An evaluation of the assistance to local educational institutions given by the businesses of a medium-sized New England community.

Lowrey, John C

Boston University

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Boston University
BOSTON UNIVERSITY
School of Public Relations and Communications

Thesis

AN EVALUATION OF THE ASSISTANCE TO LOCAL EDUCATIONAL INSTITUTIONS GIVEN BY THE BUSINESSES OF A MEDIUM-SIZED NEW ENGLAND COMMUNITY

By
John C. Lowrey
(B.S. Merrimack College, 1953)
Submitted in partial fulfillment of the requirements of the degree of Master of Science
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Approved by

First Reader: Mrs. Carol S. Wells
(Instructor - Public Relations)

Second Reader: Samuel G. Adelman
(Associate Professor - Public Relations)
DEDICATION

TO MOTHER AND DAD

Without their wonderful support and cooperation my education would have been impossible.
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INTRODUCTION TO THE STUDY

This study was undertaken as an evaluation of the industry-school relations in the city of Malden, Massachusetts.

Many large companies and service organizations have done a great deal of worthwhile work in their dealings with schools all over the country. This, however, is not what I have tried to find in this study. In this evaluation I hoped to analyze what the industries, both small and large, in one particular community were doing to aid the schools in their own community.

I chose Malden, Massachusetts because it is my home town and because it offers an interesting challenge.

Malden is a city of 60,000. It is quite heavily industrialized yet it cannot be compared to any of the giant industrial cities. It is a city which has reached many of its physical boundaries and is now trying to improve itself from within.

PUBLIC RELATIONS SIGNIFICANCE

The situation in Malden is not unrelated
to the situations in other comparable New England communities. The city fathers, the service organizations and business itself are increasingly aware of the need for good public relations as a necessary way of life.

Before World War II, labor was relatively immobile and young adults tended to stay in their home territories. Now since many have travelled far and wide there is a tendency to move away from New England to other parts of the country.

This increased emigration caused, and is still causing, great consternation among died-in-the-wool New Englanders. They now are trying, in many ways, to keep the youth of New England here to insure the life of this region.

A great deal has been done, a great deal more remains to be done. I believe that this struggle will demand a gigantic public relations effort on the part of those who want to keep our youth in New England.

In this study I have examined one phase of this public relations effort. In the overall picture it may appear insignificant but it is in these smaller fights that the whole battle has its foundation.
REASONS FOR THE STUDY

This particular area of study was chosen because it is a fundamental part of community relations in its pure form. It offered a tangible method of evaluation, yet was broad enough to show conclusive results.

Since the schools are a vital part of the community and provide the main source of labor for the future in the community, the development of better relations with the schools should be the basis for community relations programming in this or any situation.

CITY HISTORY

The following are excerpts from the pamphlet, "This Is Malden, Massachusetts".

"Malden, with an area of 4.8 square miles, is situated in Middlesex County and has a population of 59,779 (U.S. Census, 1950)....The approximate distance from Boston is five miles.

"Malden has in excess of 175 diversified industrial firms....6,000 persons are employed by these firms."
"Malden's more than 600 retail establishments have...3,000 plus employees.

"There are in Malden today 14 public school buildings, one Senior High School, three Junior High Schools and ten Elementary Schools...7500 pupils...It has a No. 1 rating among schools.

"There is a Vocational High School....

"There are three Parochial High Schools, two for girls, one for boys....there are three Parochial Schools with elementary grades for boys and girls with a total attendance of about 3500."

This pamphlet may be found in the appendix.

STUDY PROCEDURE

After making an introductory study I determined that the subject could be adequately covered in three stages. First, vocational guidance, second, technical assistance, and third, audio-visual aids

1 From Lundborg I took a list of methods which could be used by industries to assist schools.

1. Louis B. Lundborg, Public Relations in the Local Community, N.Y. Harper and Brothers,1950, pp 153-165
I broke this list down into the three categories mentioned above and designed an informal outline to serve as a questionnaire. When actually interviewing, however, this questionnaire was disregarded and the interviews were merely held in check by the broad outline.

I believe that the many extra important facts I gathered from the broader outline made up for the wealth of non-pertinent information which I received.

In compiling the data found in this thesis, I used the personal interview only. Because of the size and nature of the sample used I felt it would be necessary to personally see each respondent.

My research actually started at the Malden Public Library. The local librarian is usually the source of a great deal of information, so I conferred with her to find out whom I should interview and what, if any, data was available at the Library.

I checked the micro-filmed news clips but found that they were not filed in the order that would help me and since a revision of the filing would have been an herculean task I quickly disregarded that approach.
The next visit was to the Chamber of Commerce where I interviewed Mr. James Coughlin, the Executive Secretary, and Mr. Francis M. Putnam, Chairman of the Plant Tours Committee.

With the information received from the librarian and the members of the Chamber of Commerce, I made up a list of school personnel to be interviewed. That list will be found in appendix number 2.

I also received a list of all the industries in Malden and set about selecting a worthwhile yet random sample.

DEFINITION OF TERMS:

In this study the terms "industry" and "business" will be used interchangeably and will be defined as, "Those organizations and firms whose names are included in the list of industries published by the Chamber of Commerce of Malden, Massachusetts on September 1, 1952". Because the Malden Trust Company has a program of its own which is unique among the banks of the city, it will also be included in this study.
SELECTION OF SAMPLE OF INDUSTRIES:

1. The universe is taken from the list of industries mentioned above. There are 222 firms on this list.

2. Cards with numbers from 1 to 222 were placed in a hat and twenty cards were picked at random. I considered 20 to be the proper size for a sample of this type because it is 10 per cent of the universe.

This sample is not stratified in any way because I feel that too high a proportion would give insufficient information. Because there are so many industries that are very small I felt it imperative that the whole sample be random. A stratified sample would include too many of the small industries and I feel that a sample of that type would not give me the information which I desired.

I believe that this sample is representative of the industries in Malden.
CHAPTER ONE

THE CHAMBER OF COMMERCE

To begin the fact-finding operations of this paper it was necessary to visit the offices of the Malden Chamber of Commerce to find what that group has been doing.

The first person contacted was Mr. James Coughlin, Executive Secretary of the Chamber. Mr. Coughlin was most kind in explaining the reasons for the sponsorship of plant tours by the Chamber itself.

These plant tours are arranged by the Chamber and all expenses are covered by this group.

HISTORY

In 1950 the idea of plant tours was established by the Chamber with the cooperation of the Guidance Department of the Public Schools. With Mr. Chester A. Lawson, former President of the Chamber of Commerce, as the principal instigator this idea of plant tours was developed. Mr. Lawson, President of Lawson Machine and Tool Company, was one of the organizers of the Malden Vocational School. Realizing the
need for some training for the trades and further realizing that the students of the schools should know of the advantages of trade schooling, Mr. Lawson developed a plan of plant tours for the students of junior high school age.

Because many students enter high school with little or no idea of what they want to do as their life's work, the plant tour program was designed to help many of these students to choose a profession or trade while still in junior high school.

SCHOOLS AND THE CHAMBER OF COMMERCE

The schools have cooperated closely with the Chamber in this program as an extension of their own guidance programs. In the Junior High Schools aptitude tests are given to aid the students and the schools in picking courses. The results of these tests and the student's own desires are then studied and the student is given every chance available to look over the field he has chosen.

The Chamber has cooperated with the Public Schools in determining which plants could and should be covered in this series. It is only
larger plants that are used because they only have the necessary facilities for tours of this type. Each year the Guidance Department sits down with the members of the Chamber to pick plants which might be visited.

All these plants have been visited personally by the directors of the Guidance Departments to check on their usefulness to the students.

When the schools have made all their arrangements (See Chapter two below) the Chamber contacts the plants and makes all arrangements to handle the groups of students. The transportation of students and all other incidental expenses are covered by the Chamber.

This year (1954) only one set of plant tours has been arranged because this plan is still in its formative stages and those responsible for it wish to have all the "bugs" ironed out before it goes into high gear.

Mr. Francis M. Putnam of the Potter Drug and Chemical Company of Malden is the chairman of the Plant Tours Committee of the Chamber and it was he who conducted the tour this year.
Mr. Putnam is in favor of these tours because they help the students and they might help Malden by convincing the students to stay in Malden after they finish their schooling.

REASONING OF THE CHAMBER OF COMMERCE

The Chamber of Commerce has three reasons for promoting these plant tours. First, it gives the students ideas for possible careers by introducing them to various occupations available in Malden. Second, it boosts the Vocational High School. Many times a student is looked down upon when attending a vocational school because there is an idea that the vocational school only handles those who cannot get by in the regular high school. Realizing the great necessity for students trained in the trades the Chamber attempts, through these tours, to get students interested in the trades and show the advantages of vocational training.

The third and perhaps the most important reason is to boost Malden to the students. Since a great deal of New England's skilled labor of the future is looking to greener pastures it is imperative that the city's industries do something to maintain its greatest natural resource, its labor force of the future.
CHAPTER TWO

PUBLIC SCHOOLS

MALDEN HIGH SCHOOL

VOCATIONAL GUIDANCE

Dr. Helene Moore, Guidance Director for the public schools, states that a sound program of cooperation between the local industries and the public schools is being developed. At the present time this cooperation has not borne its fullest fruits because both parties wish a solid foundation established before a program is completely developed.

Dr. Moore further states that there is a great deal of rapport between the schools and industries and both are looking forward to reaping the benefits of their cooperation.

Although the plant tours sponsored by the Chamber of Commerce are designed primarily for eighth and ninth grade students, the high school also has special tours which are not a part of a particular program as yet. Many of the arrangements between the high school and local industry are made up as the need arises.
Occasionally there are clinics held at which various speakers, both local and regional, discuss job opportunities and training.

Many of the clubs and organizations at the school receive assistance in their operations through local industrialists.

A great deal of the available film and printed matter pertaining to vocational guidance is obtained from the large national companies and will not be included in this study.

There are brochures and booklets and posters available for the use of the high school should they be needed but not much has been done along this line by local industrialists.

Printing brochures and other materials is often very expensive on a strictly local level when the same materials can be produced by an industrial giant for a small price per copy.

Mr. Robert W. Perry, Master, Science Department, made the suggestion that perhaps the local firms could get materials for the schools by joining the National Association of Manufacturers or the
Associated Industries of Massachusetts and use the facilities of those organizations to further aid the schools.

According to Dr. Moore, the Guidance Department is receiving a great deal of cooperation and soon this assistance will increase in both quality and quantity. She is quite satisfied with the work being done by the local industries.

TECHNICAL ASSISTANCE

The attitudes of teachers with regard to technical assistance varies. Some feel that local industry is doing an adequate job while others feel that more could be done.

Holding the latter opinion is Mr. Robert Perry of the Science Department. He received some poor treatment from a local industry and has been reluctant to ask for any more assistance. It was Mr. Perry who made the suggestion about joining the National Association of Manufacturers.

There has been some assistance along these lines from the service clubs in Malden but since these are not purely representative of industry and
do not represent individual industries, only mention will be made of them in passing.

Generally, the feeling regarding technical assistance is that it is commensurate with the needs and desires of the high school at present.

There is no program established to handle technical assistance. It is asked for when the need arises and is usually received if possible. Most of the larger firms provide speakers for clubs and other school groups or classes.

Superintendent of Schools Chester A. Holmes has plans for closer cooperation between schools and industries in the future, especially with regard to the celebration of American Education Week.

AUDIO-VISUAL AIDS

Mr. William Glennon is in charge of audio-visual aids for the public schools in Malden. He believes that the local industries could do more for the schools although the increase would be small because of the expenses involved. Some of the largest
of the local industries have films made of their processes and procedures. It would be difficult if not impossible for the smaller firms to provide any extensive audio-visual aids.

The Audio-Visual Department cooperates with local industry by giving counselling service and loaning its own equipment on occasion.

There is a great deal of excellent film available from the large national companies and Mr. Glennon uses that on most occasions. The local Ford dealer provides film listings available from the Ford Motor Company and helps in getting that film for Mr. Glennon.

Film distributed by the National Association of Manufacturers is also used and is thought of quite highly in the schools.
MALDEN VOCATIONAL HIGH SCHOOL

VOCATIONAL GUIDANCE

On the senior high school level, the Vocational High School is the recipient of the large majority of industrial assistance. Industry is not per se altruistic and it believes that it will gain more from the vocational school than from other schools.

Malden industrialists, notably Chester A. Lawson, have been the prime motivating forces behind the vocational school and they are quite anxious to see that it is well taken care of.

Mr. James A. Booth, Director of the Vocational School feels that the industries are doing a very good job for his school. Each year there are clinics held at the school featuring engineers from local industry as well as from regional firms and national firms.

Mr. Booth is of the opinion that the help being given to the Vocational School is quite adequate for the school as it exists today.
Representatives of other schools say that the Vocational School is the recipient of most of the industrial aid because that school is in a better position to yield returns to the industries.

All the regular vocational guidance assistance which is received by the Senior High School is received by the Vocational High School as well as particular types of assistance which is directed to the Vocational School alone.

Every year there have been awards of tool kits given to outstanding seniors in the automotive department. This year (1954) there will be a $50. tool kit awarded to the outstanding senior from the electrical shop.

TECHNICAL ASSISTANCE

Along with sponsoring job clinics the local industries are quite liberal in giving assistance to the Vocational School. Mr. Booth feels that the school could be of more benefit to the community if its facilities were expanded. At the present time there are only three divisions in the school; Automotive,
electrical, and mechanical; with expanded facilities, the school could attract more students and offer more varied courses. Particularly mentioned in this regard was a medical and dental technology department which could assist the local hospitals and clinics performing necessary technical work.

In the automotive department, industries have loaned equipment and given motors, automobiles and the like for the students to work with.

In the mechanical department, industries, notably Lawson Machine and Tool Company, have given tools and equipment such as lathes and borers.

Also in this regard the Lawson Tool Company has given the school small jobs to do which gives the students actual, practical, on-the-job production work to do.

The school and industries have worked out a cooperative plan whereby the students go to school for a period of weeks and then work in local plants for an equal number of weeks. All concerned believe that this program has been quite successful.
The electrical department is in a unique situation. All the electricians in the city work on a contract basis and it is difficult to get them to believe that the school is not trying to compete with them on a work basis. The only real assistance the electrical shop receives is from the electrical wholesalers in Malden, one of whom is donating the $50 tool chest.

Mr. Thomas Lafionatis, Director of the Electrical Shop is hesitant to ask for more assistance from the local electricians because he fears a negative reaction. He believes that once the electricians see that the school is not in competition with them that there will be more aid forthcoming.

AUDIO-VISUAL AIDS

The Malden Vocational High School receives the same type of audio-visual equipment as does the Senior High School. The only difference is in the content of the films and booklets. Again, most of this type of assistance comes from the national companies and organizations which have the facilities and money to do such work.

BEVERE JUNIOR HIGH SCHOOL

In discussing the programs of the Junior
high schools, the writer found that the programs were, for all practical purposes identical. Beebe Junior High School was chosen as representative of the other two, Lincoln Junior High School and Browne Junior High School.

VOCATIONAL GUIDANCE

The plant tour program of the Chamber of Commerce is directed toward the students of Junior High School age because it is felt that pupils at this level are more in need of vocational guidance and this program would do much to influence the choice of the pupils when they reach high school.

Tours have been made to the Malden Hospital, Malden Trust Company, Converse Rubber Company, Lawson Machine and Tool Company, Potter Drug and Chemical Company and the Malden News.

Mr. Winthrop L. Webb, Principal of the school, feels that the businesses are doing a generally good job considering the expenditures that are necessary to carry on a large program are too much for many of the firms to handle.
TECHNICAL ASSISTANCE

At Beebe, there is little need for any technical assistance because the manual training courses have all the equipment and materials they need from the school budget.

A local printer has given cuts and other printing materials on occasion but organized technical assistance is often too complex for use in a junior high school.

Mr. Webb has received offers of lecturers and equipment but he feels that much of it is too far advanced to be of much practical use to the students.

AUDIO-VISUAL AIDS

There has been little done in this line on a local level. Mr. Webb has received some very commendable film from the National Association of Manufacturers. He feels that the local industries should do most of their work in this regard with or through the National Association of Manufacturers.

Mr. Webb is not alone in the belief that the commercial films and booklets prepared for school
use are generally much better than any other kind.

All the work being done in Malden by the industries is positive and cannot be criticized. Mr. Webb agrees with Dr. Helene Moore that the formal programs should have a firm foundation before expanding.
CHAPTER THREE

THE PAROCHIAL SCHOOLS

The writer feels that the Parochial Schools should be included in a separate section because there are great differences between these schools and the public schools.

The Parochial Schools have no organized programs for industrial assistance as do the public schools, and they have the facilities of the Archdiocesan school services which are not available to the public schools.

A great deal of the aid to the public schools has been for vocational training and trade schooling. The Parochial Schools have no trade departments and would have no reason for this type of aid.

The public schools are made up of students from Malden only while the Parochial Schools, with the exception of Bishop Cheverus High School, are made up of pupils from Malden, Medford and other nearby communities.

These points are advanced because they might explain some of the differences between the public and Parochial schools.
BISHOP CHEVERUS HIGH SCHOOL

This is a girl's high school under the supervision of the Sacred Heart Parish, Malden. There are about 200 girls in the high school.

VOCATIONAL GUIDANCE

The Cheverus High School has not participated in the plant tour program of the Chamber of Commerce as yet. Both Sister Rosellevire and the Chamber of Commerce are hopeful of cooperation in the future.

The Malden Trust Company has provided tours of its facilities for the use of the students.

The Cheverus grammar school also has taken tours of the Malden Trust Company and perhaps this is where the Chamber of Commerce tours will be directed.

The Cheverus schools use much of the available material from the Archdiocesan School Department.

Much of the vocational guidance done at the Cheverus is of a religious nature and matters of the soul cannot be performed by a Chamber of Commerce or an industry.
TECHNICAL ASSISTANCE

Very little is done by industry directly and very little is needed because of the curricula of the schools. Malden High School cooperates by allowing the pupils of Cheverus High School to use the laboratory facilities at Malden High School. Indirectly any benefits to the laboratories at Malden High help the pupils at Cheverus as well.

AUDIO-VISUAL AIDS

Although the school owns a movie projector, there are no films which come from local industry. Again, most of the film comes from the Archdiocese of Boston. Many of the booklets and pamphlets used by the public schools are available for Cheverus.

BOY'S CATHOLIC HIGH SCHOOL

A school of approximately 490 boys, this school is famous for its orators and its athletes. It is under the supervision of the Immaculate Conception Parish of Malden and Medford. Because the parish is in two cities many boys come from Medford as well as from other cities in the area.
The West Side Athletic Association is one of the original "Booster's Clubs" in Massachusetts. Founded in 1936, this group has as its main objectives, the furtherance of the school both academically and athletically. Because of the many good works which this group has done the writer feels that mention should be made of this organization in this study.

Since this group is not representative of industry, the work that it performs should not be included as "industrial participation". Since, however, this group has itself received industrial help it must be said that this assistance is helping the schools.

Brother Evangelus, C.F.X. was interviewed because he has been at the school for six years and is more familiar with this type of work than is the principal who has been there less than a year.

VOCATIONAL GUIDANCE

Since this school offers courses designed primarily as college training, there has been little done to interest the students in local industries. Another
reason for this lies in the fact that a large proportion of the student body comes from outside Malden.

Several awards and scholarships are given to worthy students by different groups as is the case with the other schools.

TECHNICAL ASSISTANCE

An interesting point was brought out by Brother Evangelus. He asked whether advertisements in school play programs, football programs and the yearbook are advertising or public relations. Since most of these "advertisers" appear as "patrons" in the programs and the returns probably do not justify the expenditure, it is not unsound to state that the sponsorship of these programs is an expression of good will rather than that of advertising.
WEST SIDE ATHLETIC ASSOCIATION

The West Side A. A. has for many years attempted to complement the scholastic training at Malden Catholic High School by providing a comprehensive athletic program for the school.

The men of the West Side Athletic Association leased some run-down land from the government and, working in their spare time, created one of the finest football fields in the state.

Each year they add to the athletic facilities of the school both physically and financially. Each year they offer a college scholarship to a worthy senior.

Some of the men in this organization are local industrialists and they solicit from other industrialists to carry on their programs.

When creating a football field from rubble, they borrowed heavy equipment from many industrialists in the city. On many occasions they have been loaned equipment and technical assistance when making repairs.
or renovating the football stadium. They have been loaned trucks to move seats, carpentry materials to enlarge the combined club house and locker room, and many other pieces of material if available.

Fitzpatrick Brothers and Converse Rubber Company have perhaps been the most cooperative with the West Side Athletic Association. However, it has received other benefits too numerous to mention, especially with regard to fund-raising and sponsoring school activities.
The Girls Catholic High School is also under the supervision of the Immaculate Conception Parish and has an enrollment of approximately 200 students.

This school offers classical courses for those going to college and also commercial courses for girls going into business.

Most of the graduates of 1954 are going on to college. The remainder are going on to nurses training or into the religious life.

Sister Mary James, S.S.N.D., Principal of the school says that there is no direct aid which the school has received from industry with the possible exception of sponsorship of school play programs as was mentioned by Brother Evangelus of the Boys Catholic High School.

VOCATIONAL GUIDANCE

Sister Mary James receives most of the vocational guidance materials from the Malden Hospital and the Malden Trust Company. The Malden Hospital is
usually quite cooperative because there normally is a large proportion of graduates who go into nursing as a career.

A great deal of the guidance material used by the school is bought through the Archdiocese or agencies specializing in these materials.

TECHNICAL ASSISTANCE

Dr. Clement Lynch usually speaks to members of the Junior Class concerning nursing and allied fields and the Malden Trust Company provides tours, brochures and lectures. Again, most of the materials used are purchased from agencies in Boston and New York.

AUDIO-VISUAL AIDS

There has been no offer of anything of this type from any industry in Malden. Sister Mary James has never asked for any material because it has been a policy of hers to buy film, booklets and the like from suppliers in Boston.
CONCLUSIONS

It appears that the majority of the industrial aid to schools is directed to the Malden Vocational High School and to the three junior high schools. This is explained by the fact that the pupils of these schools can give more help to the industries than the other schools. A girl high school student would have only a cursory interest in the operation of a factory if she were going to college or to nursing studies.

The same holds true of the male high school students who are headed for college.

In the organized assistance given to the schools, the industries are interested in attracting those pupils who will be of help to the industries in the approximate future.

The assistance to schools is not completely altruistic and should not be condemned for not being so. It indeed would be wonderful if all the companies who give aid of this type would do it altruistically and unselfishly, but generally this is not the case.
In the preceding chapter the viewpoints of school personnel has been shown. These viewpoints generally cover organized assistance which is given to the pupils through the schools. Since there is a great deal of assistance given to individual students the writer feels that the following section, based on interviews with representatives of industry, will show what individual assistance is given to local students.

The public schools appear to be content with the work that has been done although there has been mention made of a broadening of the types of organized assistance. The public schools have some sort of organization to solicit assistance but this organization has been limited in its scope in the past.

On the other hand the parochial schools do not have organized plans to seek aid from local industry. This, perhaps to a certain extent, explains some of the differences in the assistance which has been received.

Some theorists claim that more of the initiative should be taken by industry. With the development of clearly defined community relations policies all over the country, many people feel that
giving assistance to the schools is the duty of the local industrial citizens and the schools should not be forced to fight to get aid.

It should be remembered that public relations is developing into a preventative rather than a cure for existing troubles. In this situation the writer is of the opinion that the industries of Malden should, with or through the Chamber of Commerce, take a long, close look at the schools and their own facilities to see what has to be done to protect both the future of business in the community and the schools.

Close cooperation between schools and industry can do far more than maintain a labor supply. In these days of high-powered juvenile delinquency, the industry has a greater interest in the youth of the community. It is the duty of industry to help the pupils to become better citizens; to help the students to keep away from the evils in the world; to do more than merely help the student; industry must help the young citizen.

New England has a long heritage and many traditions. One of these traditions is the reluctance to accept new ideas. It is necessary that the industrialists of Malden should accept the idea that they have a
duty to the youth of the community. Helping the schools is only one phase of this obligation and it should not stop there. The help to the schools should be more than mere technical training; it should be citizen training.

It is regrettable that this study has found such a small response to this phase of industry-school relations. The blame, however, cannot be placed on either industry or the schools; it appears that this "new idea" has either not been thought of or has been overlooked in the scramble for other ways and means of promoting closer cooperation.
CHAPTER FOUR

EXAMPLES OF INDUSTRIAL POLICIES

CONVERSE RUBBER COMPANY

Mr. Frank L. Hall is a chemist and handles a great deal of the public relations of the Converse Rubber Company.

The Converse Company assists the Chamber of Commerce in its plant tour program for school children and sponsors tours of its own for the schools.

Mr. Henry Berlin, president of the Company, and famous for his civic-mindedness, has made it clear that he is ready and willing to speak before school groups should it be necessary. Other members of his staff are also available should the need arise.

A great deal of the work done by the Converse Rubber Company is not pre-organized. That is, it is done as the need arises and usually on an individual basis. Mr. Hall receives requests for information from teachers and students and handles them individually.
Mr. Hall recently received a letter from a mother requesting information for her two children. She mentioned in the letter that she had made a similar request in 1937 when she herself was in school. Mr. Hall feels, and rightly so, that handling requests for school children pays off royally in the long run.

Mr. Hall has prepared a booklet (See Appendix number 4) on the history of rubber which he sends out on request. He also has made cards with samples of rubber in the various stages of production which is also available on request.

The Converse Rubber Company gives basketball shoes to the athletes in the various schools. This is done as a research project to test the wearability of the shoes. It also is good public relations.

A great many students from the Malden schools go on to work at the Converse. This can be a measure of the success of its programs.

The company also provides trucks to Malden Catholic High School to help transfer heavy equipment to and from the school and the football field. They also
provide packing cases to store equipment and other materials.

POTTER DRUG AND CHEMICAL COMPANY

The Potter Drug and Chemical Company, makers of Cuticura products is world famous for many reasons, one of which is the fact that it donates 2 out of every 3 dollars of profit to charity.

In this instance charity does not begin at home. There are but 80 employees in a plant that is almost completely mechanized.

There is very little skilled labor at this plant, they have clerical help, trained chemists and pharmacists and unskilled laborers. Mr. Francis M. Putnam believes that very few high school graduates would want to work as unskilled laborers but he cooperates with the Chamber of Commerce in its plans. Incidentally, he is Chairman of the Chamber's Plant Tours Committee.

The greatest market for Cuticura products is overseas. They are sold abroad in far greater quantities than at home; therefore, the company has few dealings with the local area.
Mr. Putnam believes that there is little interest in the plant on the local level because most of the chemists are hired from the Massachusetts College of Pharmacy. The company offers scholarships to this college which are available to students of the local schools.

He believes that the company is doing a good job in the light of its needs from the community and since everyone in the city is proud of its most illustrious citizen. The program as practiced by this company seems to be sound.

MAIDEN PRESS

The Malden Press is the largest free weekly newspaper in the Commonwealth of Massachusetts. Its greatest contribution to the schools is its coverage of school events. Editor Thomas Murray says, "We give the schools all the space we can, whenever they want it".

The Press usually offers tours of the printing plant to those students who are interested but few if any are ever in at the editorial offices.

Mr. Murray and other members of the staff are usually available as judges of debates or contests run by the schools.
Because the Press is a free newspaper, there is little capital to provide any literature for the schools, but the staff attempts to fulfill any requests made by pupils or teachers with regard to journalism or newspaper work.

MAIDEN TRUST COMPANY

Because of the progressive program of this bank and the many favorable comments received concerning its activities for the schools, it is being included in this study. This does not infer that the writer considers banking to be an industry but is merely recorded here because it is an excellent example of what can be done in a school program by a company.

All the school personnel interviewed had nothing but the highest praise for this program as carried out by Mr. Dana Batting of the Trust Company.

Mr. Batting is a member of the public relations committee of the Massachusetts Bankers Association. He is quite progressive in his outlook towards public relations for banks and banking.
In 1952 the Malden Trust Company was renovated and enlarged. At this time a community room was added which is available for any group during banking hours. This room is also used to show touring pupils the operations of a bank. Mr. Batting was one of the first to use a flannel board as a means of illustrating his lectures on banking to the visiting students.

Tours through the bank usually include visits to the vaults and bookkeeping machines.

At the time of the tour, pamphlets prepared by the Massachusetts Banking Association are distributed to the students.

The Malden Trust Company also gives heavy paper book covers to all the schools in Malden.

REVERE KNITTING MILLS

Mr. Gordon of the Revere Knitting Mills is in charge of public relations and allied operations.

The Revere Knitting Mills provide plant tours for school groups but have other groups such as the Boy Scouts, Girl Scouts, etc., in to the plant more frequently than school children.
They have a policy of hiring girl seniors from the high schools for part-time clerical work after school hours.

The Revere Knitting Mills provides a booklet entitled, "The Biography Of A Sweater" for the use of any groups, on request. This booklet explains the knitting processes at the plant in layman's terms.

Most of the work done by this plant is on an informal basis with regard to cooperation with the schools. Individual requests for tours and information are handled promptly by Mr. Gordon.

According to Mr. Gordon, most of the community relations operations of the Revere Knitting Mills is done with and for organizations other than school groups.

JAMES H. MILLEN MANUFACTURING COMPANY

Most of the production work done at this plant is on defense contracts and therefore all plant tours are discouraged.

During "peace time", when non-security work is being done, tours are promoted to a certain extent.
Because of the nature of the work, radio parts was all the information offered to the writer, the plant officials feel that local students would not be interested in the factory.

At a point in this interview, a paradox was brought to mind. The respondent said that there was little reason for the company to help the schools. Later, she complained of a high labor turn-over. It appeared to the writer that this situation should lead to a highly concentrated program to attract new labor from the schools. This viewpoint is not shared by company officials however.

There is no literature available for school groups from the James H. Millen Manufacturing Company. It appeared that the company saw no need for better relations with school groups, an opinion which may prove to be faulty in the future.

INTER-CITY OFFSET CO.

This company works in association with James B. Rendle and Associates, who handle publicity and promotion.
Mr. James B. Rendle does very little as a representative of his company because he spends a great deal of his time promoting an extension of the Chamber of Commerce program. He feels that Malden industry could and should do much more than it is doing with regard to industry-school relations.

Mr. Rendle is attempting to promote a 20 minute film showing the advantages of careers in Malden. He said that Malden is not atypical in its slowness to accept the new ideas which he is trying to promote. His hope is that the industrialists will do more to keep the youth at home before it is too late.

Another hope which Mr. Rendle embraces is the Junior Achievement program which is carried on very successfully in many other cities.

Mr. Rendle has been studying the far-sighted program which has been used in Evansville, Indiana recently. He hopes that the Chamber of Commerce and local industrialists will cooperate to bring about a program in Malden comparable to the one in Evansville.

More will be written concerning the Evansville program in a later section of this thesis.
This company is a distributor of pneumatic tubing which is produced in Detroit, Michigan. The facility in Malden is only a small office which handles the paper work and a warehouse for distributing the product. There are no facilities for tours for school groups.

Mr. Whittier is a strong advocate of industrial aid to schools. He said, "I have seven grandchildren and I know that we should help the young generation to get a good start. Without our help they will have a hard time."

Mr. Whittier also is a booster of Chamber of Commerce policies to help the schools. He thinks that the Chamber is doing a fine job, but it could do more.

This company provides part-time clerical work for girls at Malden High School. These jobs are placed through Dr. Helene Moore of Malden High.

Mr. Whittier hopes that soon all the companies in Malden will become organized to more fully cooperate with and help the schools.
It was heartening to see the enthusiasm exhibited by Mr. Whittier. It is regrettable that the limited facilities of Mr. Whittier's office deny him the ability to further express his help to the youth of the community.

MAPLEWOOD PRESS

This is a small printing plant which has very limited facilities. The owner regrets that he cannot accommodate student tours but his plant is too small and too cluttered.

The Maplewood Press prints the Blue and Gold which is the paper put out by the students of Malden High School. His cooperation with the schools is limited to the technical assistance and advice that he gives to the editors of this school paper.

With regard to other technical assistance, the owner states that Mr. Larsen, who is in charge of the printing shop at Malden High School, "probably knows more about printing than I do".

On occasion, the Maplewood Press has employed high school students for part-time work.
The owner admits that he does little for the schools, but his facilities restrict his ability to accommodate the schools to a greater extent.

**TUCKER CONCRETE FORM COMPANY**

This is principally a lumber company. They have no mass producing facilities and only store, transport and refinish lumber.

They believe that the students are not interested in their type of work because, according to them, it is very unglamorous. The manager describes it as, "Just a tough way to make a living".

During the summer months several boys of high school age are employed at this company to work in the mill.

There are no plant tours for school groups and there is no available literature for the schools because, as was mentioned before, they feel that school children would not be interested in their type of work.

**E. M. ROBIE COMPANY**

This is a one-man operation and has very limited facilities both physically and financially.
Mr. Robie is a machine repairman and spends a great deal of his time away from his office. Because of his busy work schedule, Mr. Robie cannot devote much time or energy to promoting a school relations program.

BRODIE INDUSTRIAL TRUCKS

This company sells and services industrial automotive equipment such as fork lift trucks and the like.

For several years they have employed a young girl from Malden High School as a part-time secretary. At one time they asked Superintendent Holmes if a young man would like to work there after school. There was no response from the school so they asked Melrose High and have a young man from that school working part-time now.

Mr. Williams has reams of literature which is available for the schools. Much of this literature is supplied by the Clark Company which manufactures the trucks sold by the Brodie Company. There is also a 16 M.M. sound film which this company has produced for use in schools should it be desired.
This company provides technical advice for a course in Materials Handling at Northeastern University. This advice is available for schools, although Mr. Williams feels that this material would be too far advanced to be of much use to the schools.

RUBIN GLASS COMPANY

This firm deals primarily with the retailing of glass products. Mr. Rubin feels that glass-cutting and allied lines of work would be uninteresting for the students.

The Rubin Glass Company supplies all the glass used by the public schools and Mr. Rubin supplies glass and mirrors free of charge to the manual training and industrial arts classes. This glass is used for the tables and shadow-boxes which the pupils make in these classes.

Other than this cooperation, however, there is no formal assistance given to the schools.

T. H. GLENNON COMPANY

Adhesives of all types are made in this small plant. Because of limited facilities and the type
of work being done, the manager feels that students would not wish to visit his plant.

The manager states that he would be willing to allow a "few" students to come to his plant to watch the operations and he would endeavor to do what he could to help them.

With facilities limited both in space and money, the manager feels that he is doing all that he can, which he admits is very little.

FITZPATRICK BROTHERS

Miss Marie Fitzpatrick handles most of the limited relations which this firm has with schools.

Because this is a catering firm, they can do little in the line of vocational guidance or technical assistance.

Miss Fitzpatrick says that they help the schools by taking "ads" in school programs and football programs. On occasion, this company provides free food for school outings and usually gives a price concession on catering services for the schools.
Other than these services, this company has no opportunity to help the schools in other ways.

ARTHUR BRUNELL COMPANY

This is a small firm which does sheet steel work and roofing repairs. Mr. Brunell, at the present time, does very little for schools because he has cut back his work volume. When business is good he cooperates quite closely with the schools, especially the Vocational High School.

During "boom" periods, Mr. Brunell hires pupils from the Vocational School for part-time work. He often supplied sheet steel to the Vocational School when they had trouble getting it elsewhere. Most of this steel was given, not sold, to the school.

Mr. Brunell kept in close contact with Mr. James Booth of the Vocational High School and offered his assistance whenever it was needed.

K. J. QUINN COMPANY, INC.

This is a large company which manufactures Quintone shoe polish. Despite the size and many facilities of this plant, they do little to cooperate with the schools.
The greatest contribution they make to the youth of the community is the sponsorship of a Little League team which costs quite a bit.

Other than placing "ads" in school programs there is little done for the schools in Malden.

JOSEPH H. YOUNG COMPANY

This company sells and services plumbing supplies of all types.

When interviewed, Mr. T. B. Stewart said that the company does nothing for the schools in any way, shape or form, other than paying its taxes.

It was regrettable to see this complete lack of initiative on the part of this concern.

EDGAR P. LEWIS AND SONS, INC.

This company, one of the largest in the city, is a manufacturer of confections and candies.

Mr. Carl Iman handles much of the community relations for this plant. He says that the company is rarely asked for help by the schools.
About a year ago (1963), a group of students went through the plant on a tour of the Chamber of Commerce. The company only likes to handle small groups of school children because of the fear of accidents from large, unmanageable groups.

Although this company, according to Mr. Iman, is willing to make up booklets and brochures for the schools, they have never been asked for aid and have not offered any under their own initiative.

The Lewis Candy Company sponsors a Little League team in Malden.

MALDEN MELROSE GAS LIGHT COMPANY

The Malden Melrose Gas Light Company is a subsidiary of the New England Electric Company. Mr. Pulsifer of the Malden Company referred the writer to Mr. John Ahern of the New England Electric Company for information regarding this study.

Mr. Ahern was most cooperative in explaining the policies of the parent company with regard to the schools.

The New England Electric Company co-sponsors the television show "You Are There" and provides lists of
readings and information relative to these historic shows. They send information to the Malden schools to tie-in historic and social studies with this educational television show.

The New England Company has film available for use in the Malden schools. This film is directed to school children and is sent out to the Malden schools through the Malden office. Other literature such as educational comic books are also sent to schools through the local offices.

The General Electric "House of Magic" has been contracted to appear at Malden during the first part of February, 1955. This exhibit illustrates electrical principles for school groups and others.

Mr. Ahern states that this company, because it is a public utility, must help the schools and the community to maintain good-will. These programs are carried on subtly so as not to arouse any false suspicion or rancor on the part of any of the recipients.

It is interesting to note the comprehensive program carried out by this company. It illustrates what
can be done by an organization which offers its services rather than waits to be asked for services.

L. GROSSMAN SONS, INC.

Mr. Siegal, manager of the Malden branch of Grossmans, suggested that more complete information could be found from the main office in Quincy.

Mr. Herbert P. Bearak, personnel manager, handles school relations for the entire Grossman organization.

At the time of this writing, there is no formal program in Malden. The Quincy office provides guided tours through the lumber yard, mill, garage and sales floor. At the end of this tour a motion picture is shown to the students and literature which gives information about their merchandise is distributed.

Mr. Bearak states that he hopes to extend the guided tours to the Malden plant in the very near future.
CHAPTER FIVE

OBSERVATIONS

EVANSVILLE, INDIANA: AN IDEAL

Last year (1953) a survey taken at Evansville, Indiana to determine just what high school seniors were going to do after graduation.

The results made local businessmen sit up and take notice. Only 25% of the students were going on to college. 33% were going to leave Evansville to work elsewhere.¹

The Evansville Manufacturers and Employers Association immediately went to work to teach the students at the local high schools about their town.

In the Fall of 1954, this program will be inaugurated on a full scale level. Freshmen at the local high school will receive a ten-weeks course of instruction which will attempt to explain the 300 key jobs in the city.²

² Ibid.
To make this program a reality, the businessmen of Evansville spent many hours organizing and planning. They published a 192 page booklet explaining the opportunities in Evansville. 7500 copies of this booklet were printed and will be used in the orientation course at the high schools.3

Another smaller booklet entitled, "You Hold The Key", has been published to explain the Evansville program to those who are interested. Mr. James B. Rendle of Malden has a copy of this booklet and is trying to promote many of the ideas in Malden.

Evansville is a city of 128,636, U.S. Census, 1950, slightly more than twice the size of Malden, but this should be no drawback should the leaders in the city attempt to promote a similar project.

The Plant Tours Program of the Malden Chamber of Commerce is a partial example of what is being done in Evansville. The Malden program is a start in the right direction. When business leaders are convinced that Evansville has the right idea, perhaps a similar project will be adopted.

3. Ibid.
RECOMMENDATIONS

It is submitted that another organization might be set up to organize the smaller businesses in Malden. Since these smaller companies can do little on their own, it would be beneficial for them to organize to better help the schools.

Many of these companies feel that they have nothing of interest to offer the schools. This organization could find ways and means of helping schools other than those covered in this thesis. The Evansville plan can be used as a model in this regard.

It has been noticed that many companies do not offer their services to the schools but wait until the schools or the Chamber of Commerce ask for help. A program whereby closer rapport between schools and all businesses could be developed would help to clarify the needs of the schools.

These suggestions would necessarily have to be approved by both business and schools to be successful. It would be necessary to educate both parties in this regard to have a program of this type attain any success.
This proposed program would include both public and parochial schools. The degree of participation would depend upon individual needs and individual cases which could benefit the school. Since the needs of the schools vary, the participation by industry would also have to vary.

One important question remains: Would the schools want this increased assistance promulgated by certain industrialists? The attitudes of these teachers and administrators indicates that they would welcome additional aid in most cases if it were beneficial to the schools. Dr. Moore seems to be quite happy with the work being done at the present time while Mr. Glennon and Mr. Perry feel that more could be done. Others feel that a change would benefit the schools but hold little hope that any program could be successful.

It is not the purpose of this thesis to determine whether or not more aid could be given. It is rather its purpose to measure what has been done by local industry in this regard. However, since many respondents feel that more could be done, it must be accepted that there is room for improvement.
APPENDIX NUMBER ONE:

SCHOOL PERSONNEL INTERVIEWED

MALDEN HIGH SCHOOL

Dr. Helene Moore, Director, Guidance Department
Mr. William Glennon, Director, Audio-Visual Aids
Mr. Robert Perry, Master, Science Department

MALDEN VOCATIONAL HIGH SCHOOL

Mr. James A. Booth, Director
Mr. Thomas Lafionatis, Electrical Shop

BEBBE JUNIOR HIGH SCHOOL

Mr. Winthrop L. Webb, Principal

BOYS CATHOLIC HIGH SCHOOL

Rev. Bro. Evangelus, C.F.X.

GIRLS CATHOLIC HIGH SCHOOL

Sister Mary James, S.S.N.D., Principal

BISHOP CHEVERUS HIGH SCHOOL

Sister Rosellevire, Principal

CHAMBER OF COMMERCE

Mr. James Coughlin, Executive Secretary
Mr. Francis Putnam, Chairman, Plant Tours Committee
APPENDIX NUMBER TWO:

REPRESENTATIVES OF INDUSTRY

Brodie Industrial Trucks Company
Arthur Brunell Co.
Converse Rubber Company
Fitzpatrick Brothers
T. H. Glennon Co.
L. Grossman & Sons, Inc.
Inter-City Offset Co.
Edgar P. Lewis and Sons, Inc.
Malden-Melrose Gas Light Co.
Malden Press
Maplewood Press
James H. Millen Manufacturing Company
Potter Drug and Chemical Company
K. J. Quinn Co., Inc.
Revere Knitting Mills
E. M. Robie Company
Rubin Glass Co.
Tucker Concrete Form Company
Edgar H. Whittier Company
Joseph H. Young Company
The Malden Chamber of Commerce takes pleasure in presenting the following information about the community.

Malden with an area of 4.8 square miles is situated in Middlesex County and has a population of 59,779 (U. S. Census, 1950). The City lies at the foot of Middlesex Fells, a State Reservation comprising about 2,000 acres of woodland, lakes, and hills preserved in their natural state. The approximate distance from Boston is five miles. The city is within twenty minutes' drive to the beaches and beyond to the famous North Shore.

Malden was settled in 1640, became a town in 1649 and a city in 1882. It boasts of the fact that it was the first town to petition the Colonial Government to secede from King George. The city’s name is derived from the town of Maldon, England, whence came some of its early settlers.

**FORM OF GOVERNMENT:**

The City Government consists of a Mayor, a Board of Aldermen, comprising seven members, one elected from each of the seven wards, and a Common Council of twenty-one members, three from each ward, the foregoing being elected biennially. The different departments are operated under commissions, a commission for the Street, Sewer and Water Departments, Park Commission controlling the parks and single-headed Police and Fire Commissions.

**INDUSTRY:**

Malden has in excess of 175 diversified industrial firms. The latest Department of Commerce figures show that more than 6,000 persons are employed by these firms. They receive annually nearly $16,000,000 in salaries and wages. The value added by manufacture measures the contribution of manufacturing establishments to the value of finished manufactured products. It indicates the relative economic importance of manufacturing in different industries and different areas. In the case of Malden, the value added by manufacture amounted to nearly $30,000,000.

Malden has grown and is still growing as attested by the fact that there has been a 20% increase in the number of industrial firms and a 56% increase in the number of persons employed in industry over the eight year period 1939-1947.

Some idea of what contribution industry makes to the community may be derived from the following breakdown of spending which is based on estimates by a U. S. Government agency.

It illustrates just what a single factory with a $1,000,000 annual payroll means to a community each year in terms of dollars:
iv.  

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clothing</td>
<td>$138,000</td>
</tr>
<tr>
<td>Food</td>
<td>$339,000</td>
</tr>
<tr>
<td>Housing and Fuel</td>
<td>$166,000</td>
</tr>
<tr>
<td>Household Furnishings</td>
<td>$62,000</td>
</tr>
<tr>
<td>Household Operation</td>
<td>$46,000</td>
</tr>
<tr>
<td>Other</td>
<td>$249,000</td>
</tr>
</tbody>
</table>

“Other” includes such items as autos, radio and television sets, entertainment, medical services, savings, etc.

Thus it may be seen that Malden’s industries constitute a substantial part of its economy.

**TYPES OF INDUSTRY:**

A few types of products manufactured in Malden are rubber boots and shoes, soap, toilet goods, paint, brushes, airplane parts, radios, radio parts, television, machine tools, cutting tools, knitted outerwear, coal tar products, fire hose, tin cans, candy, marmalade, oils, name plates, paper boxes, chemicals, foods, furniture, shoe polishes and dressings, etc.

**RETAIL AND SERVICE TRADE:**

Malden’s retail district is the foremost trading center of Southern Middlesex County. It serves nearly 300,000 people within a trading area of 100 square miles.

According to the latest available figures from the Department of Commerce, Malden’s more than 600 retail establishments have an annual retail sales volume in excess of $51,300,000. The annual payroll for the 3,000 plus employees engaged in retail activities exceeds $5,600,000. Included in the number of retail establishments are approximately 500 proprietors of unincorporated businesses.

The following types of retail business firms are active in the community, food stores, eating places, department stores, men’s and boy’s clothing, furnishings stores, family clothing stores, women’s ready to wear, specialty shops, shoe stores, furniture and appliance stores, hardware and equipment dealers.

The more than 250 service trades doing business in Malden do an annual volume of business in excess of $3,605,000. The annual payroll of this group approximates $1,300,000, with nearly 700 persons employed. There are more than 225 active proprietors of unincorporated businesses engaged in service trade activities. The kind of businesses included are personal services, business services, automobile, repair services and garages, and miscellaneous repair services.

In the wholesale trade field, the thirty or more firms have an annual sales volume of $16,853,000. The approximately 300 persons employed receive $900,000 yearly in salaries and wages. In this group, there are 27 merchant wholesalers doing an annual sales volume of $8,000,000 and 6 other establishments with an annual sales volume of $8,853,000.
FINANCIAL:
Malden's banks comprise two National Banks, one Trust Company with combined total deposits of $104,724,290.14; one Savings Bank with assets of $53,029,660.27; two Co-operative Banks with assets of $14,463,101.17.

EDUCATION:
There are today in Malden 14 public school buildings, one Senior High School, three Junior High Schools and 10 elementary schools in which there is a total attendance of 7,500 pupils. The value of all public-school property is approximately $10,000,000. The annual cost of maintenance is $1,660,000. It has a No. 1 rating among schools. It maintains a fine athletic field, and has made a reputation for notable achievements in athletic sports. There are four school bands.

There is a Vocational High School, where machine-shop practice, automotive, electrical, sheet metal, and similar subjects are taught.

Night schools are conducted for adults by the public schools. Health education, physical education, and special classes for the handicapped occupy an important position in the city school work.

There are three Parochial High Schools, two for Girls and one for Boys. In addition, there are three Parochial Schools with elementary Grades for Boys and Girls with a total attendance of about 3500. A splendid athletic field is maintained by Boys' Catholic High School where excellent teams are developed.

There is also the Malden Business School with day and evening classes.

POST OFFICE RECEIPTS:
There is a first-class government-owned Post Office building with 80 regular employees, a Superintendent and an Assistant Superintendent. There are 44 foot routes and 6 Parcel Post Delivery trucks. As of June 30, 1951 Postal receipts from stamps amounted to $380,000, and from Money Orders $820,765.

CHURCH BUILDINGS:
Malden has been a religious centre from its earliest days; there are thirty two churches as follows: Baptist—four, Christian Science—one, Congregational—five, Episcopal—two, Jewish—five, Lutheran—one, Methodist—6, Nazarene—one, Roman Catholic—five, Universalist—one, Church of God—one.

BUILDING AND CONSTRUCTION:
The value of building permits for 1950 was $2,593,506.00 with 603 number of permits issued.
TRANSPORTATION:

Malden is serviced by the Boston and Maine Railroad through the Western Division and the Saugus Branch. It has rapid transit to Boston by trackless trolley via the Metropolitan Transit Authority. All the surrounding cities and towns are connected with Malden by motorbus lines and trackless trolleys. The International Highway connecting Boston with the North Shore and all eastern points and the Newburyport Turnpike are routed through the City.

CITY STATISTICS:

The assessed valuation of Malden in 1951 was $81,233,600 with a tax rate of $51.60 per thousand.

The City's Bonded Debt as of August 1, 1951 was $1,504,000.

The total street mileage is 81.77 miles of accepted streets and 25 miles of private ways. There are 86 miles of sanitary sewers and 111 miles of water mains. Average daily water consumption 5,293,100 gallons.

The Fire Department includes a Commissioner, a Chief, 4 Deputy Chiefs, 14 Captains, and 20 Lieutenants. There are five fire stations, five pumpers, three ladder trucks, three combination trucks, two tenders, one emergency truck, an Auxiliary Volunteer Fire Company, and 188 Fire Alarm Boxes. The motorized fire department has a valuation of over $360,000.00. Total personnel numbers 163.

The Police Department includes a Commissioner, a Captain, 9 Lieutenants, 1 Inspector, 13 Sergeants, 87 Patrolmen, and 22 Reservemen.

Malden is proud of its fine Memorial Public Library, comprising 128,709 volumes together with an Art Gallery which is endowed with a perpetual fund.

An excellent Board of Health cares for the health of Malden citizens. Under its supervision are the following: Dental Clinic, Tuberculosis, Baby Welfare, Pre-school, Infantile Paralysis, Pre-Natal Whooping Cough, Diphtheria Immunization, Vaccination Clinics.

Malden is included in the Metropolitan System of Water Supply and Sewerage, under state supervision.

The City maintains 21 large parks and playgrounds. Only a short distance from Malden Square is Pine Banks Park, originally laid out and privately maintained by one of Malden's leading citizens but now jointly controlled by Malden and the neighboring city of Melrose.

The City has seven fine motion-picture theatres.

There is one daily newspaper: The Malden Evening News; and a weekly newspaper:—The Malden Press.

A Massachusetts State Armory is located in Malden headquarters for Co. K and Co. L, 182 Infantry.

There are more than one hundred Clubs and fraternal organizations in the City including Rotary, Kiwanis, Lions and Zonta.

The Malden Chamber of Commerce is organized for the service of the public and for the promotion of the business and industrial growth of the community. Further information regarding manufacturing opportunities, business facilities and residential advantages will be gladly supplied upon request by the Malden Chamber of Commerce, 6 Pleasant Street.

During the week of June 12, 1949, Malden celebrated its Tercentenary. This week was filled with pageantry depicting many of the significant historical events which took place in Malden.

One of the highlights of this week was the visit made by Mayor Wallace Binder of Essex, England.

There are in Malden two Hospitals. The Malden Hospital with 220 Beds and 40 Bassinets, and the Massachusetts Lying-In Hospital with 35 Beds.
A Short History

OF

RUBBER

and

THE MANUFACTURE OF RUBBER FOOTWEAR

Prepared by

CONVERSE RUBBER COMPANY

Factory and General Offices

MALDEN 48, MASS.
We have no positive proof as to when rubber was first used, but we know that Columbus on his second voyage to America visited the island of Haiti and found it in general use among the natives. In exploring the Amazon in 1536, Portuguese Missionaries found the Indians using rubber in a very crude form as a cloth and protective covering. From that time on we hear of it being imported to Europe, but not until 1822 did any enter the United States. It was during that year that a Boston captain brought back with him 500 pairs of rubber boots made by the natives of Brazil.

Much has been written about rubber, but we will endeavor now to give you only a brief history of its growth and the processes which it goes through to emerge in the form of rubber footwear.

Rubber comes from several tropical trees, vines and shrubs in the form of a milky juice called "Latex". These trees grow in a belt extending around the world 250 miles either side of the Equator. In this zone the rainfall averages 200 inches a year.

Until about 1910 nearly all rubber came from the wild rubber trees of South America, the principal centre being Para, Brazil. Through the foresight of an Englishman named Wickham, rubber seeds were taken from the Amazon region of South America and planted in the Far East. As a result, plantations have been developed in Sumatra, Borneo, Ceylon and the Straits Settlements. The cultivation of rubber is now done as scientifically as the raising of fruit crops in our own country. In reality they are rubber orchards. The success of the plantation methods has been remarkable, and resultantly, ninety percent of our rubber comes from these Far East plantations. Rubber is also raised in South America, Central America and Mexico, and experiments were conducted in Florida with the hope that America might eventually develop a domestic source.

The gathering of the Latex bearing juice may be likened in a way to the tapping of maple trees. There are several methods of collecting the Latex, the most common being the herring bone and spiral methods, so named because of the pattern made in the bark of the tree by the knives of the cutters. The spiral method is more generally used, and we will give a short description of it. A thin strip of bark is cut away, the tapper being very careful not to injure the inner bark. The fluid drips through a little tube and collects in a cup placed beneath. The tapping is done early in the day for the Latex flows only at that time. As soon as the Latex stops flowing the cups are emptied and the liquid taken to the Central Station where the rubber particles are to be separated from the rest of the mixture.
In Brazil the natives dip a paddle into the Latex and turn it over a slow burning fire made from nuts and oily leaves. The heat of the fire evaporates the liquid and causes the rubber to thicken and adhere to the paddle. As soon as one layer becomes solidified, the paddle is again dipped into the Latex and the process repeated until a large ball of rubber has been formed. Rubber dried in this way is known as BISCUIT RUBBER.

On the plantation the processes are different. The mixture is poured into cans, a small quantity of acetic acid added, and the globules of rubber rise to the surface and there form into a thick sheet. After standing for a short time, the sheets are run through rollers in order to squeeze out all moisture. These sheets are again rolled into thin strips and hung up and dried by air. Rubber treated in this way is called PALE CREPE because of its color.

Another method used on some plantations calls for a slightly different procedure. After the rubber has been coagulated the sheets are run through rollers that engrave a special design on the soft rubber. Each plantation has its own markings, which serve the same purpose as a trademark, so that importers at all times may be sure of the source of their rubber supply. After rolling, the sheets are hung up in a smoke house and smoked for about twelve days. During this period the rubber darkens to a deep brown color, and as a result this kind is termed SMOKED SHEET. Despite the difference in color, both SMOKED SHEET and PALE CREPE are pure rubber.

At the base of the trees, and below the cuts, the Latex that has oozed out or overflowed and dripped down is scraped off and pressed into bales. This mass contains dirt, bark and bits of wood. This scrap rubber is called ROLL BROWN.

Rubber exporters also buy this poorer grade, wash it, and sell it to manufacturers. Rubber that has been so treated is called AMBER CREPE.

Prior to the start of World War II American chemists were busy developing so called "Synthetic Rubbers" which were a factor in carrying on the war to a successful conclusion. CR-2 was the type allocated for footwear production.

We are now ready to follow the rubber through the various steps necessary to produce rubber footwear.

The first step in preparation of rubber for use in shoes is plasticizing. Before the rubber is mixed with the various compounding ingredients it must be broken down or milled to get it soft and pliable.
This process takes from fifteen minutes to one hour, according to the grade and toughness of the rubber. Usually several grades are broken down together and formed into rubber combinations; for instance, rolled brown crepe, a cheaper grade of rubber, might be used with smoke sheets. For cheaper compounds, such as sole fillers and counters, where toughness is more necessary than stretch, reclaimed rubber is often added.

The rubber is now ready to be mixed with the various chemicals. These mixtures are called "Compounds" and consist of proportionate quantities of rubber, sulphur, whiting, etc. The more rubber, generally speaking, the better the compound, but the real test is the final product. The chemicals and fillers have a definite purpose and decide what quality or color of rubber the finished product will be. Sulphur must always be present in quantities from one to five percent, as this cures the compound in the vulcanizing process. Petrolatum and other softeners are used in small quantities to soften stocks, Paraffine wax to give a smooth, glossy surface. Other chemicals are used to hasten vulcanization, and still others are used to retard it. Colors are produced by adding carbon black for black, ultramarine for blue, and red oxide of iron for red. Whiting or chalk, clay, mineral rubber, or asphalt and other powders are used as fillers. They mix readily with rubber and add volume and weight to the compound.

The rubber and other ingredients of the compound having been weighed, the ingredients are kept in the mixer until the whole batch is changed to a homogeneous mass. The best quality is obtained by stopping the compounding process as soon as the batch is thoroughly mixed. When this is done, it is sheeted out and the slabs hung on racks to cool, then generally aged twenty hours before being warmed for the calenders.

The slabs of compounded rubber are then taken from the stock room, together with a certain percentage of the gum scrap, which is returned from the Making and Cutting Departments, and put into the mill. The mill consists of double sets of rolls which are hollow and permit the circulation of cold water for the purpose of cooling the rolls. The mass of compounded rubber which passes between the rolls generates a certain amount of heat due to molecular friction. For this reason the mill man must be careful to keep his rolls at the proper temperature in order to prevent pre-curing or "scorching" of the stock.

Each mill is equipped with turn screws which regulate the distance between the rolls, allowing adjustment to any desired thickness. After the stock is sufficiently softened and heated by milling, the "Feed" is removed and inserted between the feed
rolls of the Calendar from whence the stock passes through several rollers. The final roll is engraved and imprints the design. After leaving the engraving roll the stock is reeled onto "reels" and ready to be taken to the Cutter. These sheets of rubber range from two to three feet wide and vary in thickness and design according to the type of shoe being made.

Besides the rubber stock, fabrics are coated and frictioned on calenders to make linings, insoles, fillers and reinforcements for shoes.

We are now ready to follow the gum rubber to the Cutting Room where the various parts of shoes are cut. The stock, after being cut by hand, hand dies, or cutting machines, is taken to the Making Room where the pieces that make up the shoe are put together over a form, technically called a "last". For example: a woman's overshoe is made up of thirty-four different pieces of rubber and cloth.

The shoe assembled, the parts must be vulcanized or "welded" together. This is done by a heating process discovered by Charles Goodyear. The shoe racks are run into large pressure chambers where the action of the heat "bakes" the soft tacky rubber into a sturdy, elastic, smooth-finished shoe. This vulcanization process takes from one hour to two hours depending on various factors. From the vulcanizer, the shoe is delivered to the Packing Room, trimmed, inspected and packed for shipment.

Rubber today performs a great many duties and has contributed to mankind's pleasure, health and comfort to a large degree. No one can now predict the many new uses that will be found for rubber in the future, but it is certain that the future progress will even eclipse the wonderful achievements of the past.
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