A HISTORY OF THE CROWELL-COLLIER PUBLICATIONS

A Thesis

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I Introduction

Modern magazines have to some extent fallen heir to the power formerly exerted by the pulpit, parliamentary debate, and the daily newspaper in the molding of public opinion, the development of new issues, the dissemination of information and the discussion of current questions. Few persons can say in this modern industrial nation that their ideas are not influenced by what they read; few can truthfully say that they have never read a magazine. Modern, high-speed presses print miles of copy and efficient distribution methods bring regularly a new issue to the newsstands or to the mailbox. Specialists prepare the editorial content, and new names mingle with the old and the famous to offer you fiction, information, and comments on questions of the day. The periodical is the instructor of the American people and, as such, should be recognized for its true worth.

All in all, it can be said that twelve to fifteen magazines control the mass circulation field today. Each of these has a circulation of more than two million. Another seventy to eighty have circulations of one-hundred thousand or more. Their reading audience is even greater as the average family has five members and frequently the magazine is passed on to friends. Five publishing houses account for the leading publications. The Crowell-Collier Publishing Company presents to a wide reading audience: Collier's, the American, and

The McCall Corporation has McCall's Magazine and Red Book; Time-Life, Inc., is represented by Fortune, Life, Time and the less popular Architectural Forum.

The importance of the Crowell-Collier publications in the mass circulation field lies in their completely rounded operation and appeal in spite of the absence of a farm magazine. Hearst and the McCall Corporation do not have a weekly, Curtis does not publish a general magazine, and Time-Life, Inc., does not have a woman's magazine. Of the Crowell-Collier group Collier's is a weekly with a universal appeal, Woman's Home Companion is a valuable advertising, entertaining, and fashion medium, while the American is a distinguished general and family monthly. These magazines have played an important role in molding public opinion. They have brought to their pages fiction by many talented writers. They have presented biographical and auto-biographical material of the leading personalities of the day. They have taken sides in controversial issues, explained and discussed domestic and foreign problems, suggested constructive and positive solutions, and have championed a free, informed and responsible press.
The world has become smaller and smaller with the passing years and the reading audience demands more information of the rest of the world, how it lives and what it thinks. Several of the dominant publishing houses, including Crowell-Collier, have considered establishing foreign language publications. It is their duty to "...tell their domestic readers the unvarnished, if sometimes unattractive, truth about the rest of the world..."\(^1\) and to explain America and American institutions to the four corners of the globe. American delegates to U.N.E.S.C.O. are pledged "...to action to free the channels of international communication of obstacles created by discrimination or unfair rates or other similar practices or laws."\(^2\)

In view of this concerted effort to pave the way for a world-wide dissemination of information, magazines are faced with an increasing responsibility to satisfy the demands of their vast reading audience and to help maintain the peace.

Through the years the Crowell-Collier publications, as national magazines, have reflected and stimulated American thought. It is the purpose of this paper to trace the growth of these periodicals as they became one of the leading groups in the mass circulation field today.

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\(^2\)Ibid, 67.
II The Emergence of the National Magazine

The Civil War demonstrated quite clearly the need for a more adequate communication of facts and ideas to all parts of the country at the same time. A few of the leading periodicals made some effort during the war years to give its readers information concerning the issues at stake and to report the news received from correspondents in the field. The others continued business as usual and refused to take issue in the critical struggle for the very existence of the Union. The newspapers were frequently written in the light of local prejudice. Varied and distorted accounts of the events of the day served as the basis for the decisions and beliefs of the reading audiences. The nation needed a responsible guide in the discussion of facts and ideas. The sectional animosities and misunderstandings could not be allayed without organs of opinion and information that circulated beyond the narrow confines of limited and sectional distribution. Intelligent discussion and a national circulation of news were vitally necessary for the maintenance and strengthening of national unity.

The years that followed the Civil War brought the greatest commercial, industrial and social development within the experience of the nation. Industrial growth had been great before 1860 but the dire needs of a nation at war stimulated the development of industry to new heights. In 1860 agriculture was still the chief
source of the national income, but two decades later the United States had become an industrial nation. New technical and mechanical improvements changed the living standards and with an increasing population created new markets. New methods, inventions, and improvements of old tools and machines were continuous; the businessman was forced to keep up with the changing world or be left behind by his competitors.

The growing industrial world demanded labor. The rising population, increased immigration, and the attractiveness of high wages multiplied the number of town and city dwellers. These rapidly growing urban areas brought to the foreground unprecedented problems that defied solution. Inadequate housing, unsanitary conditions, crime, disease, and political corruption were the price the nation had to pay. The tenement existed alongside the highly ornate and bulky Victorian mansion; narrow, muddy streets bordered the local opera house. The cities, however, were the centers of culture that beckoned the farmer and his family from the monotony and arduous toil of the farm.

The frontier had been pushed back until the Census of 1890 announced that no longer could there be drawn on any map of the United States a frontier line separating the settled areas from the unsettled. A revolution had taken place in agriculture with a resulting increase in the cost of the tools of production, larger farms necessary for
profitable farming, and falling prices for farm products. New machinery had diminished the need for farm labor and new scientific methods increased the yield. Many farmers could not buy such expensive machinery or found themselves so hopelessly in debt that they were bankrupt. The result was often a migration to the town and the factory.

The urban areas increased in number and swelled with multitudinous populations that sought the high wages of industry, the profits of business and the gaiety of city life. In 1880 urban dwellers composed 28.6 per cent of the total population; twenty years later they were forty per cent, an increase of almost 33 per cent. The people were hard working and earnest in their search for material success and security. Their desire for recreation was a serious and moving factor, too. The day had been artificially lengthened by the use of gas and electricity in the lighting of their homes. They began to seek new sources for pleasure and recreation.

Printing, along with other industries, had improved over the years. Many an antiquated hand press was still to be found in the pressroom of a country paper, but a new cylinder type press printed four to twenty copies at a single revolution of the cylinders.

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Robert Hoe had invented this type of press in 1846. Type was secured in cast iron beds by a special locking device to a horizontal cylinder. A pressure roller forced the paper against the cylinder as the two revolved and an impression was made. In 1865 William Bullock then made an even greater contribution by his method of printing from a continuous reel. Three years later, the London Times used a rotary perfecting press which printed both sides of the paper in one operation. The invention of the folder attachment which cut and folded copy as it left the press aided the further development of the rotary press. It became the high-speed press used by newspapers and publishers of periodicals. It printed usually from one web of paper but such presses as Hoe's quadruple press, having two sections of four units, could print from five to eight webs. This press could print a pamphlet with copy and a four-color cover using only five units of the eight.

Machinery in the pressrooms was operated by belts attached to central shafts. The presses were fed by hand and powered, also, by the motor belt. Typesetting was revolutionized by the invention

1Book of Type Specimens, (n.d.), 163.

of the linotype or typograph. These machines were not used until 1886 but played an important role after that date in periodical and newspaper publishing. They were slug casting machines forming lines of type on lead strips. Matting, usually of heavy paper, was pressed upon the type making a clear impression. The impressed paper was curved and placed into a form and a cast was made by the use of a quick drying material and metal to form a plate. The impression was made by pressing the paper into the quick drying substance and removing the paper after heat had been applied to complete the drying. Then, molten metal was poured upon it and the final impression was formed. This type plate or forme was then proof-read and placed in position on the press cylinder for printing. With speed an essential factor, the process of stereotyping has contributed greatly to the progress of newspaper and periodical publishing.

The Civil War had stimulated the building of railroads as a necessary measure in the prosecution of the war. The post-war years, especially after 1880, saw an extension of those lines of transportation until they bound the East and the West together with ribbons of steel. The mechanical improvements that followed speeded transportation and made it more efficient and less costly. Cheap and rapid transportation was needed to speed the nation's
commodities from the places of production to their markets. It could be used for the shipping of the magazine as well. Meeting the problem of time far better than the daily or bi-weekly newspaper which was primarily local in editorial content, the weekly and monthly were able to prepare national news and choose information with the widest appeal. They could quickly reach the market, the newsstand and the subscriber, with the aid of the railroads. Thus, the railroad, it can be said, served at the birth of the national magazine.

In spite of improved printing methods and better transportation service, the national magazine would still have been faced with a serious obstacle if it had not been for government encouragement through changes in the postal laws governing second class mail. The Postal Act of 1863 limited second class matter to four ounces with a rate of two cents for the first four ounces and one cent for each additional four ounces or fraction thereof. In the House of Representatives an appropriation bill was discussed in the evening session of January 23, 1879. An amendment was introduced to change the classification of second class mail, and an example was cited to show the inequalities of the classification as it was then functioning. Harper's Bazar [Bazaar] and Harper's Weekly

6 U.S. Statutes at Large, XII, 707.
were both weeklies averaging three ounces in weight per copy. The two had a weight of approximately 1,800,000 pounds a total annual issue. Harper's Monthly averaged nine ounces in weight per copy and had a weight of approximately 675,000 pounds per annual issue. The weeklies had three times the total weight of the monthly but the monthly paid about fifty per cent more postage.7

Opposition to the change in classification feared that it would be abused by advertisers sending regular publications for advertising purposes. One representative objected, claiming that such a rate as was proposed would result in a huge increase in cost of operating the Postal Department. It was believed that such a rate as two cents a pound would not cover the charges of shipping.8 An amendment was added to prohibit the use of this privilege by publications designed primarily for advertising purposes.

"Representative D. H. Money, also a publisher, rallied to the support of the bill by stating."...The object of the establishment of the postal service is for the dissemination of useful knowledge among the people and to promote private correspondence...

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7 Congressional Record, VIII, Part 1, 690.
8 Ibid, 691-2.
That class of publications which is least entitled to be called an educator is admitted to the most privileged rates; and the highest class of literature [the monthlies, bi-monthlies and quarterlies] ...is excluded from the privileged rate.... Take all the monthlies of the country...if you examine the character of those monthlies you will find more than two-thirds of the monthlies of this country are not the vehicles of literature to the people but are instructors in the highest sense of the term."\[^{9}\]

The Postal Act of March 3, 1879, as finally passed, provided a rate of two cents for the first pound and two cents for each additional pound or fraction thereof.\[^{10}\] The definition of second class mail was established by Section Ten: "That mailable matter of the second class shall embrace all newspapers and other periodical publications which are issued at stated intervals, and as frequently as four times a year...."\[^{11}\] The nature of the movement for reclassification can be seen in the fourth condition of admission to second class mail: "Fourth. It must be originated and published for the dissemination of information of a public character, or devoted to literature, the sciences, arts, or some special

\[^{9}\]Congressional Record, VIII, Part 1, 693.

\[^{10}\]U. S. Statutes at Large, XX, 359.

\[^{11}\]ibid, 359.
industry and having a legitimate list of subscribers...."\textsuperscript{12} It was this act that made possible the distribution at a low cost of periodicals to newsstands throughout the country. The Postal Act of 1863 had given preference to newspapers and the weeklies as local or sectional organs of news. But it was the Act of 1879 that gave recognition to the periodical whose circulation was national in scope.

In the years between 1870 and 1900 a number of new periodicals were founded which have continued in varying degrees of leadership to the present day. \textit{McCall's Magazine}, (1870), and \textit{Ladies' Home Journal}, (1883), have become leading women's magazines. \textit{Good Housekeeping} has maintained a position all its own with the editorial departments devoted to the discussion of home economics and the testing of household appliances and consumer's goods. \textit{Cosmopolitan}, (1886), has been a prominent general magazine. Many others founded in this period were farm, fashion, news, or scientific magazines. One magazine was purchased in 1897 and skyrocketed from the very low to the upper circulation and advertising brackets as a business man's magazine. This was the \textit{Saturday Evening Post}.

These magazines entered the field competing with many of the

\textsuperscript{12}U. S. Statutes at Large, XX, 359.
older, and the more familiar periodicals. The North American Review and the Atlantic Monthly had long been leaders in the field of literature and literary criticism. Scribner's Monthly, later the Century Illustrated Monthly, was one of the foremost in literature. Harper's was another that commanded respect, and Harper's Bazar [Bazaar] was sacred to fashions, a leading influence on women's styles. Although they were new magazines, Judge, Life and Puck had early in their careers gained favor for their humor and social satire. Others, like Munsey's and McClure's, rose to leading roles during the muckraking era and as the popular mood changed, sank to light fiction and then into oblivion.

Illustrations, early recognized for their value, were employed even before the Civil War. The first were pen and ink drawings which have long played a part in the publishing of periodicals. It was this type of drawing that illustrated a story or created a vivid impression in the minds of their reading audience via the political or social cartoon. Charles Dana Gibson created his "Gibson Girl" for Life in the 1890's and his sketches of social satire are enjoyable yet. Pen and ink drawings lingered on after the invention of the camera but gracefully accepted a second place in importance as a means of illustration. By 1900 the invention of the orthochromatic or dry plate, improved paper for printing,
better lenses, improved shutter mechanism, and the small Kodak with its roll of film brought the camera and the photograph into the publishing business. The problem of reproducing a photograph in print was overcome, as, of course, was that of reproducing one in color. In 1908 the English publisher, Lord Northcliffe, could report after a visit to an American publishing house,

"...The World's Work is making a great effort to render the Christmas number of that periodical notable by means of colored nature photographs showing a distinct advance in the art of reproducing their beauties by means of printing."\(^{13}\) The fault of an over-use of illustrations was frequently acknowledged by many publishers as a common error committed by the extreme employment of a new process or method. Trial and error brought the proper balance between illustrations and text, but it was often a costly experience.

The periodical to have national appeal had to meet popular requirements. *Munsey's* in 1893, reduced its price to ten cents "... and showed that if you gave your readers less high-brow stuff you might run your circulation way up, and introduce the principle of mass production."\(^{14}\) Many other magazines lowered their prices to

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meet the greatest number of purses. The average price per copy of the magazine with a popular appeal became five to twenty-five cents with the majority in the five to fifteen cent bracket. Many of the older magazines, however, resisted the new trend in magazine publishing and continued to charge thirty-five to fifty cents per copy.

Popular prices often meant a loss in revenue but Cyrus H. K. Curtis, publisher of the *Saturday Evening Post*, proved and developed the magical possibilities of national advertising. He "demonstrated more clearly than anyone else that you could lose millions of dollars on your circulation by selling at a low price, yet make still more millions out of your advertising..." Advertising has become an important source of revenue for the national periodical with a wide circulation. Business was not long in discovering its important economic and social significance in creating new markets and distinguishing one product from its competitors. Big business had entered the periodical publishing field.

The emphasis in editorial content was upon current affairs and the periodical followed up the demand which it had stimulated.

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Thus, after the turn of the century, in the muckraking period, many periodicals began to give more and more coverage to public matters and by their discussion of such issues exerted a greater influence on their reading audience. The urban problems gave vent to exposures of the corruption and abuses in municipal government. The uncontrolled industrial and financial giants, the great trusts and "the malefactors of great wealth," met their greatest opponents in the muckraking press, and the popular demand was satisfied. The mighty and resurgent liberalism of that day was a continuous pressure that took a dozen forms. It is discovered in the rise of union-membership and the struggle for labor legislation, reflecting the pressure of a growing laboring class. It became a campaign for votes for women, acquired in state after state. It was seen in the bitter campaigns against fraudulent advertising, patent medicines and adulterated foods, resulting in the Pure Food and Drug Act. It was seen in the condemnation of the spoils system. It can be found in every line written in brutal objectivity by the muckraking pen.

But as the muckraking movement began it ended. The numerous campaigns for reform were zealously prosecuted, gains were made, and then public interest turned away from reform. Many of the magazines which had led in muckraking failed to change with public opinion or failed to regain popular sympathy and degenerated into
ordinary purveyors of light fiction. Others changed to meet new demands and rose to guide opinion.

Technological inventions, improved transportation, a price that suited the average purse, and an editorial content that met and satisfied the popular demand made the national magazine possible. The question may well be asked: Why, the magazine? The magazine had to compete in some degree with the book and the newspaper for the popular demand. The magazine has more transient value than the book which has some measure of permanence. Yet, some material in a magazine is timeless. The newspaper is printed to be read and then discarded. The magazine is a varied storehouse of factual material. A newspaper is local in circulation and confined to daily reporting of the news; the magazine is national in scope and a discussion of one topic or issue may be carried on with little effort or risk to editorial continuity. The magazine reader may select and concentrate on what he wishes to read; the choice lies with the reader. The magazine is more costly than a newspaper but is cheaper than a book.

It is in this setting that the Crowell-Collier publications were founded, nurtured and became national magazines.
III The Founding and Growth of Crowell-Collier Publications

The Crowell-Collier publications are the result of two separate streams of publishing enterprise which merged after World War I to form one well-rounded editorial group. The Crowell venture began with the printing of an agricultural journal; later this paper was joined by a woman's magazine and a general monthly. The Collier business was organized for the purpose of printing and selling books; a weekly, a minor project, was founded to advertise the company's wares. The Crowell firm had one home in Springfield, Ohio; the other, in New York City. Today the first locality is the site of one of the world's largest printing plants and the latter is the location of the editorial offices in the new Crowell-Collier Building.

The beginning of the Crowell group of publications was in the founding of Farm and Fireside, in August, 1877. This was the result of a meeting between John S. Crowell and Phineas P. Mast in Springfield, Ohio, several months before. Crowell had the vision and the experience; Mast had the means, the capital for the enterprise. Their new paper was designed to advertise farm machinery and tools, and was printed for circulation as a premium. With this project the two men joined their efforts to lay the
corner stone of a great publishing business.

Crowell, a printer, was born in Louisville, Kentucky, January 7, 1850. He was an exceptional student and worker. At the age of fifteen he was employed in a small printing office; at eighteen he was foreman of the Courier-Journal Printing Company. At the time of his meeting with Mast he was editor of Home and Farm, the advertising publication of E. F. Avery and Sons, a Louisville firm, manufacturing plows and farm tools.

Mast was an industrialist, a business man. He was the senior member of two Springfield firms, the F. F. Mast and Company and the Mast, Foos and Company. Both were manufacturers of agricultural equipment; but, the first establishment owned a small pressroom for the printing of circulars. It was here that the first issues of the magazine were published.

Farm and Fireside was established as a semi-monthly farm magazine. Its pages were printed newspaper style on unglazed paper size ten and one-half by fifteen and one-quarter inches. Most of the articles were unsigned and staff written. The general character of the periodical reflected a decidedly strong agricultural flavor with information and helpful hints on successful farming. It contained regular releases of the Ohio Farm Experiment Station, household hints and recipes. There were eight pages of information and
advertising to meet the needs of farmers and farm families for guidance and news. It sold at five cents a copy or fifty cents a year, a popular price for this class of magazine.

Encouraged by the favorable reception of the magazine, the firm, Mast, Crowell, Kirkpatrick and Company was organized in 1879 to publish Farm and Fireside as a separate publishing enterprise. Mast continued as the senior partner, Crowell was the manager, and Thomas Jefferson Kirkpatrick was the intellectual support as the first editor. A nephew of Mast, he had served his uncle as secretary and had managed the small printing office prior to the founding of the magazine. He was responsible for the editorial policy while Crowell kept the business machinery well oiled and in working order. The three men contributed their energies and special abilities to ensure the success of a dream, a vision that became reality.

The magazine grew so rapidly that by December, 1879, it had a circulation of over two-hundred thousand. The offices and press-rooms had been established in the Republic Building, the present site of the Edward Wren Company at Main and Fountain Avenue; but in 1881 the firm moved into a new three story building built on the present site of Crowell-Collier’s Springfield plant on the

\[16\text{This Is Crowell-Collier.} \ (1947), \ 8.\]
corner of Factory Wittenberg and West High Street. In the following year thirty-one persons were employed. Six were working in the pressroom, six more were to be found in the Premium Department. The Composing Department accounted for ten persons and the Mailing Department employed nine others.

In 1885 a second magazine was added with the purchase of the two-year old Home Companion. It was renamed Ladies' Home Companion, and then in 1897 the title was changed to its present one, Woman's Home Companion. The word "lady" had come to have an old-fashioned meaning, but one reason for the change might have been the desire to distinguish it from Curtis' Ladies' Home Journal. The publication was primarily a woman's magazine but was designed to reach a broad rather than a restricted audience. It sold at the modest price of fifteen cents a copy or one dollar for a year's subscription.

Eustis, Crowell, Kirkpatrick and Company began early in their publishing venture to print books. Their first book was the Farm and Fireside Cook Book, a collection of recipes submitted by the readers and edited by Mrs. Thomas J. Kirkpatrick, the wife of the editor. This book was offered at fifty cents a paper-bound copy.

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17"Seventy Years of Growth and Progress,"Hello, I; 6422, August-September, 1917.
18This Is Crowell-Collier, (1917), 10.
19Ibid, 10.
20Editorial, Farm and Fireside, III; 6th, December 15, 1879.
or one dollar for the cloth-bound volume. It was also offered as a premium for new subscriptions to Farm and Fireside.\textsuperscript{21} Other books followed and were offered as premiums or sold for cash. The outstanding books, printed and offered to their reading audience, were: Life and Adventures of Robinson Crusoe, The Pilgrim's Progress, Gulliver's Travels, Aesop's Fables, and The Arabian Night's Entertainment.\textsuperscript{22} Many others were published as well as dictionaries, histories, encyclopedias and such gems as Quo Vadis and Irving's Life of Washington. Dress patterns, illustrated in the magazines, were sold for ten cents. Premiums played an important role in building up the circulation of the two magazines. Catalogs were published regularly; a separate department was employed to fill out orders and to distribute premiums to readers.

The firm's name was changed to Crowell and Kirkpatrick Company after the death of Wast, November 20, 1898.\textsuperscript{23} Kirkpatrick remained a member of the firm until 1902; in that year he sold his interests

\textsuperscript{21}Advertisement, Farm and Fireside, III; 7:8, January 1, 1880.

\textsuperscript{22}Advertisement, Farm and Fireside, IV; 11:16, April 15, 1881.

\textsuperscript{23}William W. Rockel, Twentieth Century History of Springfield and Clark County, Ohio, and Representative Citizens, (1908), 886.
to Crowell. The company, dropping the name of the withdrawing partner from its title, continued to prosper under the guidance of the sole remaining founder, but Crowell eventually became appalled by the problems of big scale publishing and decided to retire. He sold the company in 1906 to Joseph Palmer Knapp, a prominent American lithographer and majority stockholder of the Metropolitan Life Insurance Company, and other New York interests for three-quarters of a million dollars. Retaining the old name in spite of Crowell's retirement, the Crowell Publishing Company was duly incorporated in January, 1906, under the laws of New Jersey.

At this time *Farm and Fireside* had a circulation of over one-half a million. It had long been the leading farm magazine, printing two editions: one for the Eastern part of the United States, and another for the Western section of Ohio and the Midwestern states. The November 15, 1909 issue broke a tradition in

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24 Paul Ehrlé, "The First Editor" in *Hello, I*, 6:25, August-September, 1907.


the publishing of farm magazines; this edition was printed with a four-color cover and became a magazine in all appearances. Its complement in the Crowell group, the Woman's Home Companion, was rapidly expanding and was its equal in circulation.

The Crowell Publishing Company purchased a third publication in 1911. This was the American Magazine, famous for its muckraking past, and was itself an outgrowth of a long series of mergers and combinations.

In 1876 Henry Carter, an English-born engraver, better known as Frank Leslie, had established a monthly periodical, Frank Leslie's Popular Monthly. He was a publisher of no little experience in the periodical field; his Leslie's Weekly and Leslie's Illustrated Newspaper were widely read. This new monthly met with mild success and under its original publisher changed its name to Leslie's Monthly. Passing into the hands of Colver Publishing Company in 1903, it became known as the American Illustrated Monthly. It was primarily a magazine with a general reading appeal.

In 1906 a distinguished group of writers left McClure's Magazine and bought the American Illustrated Monthly. They formed the Phillips Publishing Company with John S. Phillips, the former managing-editor of McClure's, at its head. He was ably assisted by Ida M. Tarbell, Lincoln Steffens, Ray Stannard Baker, Finley Peter Dunne
and William Allen White. The title of the magazine was changed once more, to its present title, the American Magazine. Under these notables the American became a vibrant and purposeful periodical. The Phillips Publishing Company was hampered by limited financial resources; however, and this weakness forced the group of owner-writers to sell their holdings to the Crowell Publishing Company for $334,000, or forty thousand dollars in cash with the remainder in preferred stock.27 One by one, its original contributors left the American but Phillips remained as editor until 1915.

The Crowell publications still lacked a weekly in order to have a well-rounded group with a universal appeal and in 1915 one was founded. This was Every Week, a general, informative journal with a pictorial insert. Within three years it had reached a circulation of half a million and business began to recognize its value as an advertising medium. With success in sight the magazine was faced with a paper shortage due to wartime conditions. The paper shortage became more acute and the three other magazines of the group needed paper. Under these conditions the stockholders became alarmed and brought the weekly to a reluctant end. Its only editor was Bruce Barton (1915-1918).

Another magazine, The Mentor, also joined the Crowell group of publications in September, 1920. This periodical, published by the Associated Newspaper School, Inc., made its appearance February 17, 1913. A group of stockholders of which Thomas H. Beck of P. F. Collier and Son, Inc., was vice-president, formed the Mentor Association, Inc., "...established for the development of a popular interest in Art, Literature, Science, History, Nature, and Travel," and gained control of the magazine in March. In June the original publishers regained charge of the periodical only to lose it once more to the Mentor Association, Inc., which guided the editorial policy until its purchase by the Crowell Publishing Company. The price of the magazine fluctuated more frequently than did its ownership; the price per copy jumped back and forth from ten to twenty-five cents. The Mentor, which began as a weekly, was soon published as a semi-monthly and ended its days as a monthly.

It was under the editorship of W. D. Moffat from 1913 to 1930. The editorial content consisted of articles on art, science, history and other cultural and academic subjects. The purpose of The Mentor was to give "...in an interesting and attractive way the information everybody wants and ought to have. The information is

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imparted by interesting reading matter prepared under the direction of leading authorities and by beautiful pictures reproduced by the most highly perfected processes." 29 The World Traveler was absorbed in June, 1930, and fiction was introduced in the same year with stories by Zona Gale, Raphael Sabatini and others. The Mentor - World Traveler, however, ceased publication in January, 1931. Its restricted appeal was its final undoing. Thus ended the second of two unsuccessful experiments by the Crowell Publishing Company.

The Crowell people had needed a weekly to round out their operation and had made a first unsuccessful step to create one just before the First World War. Judging by their next move, it might have been better to have struggled through the war years with that journal. For while shortly after the war ended, the company acquired control of Collier's, the National Weekly. Before they could put this paper on its feet, they had spent millions of the American and Companion profits.

Peter Fenelon Collier, the Irish immigrant, who discovered the value of installment book selling and founded a publishing house, began to print a periodical, Once A Week, to advertise his book business in 1888. Eight years later the title was changed to

Collier's Weekly and thus, in 1898, Robert J. Collier, the son, added "The National Weekly" to its masthead. Young Collier joined his father in the firm, P. F. Collier and Son, Inc., in that year and Collier's was brought out by a separate subsidiary organization, known as Publication Corporation, with Robert J. Collier as the publisher. The magazine grew in popularity until the circulation in 1900 was over 220,000; in 1915 it was more than 840,000.\(^\text{30}\)

After the death of his father, Collier became hopelessly in debt to Harry Payne Whitney, the financier and tobacco man, through the banking firm of Lee, Higginson and Company.\(^\text{31}\) From 1912 to 1919 the pressure of the bank became an increasing influence upon the policies of the magazine. Collier died in 1918 of a heart ailment leaving the firm in the hands of three friends. The Crowell Publishing Company needed Collier's to complete a well rounded operation. The company was persuaded by the younger members to purchase the heavily encumbered magazine and the growing and prosperous book business. This was not an outright merger but Crowell's gained a majority control of the newly issued stock for almost $1,750,000.\(^\text{32}\) The money was used to pay Collier's debts and to

\(^{30}\) *Springfield News-Sun*, (Crowell Publishing Co. Section) 4; November, 1937.


\(^{32}\) *Springfield News-Sun*, (Crowell Publishing Co. Section), 4; November 1937.
buy out the old stockholders. The P. F. Collier and Son Company was then incorporated in August, 1919, under the laws of Delaware, as a successor to the P. F. Collier and Son, Inc. 33 In November of that year the Publication Corporation was merged with the Crowell Publishing Company, and was newly incorporated under the laws of Delaware, May 6, 1920. 34

The first years under Crowell management were hard years for Collier's. The business depression of 1920, the acute paper shortage, and a serious printers' strike added to the difficulties. The magazine failed to appear nine times with a resulting loss of circulation; advertising revenue dropped over eighty per cent, cutting away much of the magazine's financial support. In 1924 McFadden's Liberty began to offer serious competition. Finally an editor was found in the person of William Ludlow Chenery, a former newspaperman and editor of the New York Sun. It was he who gave the magazine a purpose and by his leadership and choice of a staff brought it out of the "red." In 1929 Collier's once more showed a profit but not before some fifteen million dollars had been spent from Companion and American revenue and from a new stock issue floated among stockholders to put it on its feet. 35

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33 Moody's, Industrial Securities, 1929, 1226.

34 Ibid, 1226.

35 Hickman Powell, "Collier's" in Scribner's, CV; 5:20, May, 1939.
In 1927 the stockholders had threatened to end the publication of Collier's. Joseph Palmer Knapp, majority stockholder and least known big-time publisher, offered to publish the magazine himself. The stockholders, one by one, were persuaded to continue the publication. Knapp, once described as "...sired by Lenin out of Marie Antoinette," has been a dominant figure in the development of the Crowell-Collier publications. He is the son of Joseph Fairchild Knapp, lithographer and founder of the Metropolitan Life Insurance Company, and Phoebe Palmer Knapp, Methodist evangelist and hymn writer.

Collier's continued to grow and expand after 1929. The magazine proved itself a valuable asset to the Crowell-Collier group. In 1924 the advertising revenue was less than $1,700,000; by 1935 it was $9,211,887 with the valuable Woman's Home Companion trailing with $6,742,804 and the American with $2,705,280. In 1942 the comparison was even greater with $13,967,566 for Collier's, $5,912,158 for the Companion, and $2,137,189 for the American. Circulation increased steadily in spite of the war years of 1941-1945 and the acute paper shortage that accompanied them and lingered long after the war was over.

37Moody's Industrial Securities, 1936, 1084.
38Moody's Industrial Securities, 1942, 1738.
In the meantime, conditions had become very serious in the farm magazine field and in the years following World War I the mortality rate was heavy. Many farm magazines were forced to cease publication during the depression of 1920 or failed because they could not change to meet the new demands created by the changing tastes of their reading audiences. Others, having performed their missions and having a highly restricted appeal, closed shop and disappeared. In 1928 there were six hundred farm magazines; ten years later there were less than two hundred, with forty-six recognized by national advertisers and only three that actually had a national circulation.  

Farm and Fireside had a circulation of more than two million in 1920 but "...in 1929 it was staring at a graveyard which grinned with the tombstones of sister farm papers." \(^{10}\) There was no slump in advertising or in circulation; but, the circulation costs ate up the profits. The company was faced by three choices: "...Sell, kill or re-vamp it." \(^{11}\) The decision was made to rejuvenate the magazine and to change the name to Country Home. This was accomplished with the February, 1930 issue. The circulation increased slowly and

\(^{39}\)Harland Manchester, "The Farm Magazine," Scribner's, CIV, 4:26, October, 1938.

\(^{10}\)Ibid, 27.

\(^{11}\)Ibid, 27.
so did advertising revenue. In spite of a circulation of 1,734,000\textsuperscript{3/4} and an increasing advertising revenue, the publication of \textit{Country Home} nevertheless ceased with the December, 1939 issue. In the case of this magazine, circulation was not an asset but a liability.

The \textit{Woman's Home Companion} is a choice advertising medium and remains basically unchanged. Women's magazines are not, as a rule, subject to the editorial reorganizations that other periodicals must make to meet changing tastes. The circulation of the \textit{Companion} has been steadily increasing and shows no signs of tapering off. This is a favorable omen as long as advertising revenue grows also; women's magazines must stand or fall on a strong circulation and a profitable advertising revenue. The \textit{American}, having a circulation of two and one-half million, has held its own with the other two magazines of the Crowell-Collier group.

In 1934 the P. F. Collier and Son Company was merged with the Crowell Publishing Company but each still retained its own separate identity. Five years later, however, the firm's name was changed to its present form, Crowell-Collier Publishing Company.

Over the years the P. F. Collier and Son Company has printed

\textsuperscript{3/4} \textit{Moody's Industrial Securities, 1939, 1258.}
such works as The Book of Business, five volumes of autobiographical material by famous industrialists and business men, the Harvard Classics, the Junior Classics, and many others. It also published in 1949 a twenty volume Collier Encyclopedia with more than ten thousand illustrations and 226 maps. The Collier Year Book is one of their annual releases. At the present time Dr. Allan Nevins, noted biographer, and the Dewitt Clinton Professor of History at Columbia University, assisted by a number of distinguished historians, has been engaged to prepare a twelve volume History of the World. One of the nation's outstanding radio personalities, Lowell Thomas, is editing a ten volume set of biographies of famous men and women, ancient and modern. Collier's aim in book-publishing can be found in the words of the editor of the Harvard Classics and the former president of Harvard University, Dr. Charles William Eliot, "These books, Harvard Classics, contain the elements of a liberal education." It has long been the policy of Collier to encourage a good taste for reading among the people and to provide ready reference sources to meet the popular need.

This publishing house has an elaborate system of circulation and distribution with ninety-six branch offices, the P. F. Collier

and Son Corp., a subsidiary, covering the book subscription field, and the F. F. Collier and Son, Ltd., serving as the agent for Canadian distribution. One method peculiar to Crowell-Collier, developed from the early days of Peter Fenelon Collier and his installment selling of books, is the "paid during service" method, or the installment plan as many competitors call it. Under this system subscribers pay for magazines before they receive them, or on a month-to-month basis. The advantages of this system are in the reduction of overhead and clerical costs and the elasticity of increasing or decreasing subscription campaigns in accordance with budget control. Under budget direction, management decides whether business conditions warrant an increase in circulation for the coming year. If one-hundred thousand new subscriptions is the goal and six-hundred thousand subscriptions will expire that year, seven-hundred thousand must be obtained. The total number for all the magazines is broken down into quotas, week by week, month by month, district by district. The system has its value in financial stability during depression years. In the circulation, the distribution, the publishing of magazines and books, this is Crowell-Collier.
IV Editorial Policy

Another side of the history of a publishing house is the development of its editorial policy, and how its magazines reflect the events and issues that are so vital to the interests and well-being of their reading audience. Are they alert and active? Do they participate in controversial issues? Do they participate in controversial issues? Do they offer intelligent and responsible discussion as well as factual material?

A former editor and publisher of Collier's remarked in a speech at the University of Virginia, July 13, 1936, "Every editor knows that with every issue [of a magazine] the attention of the readers must be aroused, enlisted and held if the magazine is to survive...Magazines by their very nature are institutions affected with the public interest....They were established by men concerned with public affairs and public right. The desire to serve the public interest or to participate in public affairs is warp and woof of magazine history."

A magazine does not sell itself, it must be sold to the public. It must be what the people want to read. A magazine

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is bought primarily for its editorial content; therefore, a magazine which is national in circulation should be national in outlook, in editorial scope. It must reflect the national scene, national events, and national interests. Local topics, local subjects, belong within the editorial content of local or sectional newspapers and periodicals and are excluded from the national magazines unless they are of vital and dramatic interest to the country as a whole. It must be remembered, also, that the national magazine "...is not an endowed-educational institution. It is a business operated primarily for profit. If it does not interest its readers it cannot endure."\(^{15}\)

_Farm and Fireside_ began life as an advertising medium for two firms manufacturing farm tools. Its popular reception encouraged the creators and owners to print it as a separate business and publishing enterprise. By December, 1879, two years after its creation, the magazine had a circulation of more than two-hundred thousand.\(^{16}\) In October of the following year the number of pages was increased from eight to sixteen. The magazine

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\(^{16}\) _Farm and Fireside_, III; 6:1, December 15, 1879.
was published on newsprint and resembled in form and size the Sunday newspaper supplement. Mast, the senior partner, explained when he changed the format of the periodical that the new large sheets "...would be better for lining pantry shelves."

The magazine's editorial policy was directed to subjects close to the soil. The content was devoted to discussions of farm problems, information on new methods and tools, releases from farm experiment stations, advice on successful farming, and editorials discussing state and national farm issues. For the women on the farms the magazine offered household hints, recipes and cookery methods, and, later, illustrated patterns of gowns and coats that could be obtained by ordering them from the Farm and Fireside office. Advertising was a prominent part of the magazine. Farm tools and machinery ranked first, closely followed by household goods and appliances, and a miscellany of items including patent medicines. Ivory Soap was represented by a full page lithographed picture and the advantages of farming in Florida were frequently extolled in the early issues. Fiction was not neglected, serials became the practice. Some of these stories were reprinted in book form and offered as premiums to subscribers.

\[4\] Manchester, Scribner's, CIV; p:25, October, 1938.
The publishers promised their readers, "We mean to make Farm and Fireside the best agricultural paper in the world and ... no amount of pains, labor and expense will be spared to accomplish this end."

The magazine was printed in two editions, Eastern and Western, beginning with the January 1, 1898 issue. This was an effort to meet the sectional problems of farming by the creation of two departments, one for Eastern farm problems and the other for Mid-Western. At this time the circulation was more than 360,000. In the February issue Charles N. Kent, editor of the American Newspaper Directory, was quoted as reporting that there were 116 semi-monthly publications with a circulation of more than one thousand copies per issue. He is further quoted, "More than one-fourth are agricultural papers, only four of which issue as many as forty thousand copies. These four combined print 170,000 copies more each issue than the other 112 papers, while Farm and Fireside, Springfield, Ohio, prints over fifty percent more than seventy-nine of them combined."

If popularity is a sign of successful magazine publishing, then Farm and Fireside was a successful magazine.

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48 "Important Notice," Farm and Fireside, III; 6:1, December, 15, 1879.

49 Editorial, Farm and Fireside, XXI; 10:1, February 1, 1898.
With the addition of a cover on the November 25, 1909 issue and with the use of glazed paper a few months later, the periodical became in all appearances a magazine as we know it today. After 1910 illustrations became more profuse and colored ones were more common. The increased ratio of urban dwellers, and the craving of the rural population for the same luxuries and advantages enjoyed by city-folk created new demands which magazines had to meet. While such changes in public taste required a modification in editorial policy of all periodicals, farm magazines were required to make the greatest transformation. Some, steeped in tradition, could not comply with popular demands and disappeared, but having broken with the farm journal tradition by the use of colored covers, illustrations and glazed paper, Farm and Fireside, as a magazine with national scope and perspective, could more easily revamp its content. With the February, 1930 issue the name was changed to Country Home, while the editorial policy was directed toward the small town population and the "countrified city-folk" as well as to the farmer. But this attempt to make it more like Better Homes and Gardens was not successful, failing to attract either advertisers or new subscribers.

In 1934 Country Home received a new editor and a new policy
when Wheeler McMillen, a former Indiana newspaper man and farmer, took over its control. The editorial platform as well as the Advertising Department's bid for business was based on the statistical evidence of the Department of Agriculture that in 1929 thirty-five per cent of the farms in the United States produced eighty per cent of the total farm income.\textsuperscript{50} The "Farm Market A" advertising promotion campaign was launched to attract advertisers on the ground that the magazine covered the rich thirty-five per cent\ldots who operate their farms on a business-like basis."\textsuperscript{51} \textbf{Country Home} began a campaign to develop industrial markets for farm products and centered its new policy upon the "dirt farmer." Circulation began to increase and advertising revenue showed a gain of fifty per cent. But this was not enough, the magazine ceased publication with the December, 1939 issue as an unprofitable venture.

In contrast with the experience of \textbf{Farm and Fireside}, the \textbf{Woman's Home Companion} has not basically changed since it joined that magazine as a publication of Mast, Crowell, Kirkpatrick and Company. It was described in \textbf{Farm and Fireside}, in 1898, as

\textsuperscript{50} \textit{Springfield News-Sun}, (Crowell Publishing Co. Section); 5, November, 1937.

\textsuperscript{51} Advertisement, \textit{Collier's}, XCIX; 14:72, April 3, 1937.
being "...an unrivaled, high-class magazine of general and home literature. It has over a quarter of a million subscribers. It gives on the average, 32 pages monthly, each page 11 by 16 inches, and a handsome cover. It is beautifully and profusely illustrated and printed on fine paper. It publishes only the works of the best American writers and artists. In addition to its stories and articles on topics of the day it has departments devoted to fashions, fancy work, housekeeping, floriculture, talks with girls, mothers' chat, home adornment, children...." The editorial content was divided then as it is now into three general divisions: practical departments, special articles, and fiction. Emphasis on the practical departments and on special articles varies according to season; fiction has an important, all-year role in attracting circulation. Such best sellers as Cimarron and Show Boat by Edna Ferber, Her Son's Wife and The Deepening Stream by Dorothy Canfield, together with such literary treats as twenty-two unpublished letters by Elizabeth Barrett Browning and Robert Browning, made their appearance in the Companion.

It is an advertising medium and has led the woman's magazine field over the years in advertising volume. In 1918 the Companion.

52 Advertisement, Farm and Fireside, XXI; 11:1, February 15, 1898.
was awarded for the second consecutive year the Annual Advertising Awards Medal for the "Advancement of Advertising as a Social Force."\textsuperscript{53} It was guided from 1912 to 1940 by an outstanding personality, Gertrude Battles Lane, whom Knapp described as "...the best man in the business."\textsuperscript{54} It was she who kept the magazine in personal touch with its readers and established the character that belongs to the Companion alone. Under the editorship of William A. H. Birnie, a pictorial insert, "Picture Companion," was added in 1950, and the May issue carried ten pages of unforgettable photos of the birth of a child under the title of "First Day of Life."\textsuperscript{55} This is the magazine's answer to the pictorial magazines.

Frank Leslie's Popular Monthly, later Leslie's Monthly, the American Illustrated Monthly, and finally the American Magazine, has been a general magazine of fiction, timely articles, and biography. The first issue under the management of the Phillips Publishing Company carried a statement of policy, an explanation

\textsuperscript{53}Annual Report to the Stockholders for the Year 1948, 1949, 1950.

\textsuperscript{54}"Companion's Climb," \textit{Time}, XXVIII; 41:41, July 27, 1936.

of its aims to the American's reading audience. The editorial promised, "Whatever will best interpret the human panorama we shall use. There is no literary form and no human material that does not belong in a great magazine. We set no bounds on our medium as we set none on our raw material. Our object is to use every means to give matter that seizes and holds and enlivens the mind...'If there be no vision the people perish.'" 56

The American was severely crippled by a lack of financial support but it was very rich, indeed, in its outstanding writer personalities of the day. John S. Phillips had been the managing editor of McClure's. Ida M. Tarbell was known for her biographies of Lincoln and Napoleon and her series of articles, "The History of the Standard Oil Company," a masterpiece of research and factual writing. Lincoln Steffens and Ray Stannard Baker were unusual and talented authors in their own right. These writers were determined to make the magazine an instrument of progressive democracy, but it was the influence of two associate editors, William Allen White and Finley Peter Dunne, that tempered the do-or-die determination of expose and reform. They gave the magazine the sense of balance that raised it from the ranks of the commonplace, the mediocre. White was a Kansas newspaperman who had become a

political writer of note. He contributed frequently to *Scribner's*, the *Saturday Evening Post*, *McClure's* and others; he wrote, also, a number of social novels such as *In Our Town* and *A Certain Rich Man*. Dunne, a former editor of the *Chicago Evening Journal* and the *New York Morning Telegraph*, wrote a department for the *American*, entitled "In the Interpreter's House." He was better known as the creator of Mr. Dooley, the Irish-saloon-keeper with his shrewd and homely philosophy.

The *American* was responsive to the demands of the popular majority for exposure and reform. This was the muckraking era. It can be seen in Baker's articles on the Negro; in Steffen's "The Note and the Beam," a serial on San Francisco and the Labor Party; in the writings of Samuel Hopkins Adams and other prominent authors of the day. Upton Sinclair wrote a digest of *The Metropolis* for the *American* with "...scenes and incidents illustrating the extravagant and fantastic life of the super-rich from the unpublished novel of New York Society." Tarbell wrote such articles as "Roosevelt vs. Rockefeller" and "The American Woman," a series

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of biographical sketches of famous American women. A contemporary periodical compared the American of 1908 with Frank Leslie's Monthly by commenting, "If the reader has an old copy of Frank Leslie's Magazine, let him get it out and lay it beside the American Magazine which is the same periodical, except that everything about it is different. It had no purpose, no principles to defend, no particular interest in vice or virtue. Its descendant, the American, is, on the contrary, very much in earnest about certain things; it is not afraid of the charge of offensive partisanship; it rather likes to handle live wires, and its serials, tho not entirely devoid of imaginative and sensational elements, deal with real people and living issues." 61

After muckraking was no longer popular, the American became a purveyor of fiction, timely special articles on topics of the day, and of inspirational biographies. Baker, who won the Pulitzer prize, later, for his eight volume work on the life and letters of Woodrow Wilson, wrote his "David Grayson" column, a series of narrative essays reflecting a cheerful and sentimental philosophy quite in contrast to his muckraking exposes.

Many of the writers left the American after its purchase by the Crowell Publishing Company, but Phillips remained as editor until 1915. This post was then filled by a man long associated with the


61"An Editorial to Order," Independent, LXV; 3122:797, October 1, 1908.
magazine, John McAlpine Sliddall. Sliddall was responsible for the development of a sound editorial policy that has been modified over the years but has remained basically unchanged. It can be expressed most suitably in his own words, "...Victory! Victory for the individual over the odds that beset him...What we do...is to stand at the hard places in the road and cry, 'You can come through, you can win.'" Sliddall brought a wealth of experience to the editorship of the American. He had been a member of the staff and assistant city editor of the Cleveland Plain Dealer, editor of the Chautauquan Magazine, a staff member of McClure's and an associate editor of the American, writing a short editorial column called "Sid Says," since 1906.

In 1923 Sliddall died leaving the editorial policy of the American in perfect step with the times. Under his guidance circulation had risen from 420,000 to more than two million. Advertising revenue was about three-hundred thousand dollars in 1915; eight years later it was over five million. Merle Crowell replaced Sliddall and served as editor until 1929. The magazine had long been distinctive with its sketches of successful persons and its policy of "victory for the individual" but public taste changed. By 1928

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63Springfield News-Sun, (Crowell Publishing Co. Section) 5, November, 1937.
advertising revenue began to lag and circulation dropped. Crowell tried to hold to the Sliddall formula in every sense of the word, but it was no longer in keeping with popular demand.

Summer Blossom, former newspaper man and former editor of the Kansas City Star, of the Associated Press, of the New York Daily News and of Popular Science Monthly, was the next editor. It is said that "...one of his first acts was to issue a memorandum saying, 'Horatio Alger doesn't work here any more." 65 Blossom recruited a new staff including such personalities as Beverly Smith, Thomas Sugrue, Jerome Beatty, Joseph Dineen and Hubert Kelley. The magazine was revamped and directed to a younger generation with the emphasis on youth and universal appeal. Personality articles were retained but strictly personal success stories were contrary to popular philosophy which no longer held laissez faire valid in the strict letter of its meaning. The American met the changing social philosophy with stories of successful and unusual people but only in connection with the successful idea, plan, or method.

The American inaugurated the sealed fiction method to encourage new writers. Under this system authors' names on all manuscripts are concealed by strips of black tape until they have been read,

64 Springfield News-Sun, (Crowell Publishing Co. Section), 5, November, 1937.
65 Ibid, 5.
and stories are judged according to merit. Sometimes a well-known author does not show up as well but usually experience and polished technique reveal the professional from the amateur. Special articles were not neglected, and by a series of articles written by Calvin Collidge, Mrs. Collidge, Bruce Barton, Jerome Beatty, Louis McHenry Howe, Beverly Smith and others, readers became familiar with the White House, its occupants, and with outstanding political figures. James A. Farley wrote a series of articles dealing with his relationship to Franklin D. Roosevelt and in "Battles Within the Party" commented, "The American people almost kill their president with kindness for the first few months after he takes office. The animosities of the campaign are quickly forgotten and the chief executive becomes a sort of national hero." Guest editorial writers were invited to write short articles giving philosophical advice under such titles as Work, Belief, Tolerance, Commonplace, Endurance, Individualism, Adventure, Desire, Peace, Nationalism, Commerce, Opportunity, Safety, Responsibility, Leadership, Destiny, Discipline, Moderation and many others. They were outstanding personalities of all walks of life, of the theater, radio, business, industry, church, politics and educational institutions.

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Today the American is a general magazine with a universal appeal. It is directed primarily toward the family with fiction, special articles, short stories, a short-short story of four-hundred and fifty words, and usually two short novels. Cartoons and other special features are included. The magazine does not employ serials; each issue is complete in itself.

With its first issue, Once A Week, the advertising journal of F. F. Collier's book business, gave evidence of political ambitions. But the magazine's aim was to serve "...not as a party organ but as an independent upholder of the best American political ideals." The periodical was primarily, a combination of literary and pictorial content; it was composed of news summaries, drawings, and later photographs of current events and essays on books and questions of the day. To some extent the magazine competed with the newspapers in presenting the news. Its circulation depended almost entirely upon Collier's book agents. It never did attain great influence, but with a change of name and under the guidance of Robert J. Collier, as publisher, it gained in popularity. Once a Week became Collier's Weekly, later Collier's the National Weekly under young Collier's management. The

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periodical increased in determination to lead and to please as the young publisher profited by experience. The magazine aspired to be a leader among journals of opinion, to lead discussion and to present information. Collier, the son, formed the guiding policy that the magazine would follow early in his publishing career and it was reaffirmed as late as November 9, 1916. An editorial, quoting Robert J. Collier, stated his purpose and pledge, "It is the aim of Collier's to reflect impartially the best contemporary thought and on its own behalf to speak fearlessly without partisanship on all questions affecting the nation's welfare. It aims, furthermore, to keep always before its readers a high, sane and cheerful ideal of American citizenship." 68

In 1900 it was necessary to reduce the price from ten to five cents per copy to meet the competition of a rapidly growing "sleeper" recently purchased by Cyrus H. K. Curtis, the Saturday Evening Post. The change in price brought the magazine well within the range of the majority of purses; if the editorial content could attract, the price would be no barrier to a wide reading audience. Collier introduced five or six editorials, of five hundred words or less and written in a popular style, in each issue and gave them prominence over all other editorial content. Thus, he

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innovated the short editorial, contrary to all tradition and accepted standards, in a period which believed that the force of an editorial was in its length and in the use of academic language. He hired Norman Hapgood, formerly of the Chicago Evening Post and the Milwaukee Sentinel, as his editor. Charles Dana Gibson, creator of the "Gibson Girl," was engaged to draw for the magazine; Frederic Remington, the painter of frontier and Indian pictures, was also a frequent contributor. Richard Harding Davis was sent to cover the Russo-Japanese War. By 1905 Collier's equipment was complete. The magazine had an able staff; its members were the best attainable in art, editorial writing, fiction and photography. Collier had the ability to co-ordinate and direct his talented staff with the most satisfactory results.

Under Norman Hapgood, Collier's plunged into a period of exposure and reform in keeping with the muckraking spirit. The magazine purchased an article by an unknown writer, Mark Sullivan, entitled "The Patent Medicine Conspiracy Against the Freedom of the Press." It was originally written for the Ladies' Home Journal but was too long for that magazine; therefore, Edward Bok, editor of the Journal, offered it to Collier's. 69 Sullivan was later added to the staff. Collier's followed the steps of other periodicals

and refused to publish advertisements of patent medicines. Then the magazine took the offensive and published articles ridiculing advertisers who made false and extravagant claims for their products. One advertiser, Charles William Post, the cereal manufacturer, replied in a series of advertisements that Collier's was attacking him because he would not advertise in that periodical. Collier's promptly sued him for libel proving by letters in its business files that it had refused to accept his advertising. The court awarded a judgment against Post for fifty-thousand dollars. The decision was later reversed on a technicality, but Collier's, having won vindication, dropped the suit.70 Four years later Theodore Roosevelt, as associate editor of Outlook, commenting upon the case in an editorial discussion of patent medicines, praised Collier's for its firm stand and for its aggressive leadership in the campaign against false advertising.71

Collier's continued to lead in the field of news and discussion, in reform and campaigns for all that it considered decent and vital to the national interest. Muckraking ceased to be a popular pastime after 1908 but the magazine continued its program of

exposure. It was the recognized leader in the attack against Ballinger and the anti-conservation forces; it rose in bitter indignation to attack the autocratic rule of Speaker of the House, Joseph G. Cannon, and Republican majority leader, Senator Nelson W. Aldrich. Sullivan wrote scathing editorials in his column, "Comment on Congress," and encouraged the Insurgents in the House and in the Senate to oppose Cannon and Aldrich. His series of articles such as "The Automatic Senators," ⁷² "The Final Act," ⁷³ "A Sample of Uncle Joe's Work," ⁷⁴ and Collier's "Anti-Cannonism" campaign played an important part with other magazines in encouraging the Progressive movement. Collier's maintained an office in Washington in charge of a legislative expert who would "...be glad to answer any questions concerning the work of Congress and the Government at Washington." ⁷⁵ Readers were urged to write


to the information office maintained by Collier's and to their congressmen.

In the campaign of 1912 Collier's opposed Taft and favored Woodrow Wilson until Theodore Roosevelt entered the presidential race as candidate of the Progressive Party. Collier and Sullivan favored Roosevelt, but Hapgood was strongly in support of Wilson. This division in political sympathies culminated in the resignation of Hapgood over the rejection of an editorial written by himself in favor of one that was pro-Roosevelt and written by Collier. Actually, the rift arose through the appointment of a general manager who represented Collier's creditor, the banking firm of Lee, Higginson and Company. 76 Sullivan wryly commented, "Whatever merit the editorials might have in the eyes of the readers, they did not give pleasure to those who now controlled the paper." 77 In spite of whatever commercial interference there was with Collier's, one authority sums up the influence of the magazine by stating, "The time came when a single editorial in Collier's carried tremendous weight, and its political articles and editorials were discussed


77 Mark Sullivan, The Education of an American, 1938, 313.
throughout the country."\textsuperscript{78} The magazine continued to campaign for good roads, emphasizing the economic value that would accrue to the nation as a whole. In 1916-1917 it promoted a campaign for military preparedness; with the close of the war it cautioned and urged moderation and practical thinking in negotiating the peace and in post-war adjustment.

After 1915 Collier neglected his business more and more. The steady decline of the magazine was not retarded by Sullivan, its editor or Finley Peter Dunne, his successor in 1917. Collier died two years later, leaving his estate in the hands of three friends who assumed the responsibilities of paying his creditors and selling the still prosperous book business and the failing periodical. The Crowell Publishing Company was subsequently persuaded to add these two interests to its already valuable holdings.

\textit{Collier's}, in its first years under Crowell management, was "...a discouraged, moth-eaten hungry looking sheet, about which persisted a depressing scent of premature old age and uplift."\textsuperscript{79} Instability was the prominent characteristic of its editorial policy until William Ludlow Chenery, a realistic liberal, was engaged as

\textsuperscript{78}C. C.NEgier, \textit{The Era of the Muckrakers}, 1932, 185.

\textsuperscript{79}Hickman Powell, "\textit{Collier's}" in \textit{Scribner's}, CV; 5:19, May 1939.
its new editor. He promptly let it be known that he would not be dominated by management if he was to edit the magazine. 80 Given full rein, he acquired a good managing editor, Charles Colebaugh, and a staff which included such men as William G. Shepherd, John B. Kennedy, William B. Courtney, and Walter Davenport. He persuaded Quentin Reynolds to be sports editor, and Kyle Grichton to report on the theater and Hollywood.

In 1925, the first year of his editorship, Chenery sent investigators into the field to discover how effectively prohibition was working. The result of their findings brought a reversal of Collier's stand on prohibition; it had been strongly in favor of it but it now committed itself to a campaign urging a modification of the amendment. After pursuing the investigation further, an editorial was published stating, "Collier's prefers a frank recognition of the facts and the repeal of the law which apparently no one in any state is willing to enforce." 81 The magazine continued to hammer home that public opinion was decidedly against the law and that crime and politics were, generally, working hand in hand to avoid the law. In the June 8, 1929 issue, an

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amendment was suggested as a substitute for the Eighteenth Amendment. Later, with tongue in cheek, Collier's asked its readers, "Do You Know Anyone Who Drank Before Prohibition and Who Has Consistently Refrained From Drinking Or From Possessing Liquor Since The Adoption Of The Law? If You Do, Collier's Will Be Glad To Hear From You." The magazine climaxed its campaign for repeal by urging the adoption of the Quebec Plan, a system of regulation of liquor sales by state stores and state licenses for private stores, hotels, restaurants, and taverns.

Discussing the stock market panic in 1929, Collier's reminded its readers, "Our prosperity was not founded by gambling and speculation." The magazine urged increased building by the federal and state governments and by large business enterprises in a slack period as a method of meeting the problem of unemployment. It maintained a sane and cheerful attitude and offered constructive and positive measures. It lent its weight to support

82 "Amend the Amendment," Collier's, LXXXIII; 23:66, June 8, 1929.
85 "On the Crest of the New Year," Collier's, LXXXV; 1:50, January 4, 1930.
the New Deal, explained the necessity of the bank and currency measures, and commented by editorial or special article on the legislation passed to meet the problems of unemployment and recovery. But, with the Supreme Court decision declaring the N. R. A. unconstitutional, Collier's told its readers that the law had served its emergency purpose and that, although in many ways we were a backward nation, recovery and reform had become almost inextricably confused. 86

In the field of labor Collier's urged the creation of federal employment agencies. Unemployment insurance was opposed as socialistic and against American individualism; yet, three years later the magazine accepted the stand that old age and unemployment insurance was not radical but "...it is conservative as common sense." 87 While urging the adoption of Social Security, it nevertheless opposed the Wagner Act as a partisan law, a "lopsided law," 88 and the "strained-relations act." 89 The magazine explained the child labor amendment to its readers and campaigned for its ratification. Lately, it has been printing articles on

88 "Lopsided Law," Collier's, CIII 13:62, April 1, 1939.
the problem of seasonal labor. Collier's policy has been, in general, non-partisan and has attempted to offer a constructive attitude to further labor-employer relations.

Collier's defended the sanctity of the Supreme Court in the Court Crisis of 1937. It declared, "...the plan to pack the Court seems...to be a violent, unnecessary and menacing break with sound American principles." The magazine has established for itself a reputation as a vigorous defender of civil liberties. It has opposed any violations or threat of violations of civil rights by governmental authorities, social organizations or by any group or groups whatsoever. It urged a reversal of a decision by the Supreme Court upholding local licenses for peddling religious literature, and congratulated the Court on its reversal of the Jehovah Witness Case. It opposed any law that would outlaw the Reds as one that would do more harm than good. It attacked the activities of the Ku Klux Klan and made scathing attacks on those who were committing acts of terrorism or oppression against Japanese-Americans during World War II.

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91 "The Supreme Court Errs," Collier's, CX; 3:70, July 18, 1942.
92 "Supreme Court Comes to Order," Collier's, CXI; 21:78, June 12, 1943.
93 "Ku Klux Klanism on the West Coast," Collier's, CXVI; 2:74, July 14, 1945.
In the foreign field Collier's proves itself a national magazine. It has opposed high tariffs and urged American participation in world affairs. The editorial content was filled, time and time again during the late 'thirties, with warnings of the dangers and evils of dictatorship and with arguments for naval preparedness, for a two ocean navy. In 1939-1941 Collier's campaigned for military preparedness, and for a long time told its readers that we cheat our young men by failing to adopt a realistic system of compulsory universal military training.\(^9\)

Editorials reported the difficulties of neutrality, suggested a time limit to the power granted the President under Lend-Lease,\(^95\) and attempted to explain, aided by special articles, the reasons for fighting the war. Readers were reminded that China was neither a democracy nor united;\(^96\) Russia should be helped as an ally but"...the Hitler onslaught had changed none of the Communist leopard's spots..."\(^97\) In the post-war years editorials

\(^9\)"We Cheated the Young Men," Collier's, CVII; 1:62, January 6, 1945.

\(^95\)"I. R. 1776," Collier's, CVII; 8:70, February 22, 1941.

\(^96\)"Getting to Know Our Allies," Collier's, CXIV; 25:90, December 16, 1944.

\(^97\)"Common Sense About Russia," Collier's, CVIII; 21:78, November 22, 1941.
and special articles have explained the need for close cooperation
with the United Nations, for continued military preparedness and
a merger of the armed services, for the Marshall Plan, and for a
practical and moderate approach to world adjustment.

*Collier's* has taken its stand in domestic and world affairs
and is offering a sane and cheerful discussion of the issues of
the day. It is liberal to right of center politically, but on
economic issues its stand is among the more conservative elements.

It has brought by means of special articles authoritative discussions
by experts. It has in recent years brought its reading audience
in contact with noted personalities such as Winston Churchill,
David L. Lilienthal, James A. Farley, Mrs. Franklin D. Roosevelt,
Senator Robert A. Taft, James F. Byrnes, Harold E. Stassen,
Walter Lippmann, Harry Hopkins, Henry A. Wallace, Senator Robert
F. Wagner and many others. It has published such leading works
as "The Secret Papers of Harry L. Hopkins" edited by Robert K.
Sherwood, "The Roosevelt I Knew" by Frances Perkins, "Why I
Broke With Roosevelt" by James A. Farley, "The Morgenthau Diaries"
by Henry Morgenthau, Jr., "John N. Garner's Story" by Bascom N.
Timmons, and other biographies or autobiographies of leading
personalities of the day or of recent years.
The Crowell-Collier publications have played over the years an important role, one that cannot actually be measured, in molding public opinion. They have taken sides in controversial issues, explained and discussed intelligently domestic and foreign problems, ventured forth with suggestions for constructive solutions, and have, generally, been willing to assume the duties of a responsible and informed press.

They have been entertaining as well as instructive. A list of authors who have contributed fiction would resemble an impressive volume of the literary "who's who." Among them are Rex Beach, Frances Hodgson Burnett, Dorothy Canfield, Richard Harding Davis, Sir Arthur Conan Doyle, Zona Gale, Zane Grey, Clarence B. Kelland, Rudyard Kipling, Peter B. Kyne, Jack London, Kathleen Norris, E. Phillips Oppenheim, Erich Maria Remarque, Saxe Rohmer, Raphael Sabatini, Adela Rogers St. John, Booth Tarkington, H. G. Wells, and William Allen White.

The Crowell-Collier publications are devoted to the discussion of current issues and the presentation of fiction. Selling at a popular price, they appeal to a vast reading audience, while they receive a good part of their revenue as country-wide advertising media. Thus, in all round appeal and operation they are national magazines.
V The Revolution in Magazine Publishing

The emergence and development of the national magazine has been an important phase of the revolution that has taken place in the publishing field within the last eighty years. By 1905 there were over twenty-one thousand publications in the United States, having a combined circulation per issue of 139,939,229 copies. This marked a tremendous growth in the number of printing enterprises of all types. In this year the monthlies outstripped all other classes in aggregate circulation which amounted to nearly one-half of the total per issue of all publications. Their circulation, having increased more than five times since 1860, was more than five times that of the dailies and ten times that of the weeklies. Current news, politics and family reading accounted for approximately four-fifths of the total subject matter; general literature, professional and trade content filled the pages of the remainder. The individual magazine was more attractive with an increased use of

99 ibid, 39.
100 ibid, 55.
101 ibid, 37.
colored covers and illustrations and of cheaper but effective half-tone prints. New, efficient typographical methods, better organization and specialized talent combined to improve the character of the periodical. The national magazine emerged to become in general appearance the paper we know today.

Magazine publishing has become a highly specialized field. The successful magazine has a carefully selected staff whose members form a complementary display of talent and special abilities that are so vital to the balanced operation of its editorial policy. Describing this changing character of the magazine staff, an early journal of current affairs, the *Independent*, in 1908, commented, "The magazine staff is coming to be a group of specialists of similar views, but diverse talents, who are assigned to work up a particular subject, perhaps a year or two before anything is published and who spend that time in travel and research among the printed and living sources of information."

It is thus that the magazine has its investigators and correspondents who travel, make their research and report the significant happenings that are occurring in the various parts of the world. The necessity of a well-organized staff is best illustrated by *Collier's* rejuvenation beginning in 1925 with that carefully selected group under Chenery.

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It was not until the restoration of stability in editorial policy and general operation that Collier's was able to become the profitable publishing enterprise that it is today.

Sixty years ago a small capitalist could invest in one or more presses and establish a printing business, publishing a magazine. Today the high cost of modern presses, bindery equipment and materials is prohibitive except to large corporations which are soundly supported by financial reserves. A constant stream of mechanical and technological improvements is continually forcing changes in method and machinery; in this industry, as elsewhere, a publishing house must keep up with the latest in modern printing or it will lose out to its competitors. The result, as we have seen, is the domination of the mass circulation field by five or six publication groups.

One great danger in the magazine publishing field is the constant threat of interference by advertisers and other commercial interests with the editorial content. A magazine that is at the mercy of its advertisers cannot maintain a full and impartial editorial policy; a magazine, burdened by debt, is often dominated by the wishes of its creditor. Collier's has become noted for its independent editorial policy. This magazine goes the limit in making advertisers happy but with the reservation that there
will be no interference with the editorial policy.

The Crowell-Collier publications have played important roles in this revolution in magazine publishing. They have made themselves flexible advertising media; they have become respected news journals and sources of information and discussion. Collier's is a leader among weeklies; the American is a distinctive and distinguished family medium. The Woman's Home Companion is continuing to expand and grow in social awareness as well as being a valuable advertising, entertaining and informative periodical. These three magazines are a powerful force in the mass circulation field not only because of their wide appeal and vast reading audience but because of their influence upon other periodicals. They have long stood as the champions of a free and responsible press, the advocates of truth and decency in print.

The revolution in magazines is not ended but is a continuing process whose momentum is far from spent. In the years following World War I a new type of magazine developed with its short digests of news items, books, and special articles that have appeared first in other periodicals, or short discussions and brief articles written by experts especially for it. This is the small factual magazine whose contents are designed to be consumed on the run. Some of these magazines have a restricted appeal, being directed
to readers having special interests, while others have a general appeal. The most prominent is the Reader's Digest whose domestic circulation is more than nine million copies with an additional four and one-half million foreign readers. This magazine is published in a domestic edition, fourteen foreign editions and in Braille, and is also recorded on phonograph records for the blind. It has reprint agreements with forty periodicals, paying a flat annual fee for the privilege of reprinting in digest form twenty to twenty-four articles a year. The two leading sources of material and the recipients of the highest fees are the Saturday Evening Post and Collier's.

The Digest has, also, a system of planting articles, composed by staff members, in over sixty other periodicals. These articles are frequently reprinted in that magazine in digest form. Collier's and the Saturday Evening Post do not participate in this planting arrangement. Among the sources of material used by these digest magazines, Collier's ranks first among the periodicals and fourth among all sources, following in rank the

103 John Bainbridge, "Little Magazine," New Yorker, XXI; h1:h1, November 21, 1945.

Another trend in the development of periodicals is the news magazine which has as its primary purpose the interpretation of the news. *Time*, founded by Briton Hadden and Henry R. Luce in 1923, is the leading member of this class. In 1938 *Literary Digest*, predecessor and competitor, was purchased and merged with *Time*. *Newsweek*, established in 1933, is similar in editorial coverage but emphasizes departmental opinion written by experts, whereas, *Time* concerns itself with news analysis in unsigned articles, staff-written and told as a narrative story. *Time* is published in three foreign editions; these are the Latin American edition inaugurated in 1941, the Canadian in 1942, and the European in 1945. *Newsweek* discontinued its only foreign edition, for Latin America, in 1948 under pressure of financial difficulties and a need for administrative reorganization to reduce costs. *Time* was forced into the reporting field, in 1930, in order to cover the news more adequately. World War II ended whatever reluctance the publishers might have had in reporting the news; it was necessary in covering the war fronts to report first-hand news

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as well as interpret. Thus the news magazine not only shapes the news into the proper perspective but reports it to its readers.

In contrast with the news magazines which present the news and explain it in a brisk and pointed style, the pictorial magazine dramatizes it with pictures. Frank Leslie originated the idea in 1858 with his illustrated newspaper. Harper's Weekly practiced it successfully until it ceased publication in 1916. It was Luce who improved the idea and combined it with the title of an old magazine to create a radical innovation in the publishing field. He purchased Life, a periodical devoted to humor and social satire, in 1936 and converted it into a pictorial magazine. The new Life was almost completely pictorial but has in the last few years increased the text, adding more and more to its pages. Look, combining photographs and text to form dramatic, full length articles, followed Life into the field. It is mildly sensational at times and has in recent years shown signs of becoming a woman's magazine, having increased in the number of women readers and in appeal to a feminine audience. Like Reader's Digest, Time and Newsweek, Life and Look have their imitators in their respective fields. Yet, far from competing with such periodicals as the

Crowell-Collier group, these magazines -- digest, news and pictorial -- are complementary to them in satisfying popular demand.

The future of periodicals lies in their increasing assumption of their responsibilities in meeting popular needs. The rising educational level of the reading public must be accompanied by a corresponding rise in the intellectual level of the periodical. Too frequently their content is sugar-coated, evasive and half-truth; pseudo-information accompanies outright vulgarity, illustrating an intellectual level that is abysmal. The vast magazine reading audience has more than a desire for easy entertainment; readers demand practical information. They have an insatiable appetite for facts. for the successful idea, plan or method so that they might better their lot and profit by it.

Frederick Lewis Allen, an associate editor of Harper's Magazine, ably described this appetite for information in an address at the celebration of the two hundredth anniversary of magazine publishing. He remarked that Americans want "...tips on how to do one's job better, on how other people have succeeded at the same sort of job, on what is going on in the community and beyond its borders...to escape from provincial limitations, to acquire a sense of taste and style and at least outward
distinction, to widen the horizon, to become...in some degree citizens of the world."¹⁰⁹ This hunger, this thirst must be satisfied; it is within the abilities of the periodicals to meet these needs.

The future of the magazine is closely associated with that of the radio and the newspaper. The social forces of the radio are strong; but with the active memory being what it is, the strongest effects of the radio quickly fade away. The newspaper is incapable of a sustained campaign and has but a fragmentary approach to its reading audience. The magazine offers the reader a wide selection of material and a greater opportunity for concentration. A two year study of the social influence of the radio, conducted by the School of Public and International Affairs of Princeton University and financed by the Rockefeller Foundation, demonstrated that the social influence of the radio is limited and that radio has the tendency to send people to printed reference sources for further information on broadcast materials.¹¹⁰


¹¹⁰Edwin Muller, "Radio versus Reading," The New Republic, CIII; 8:236-7, February 19, 1940.
The magazine, newspaper and radio, far from competing, supplement each other and in their close relationship influence and mold public opinion.

The magazine is the national newspaper, exercising an incalculable influence upon public opinion. The Crowell-Collier periodicals are in every sense of the word national magazines, reflecting and stimulating the thinking of the country as a whole, and are watchful guardians of a free and enlightened press. The freedom of the press is guaranteed as one of our constitutional liberties, but liberty carries with it responsibilities that must not be neglected or abused. Under such a guarantee the magazine is privileged to function but the responsibilities belong to the magazines as well.

A number of years ago, Mr. Dooley with his shrewd Irish humor, sagaciously discussed the power of the press:

"...Th' hand that rocks th' fountain pen is th' hand that rules th' wurruld. Th' press is f'r th' whole universe what Mulligan was f'r his beat. He was th' best policeman an' th' worst I iver knew. He was a terror to evil doers whin he was sober and a terror to ivrybody whin he was dhrunk. Martin, I shrink to th' la-ads all over th' wurruld who use th' printer's ink. May they not put too much iv th' r-red stuff in it an' may it niver go to their heads."

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