

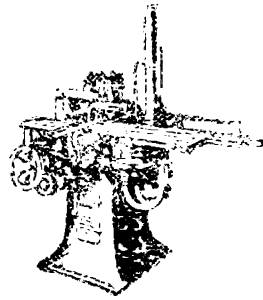
No 12 '19

73

SEPTEMBER 1919

MONOTYPE

A JOURNAL
OF COMPOSING-ROOM
EFFICIENCY



PUBLISHED BY
LANSTON MONOTYPE MACHINE CO.
PHILADELPHIA

HAVE YOU TOO MUCH TYPE ?

No printing office ever had too much type of the right kind, but many old-style foundry-type composing-rooms have much too many fonts of half-worn type that the compositors avoid because they are short of needed sorts. Too much dead and useless type.

THE MONOTYPE

composing-room never has too much type because every letter is always available for composition. No fonts are stowed away because old, for Monotype Non-Distribution makes all the type always new.

LANSTON
MONOTYPE MACHINE CO.
PHILADELPHIA

MONOTYPE

A JOURNAL OF COMPOSING-ROOM EFFICIENCY : LANSTON MONOTYPE MACHINE CO.
THE WORD MONOTYPE MEANS MORE THAN THE NAME OF A MACHINE : IT INCLUDES
A COMPLETE SYSTEM OF COMPOSING-ROOM EFFICIENCY, BASED ON THE WORK
OF THE MONOTYPE BOTH AS COMPOSING MACHINE AND TYPE-&-RULE CASTER

Volume 7

Philadelphia, September 1919

Number 3

Monotype Cost Keeping

THE most important function of business management in a printing plant is cost keeping; and this is especially true of the composing-room, where the operations are so varied.

Incorrect cost keeping is responsible for most of the failures of printers, as well as for much of the so-called price-cutting. We do not think that there are many printers who would deliberately make prices which they did not believe to be profitable.

The more modern a composing-room, the more important it is that accurate costs be kept on each operation. This is particularly true of those plants which have installed Monotypes, thus not only reducing machine composition costs, but making it possible to greatly reduce hand composition cost by the use of the Non-Distribution System.

The first principle of cost finding is that each item of expense must be charged to the department or operation for which the purchase was made, or the cost incurred, or which receives the benefit of it. This also requires that some one—department, operation, or outside firm—must be credited for furnishing that item. Every expense item is chargeable to some department, or divisible between two or more departments, and nothing should be charged to miscellaneous expense that can be charged direct, as miscellaneous expense becomes part of the overhead and may thus be unfairly distributed.

Failure to charge an item to the right department or operation results in showing an apparent low cost that does not exist, which is very likely to lead to loss through making low prices not warranted by the facts.

On the other hand, failure to credit a department with the cost of the work that it does for another department causes a high-hour cost

and leads to making of prices that drive business away.

Charging items of expense to the wrong department has the same effect, only more so, as it overloads one department while showing a false low cost in another. This is demoralizing to business and always produces a high-hour cost in the overloaded department.

A careful study of a number of cost system reports that recently have come under our observation shows that this is one of the reasons why the Monotype Caster shows an apparently high cost. There has been a failure to credit to the caster as productive time the time used in making material for the composing-room. Though, in some cases, the composing-room was charged for the material, thus making a double cost.

The product of the caster is in part machine composition and part type making for the composing-room. The amount of time devoted to each of these operations will vary from time to time as business varies, but the principle is basic—that as both of these products have value and are salable the caster should receive credit for both of them.

The machine composition is practically always rightly charged to the job for which it was set, but, we are sorry to say, some printers fail to charge the composing-room with the caster cost of the type and material made for it. This is very important where the Non-Distribution system is in use and from 25 to 35 per cent of the caster time is used in making the type and material required for the hand men, and failure to properly charge this item will queer the whole system.

The first effect of the introduction of Non-Distribution is the reduction of the cost of hand composition because all the hours of all compositors are made productive. It is not at

all unusual for a Non-Distribution composing-room to be run practically 100 per cent productive, 90 per cent productive in a Non-Distribution plant is evidence of lack of efficiency, while it is very seldom that an old-style foundry-type distribution composing-room runs over 70 per cent productive under the most favorable conditions.

In the Non-Distribution composing-room the investment in type is reduced to the minimum, or eliminated entirely, and this cuts down the items of depreciation, interest, insurance and taxes in proportion; their place being partially filled by the charge from the caster for making material. This charge is a part of the direct department expense of the hand composing-room, but it can be entered as a separate item as "Type Casting," in order to distinguish it from the petty expenses included in that department's direct expense.

In the caster room of the Non-Distribution plant time tickets should be carefully kept showing the type casting and material making as productive time. The only non-productive time in this department is that used in cleaning and caring for the machines and idle time.

When the time is properly kept and charged to the hand room the caster receives credit for it as productive time and the increase in the number of productive hours reduces the cost per hour.

This applies to any system of cost keeping and is not a new idea. The principle of exchange of product and labor between departments is well known to cost men, and is specifically provided for, in some of the blanks we have seen, as "Work done by other Departments," the department being named in some instances, and as "Credit for work charged to other departments." This charge and credit is absolutely necessary to secure accurate costs. The failure to make it correctly is responsible for considerable of the variation in hour cost in different plants.

This may seem a little matter to those who are running their cost systems properly, but it has been quite a stumbling block to some of the less expert, and has therefore been neglected.

A cost system is not an automatic, self-winding, sun-setting, perpetual motion arrangement that will go on forever without attention; it is merely a system of recording *facts* about your business, and needs oversight from time to time to ensure that the *facts* are properly recognized and recorded.

The present high prices of labor and material, especially the former, make it imperative that more care than usual be given to the ascertaining of true costs and the establishing of proper relations between departments.

THE ASSOCIATED ADVERTISING CLUBS OF THE WORLD

NEW ORLEANS will be the scene of the annual meeting of the Associated Advertising Clubs of the World this year, and September 21 to 27 the dates.

Of course, there will be a big attendance, and the Queen City of the South will give them a rousing welcome, such a welcome and such entertainment as only New Orleans with its experience in pageantry could conceive. The entertainment features are in charge of a committee who have had charge of the Mardi Gras in former years.

But there will be some real business. The tremendous upheaval and tearing apart of traditions during the past four years has given a new viewpoint to advertisers and a broader one.

It will pay the printer who is attempting to give his customers service that printers should to be one of those present at New Orleans during the A. A. C. W. Convention.

A couple of years ago we christened this convention "advertising's advertisement," but today it has become "Advertising's Academy," where the advertiser and his assistant, the printer, may learn when, how and where to advertise.

There will be exhibits of eight complete advertising campaigns, which will be well worthy of the study of all, as they have been used and were successful.

A FEW MONOTYPE STATISTICS

ACCORDING to a list published in the July issue of the *Bulletin* the U. T. A. added 489 members between March 15 and June 21, 1919, which is an encouraging gain, as it means that many more cost systems in use.

On going over this list we find that these firms were scattered over 38 States, Canada and Cuba.

We also note that 35 of the new firms are Monotype users, having 105 keyboards and 99 casters. Further analysis shows that 16 of these are one-caster plants, 6 have two casters and 13 have more than 2 casters.

Of the total membership of the U. T. A. an even larger proportion are Monotype users, and the number is growing, not only by the admission of new members, but also by the conversion to Monotype truth of the older members.

UNINTERRUPTED production is vital to profit-making; one idle machine is costlier than a hundred that keep on working.

It Could Not Be Done Without the Monotype

By PHIL EDWARDS

BRANDON PRINTING COMPANY, NASHVILLE, TENN.

WHEN we installed Monotypes in the Brandon Printing Co., Nashville, a few years ago, we felt that we knew just how much benefit they were going to be to us and made preparations for storing what we thought would be an abundance of type and material to meet all emergencies. But as we became accustomed to the Monotype and found new ways to utilize its versatility we were amazed at the possibilities it opened up and the ease of storing standing matter for repeat orders, or jobs that would be likely to be repeaters.

Then our storage room was increased in size to care for these "live" forms, and their number kept growing until we now have standing in "live" matter more type metal than any other plant in this town has in its entire composing-room. This is not said boastfully, but to give an idea of the wonderful extent to which this particular feature of Monotype composing-room economy has grown.

The war emergencies, however, were needed to show us the true value of Monotype composition and Non-Distribution, for it was then that we undertook the printing for the Air Nitrates Corporation, which was engaged in the government construction work at Muscle Shoals, Alabama, and needed large amounts of printing in the shape of forms, requisitions, records, reports, etc., all of which were composed on the Monotype or with Monotype material and held in type for repeat orders.

Many of these orders were marked "rush" and there was no time for electrotyping, but the Monotype pulled us through in good shape,

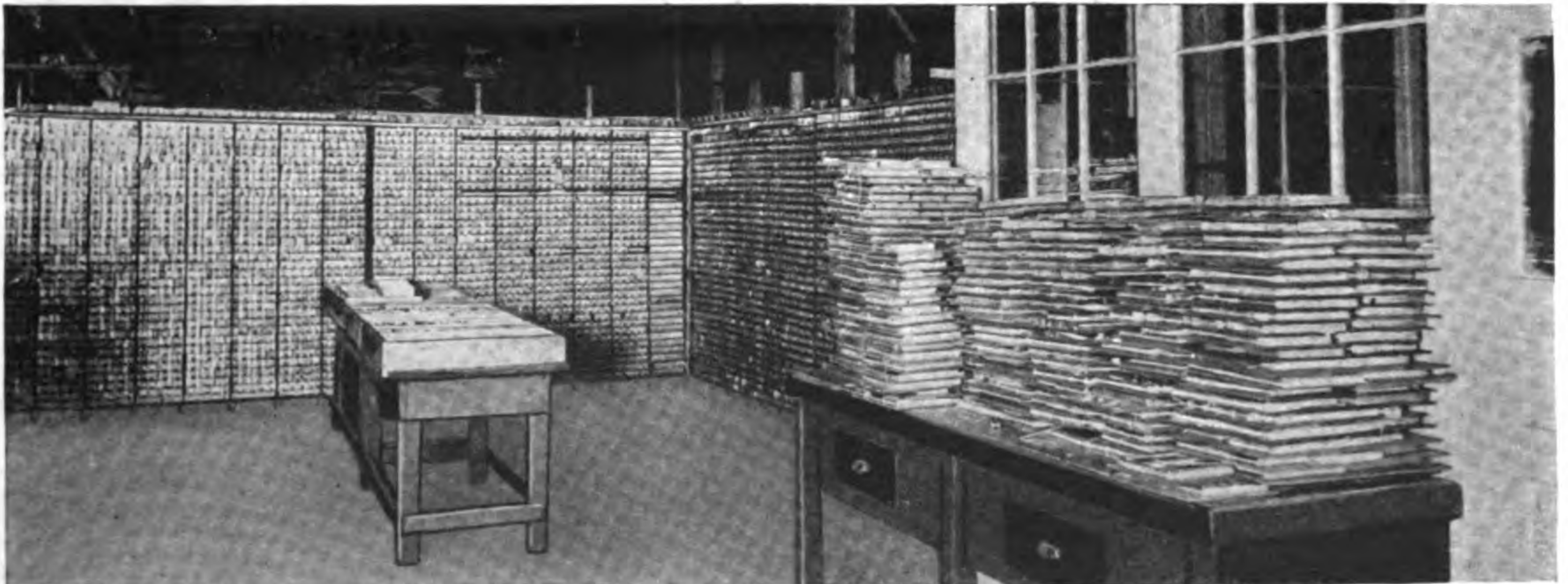
as we were able to double up as much as necessary, and were not compelled to resort to electrotyping at all.

The amount of this composition and standing matter may be judged from the accompanying photograph, which shows some of the type pages of the Air Nitrates Corporation which have served their purpose now that the war work is completed and are stacked up ready to be sent to the melting pot. There are about 2000 pounds in the pile shown on the stone at the right of the picture. Every type, lead, rule, border and slug in this stack was cast on the Monotype Type-and-Rule Caster, and a considerable portion of the composition was done on the Monotype composing machine.

This photograph also shows about two-thirds of the type storage section which contains the reserve supply of type and spacing material for the hand composing-room. The table in the centre of the room is used for placing the case while sorting up.

This lot of discarded forms shows only a portion of those held for the Air Nitrates Corporation. We have a like number of repeat forms standing for the government powder plant, which is located here, and also a large number for commercial customers whose orders repeat.

This story and photo will give you an idea of what Monotype Non-Distribution means to the Brandon Printing Company. We could not have handled this large amount of war emergency business without the Monotype. With it, we did the trick without interfering with our regular commercial and tariff work.



STORAGE ROOM, SHOWING PAGES READY FOR DUMPING — BRANDON PRINTING COMPANY

Annual Convention of the U

THE thirty-third annual convention of the United Typothetae of America will assemble in the Hotel Commodore, New York City, on September 15, 1919, under different conditions than those surrounding any previous general gathering of employing printers.

Important events in history and business have transpired since the convention in Cincinnati last year, and new ideas and higher ideals will be presented for the advancement of the printing business under the new conditions.

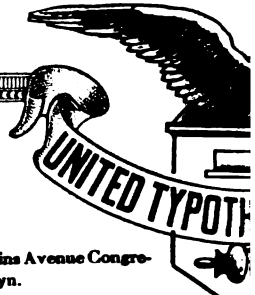
There is every indication of a record-breaking attendance on September 15, 16 and 17, if the interest already reported by the various committees of the U. T. A. is any guide; and the program is a guarantee that those who attend will be well repaid.

Printers generally are busy and some may be inclined to give that fact as an excuse for staying away, but they should remember that it has always proved to be a good thing for the representatives of a trade to get together and discuss the problems and difficulties of their particular business, and that those who attend always benefit thereby.

It is announced that this is to be a strictly business convention. The only thing on the program which seems to bear the slightest relation to amusement is the serio-comedy, "The Sick Printing Office," which will be given by the original cast, who are members of the Franklin-Typothetae, Chicago. Even this has a business touch, for it teaches the necessity for proper printing-office management.

At the 1918 convention it was announced that the "Three-Year Plan" had been launched and was making progress. This year we will know just how great that progress has been and get an idea of the benefits that the plan seems destined to confer upon those printers who enter into it with the right spirit.

The work done in making preliminary surveys of a number of cities has awakened a renewed interest in the cost system and convinced many doubting printers of its great



MONDAY MORNING

September 15

9:30—A SONG OR TWO.

INVOCATION, Rev. J. Percival Hugot, D.D., Tomkins Avenue Congregational Church, Brooklyn.

ANNOUNCEMENTS OF COMMITTEES.

9:45—PRESIDENT'S ADDRESS, Arthur E. Southworth, Chicago.

10:10—VICE-PRESIDENT'S ADDRESS, William Green, New York, Chairman of Executive Committee.

10:30—REPORT OF SECRETARY, Joseph A. Borden, Chicago.

11:00—"EYE-OPENING FACTS AND FIGURES," Noble T. Praigg, Counsel of U. T. A. Advertising Bureau, Chicago.

11:15—REPORT OF RESEARCH AND STATISTICAL BUREAU, W. R. Colton, Director, Chicago.
(This will make you sit up and take notice.)

11:30—REPORT OF THE INDUSTRIAL RELATIONS BUREAU, F. A. Siscox, Director, Chicago.

11:45—"U. T. A. WORKERS IN THE FIELD," E. J. Roesch, Director of Organization Work, Chicago.

12:00—"A MESSAGE TO VISITORS," Donald V. Gerking, Field Representative.

12:15—"THE GOLDEN RULE—U. T. A. CODE OF ETHICS," Fred. W. Gage, Treasurer U. T. A., Battle Creek.

MONDAY AFTERNOON—Advertising Session.

Chairman, Charles L. Estey, Director of Advertising Bureau U. T. A.

2:30—REMARKS BY THE CHAIRMAN ON PRODUCING EFFECTIVE DIRECT ADVERTISING.

2:45—"OPENING THE GATE TO THE GARDEN," Henry Hale, Jr., New York City.
(A talk on layout and art.)

3:15—"WHAT THE EYE RECEIVES THE MIND ABSORBS," Everett W. Currier, New York City.

3:45—"THE POWER OF THE PRINTED PICTURE," H. A. Gatchel, Philadelphia.

4:15—"THE MESSENGER FOR THE MESSAGE," George Heintzeman, New York City.
(A talk about paper and ink.)

TUESDAY EVENING

An interesting, instructive and amusing play of Hotel Commodore. This session

"The Sick"

It was written, staged and played by members of the U. T. A. and will be given on this occasion.

It Will Prove an Inspiration to Every

United Typothetae of America



TUESDAY MORNING
September 16

9:30—MUSIC AND ANNOUNCEMENTS.

9:45—"SOMETHING NEW UNDER THE SUN," Henry P. Porter, Chairman of the Committee on Education, Boston, Mass.

10:45—"THE THREE-YEAR PLAN—WHAT IT MEANS TO THE ALLIED INDUSTRIES," R. W. Nelson, American Type Founders Company, Jersey City, N. J.

11:15—"INDUSTRIAL DEMOCRACY," Richard W. Lee, New York, Special Counsel Associated Advertising Clubs of the World.

11:45—"A FORWARD LOOK FROM THE U. T. A. THRESHOLD," Charles L. Estey, Chicago, Ill., Director U. T. A. Advertising Bureau.

REPORT OF NOMINATING COMMITTEE.

WEDNESDAY MORNING, September 17.

9:30—MUSIC AND ANNOUNCEMENTS.

9:45—"THE SQUARE INCH BASIS FOR COMPOSITION," E. E. Laxman, Chicago, Ill., Chairman U. T. A. Price List Committee.

10:15—DISCUSSION.

10:30—"THE PAPER MARKET," E. H. Naylor, New York City, Secretary Writing Paper Manufacturers and Cover Paper Manufacturers Association.

11:00—"THE BUSINESS MAN IN COMMERCIAL ORGANIZATION," F. N. Shepherd, Washington, D. C., Field Manager Chamber of Commerce of the United States of America.

11:30—"IMPORTANT ASPECTS OF THE INDUSTRIAL SITUATION," Magnus W. Alexander, Boston, Mass., Executive Secretary National Industrial Conference Board.

12:00—REPORT OF RESOLUTIONS COMMITTEE.

12:30—ELECTION OF OFFICERS.

WEDNESDAY AFTERNOON

3:00—MEETING OF THE EXECUTIVE COMMITTEE.

G, SEPTEMBER 16

at shop play will be given in the Ball Room
-comedy has the suggestive title

"Print Shop"

ers of the Franklin-Typothetae of Chicago,
ision by the original company

value as a balance wheel of business and guide to profitable price making.

Recently several resurveys have been made in order to ascertain how much benefit has been derived from the organization work which followed the preliminary survey. The comparison of these before-and-after figures has shown some remarkable results, which will form part of the reports at the convention.

These surveys are much like mirrors. They reflect conditions as they are; they give facts; and though those facts may be far from flattering, they are facts. As stated in the *Typothetae Bulletin*, "in one city in which the printers were selling their product at a loss of 16 per cent" at the time of the first survey "they are now selling at an average of 25 per cent above cost." The full report will surely be enlightening.

Thirty-five cities have already been organized upon the Standard plan and more than 1000 new names added to the membership roll, according to the July issue of the *Typothetae Bulletin*. These are not all big firms, for the majority of the members of the United Typothetae are what may be called small printers, according to the same authority.

An important feature will be a display of printed samples of direct advertising, including an exhibit by the Cover Paper Manufacturers Association of booklets and catalogs in the new "standard" sizes.

The morning sessions will be devoted to the regular business of the convention, and the afternoons given over to conferences of the field works, committees, and study hours for secretaries and organizers.

Every printer and member of the allied trades is invited to take part in the convention, and will be admitted to all except the executive session on Tuesday afternoon. As this is really the first annual meeting of the U. T. A. under the three-year plan it will, without any doubt, be unusually interesting, and all printers who possibly can should be there and get the inspiration at first hand.

Every Printer Who Attends. Let's Go!

SPECIALIZING THE HANDICAPPED

THE tremendous upheaval of conditions brought about by the world war has emphasized, and at the same time pointed out the way for the solving of a very old industrial problem—the proper handling of workers who have been handicapped by the physical results of accidents and war and the salvaging of their knowledge and skill for their own and the public good.

Not so long ago these unfortunates were allowed to sink into the maelstrom of the unemployed with a pittance of a pension, and their potential influence was entirely lost.

The one outstanding result of industrial combination and advancement has been the tendency to divide the various trades into minor operations and to specialize the labor used in these divisions. While this division has been roundly abused by many writers and speakers who seem to see nothing in it but a lack of development of the individual, it has resulted in the improvement of the processes of manufacture and in increased remuneration for the worker.

The general printer of former years has disappeared in the job compositor, the make-up, the stoneman, the corrector, the keyboard operator, the caster machinist, the lay-out man; and like changes in the pressroom give us the pressman, the helper, the feeder, the floorman, etc.; all of whom are better paid than the all-round printer of old ever dreamed of being. They have become experts and specialists and are drawing pay accordingly.

It is this specialization that is helping to solve the problem of replacing in his old trade the returning soldier who has been partially disabled. He is not fitted to stand the strain of the more active floor work of the job compositor, but he still knows type and display and may be a lay-out man; he cannot handle the heavy forms or cases, but he can use his knowledge of composition by learning to operate the Monotype keyboard or Monotype caster.

Every printer has gained a general idea of his trade and the relation of his work to the whole. This knowledge the returning soldier-printer can capitalize by taking up Monotype work and completing his profession.

There has been a wonderful change in public opinion concerning the handicapped men; they are no longer looked upon as human derelicts for whom there is no place in business life; many firms are employing them, and the Government is providing means for their reeducation and replacement among the active workers.

The Monotype Company recently provided special courses in its schools for these men, so

that they may quickly acquire the necessary manual skill. The loss of a leg, or even both, or one or more fingers; the stiffening of joints or lowering of vitality from wounds—these things no longer prevent a soldier-printer from being self-supporting and earning a good salary.

It sometimes seems that when one faculty is injured or destroyed Nature tries to make good by improving the remaining ones, or those of them that are trained, and the results of re-educating the returned soldier-printers in the Monotype Schools seem to give evidence of the truth of this. The students are universally making good.

Now, reader, you have a duty to do in telling these soldier-printers about these schools and urging them to attend, that their knowledge of printing may not be lost.

MISLEADING ADVERTISING

MUCH of the advertising sent out by firms dealing with printers is misleading and disappointing—not so much in the statements made as in the general effect of the printed matter. This is particularly true of the specimens and literature of concerns making type and machinery for the composing-room.

The printer receives an elaborate specimen sheet or pamphlet, practically without a flaw typographically, purporting to be printed from the type made by the advertiser, or by the machine he sells. The printer tries to duplicate it with the same material and cannot because the specimen has been produced in a specially equipped private plant and experimented with until perfection has almost crowned the effort.

The best specimens of the work of any type or composing machine are the every-day work produced by it in a commercial plant. The machine or material which produces good results under these conditions is the machine or material that the printer should buy, because it will make profits for him.

While quality is very important in commercial printing, it must be obtained under ordinary shop conditions. Unless the samples and literature of the manufacturer are produced under shop conditions they are misleading, and the printer who has been induced to spend his good money because of them has a right to feel disappointed.

The best printing in the world today is being produced in commercial plants on the Monotype and with Monotype material.

PROFIT begins when all the cost has been taken care of. Shifting it to the wrong department does not lessen cost nor make profit.

The Monotype a Success From the Start

The Birmingham AGE-HERALD finds that the Monotype in its Ad Room grows more valuable daily

By ALLAN M. HOLT, Foreman of the Composing-Room

IN the summer of 1916 the *Age-Herald* found itself confronted with the problem of new equipment for its ad room, and after looking carefully over the field and comparing the various ad-room systems, decided to install the Monotype Type-and-Rule Caster and its Non-Distribution System.

In due time the Monotype was in place and began its task of supplying the composing-room with type, rules, borders, leads, slugs and spacing material for the, to us, new system.

To our surprise and great satisfaction the Non-Distribution System was started off without a hitch and worked smoothly right from the first day, giving immediate results in the saving of useless labor and elimination of worry.

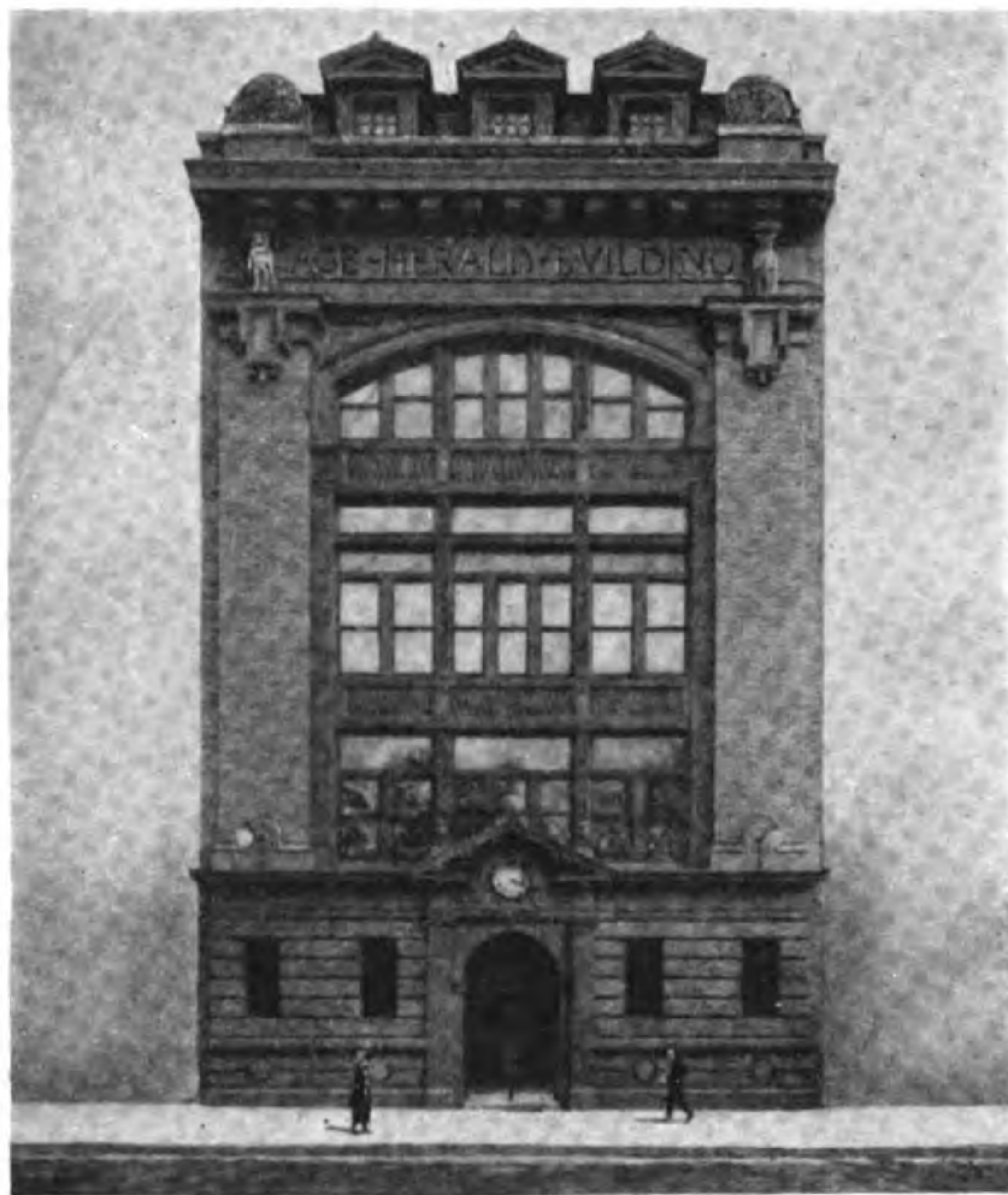
The longer we used the Monotype Non-Distribution System the greater was our satisfaction with it and in a short time it had become one of the most important parts of the ad-room organization.

Almost every day we found some new way of using the Monotype to advantage, one of the most important being the making of type for feature headings running into several lines of 36-point. The satisfaction of having all the type of one face desired—just as much as we wanted, right when we wanted it—won the admiration of our ad men and made them strong boosters for the Monotype.

Right here, I want to call attention to the big improvement in working conditions in the ad room due to the abolition of all "dead" standing matter, the stopping of picking and distribution, and the speed of production, to say



MONOTYPE CASTER AND MONOTYPE STORAGE CABINETS



HANDSOME HOME OF THE "AGE-HERALD"

nothing of the saving in foot-work due to the smaller space required for the ad-composing-room.

The new, clean type right within arm's reach made a hit with the boys in the ad alleys; and the abundance of leads, slugs and spacing material was a revelation to them.

We are running complete Non-Distribution, and after three years' experience can truly say that we wonder how we ever got through before we installed the Monotype. It seems like some horrible nightmare when we look back over those old times when the last ads in were practically set from the "dead" stones and standing galleys.

More advertising is being handled than ever before, without difficulty and by the same men, but with more satisfaction to all concerned, especially the advertisers, who have repeatedly expressed their approval of the good appearance of ads set from always new type.

Our type-storage system is arranged along the walls of the caster-room, so as to be convenient to the operator when making sorts. Above the storage cabinets is shelving for the strip

material, so that everything is right at hand for the stock man to fill up the cases or cut any leads and rules needed. The accompanying photograph gives an excellent idea of this compact yet convenient arrangement.

The other photograph presents the front of the new *Age-Herald* Building. It is a handsome five-story structure in brick and stone, specially designed for the use of the manufacturing and publishing business of the *Age-Herald*. Up-to-date in every particular and furnished with the most modern facilities for making a real live newspaper we are proud of the *Age-Herald* Building and consider it one of the finest in the South.

Finally, the Monotype has made good with the composing-room force, because it has lightened their labors and made working conditions more pleasant; with the office, because it has eliminated all the bills for new type and sorts and rules; with our advertisers, because it has given them better display and better print-

ing for their ads; and with the readers of the *Age-Herald*, because it has made the headlines and the advertisements more readable. We cannot say too much in praise of the Monotype Type-and-Rule Caster and the Monotype Non-Distribution System which it has made possible.

We are all Monotype boosters in the *Age-Herald* shop and office.

We are now installing another Monotype Type-and-Rule Caster, the *Age-Herald's* business having reached such a magnitude as to require another caster. The second, we know, will be as satisfactory as the first.

AN UNIQUE NEWSPAPER AD

THE *New York Times* has issued an unique advertisement in the shape of a miniature of its issue of June 10, 1919, on which occasion it published the complete official text of the treaty of peace.

This big task was accomplished by obtaining from the Government Printing Office galley proofs of the treaty as it was set, and telegraphing the matter to New York. It required 21 wires and took five hours' time, there being 87,000 words.

The matter for the *Times* was set as it was received and part of it used in the earlier edition, the whole being revised and replated for the later editions.

The miniature, $5\frac{5}{8} \times 7\frac{1}{8}$ inches, contains 40 pages. Inserted in some of the pages is *The Fourth Estate* story of the big beat.

THIS ISSUE

THE September, 1919, issue of Monotype has been designed and completely printed by the Franklin Printing Company of Philadelphia.

The face of type used is our No. 175 Series, and every type, rule and border was made on the Monotype, except the word Monotype on the first page of the cover and in the heading on page 1, which, with the divided word on the back page of the cover, were enlarged and engraved.

This face was modelled after the work of the famous Italian printer, Bodoni, and alone, or with its companion heavy face, Series 275, forms an excellent job and catalog letter.

4741

War and Navy Departments United States of America



This Certifies that

Lanston Monotype Machine Company

have assured the War and Navy Departments that they will gladly reemploy everybody who formerly worked with them, and left to serve in the Army or Navy during the Great War.



Arthur Wood
Representing the War and Navy Departments

Wm. D. Wood
Secretary of War

Joseph Daniels
Secretary of the Navy