZES YOU INTO the Church!

Luke records, in the book of Acts, “And the Lord added to the church daily such as SHOULD BE saved” (Acts 2:47). "And believers were the more ADDED to the Lord, multitudes both of men and women" (Acts 5:14).

 Everywhere in early Church history you see God was ADDING repentant believers to His Church, which is Christ’s body. NOT ONE SINGLE CONVERTED PERSON EVER STEPPED FORWARD AND ASKED TO JOIN!

Christ expressly says, "NONE CAN come to me, except the Father which hath sent me draw him, and I will raise him up at the last day" (John 6:44).

You can enter God’s true Church by REPENTING of your disobedience to God’s law, by calling on God’s true servants to baptize you, and by claiming God’s promise of the gift of His Holy Spirit. In that way, and that way only, does anyone enter into the Church.

Church attendance is not the MOST IMPORTANT THING! CHURCH ATTENDANCE by itself does not mean CHURCH MEMBERSHIP in God’s sight!

Some believe if they can just get people to "go to a church" they have gotten (Please continue on page 14)
Why AMBASSADOR COLLEGE is Different

Here is the TRUTH about the new high-pressure movement to change EDUCATION in America! It makes a tremendous DIFFERENCE how our young people are educated!

by Roderick C. Meredith

THE AGE of "Sputnik" and "Explorer" is here! Men now think themselves on the verge of scaling the walls of heaven itself!

With this fast-moving age is coming a tremendous speed-up in the field of education in America and many of our Western nations. But it is already taking the form of a race for technological superiority with the Russians.

The question is: Where will it END?

Will all this education bring happiness, prosperity and PEACE to the world? Will it provide the right basis of knowledge and understanding our young people need in order to pursue happy, successful lives and to build a better world?

The "Fruit" of Education

It is sad but true that even most "educated" people seem unable to see the real end RESULT of what they are doing. They will sometimes work feverishly for months and years to find out the sex habits of a certain kind of bug or insect—for WHAT?

In recent years, many colleges and technological institutions have concentrated on teaching their students various facts of science and how to make a living. That trend seems destined to continue. But now the accent will be more on physical science and on how to invent and mass-produce weapons of DESTRUCTION. A knowledge of the PURPOSE of life and how to achieve that purpose is apparently not deemed very important.

We need to understand that teaching and education DO have an effect—and WHAT the effect of our educational policy really is!

America’s “educated” youth are now the frenzied participants in an unparalleled orgy of teen-age murder, rape, theft, and destructive crime of every description. Nothing in all earth’s recorded history compares with the insouciance, depravity, and utter lack of conscience and CHARACTER exhibited by America’s rampaging youth.

The mounting wave of this type of “civilized” savagery indicates a serious lack of right thinking and right knowledge. Such knowledge SHOULD be imparted in every home and in every school. The knowledge of the value of human life and the great PURPOSE of human existence is, in truth, the very foundation of all true education.

But this knowledge is now being set aside in favor of the intense study of material science. It is a MATERIALISTIC education entirely—and it fails utterly to impart the fundamental knowledge of the spiritual LAWS that govern man’s relationship with his neighbor, with society as a whole, and with Almighty God.

Our materialistic education is totally of the flesh and as the Eternal God pronounced—"he that soweth to his flesh shall of the flesh reap corruption."

Mis-education Brings Trouble

The root CAUSE of the frightening wave of crime and violence among young people is the wrong kind of education.

As the apostle Paul said, the early intellectuals “did not like to retain God in their knowledge.” Neither do their counterparts today. They are very intent on learning how to make a living, or how to build weapons to destroy human life, or, at best, how to feed rats scientifically. They are far too busy with these “important” matters to take time to learn: (1) how the earth and all life came into being, (2) what man is, (3) the great PURPOSE of human existence, (4) the immutable LAWS of life which—if understood and obeyed—produce health, happiness, and continuing peace with your fellow man, and (5) the spiritual truths which bring man into an intimate relationship with his Creator and open the way to eternal life as a son of the Almighty God.

No, these are the “inconsequentials!” They are not worthy of the “educated” man’s attention and study!

Or ARE THEY? What do you think?

This world’s “education” has completely missed the boat! It has rejected the very beginning—the starting point of all true knowledge. It is a FALSE EDUCATION built on a foundation of sand—the God-denying “theory” of evolution. Both it and its product—our "civilization"—are coming apart at the seams. They are on their way down and out, even though most of the world is not yet awake to this fact.

The DANGER of a Completely Materialistic Education

America and the Western powers had better wake up to the fact that when we totally neglect the spiritual values and truths in order to engage in a race with atheistic Russia to produce more horrifying weapons of DESTRUCTION, we are heading towards national suicide! History teaches that when any nation or people neglects the spiritual education of its children its DOOM is sealed.

One of the great early American leaders, Daniel Webster, left us this warn-
ing: "If we Americans continue to hold and practice the principles of the Bible on which this Republic was founded, we go on prospering and to prosper. If not, some powers now unseen will prevail and destroy us and our civilization."

In his historic address before the assembled Congress of the United States, General Douglas MacArthur laid bare the utter futility of war and materialistic education in constant preparation for war. He said: "I know war as few other men now living know it, and nothing to me—and nothing to me is more revolting. . . . Men since the beginning of time have sought peace. . . . Military alliances, balances of power, League of Nations; all in turn failed, leaving the only path to be by way of the crucible of war. The utter destructiveness of war now blocks this alternative. WE HAVE HAD OUR LAST CHANCE. If we will not devise some greater and more equitable system, our Armageddon will be at our door. The problem basically is THEOLOGICAL and involves a spirit of iridescence and IMPROVEMENT OF HUMAN CHARACTER that will synchronize with our almost matchless advances in science, art, literature and all the material and cultural developments of the past 2000 years."

He concluded: "It must be of the SPIRIT if we are to save the flesh."

We had better WAKE UP to the dangers and evils of a false education. If we intend to live—and live happily—we had better learn the great PURPOSE of life, and how to live and make a living in the right way.

Unfortunately, very few of today's educators have any inkling of how that kind of education should be disseminated.

But there is one college which is awake to the evils of this world's education. It has set out to correct these errors by imparting the knowledge of the purposes of human existence—by objectively and with open mind studying the revelation from God, the Holy Bible—by using this most fundamental of all knowledge as the FOUNDATION of its educational policy. This college is Ambassador College. And the spirit and vision of its educational policy is unique.

The courses in liberal arts are taught here. But they are taught from the point of view of—and in their relationship to—the most fundamental basis of all knowledge as revealed by God.

Ambassador is Different

Ambassador College is a liberal arts and theological institution, fully recognized by the State of California and empowered to confer degrees. Believing that the most effective development of character, personality, poise and true culture is achieved by social contact of both sexes, Ambassador was made coeducational.

From the beginning, it was operated with a full and competent faculty and has maintained a very high ratio of instructors to students.

Realizing the dangerous drift toward materialism and collectivism in modern education, the founder and president of the college, Mr. Armstrong, determined that Ambassador would be different.

From the beginning, students here have been encouraged to think independently on any and every subject. But they are taught to look for the real truth.

Students are challenged to prove to themselves the existence of God and the inspiration of the Bible as His direct revelation to man. And without being hindered by the traditions of men, or fixed ideas of any kind, Ambassador's students are able to learn previously hidden truths on many subjects.

College Atmosphere

Perhaps the most important educational advantage at Ambassador is that students are taught the real PURPOSE of human life. This enables them to properly orient themselves in any other subject they may ever study—and to prop...
erly evaluate its true merits as related to the great purpose being worked out here below.

An amazing insight into many subjects is gained by students here because Ambassador encourages a vigorous intellectual curiosity in its faculty and student body alike.

Because the student enrollment is still relatively small, and the ratio of instructors high, many advantages are gained by a personalized type of instruction which is almost non-existent in the average university or college. This is especially desirable in the foreign language classes.

Unusual opportunities in the field of musical training are provided at Ambassador. The Ambassador Chorale is an outstanding example of the type of musical training received here, and many of you have heard the chorale sing on the "World Tomorrow" broadcast.

Also, the Ambassador College Orchestra shows unusual promise and is becoming an important addition to the musical training afforded Ambassador students.

Excellent training in the field of public speaking is offered at Ambassador. In addition to regular courses in public speaking and voice phonetics, the men students may join one of the Ambassador Clubs which are patterned after the Toastmasters' International clubs — after-dinner speech clubs usually composed of business and professional men. The Ambassador Clubs have proven to be a most enjoyable and helpful addition to the speech training of all participating students. Ambassador affords excellent opportunities in this field.

The Ambassador Women's Club is a stimulating organization of our college women devoted not so much to public speaking, but to fellowship and discussion of the social graces, charm, character development and other feminine interests. Ambassador co-eds are offered many unusual advantages—but without any of the social snobbery so prevalent on many campuses.

Overall, even the visitor to the college will be impressed by the Ambassador attitude of being alert to question and study anything about how to live happily and successfully according to God's physical and spiritual laws. Special lectures on nutrition and diet are presented from time to time, and the students are challenged to come to a really sound basis for healthful, zestful living. There is a course in sex and the marriage relationship which is outstanding because it is taught completely from God's point of view, involving an understanding of His great purpose in creating sex, and at the same time incorporating all the latest scientific and medically proven data vital to the subject.

This atmosphere of learning to live, this spirit of true intellectual freedom unshackled from tradition—these things distinguish Ambassador College from all others.

Location and Facilities

Ambassador's location in beautiful Pasadena, California, is a most desirable one. Within a few miles of the campus are great libraries, two world famous astronomical observatories, famous galleries and museums, and outstanding technical institutions where great research projects are always in operation.

Downtown Los Angeles is fifteen minutes from the Ambassador campus by automobile on the freeway; Hollywood twenty minutes.

Recreational areas lie in every direction. There is nearby mountain hiking and skiing, ocean beaches, Pasadena's famous Rose Bowl and its Civic Auditorium, where world renowned recreational and cultural attractions are presented frequently.

The beautiful Ambassador campus and buildings are an attraction themselves, and provide a truly inspiring atmosphere in which to study, work,
and play. Ambassador's grounds are acknowledged to be among the most beautiful in Southern California, and the athletic field, though small, is fully equipped with track and field facilities and two of the finest tennis courts in this area, with flood lighting for night play.

For our women students, we have recently acquired an additional magnificent home for a women's student residence. It immediately adjoins Mayfair—the present home of most of our women students—and will be called Terrace Villa. It is of Mediterranean-type architecture, and the interior decoration is strictly feminine.

A few of our women were recently allowed to move into this beautiful former millionaire's mansion, and now they are the "envy" of the entire campus! Terrace Villa will be ready for complete occupancy this September, and we are hoping for a sizeable increase in feminine enrollment to share this lovely women's residence with other Ambassador women.

For the men, we now have the fabulous home of multimillionaire Lewis J. Merritt. It has been redecorated and refurbished throughout, and is now the equal of any men's residence anywhere. The lovely Italian gardens on this property provide a beautiful and restful place for study and meditation, besides the rich and completely masculine atmosphere of the many fine lounge and study rooms in Manor del Mar itself.

This fall Ambassador Hall, former home of Mr. Hulett C. Merritt, millionaire and chief stockholder of United States Steel Corporation, will be ready for use as our main classroom building. Its spacious rooms and halls—replete with fine wood paneling, its magnificent contoured lawns, gardens and ornamental pools—all will add to the atmosphere of beauty, tone and character which symbolizes the spirit of Ambassador College.

The students not only live and study, but work in this wonderful environment. Many of our men are employed on the gardening and maintenance crews—keeping the lawns and buildings in top condition. The women are often employed in our large new office building, called Ambassador Press building. And some of the women enjoy the change of pace provided by helping prepare the delicious meals served in Mayfair.

Besides the wonderful facilities on our own campus, the nearby mountains, beaches and cultural centers provide every opportunity for both educational and recreational activities. Truly, Ambassador students are blessed in a matchless way with both the opportunity and the knowledge of living a balanced, meaningful and HAPPY life!

**Priceless Opportunity**

The chance to come to Ambassador College should take on new meaning to any young person of college age. When you understand it, the opportunity is **matchless**—PRICELESS!

Here you will study and learn those things which really count in life. In no other place on earth can you so fully learn the **real purpose of life**—and with God's guidance develop your whole being to fulfill that purpose. You will learn how to really **live** the full, vigorous, productive, and abundant life that God intended.

Ambassador is not a "preacher's college" and very few of our students will be in the direct ministry of preaching. It is not a "Bible School." It is a liberal arts college—though it does have a required course in Bible and Theology, and, in connection, the Graduate School of Theology.

The realization of Ambassador's goals and standards fills Ambassador students with **ZEAL**, with **DRIVE**, with **PURPOSE**! This makes their college assignments more than just assigned study, their work more than just a means to room and board, their recreation more than just a passing good time. All these activities take on new meaning and purpose. They become vital steps toward the development of the **WHOLE**

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**THE BIBLE ANSWERS**

**Short Questions**

**FROM OUR READERS**

Here are the Bible answers to questions which can be answered briefly in a short space. Send in your questions.

Should Christians be baptized in behalf of dead friends or relatives who died unbaptized? Did Paul teach "baptism for the dead"?

The practice of being baptized for unconverted friends is widely taught by one particular denomination. This custom is founded on their misinterpretation of 1 Corinthians 15:29.

The inspired New Testament Church did NOT practice this custom! The apostle Paul did not teach it! The custom was introduced into the professing Christian world about 150 A.D. by the heretic Marcion.

Notice! Before a person may be baptized, he must first repent (Acts 2:38) and believe (Mark 16:16 and Acts 16:31, 33). The dead are not able to repent or believe. The dead are dead—"for the living know that they shall die; but the dead know not anything" (Ecclesiastes 9:5). The dead have no hope until the resurrection! **Baptism is for the living. Baptism is a symbol whereby the living acknowledge their sins, figuratively die with Christ in a watery grave, and rise out of the watery grave in hope of a new life through the merits of Christ and the promise of the Holy Spirit (Rom. 6:4).**

**Baptism is also a symbol of the resurrection! To rise up out of the watery grave is to acknowledge belief IN THE RESURRECTION OF THE DEAD (Romans 6). To surrender one's life to Christ now, to crucify the self now, to be baptized—all this is foolish un-**

*(Please continue on page 14)*
HOME ECONOMICS Department. Young women at Ambassador have splendid opportunity to learn and to apply principles of healthful living.

PERSONALITY—the whole being—as a sharp and effective instrument in the hands of Almighty God the supreme RULER of heaven and earth.

This realization, this goal, this great PURPOSE makes Ambassador College truly different. It is GOD’s own college—and there is no other college on earth like it!

A Challenge

Here is a challenge to any young person.
If you have successfully completed high school or plan to do so in the near future, if you appreciate the opportunity to acquire a college education and to achieve it the sound way, and if you aren’t afraid of “bucking the crowd”—of blazing new trails—then by all means write immediately for the Ambassador College catalog and receive full particulars about entering the college next fall, or as soon as you are able.

There are several things you need to understand about Ambassador. First of all, an underlying spiritual purpose permeates every activity at Ambassador. And while every student who comes should have a genuine desire to find spiritual truth and to live it—yet no one is pressured to believe any particular doctrine or theology, but every student is encouraged to study with an open mind to find God’s will and to obey it.

Secondly, Ambassador College maintains the very highest of scholastic standards, and any prospective student should be fully prepared to do college-level work before he enrolls. Frankly, we have found that the educational standards in some regions are so low that incoming students from these localities have not had adequate training in English, spelling, history, geography and other basic subjects to prepare for high-level college work. Such students would do well to take special outside courses and drill themselves intensively on these subjects before trying to enroll at Ambassador.

And any of you younger high school students who read this should take heed in time and really apply yourselves in mastering these subjects if you plan to attend Ambassador someday. Put forth real effort in preparing yourself to attend. It will be worth it, every whit!

It Requires Effort

A third factor every prospective student should consider is his financial situation. Before entering you should try to save at least a few hundred dollars, if at all possible, to aid in paying your college bills. Nearly every student works his or her own way through Ambassador—at least in part. And in many cases students will be able to find employment right here on the campus. But with a

(Please continue on page 14)
CLASS IN SESSION! Small classes give extra opportunity for Ambassador students to have personalized help. Here French is taught in preparation for foreign work.

STUDENTS typing correspondence in Ambassador Press building. Pile of letters leave office each day!
TERRACE VILLA—the latest acquisition of Ambassador College. The grounds around this outstanding women's student home are being landscaped in preparation for this autumn's increased enrollment.

AMBASSADOR Life

INTERIOR of Terrace Villa. Girls find it pleasant to study in quietude of their dormitory, and to enjoy consultation with their instructors. Dormitory has delightful home atmosphere.
large freshman class expected this coming fall, there is no certainty that all the students may be employed by the college—so a number may have to find work off campus.

If you are employed by the college—and this principle also applies to your studies—you will be expected to work and work diligently. So be prepared to put your whole heart into whatever you plan to do here.

You may have academic, financial, or even parental problems in coming to Ambassador College. Many a student has had to "take the bull by the horns" and overcome opposition of every kind to attend Ambassador College because it truly is different.

But if you have the kind of determination we want to see in Ambassador students you will find a way to come!

And you'll always be glad you did, for Ambassador will not only fit you for a happy, useful life with real purpose now—perhaps including an opportunity to serve in the most important work on earth, but it will prepare you as no other college can for a joyful, abundant and eternal life in the World Tomorrow.

All of you in the United States and Canada who wish the college catalog with full particulars about the college and enrollment, write immediately to Mr. Armstrong, Box 111, Pasadena, California. And those of you in the British Isles and Europe who wish information about the possibility of attending the college, please write to our London, England, address: "BCM, Ambassador, London, WC 1."

Ambassador College is truly different. It is different because its goals are based on the eternal purpose of human existence. Attending Ambassador will require extra effort on your part.

But long after the institutions of men have crumbled, the zealous Ambassador student will see his college live into a new age. And perhaps his greatest reward for having attended this "alma mater" will be his very presence in the glorious World Tomorrow!

Short Questions

(Continued from page 10)

less there is a RESURRECTION—"If the dead are not raised, let us eat and drink, for tomorrow we die" (I Cor. 15:32).

Now we are ready to understand verse 29. The subject of the entire 15th chapter of I Corinthians is the RESURRECTION. As one proof of the resurrection, Paul cites the example of those who were baptized, symbolizing their hope in the resurrection. The resurrection is the hope of the dead. Why were they baptized if the dead rise not? is Paul's question. But the verse is not correctly translated from the original inspired Greek!

Paul is not talking about being baptized "in the place of" the dead, or "in behalf of" the dead, or "for" the dead. The inspired Greek word translated "for" is huper. It has several meanings: "above, over, instead of, for the realization of, for the hope of." The context determines the meaning of the word. Turn to Philippians 2:13, for example. Paul here declares, "it is God which worketh in you both to will and to do of His good pleasure." The Greek word translated "of" in this verse is huper, the same word used in I Cor. 15:29. In Philip. 2:13, huper cannot mean "in stead of." It would be senseless to say: "it is God which worketh in you both to will and to do instead of His good pleasure! The proper translation of this verse is: "God worketh in you both to will and to do for the realization of His good pleasure." This is the translation given in The Analytical Greek Lexicon. What is God's "good pleasure"? "It is your Father's good pleasure to give you the Kingdom," said Jesus (Luke 12:32). God works in us "in the hope of" giving us His Kingdom.

Now turn to I Cor. 15:29. Here the Greek word huper should be translated "for the hope of." Of course, one must be very careful in selecting the "for the" which fits the context (Luke 12:32). Else what shall they do which are baptized for the hope of the dead, if the dead rise not at all? Why are they then baptized for the hope of the dead?

What is the hope of the dead? THE RESURRECTION! Paul is writing about baptism which illustrates the hope of the resurrection! Baptism—arising out of a watery grave—is a symbol of the hope of dead, the hope of the resurrection. This verse has nothing to do with the false doctrine of baptism in behalf of the unbaptized dead.

Join a CHURCH?

(Continued from page 6)
The Autobiography of Herbert W. Armstrong

We continue the SIXTH installment of the story of Mr. Armstrong’s life. This article reveals more of the unusual experiences of those formative years, which provided the early training leading to the world-wide impact of today.

Following the original survey of business conditions in Richmond, Kentucky, instructions came from the home office of The Merchants Trade Journal to do another investigation. They wanted this one from a larger town. Lansing, Michigan, was suggested.

Interviewing Henry Ford

Also I was assigned to interview Henry Ford in Detroit, and to write an article on his famous $5-a-day wage plan which was then a national sensation.

At this juncture I shall have to confess that I do not remember positively whether this interview at the Ford plant took place on this trip, or on my first "Idea Man" tour to New York state. But I believe it was on this final tour. This would place it at approximately March, 1915.

Ford’s sensational new wage plan had gained the Ford Motor Company millions of dollars’ worth of free front-page and magazine-article publicity. The Journal wanted an exclusive interview and article on it.

So, leaving Richmond, Kentucky, I proceeded north thru Cincinnati and other towns and cities in Ohio.

I am reminded at this point of a visit to the National Cash Register Company plant in Dayton. Again, I am not sure whether it was on this particular tour. But I learned there of an incident which has always been remembered.

A Sales Lesson

At that time NCR, as this company was familiarly called, had something of a reputation of being the most aggressive sales organization in American business. And its president, John R. Patterson, was more or less generally reputed to be the country’s most successful sales genius.

This is what I learned: Mr. Patterson’s mind had caught a sudden sales inspiration. Immediately he did a sensational and unprecedented thing. He sent telegrams to every NCR salesman in the United States, ordering them to come to the factory in Dayton immediately— at company expense. I was shown, while touring the plant, a large auditorium in the company’s office building. Here, I was told, the hundreds of salesmen assembled, filled with curiosity. Mr. Patterson addressed them.

"Men," he began, "you are wondering why I called all of you here. Now I will tell you. Every one of you loses sales because your prospects put up objections you are unable to overcome. An idea flashed into my mind the other day that will enable you to turn every objection into your strongest selling point. It’s so simple you’ll all wonder why you never thought of it. Whatever the objection, you are to answer immediately, with a smile of complete assurance: ‘Why, certainly!—and that’s the very reason you need this National cash register!’"

Then Mr. Patterson asked a few salesmen to come to the platform and pretend they were prospective customers, putting up to him the objections that each salesman had failed to overcome.

One said, “I simply can’t afford to buy a cash register.”

“Exactly!” responded Mr. Patterson, “and that’s the very reason you need this National Cash Register. When you have all the records this register will give you—when it protects you from losses—pays for itself and saves you money, then you can afford things!”

One by one John R. Patterson answered every sales objection which his salesmen had been unable successfully to answer.

I have found this principle of salesmanship effective, perhaps hundreds of times, even in “selling” men the Free salvation to which they so often put up every objection against receiving.

A Disappearing American Institution

At this point I must indulge another digression. I have been writing this installment of the Autobiography in our bedroom on a train. Mrs. Armstrong and I are enroute to our large tabernacle in Texas, on the Dallas car of the streamlined “Sunset Limited.” At El Paso this afternoon our car was switched onto a “T & P” train for Dallas.

We have just returned from the dining car. Between our streamliner car and the diner we passed thru one of the old-time Pullman cars. I had not seen one in some time. The modern Pullmans are all-room cars. But these older models contained mostly open Pullman seats that make up into bunks in sections at night. This is the kind of sleeping cars I rode constantly on these "Idea Man" trips.

The newer streamliner cars provide private toilets in every room, but these old-timers provided one large men’s washroom at one end and a ladies’ rest room at the other end. These men’s washrooms contained a long leather lounging seat at one end, and a chair or shorter seat on the side. They were also the men’s smoking rooms. With the disappearance of these men’s washrooms on Pullman cars has departed a real American institution! I suppose few women know anything about it.

In these washrooms, especially on long trips, men would sit or stand and...
talk by the hour. In these washrooms no introduction was needed. Conversations were opened as a matter of course. Men conversed familiarly, as if they had been acquainted for years, rarely introducing themselves by name. And what would you women suppose they talked about? Their wives? Laughing at dirty stories? NOT AT ALL! I don't believe I ever heard one off-color story being told in a Pullman washroom. Men always had something more important to discuss than idle gossip about their wives. The discussions were always impersonal.

It was here, in this great but vanishing American institution that the political, economic and social problems of the nation and the entire world were "solved!" Questions of religion were usually avoided. Heated arguments or angry controversy were rarely, if ever, indulged.

If only the heads of state of the world's great nations could have had the Pullman washrooms wired, and the conversations tape-recorded, they could have had the solutions to all their knotty and perplexing problems! Too BAD! Tape recording came in after this honored American institution went out!

I spent many an hour in thought-provoking conversation in this "institution" of a bye-gone day, from the days of these "Idea Man" tours, until the modern streamliners relegated this meeting place of business men to a vintage of the past.

But in all seriousness, this digression about washroom conversations truly belongs in this story of formative life experiences. For I verily believe that these hours of contacts over the years with many important, thoughtful and successful men contributed their share in the preparation for the responsibilities of today, and for the years still ahead of us. We are influenced by every person with whom we come in contact. The most successful men—the LEADERS—the men of accomplishment—rode the Pullman cars. These washrooms afforded a meeting place where I was privileged to enter invigorating, stimulating, and often enlightening conversation with men I could never have contacted otherwise. Here was a place where men were free and relaxed, always willing to converse with other men on a social parity, regardless of social distinctions outside the Pullman washrooms. Contacts and conversations with scores and scores of prominent and important men—many of them in Pullman washrooms, are among my most treasured experiences.

The $5-a-Day Plan

Arriving in Detroit, I registered at the Hotel Statler—no, on second thought I believe this was before the Statler was built and I stopped at the Hotel Fuller—and took a cab out to the Ford Motor plant, located at that time in Highland Park. There was a many-storied office building in the front—I believe fronting on Woodward Avenue, with the large factory buildings to the rear.

Stepping up to the receptionist desk, I stated my mission and asked for an interview with Henry Ford.

"Mr. Ford," replied the receptionist, "is not a difficult man to see, and if you wish I can arrange an interview for you, but if it is information about the new wage plan you want, I can tell you that Mr. Ford himself really is not as familiar with all the details of it as Mr. John R. Lee, head of the Sociological Department. You see, this whole new plan was originated by Mr. Lee, thru his department. He presented the plan to Mr. Ford and the Board. They looked into it and approved it, but that's all. They simply turned it over to Mr. Lee to administer thru his department. He's the man who has all the facts about it."

I was there to get the facts, not to glorify my vanity by being able to say I had gained a personal interview with a man as famous as Henry Ford. I said that I would prefer to talk to Mr. Lee.

I remember well my opening statement and his reply.

"Mr. Lee," I began, "you are now paying the highest wages in the automobile industry—or perhaps in any industry. I'd like to get all the facts about it."

Mr. Lee smiled, shook his head.

"No, Mr. Armstrong," he replied, "we do not pay the highest wages, but on the contrary we pay our men the lowest wages in the industry!"

"But," I stammered, "don't you now pay a standard minimum scale of $5 per day, and don't the other factories pay only about $3.50 per day?"

"Quite true," smiled Mr. Lee, "but still, we are paying the lowest wages in the automobile industry. You see, we don't measure the actual wage scale by dollars, but by the amount of production we receive per dollar paid. Our sales volume is by far the largest in the industry. This has made it possible for us to install an assembly-line system of production. The Ford cars start at one end of this production-line. As they proceed along this line, each workman adds his own part. At the end of the line each car is a finished product. In this manner we are able to set the pace of production. As each car unit goes past each man, he is required to complete his part in the assembly of the car within the time limit before it has moved past him. You see, we actually set the pace at which each man must work. There can be no stalling, no loafing on the job, no slowing down. We gear the production speed of each man to a high level of work per hour.

"We pay some 43% more dollars per workman per day, but we get 100% more production out of each man—and pay only 43% more money to get it. So you see, we actually pay the lowest wages in our industry for what we get from the labor of our men."

"Well if this plan pays the Ford company so well, why don't the other motor companies adopt the plan?" I asked.

"They can't," said Mr. Lee, "on their present volume of production. But of course if and when they get their sales volume up to a level that will make possible the assembly-line system, they will naturally come to it."

"How about labor unions?" I asked.

"Oh, we have nothing to do with them. Our men are free to join the union if they wish, but there's no point in their paying our labor union dues when they already receive 43% above union scale. We don't recognize the unions in any way, nor will we negotiate with them. As long as we pay so high above union scale, we are simply not concerned with them."

I learned that Mr. Lee's department actually checked into the very homes of
employees, and regulated their living standards, thus keeping their men at peak efficiency for turning out extra-volume production.

"But," I pursued, "don't your employees object to this interference and regulation of even their private home life—and also to being forced to keep up such a stiff pace of work?"

"The whole answer to that is economic. Of course they have to work harder, and submit to certain of our regulations even in their private family lives—but enough men are willing to submit to these conditions in return for receiving almost half-again more pay than they could obtain elsewhere."

There, as I remember it after 43 years, is the story of the $5-a-day wage plan that was such a sensation in its day.

But its day came, and has gone. Other automobile factories did expand into the assembly-line production system, and then the Ford company found itself on a level with other companies so far as the labor situation was concerned. Ford fought off union recognition and negotiation for many years, but finally was forced to bow to it.

Mr. Lee insisted on driving me, himself personally, back downtown to my hotel. The cars of the company officials were parked in a wide breeze-way between the office building and factory. He took me into the factory for a glimpse of it. As we returned back to the breeze-way, we saw Henry Ford himself about to step into a car some twenty feet away. Mr. Lee asked me to excuse him for a moment, saying he had something he wanted to speak to Mr. Ford about. So I did see Henry Ford, but did not meet him or speak to him.

_How Christ Is Creator_

Much later, after my mind became opened to Bible understanding, this experience came back to mind forcibly as an illustration of how God Almighty—God the Father—is the One Supreme Creator, and yet everything that exists was created by Jesus Christ. (John 1:3; Col. 1:16).

In Eph. 3:9 we read that God created all things by Jesus Christ. Henry Ford was, while he lived, the manufacturer or maker of the Ford cars. But when I visited the Ford factory, I saw Mr. Ford standing there in a well-pressed business suit. It was his employer who were doing the actual work of making the automobiles. They did it for him—at his command. And they did it with tools, machines, and electric power!

In like manner, God the Father is Supreme Creator. But He delegated the actual work of the creating to the One who became Jesus Christ—to the "Logos," or the One who was the Word—the SPokesman. But He, Christ, utilized the POWER of the Holy Spirit. In Genesis 1:2, we read that the SPIRIT of God moved or was brooding upon the face of the waters. He, the WORD, spoke, and it was done! (Ps. 33:9.)

**WHY Men Fail**

On all these "Idea Man" trips, one assignment had been to observe, and to question businessmen, in all parts of the country, to try to learn why one man succeeds and another fails. An alarmingly large percentage of retail merchants over the nation were operating "in the red"—on their way to failure and bankruptcy. Why?

Two men might start out in business under almost identical conditions. One would succeed in building a thriving and profitable business, while the other would "go to the wall." The Merchants Trade Journal wanted to know why!

I had questioned literally hundreds of business men, as to their ideas or opinions on this question. The majority gave the same answer—lack of ability.

While in Detroit on this trip I had a nice interview with the manager of Detroit's large department store, the J. L. Hudson Company. He, with a minority of other businessmen I interviewed, insisted that the main reason for failure in business was lack of sufficient capital.

Of course both of these were factors. But my conclusion, based on observation, getting at the FACTS that led either to success or failure in hundreds of businesses, was that the most important cause of failures was the fitting of the proverbial square peg in the round hole—in other words, so many men are misplaced—in the wrong line of business, for them; this, coupled with the fact that the seven laws of success are not known or followed by most people.

_One Sad Experience_

I remember a perplexed and frustrated merchant in southern Indiana. He was coming out on the short end, without any profit, and he couldn't figure why.

"I have figured to the very penny every item of cost in doing business," he explained. "It costs me exactly 20% to do business—including every expense—salaries, rent, utilities, advertising, even cost of wrapping paper and string—and it runs exactly 20c on each dollar of sales. Now I have figured that a 5% profit is fair. So I add the 5% profit to my 20% cost of doing business, and I mark up all my goods 25% above wholesale price. But at the end of the year my 5% profit just simply isn't there—it has vanished, clean as a whistle! I can't figure where it went!"

"I think I can," I replied. "Suppose you buy a certain item at a cost of $12 per dozen. What are you going to retail that item for?"

"Why, $1.25, of course. $12 per dozen is $1 each. I add an over-all of 25%—to cover 20% cost of doing business and 5% profit, and mark the selling price at $1.25."

"I thought so!" I exclaimed. "That's where you've made your mistake. Now look! You say your expenses run 20% of your sales—right?"

"Sure!" he said.

"All right. Now I want you to figure 20% of that $1.25 selling price, and subtract it from the $1.25."

He did, and couldn't believe his eyes!

"Let's see—20% of $1.25 is 25c. WHY, when I subtract my expenses from the selling price, I am right back to my cost price! Where did my 5% profit go?"

I felt like laughing, but it was no joke—it was too tragic!

"You see," I explained, "you figure your cost of doing business as a percentage of your SALES—not of your buying price. But when you figured your mark-up, you figured it on the BUYING price, in order to sell the item at a price to allow you 20% on the SELLING
price for expenses, and 5% for profit."

I left this merchant in a rather dazed condition. WHY was he failing? Lack of capital? Lack of ability? Square peg in a round hole? Or, perhaps, lack of proper EDUCATION, the second law of success!

I found many retail merchants in small towns who were former farmers. It seemed that many farmers, in those days, had a habit of grumbling and complaining. They knew they worked hard. It seemed to them that the merchant in town had it mighty easy, compared to their lot. The mail order houses kept telling them how the retail merchants gouged them and took big profits. It looked like running a store was a luxurious EASY LIFE, with big profits.

So, many farmers sold their farms and bought retail stores. Then they began to learn that a merchant had worries—a farmer never thought of. They were untrained and unskilled in merchandising, advertising, selling, cost-accounting, shrewd buying. Salesmen from manufacturers and wholesalers overloaded them with the wrong goods. They didn't know how to figure mark-ups. They didn't know how to meet the public, or sell goods. They didn't know how to manage clerks, if they hired any. They were MISFITS entirely—square pegs in round holes!

Then, there are those SEVEN LAWS of success:

Most people—men and women alike—probably do not think of, or apply, a single one of these seven laws. I plan, as soon as time permits, to write a separate article on these seven rules of success. These are of such importance to every reader that, even though they were summarized in an earlier installment, I feel they are worth a brief repetition. Most briefly stated, they are these:

The Seven Success Laws

1) Fixing the right GOAL. Avoid the "square peg in the round hole" pit-fall. Knowing what your PURPOSE in life is, both your overall PURPOSE for being alive, and your secondary goal of occupation or profession, where you fit best.

2) Adequate EDUCATION, or preparation for achieving that goal. This includes schooling, personality-development, experiences. This autobiography you are reading is merely the account of my personal schooling and experiences in preparation for achieving the ultimate goal, of which I was not so much as remotely aware during those formative years.

3) Continuous GOOD HEALTH. How can you succeed without it? This includes knowledge of foods and diet, the causes of sickness, disease, debilities and impairment of health or efficiency, and knowledge of how to keep at peak strength and mental alertness.

4) DRIVE! Keeping a constant PROD on one's self. The will to drive one's self on when he feels like letting down and taking it easier. Making every minute and hour count. The lackadaisical seldom achieve big success. I have always found that the real successful men have driven themselves on to success.

5) RESOURCEFULNESS. Keep the mind on the task at hand—THINK! When obstacles arise, as they always do, find a way around them. Keep a constant, daily attitude of positive confidence.

6) PERSEVERANCE. Stick-to-it-iveness. Avoid drifting, getting side-tracked off the main line. When the going gets real rough—when everybody else says you're "licked"—don't quit or give up. This law includes determination, faith, assurance. Nine out of ten men having every other qualification for big success lose it because they quit just a little too soon. They lack the WILL to persevere. It's the same in the spiritual life of the real Christian. "He that endures unto the end, the same shall be saved" (Mat. 24:13). I must add, however, always be willing to give up, when you are proved WRONG!

7) DIVINE GUIDANCE. While this is placed last in time-order, it is actually first in importance! Without it you probably won't choose the right goal, have the wisdom to acquire proper education and preparation, have good health, possess resourcefulness or wisdom to meet and conquer problems and obstacles, have the inspiration for the DRIVE, or the FAITH to persevere. The greatest sin of all is to have another god before the true God. Man's greatest and supreme NEED is the guidance, the wisdom, the judgment, the faith, the power, the LOVE, the patience, and even the working out miraculously of circumstances on occasion, that can come only from close and intimate contact with the true God.

Read these seven laws of success again—and I think you'll see WHY most men fail!

The Lansing Survey

From Detroit I went over to Lansing, state capital of Michigan, to put on the second survey of retail business conditions.

Here conditions were found to be very much like those in the smaller town of Richmond, Kentucky. Altho Lansing was much larger than Richmond, and had better and larger stores, yet I found, on actual investigation by house-to-house and farm-to-farm interview and reports from banks, post-office, etc., that the Lansing merchants were losing untold thousands of dollars' worth of business to the mail order houses and the larger stores and exclusive shops of Detroit and Chicago. I had one very good interview with the superintendent of the Reo automobile plant in Lansing. He explained in detail why his plant, and all others, were unable to compete with Ford's new wage plan. They were not yet on the assembly-line production basis.

Somehow, I do not remember so much about this particular survey. It was mostly a repetition of the Richmond investigation, only on a larger scale. It was the Richmond survey which shocked its way into memory, because it was a new revelation to us.

Hiring Myself Another Job

My next definite memory, after concluding the Lansing investigation, was an interview with the secretary of the Chamber of Commerce in South Bend, Indiana.

I have mentioned that, in addition to interviewing retail merchants, I usually interviewed also the secretaries of Chambers of Commerce, for The Journal was interested in general community activity and betterment, as well as successful business methods.

Of all the Chamber of Commerce secretaries I had interviewed, this man, whose name was Spaulding—I do not
Is WATER BAPTISM Essential?

Can you be saved without being baptized? What is the proper mode of baptism? Who should do the baptizing?

by Herman L. Hoeh

LESS THAN one year ago the Space Age dawned—and with it, the threat of total destruction of human life! It has made people THINK! It is leading to a "revival of religion."

Never has religion been so much in the news headlines. Yet, startling as it may seem, this "revival" is NOT an awakening to TRUTH!

IT IS MERELY A REALIZATION OF THE HOPELESS CONFUSION into which professing Christianity has sunk!

Time is fast running out. Never before have we so needed God's protection as we do now. But we need to WAKE UP to the sober realization that we will not have God's protection unless we FIRST separate ourselves from this quagmire of religious confusion.

It is urgent that we really understand why such confusion exists, and how we can disentangle ourselves from it. It is time the TRUTH about what salvation really is were known!

Only ONE WAY to Escape Disaster

Jesus commissioned His Church to make known the TRUTH—to make known the way of escape from impending disaster—to make known the way to inherit eternal life.

Thousands are realizing for the first time that THIS WORK of God which is spreading the true gospel of the kingdom around the earth is fulfilling that commission: "Go therefore, and disciple all the nations, BAPTIZING them into the name of the Father and of the Son and of the Holy Spirit: teaching them to keep all things whatsoever I commanded you [the twelve apostles]" (Matthew 28:19).

Notice the same parting commission, as recorded in Mark's account of the gospel of the kingdom: "Go into all the world, and preach the gospel to the whole creation. Who hath believed and is BAPTIZED shall be saved; but who hath disbelieved shall be condemned" (Mark 16:15-16).

Baptism is important! Jesus said so! It is one of the conditions to inheriting the gift of eternal life. It does make a difference to God whether or not we are baptized.

And yet baptism is one of the most misunderstood subjects preached today!

Some denominations refuse to baptize; some sprinkle; others pour; yet others immerse. Some baptize infants; others wait till children are about 12 years old; and others wait till each individual is an adult.

WHY so much confusion about water baptism?

Obviously these contradictory doctrines did not all come from Scripture. It is just as Jesus Christ warned: "But in vain do they worship me, teaching for doctrines the commands of men. Leaving the commandment of God, ye hold fast the tradition of men. And He [Jesus] said to them, Ye reject the commandment of God that ye may keep your tradition" (Mark 7:8-9).

The confusion about baptism is a result of substituting tradition for the TRUTH OF GOD. Let's open our minds to understand what Jesus really commands.

New Meaning to CONVERSION

The true gospel gives conversion a new meaning. Conversion is not joining a denomination or merely believing in the person of Jesus Christ.

Conversion means a change, a turning around into the right way to live, instead of following the crowd or doing what seems right to the natural mind. It means a life of OBEDIENCE to God's laws. It means a total change of behavior, a new outlook on life, a new viewpoint, a new goal.

Conversion is not accomplished in an hour—it is a lifetime work. It is a process of growing to maturity—of learning self-discipline, self-mastery, self-control, patience and love. But you cannot achieve these qualities alone. You need God working in and through your mind. You cannot remain in a converted attitude without the continual assistance of the power of God. But how are you going to receive His help?

Notice!

Here is what the apostle Peter shouted to the multitudes on the day of Pentecost: "REPENT and be BAPTIZED"—then what? "and ye shall receive the gift of the HOLY SPIRIT" (Acts 2:38).

The Holy Spirit is the very life of God, the nature of God, the power of God, the character and mind of God implanted in your mind after you repent, believe and are baptized.

Baptism, therefore, is one of the conditions to receiving the gift of God's Spirit. You must be willing to OBEY. God gives the Holy Spirit "to them that obey Him" (Acts 5:32).

Repentance is your unconditional surrender to the rule, the authority of God. It means a total change of mind, an admission that you have been living wrong. When God deals with you He breaks you up totally—He brings you to heart-felt repentance and godly sorrow which makes you want to quit sinning and begin to obey Him. Repentance makes you want to BELIEVE what God says.

But that is not enough. You must give proof of your repentance. God says you must be willingly baptized if you are going to be saved from sin and live forever!

Repentance and belief in Jesus Christ, as Savior from our sins, lead us to a new life of OBEEDIENCE. God has therefore commanded baptism not only as a SYMBOL of conversion, but also as a TEST of our obedience!

But why does God make baptism a
condition to receiving the gift of salvation?

What BAPTISM Means

Baptism pictures a BURIAL, a death of the old self with its desires, appetites and sinful thoughts. It symbolizes a RISING from the watery grave to a new kind of life. "Or are ye ignorant that all we who were baptized into Christ Jesus were baptized into His death? We were BURIED therefore with Him through baptism into death: that just as Christ was raised from the dead through the glory of the Father, thus we also might walk in newness of life. For if we have been planted together in the likeness of His death, we shall be also in the likeness of His resurrection" (Rom. 6:3-5).

Baptism, remember, pictures a burial of the old self that we want to be rid of. Baptism therefore means IMMERSION, not sprinkling or pouring.

But how did the churches become so confused about the proper mode of baptism?

Which Form of Baptism?

The word "sprinkle" occurs but seven times in the New Testament, and in every instance it is used in connection with the sprinkling of blood—not with baptism. "Pouring" is mentioned many times in the New Testament—but not once as a form of baptism.

Even the Catholic Encyclopaedia admits that immersion was the form originally employed. "The most ancient form usually employed was unquestionably immersion... In the Latin Church—the Roman Catholic Church—"immersion seems to have prevailed until the twelfth century. After that time it is found in some places as late as the sixteenth century. Infusion and aspersion"—pouring and sprinkling—"were growing common in the thirteenth century and gradually prevailed in the Western Church." (From article "Baptism."

Sprinkling and pouring, then, were late innovations of men—not the practice of the inspired apostolic Church of God.

How Immersion Was Rejected

The first recorded case of a professing Christian being sprinkled is that of Novatian, who lived at Rome in the middle of the third century after Christ! Of him even Eusebius, a Catholic historian in the days of Emperor Constantine, wrote: "... and being supposed at the point of death, [Novatian] was baptized by sprinkling, in the bed on which he lay; if, indeed, it be proper to say that one like him did receive baptism."

Observe that sprinkling was not even then considered a valid form of baptism. It was the rule of the Catholic Church that "it was unlawful that one who had been sprinkled... should enter into any order of the clergy..." (Church History of Eusebius, bk. VI, chap. 43).

The baptism of infants became a practice in the second century, although many Catholic Church leaders stormed against it. It was not until the 6th century that it became a universal practice. Here is how it happened:

"The administration of baptism to infants was subsequently rendered compulsory by an edict of the Emperor Justinian, who reigned from A.D. 527 to A.D. 565. He enacted that such pagans and infidels who refused to be baptized should be put to death. In 538 he added that every child of pagans should be baptized by an edict of the Emperor Justinian, who reigned from A.D. 527 to A.D. 565. He enacted that such pagans and infidels who refused to be baptized should be put to death. In 538 he added that every child of pagans should be baptized by an edict of the Emperor Justinian, who reigned from A.D. 527 to A.D. 565. He enacted that such pagans and infidels who refused to be baptized should be put to death. In 538 he added that every child of pagans should be baptized by an edict of the Emperor Justinian, who reigned from A.D. 527 to A.D. 565. He enacted that such pagans and infidels who refused to be baptized should be put to death."

The question you face today is this: Are you going to follow the tradition of uninspired men who long ago rejected the commandment of God, or are you going to surrender your life to God and do what He commands you?

Baptized in Whose Name?

But in whose name are you to be baptized?—in the name of Jesus only? or in the name of the Father and Holy Spirit? Or are you to be baptized into some church denomination?

Notice that in the Book of Acts, the people were baptized "in the name of Jesus Christ" (Acts 2:41). But what does it mean to be baptized "in the name of Jesus"?

The inspired Greek expression means "by the authority of." If you do anything in the name of another, you do it with the authority of the other person. It is actually Jesus who is baptizing you, but He does it through human agencies. Jesus' ministers baptize in His stead, by His authority. The people are not baptized in the name of some man, but by the authority of Jesus Christ.

Then why do we read in Matthew 28:19 that we are to be baptized "in the name of the Father, and of the Son, and of the Holy Spirit"? Is this a Bible contradiction? Not at all!

Matthew 28:19 is not referring to the same thing that Acts 2:38 is. Jesus' words, recorded by Matthew, are not referring to the name or authority by which baptism is done. The inspired Greek expression in Matthew 28:19 ought to be translated: "baptizing them into the name of the Father, and of the Son, and of the Holy Spirit." To baptize someone "into the name of" does not mean "by the authority of," or "in the name of." We are baptized by the authority of Jesus Christ, but we are baptized or immersed into the Name of the God Family. One who is immersed is put into the God Family—he may now properly bear the name of the God Family!

The apostle John writes that we may now be called, if we have repented and have been properly baptized, the "sons of God"—or "God's-sons" (I John 3:1). A human being is named after a human father—the son of John is "Johnson," the son of Jack is "Jackson." If we become the begotten children of God, we become "God's-sons."

To be baptized into the name of the Father and of the Son and of the Holy Spirit means that we may bear the name of Deity. The Father is called "God." It is the Father "of whom the whole family in heaven and earth is named" (Eph. 3:15). The Father is the head of the whole God family. The Son Jesus Christ is also called God (John 20:28, I Tim. 3:16 and many other Scriptures). We are to be His brothers. We are also to be born of God—to be called God—in the resurrection (study Rev. 3:9). The Holy Spirit is the divine spirit or composition of the God Family. God is spirit (John 4:24). When baptized into the name of God we are promised the gift of the Holy Spirit (Acts 2:38). That is, we may partake of the spiritual nature of Deity!

What wonderful truth that the world
Here is what could happen to your city overnight! Without God's protection, you do not stand one chance in a million of surviving a hydrogen-bomb attack. In this picture is shown a family of Japanese survivors of the atomic bomb dropped on Nagasaki in the closing days of World War II. They built this crude shack from wreckage left on spot where their home once stood.

With hydrogen bombs 10,000 times more powerful today, ONLY THE PROTECTION OF THE ALMIGHTY can save you from the holocaust of World War III. God is willing to grant you His protection if you first surrender yourself to Him and begin to obey Him!

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Important News!

And now for important news!

Baptism should never be delayed once you have come to real repentance and faith and are willing to surrender your life unconditionally to the authority of Jesus Christ.

If you have not already understood the TRUTH about baptism, be sure to read Mr. Armstrong's free booklet, "All about WATER BAPTISM" in order to have the whole subject clear in mind. You have never read anything like it. No other booklet clears away so much of the confusion that surrounds this tremendously important subject!

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remember his given name or initials—impressed me by far the most. He is the only one still retained vividly in memory. He impressed me as being the most able and resourceful of any Chamber secretary I had met.

After leaving South Bend, I had jogged back east as far as Ft. Wayne, Indiana. From there I was scheduled to cut southwest toward Indianapolis, and then on back to Des Moines. My biggest "Idea Man" tour was now nearing its end.

The imminence of the return to Des Moines brought back to mind the fear of being "fired." The thought of the disgrace of this now mounted to a mighty crescendo. I felt I had to "beat them to it," by resigning, avoiding the stigma of being discharged.

So on the impulse of the moment, I entered a telephone booth and got Mr. Spaulding at South Bend on long distance. Once again, I "hired myself a job."

"Hello, Mr. Spaulding!" I said. "Since I was in South Bend, I’ve been thinking a lot about you and your Chamber there. I’ve decided I want to get into Chamber work for a while. I’ve decided to resign from The Merchants Trade Journal, and come back to South Bend as Assistant Secretary of your Chamber of Commerce."

"You have!" exclaimed Mr. Spaulding incredulously. "Well, I don’t know what we’d have you do, or how I could manage to pay any salary."

"Oh, that’s all right," I responded with the usual cocky confidence. "I’ll have to go on out to Des Moines, and check out finally with The Journal, and you’ll have a couple weeks or so to figure it out before I return."

This self-assurance and positive approach must have been difficult to resist, for Mr. Spaulding said he’d try to think of something.

Thereupon I sent in to Mr. Boreman a letter of resignation, saying I would finish this trip and then leave immediately to return to South Bend.

My First Big-League Game

It was about this time, or on one of my "Idea Man" trips thru Chicago, that I saw my first major-league baseball game. Ralph Johnson, manager of the Journal’s Chicago office, and I went together.

The Detroit Tigers were playing the Chicago White Sox in an American League game at Comiskey Park. I had seen a number of minor league games. I had played a great deal of baseball as a boy, between ages eleven and eighteen. But it seemed to me that this major-league brand of baseball was the most monotonous and least exciting of all.

Then I began to understand the reason. They were better players. There was no waste motion. When a shortstop picked up a hot grounder, he didn’t get all excited, and wildly wind up before throwing to first. He scooped up the ball as his throwing arm was smoothly moving into throwing position, and effortlessly it was thrown with speed straight to the first baseman. The players were not making as many motions, but actually the ball was travelling faster.

It’s the same in all branches of athletics. The novice makes work of it—goes to unnecessary effort. The champion does it smoothly, with precision.

The same is true with workmen. A greenhorn beginner as a carpenter wastes a lot of motions with his hammer, plane or saw, and quite frequently his hammer misses the nail altogether. The experienced carpenter does it smoothly, effortlessly to all appearances, but he is getting the job done faster.

This particular baseball game really was a monotonous, dull, unexciting game—even the experienced regular custom- ers were talking about it. We endured the game down to the last half of the ninth inning. The White Sox led, 3 to 1. Detroit was at bat. There were two outs, none on, and two strikes on the batter, who happened to be the famous Ty Cobb. We arose trying to get out of the stands before the rush.

A regular "died in the wool" fan, sitting in front of us, turned around and said earnestly, "Please take my advice—"

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In Spanish—

RADIO LA CRONICA, Lima, Peru
7:00-7:15 P.M. Sundays

and don’t go yet. No baseball game is over until the last out. Ty Cobb hasn’t failed to get a hit in any game this year. Don’t worry—he’ll get a hit."

Why Ty Cobb was Famous

We sat down again, a little dubiously. "Ball one!" droned the umpire.

"Ball TUIH!"

"FOUL Ball! Strike TUIH!" the umpire’s drone continued.

"Ball THREE!"

"This is it!" exclaimed the fan in front of us, excitedly. "Now watch what happens! Old Ty Cobb won’t miss getting that hit!"

He didn’t! The next pitched ball cracked squarely off Cobb’s bat, driven like a bullet straight between left field and center. It was a two-bagger at least—maybe a triple, if Cobb rounded the bases fast enough!

But Cobb didn’t! To our utter amazement, he jogged leisurely to first, sat down on the bag, stretched, and yawned drowsily!

But as soon as the ball was thrown back to the pitcher, he was up and alert, dancing friskily at a dangerous distance off first, beginning a taunting, razzing line of chatter at the pitcher.

"Hey, you pitcher! Thanks for that two-bagger you handed me! Yea! Thanks for NUTHIN! I didn’t want it as a gift! I’d rather STEAL it from ya! Come on, now! I’m gonna STEAL second. Try and catch me! Ya can’t throw straight enough to catch me!"

The pitcher whirled and whipped the ball to first. But Ty slid back under the ball safely. Now he razzed the pitcher more than ever, taunting him, telling him he was no good—he was going to pieces—daring him to catch Cobb off base.

The pitcher threw a ball and a couple of strikes at the batter, meanwhile whipping the ball a couple more times to first trying vainly to catch Cobb off base.

Then Cobb stole second.

The batter finally connected. This, too, might have been good for two bases. But the batter was forced to stop on first. Ty Cobb lay down on second, feigning sleep, snoring loudly. But as soon as the ball was again in the pitcher’s mitt, he was up and dancing wildly
far off second, his torrent of contempt for the pitcher pouring violently from his mouth.

Two or three times the pitcher made a vain attempt to snap the ball to second in time to nail Cobb off base and end the game with the third out. But each time only brought a fresh outburst of contemptuous discouragement from Cobb. This strategy was beginning to have its effect on the pitcher. Before the next batter could get a hit, strike out, or a base on balls, Ty had stolen third. There, again, he sat down and continued taunting the pitcher.

Why didn’t Cobb race, on his own hit, for second, third, or even to stretch his hit into a home run? Why, when he was on second, and the next batter cracked out a line drive, didn’t he race on to round third and score a run? Usually a single drives in a run if a man is on second.

The answer is that the score was 3 to 1 against Detroit. One run was not enough. Had Cobb scored a run on either his own hit, or that of the batter following him, the White Sox probably would have put out the next man, and the game would have ended 3 to 2 for Chicago. Cobb’s strategy was to exasperate the pitcher psychologically until he “went to pieces” so that following batters might succeed in driving in a total of three runs needed for a Detroit win. As long as Cobb remained on base, he was allowed to taunt and razz the pitcher. But as soon as he crossed home plate he would have to shut up. So he remained on third, shouting ridicule at the pitcher, who now walked a batter, filling the bases. The pitcher now was thoroughly rattled, nervous, his confidence gone.

The next batter drove out a double, scoring all three men on bases. Thus the game ended. Score, Tigers 4, White Sox 3!

This game turned out to be one of those rare, once-in-a-lifetime thrills most people never see, though they may attend ball games regularly. It was the topic of conversation of all Chicago next day.

On arriving in Des Moines I learned, to my dismay, that Mr. Boreman had had no thought of “firing” me, but merely wrote the letter I had received at Lake Charles, Louisiana, in an effort to snap me out of a slump and prod me on to better effort. I gathered the impression that he was genuinely sorry to see me leave The Journal.

Actually, now, having been myself an employer for several years, I think I can better understand. The almost three years I had spent with The Journal had been largely preparatory years, and Mr. Boreman probably figured they had invested quite a little time, instruction, supervision and money toward developing a man who had some slight promise of becoming a really valuable man in the organization sometime. And to see me quit and drop out, just as I was beginning to be worth something—beginning to be able to write articles and advertising copy professionally—meant the investment was now wasted and a total loss, except for whatever value I had been while there.

While with The Journal my salary had been raised a number of times. The raises had never been large, but they were fairly constant, as frequently as I deserved, and I probably was in line for another raise about the time I resigned. I was then getting $20 a week, which was not a high salary, but with the expense account, travelling most of the time, the salary was mostly clear. There was no room or board to pay out of it.

I must have had another conference with my Uncle Frank Armstrong while in Des Moines this trip, but do not remember his reaction to my latest “digression” from the main track. But even tho it was another side-track, nevertheless it was to provide valuable experience and training for the later BIG JOB.

Building a Highway

Leaving Des Moines this time was destined to be leaving it as “home” forever. I had been born and reared there. But now I was almost twenty-three. Perhaps it was time to fly the home nest.

I arrived, I believe, one evening in South Bend and obtained a room at the YMCA which was to be my home for some three or four months. Next morning I reported to Mr. Spaulding at the Chamber of Commerce.

Actually there had been no need of an Assistant Secretary, so there was no salaried job awaiting me. But, as I had detected on my one interview with him, Mr. Spaulding was a resourceful man, and he did come up with something for me.

The automobile was just beginning to come into its own in America in 1915. Of course most families did not, as yet, own automobiles, but the number was increasing annually. And the cross-country highway idea was just beginning to make its first bit of headway. Of course all roads outside of towns and cities were unpaved. But a great deal of work had been done on the Coast-to-Coast “Lincoln Highway” (now U.S. 30), and this already had been built—in the manner they were then built—through South Bend.

This manner of building consisted of doing considerable additional grading, and surfacing of already existing roads. Few if any of the old “horse and buggy” square corners were straightened out. Surfacing consisted, at best, of a certain amount of graveling—but no one even dreamed, as yet, of paving or hard-surfacing highways between cities.

At this particular time the highway activity centered on getting thru the new “Dixie Highway,” from Canada to the Gulf. As planned by its promoters, this north-south highway was to pass thru South Bend. But the right-of-way, and cost of road improvements had to be approved by, and paid by, each township and county. The Federal government had not, apparently, gotten into the highway business as yet. Nor were there any State highways.

Mr. Spaulding explained to me that they were running into a snag. Although there was a Dixie Highway Association, more or less privately promoted but endorsed, as nearly as I remember the set-up, by civic groups such as Chambers of Commerce, the right-of-way over existing roads or for any new roads, if necessary, had to be voted and approved by a majority of property-owners of each township and county along its route. The big obstacle was the northern township of Marshall County, which was next south of St. Joseph County, of which South Bend was County Seat.

In order to hurdle this barrier, and to promote the construction of the new
highway generally, Mr. Spaulding had conceived the idea of forming a local Motor Club. It was in no sense like the A.A.A., or associated automobile clubs of today. Its primary aim and purpose was good roads, and the promotion of this Dixie Highway.

One idea we had was to name or number every country road in St. Joseph County. I am not sure now whether this was Mr. Spaulding’s idea or mine. It was very difficult for a farmer to direct anyone unfamiliar with the neighborhood to his farm. He would have to direct one to go about a mile and a quarter in a certain direction to a certain windmill; then turn left to a road where he would see a red barn; then right until he came to a certain cow in a pasture, then to the fourth house on the left—or some such crazy and incomprehensible direction. Our idea was to name and number country roads like city streets, with road-signs plainly designating the name or number of each road.

Mr. Spaulding’s idea was for the Chamber of Commerce to sponsor the Motor Club, which I believe we named the St. Joseph County Motor Club, and memberships were to be sold to automobile owners for $2 each, with the more prominent citizens expected to purchase a multiple block of memberships.

How to Swing a Group

When I arrived, Mr. Spaulding had the germ of the idea, but it remained for me to “put it over.” First, we had to propose the idea to the Chamber’s Board of Directors, and win their approval.

One of the first lessons learned in this new school of Chamber of Commerce activity was how to swing a group of hard-headed businessmen to vote the way you want them to. Mr. Spaulding knew how. It was an interesting experience.

First, he selected three of the more prominent and influential Board members whom he felt sure of winning to the idea. He and I went to these men, and “sold” them on the Motor Club idea privately. He arranged for one of them to spring to his feet in the Board meeting as soon as Mr. Spaulding had presented the general idea, and enthusiastically endorse it, saying he was most definitely in favor of this idea. The other two men were to follow suit, rising promptly before any other Board members could rise to object, and heartily endorse the idea.

Then, at the Board meeting, after Mr. Spaulding had outlined his proposal for the Motor Club, and these three members in rapid-fire succession had generated enthusiasm by their vigorous endorsements, Mr. Spaulding exclaimed that it seemed useless to ask for more discussion—and brought it to an immediate vote before any member could object.

In this meeting were several multi-millionaires. South Bend was home of a number of very prominent industries, including the Studebaker automobile factory, Oliver Chilled Plow Works, L. P. Hardy sales book manufacturers, and many others. It was a new experience to me to see the psychological effect of this strategy on these supposedly hard headed businessmen. Like all humans, they had the “sheep” instinct. The impression had been created in the mind of every Board member that every other member, except possibly himself, was enthusiastically in favor of this proposition, and not wishing to be on the losing side, or a lone dissenter, each one voted YES—it was unanimous!

So the Motor club became a reality. My commission was to be 25%. I learned later—too late—that the proper rate of commission on a thing of that kind should have been 50%. But the whole idea was a new one to all of us. Actually, my work was very successful, but I was only half paid, and was unable to “hold body and soul together” as they say, on what I was making—so after a few months I was forced, of necessity, to move on.

But there were some exciting experiences in putting thru this Dixie Highway during those few months. How we succeeded in a dramatic climax and experience in mass-psychology, how I then landed in Danville, Illinois one morning flat “broke,” too proud to beg or wire family or relatives for help, and how necessity drove me to resourcefulness to solve the dilemma, and how I got into business for myself, will be covered in the next installment.