

Part II

1930 - 1946 SURVIVAL AND CONSOLIDATION

Chapter 4



Surviving the Crash

The spectra of stampeding panic in the financial district of the world's largest metropolis, New York City, was mind numbing, a blow to the senses. Like the horror of an earthquake reducing buildings to piles of rocks, or a roaring conflagration lighting the sky 30 miles away, so too was October 29, 1929, an event that stunned all, that left a nation, then the world, in a state of shock.

The crash itself did not cause the Great Depression – the stock market was only one aspect of the nation's money system. It was, however, an accurate barometer of underlying attitudes about money and a prediction of the direction of the nation's economy. Sound money management was not the word of the day in corporate board rooms and banks, not even in American homes where decisions were made to put faith in "investment trusts" (an unregulated version of today's mutual funds).

Yet, not all were going pell-mell after some pot of gold. After the high risk-takers had their day, the conservative money managers would be sought out to bring the nation through the Depression in the months and years ahead. The private welfare and non-profit agencies, however, had the added burden of *finding* the money to manage.

The Junior Achievement Bureau took on both challenges of acquiring funds and managing these funds frugally. Horace Moses and the JA board knew they would be vying with other agencies for the same scarce dollars. They knew that horrifying figures like Wall Street's one-day loss of \$30 billion had already sent the minds of corporate leaders into a black pall. How were they to combat such bitter retorts from company presidents as, "Any money I give you ultimately takes bread off the table of one more family in this town. Right now I have ten workers on payroll that I don't need. That's my charity!"

The board knew that a dramatic shift in their "sell" approach was needed. Nationally, philanthropy would drop 25% from 1930 to 1935. Concurrently, the needs of private welfare societies would escalate rapidly, so the board knew it was no longer enough to say what a grand learning experience Junior Achievement was for the children. The 1935 Revenue Act gave corporations a tax deduction of 5% of net income for charitable giving, beginning in 1936. Additionally, throughout the 1930s, the federal government, of necessity, would take over many private social services, which would allow more philanthropic funds to be channeled to private agencies. However, those developments did not alleviate the immediate crisis of the early 1930s.

The Junior Achievement Board developed a strategy to stretch existing funds into the immediate future. Some contributors were able to keep up their five-year pledge commitments, while others reduced dollar amounts, but nevertheless kept a valued presence. The JA staff redirected their energies toward greater fundraising efforts. All pitched in on this task, knowing the existence of the organization was at stake, as well as their own livelihood! This effort helped JA survive the Depression with few layoffs. Price deflation aided their belt-tightening efforts, though the rate of decline of donations often exceeded the 30% price decline that had occurred by 1933.

An example of Junior Achievement surviving in the face of setbacks was the new unit in New York City. Two directors had started out only weeks before the stock market crash with their chairman's initial grant of \$10,000, designated to cover one year of operations. Despite the financially turbulent atmosphere, Miss Ober and Mr. Mendenhall were able to stretch this amount

much further. A great source of help to them was the moral and financial support of JA board members who lived or worked in New York City. This gave Ober and Mendenhall an optimism, and they stuck to their goal of raising 50 JA companies by June, 1931.

The high-spirited efforts of these two directors began to pay off, and they were able to enlist the support of such individuals as: Harold Ley, President of Life Extension Institute; Katherine Fisher of the Good Housekeeping Institute; B. D. Forster, V.P., Bank of Manhattan; and Charles Atwater, New York attorney. The type of help varied – some was promotional, financial, or volunteer work, while others offered all three. The double and triple efforts that Ober and Mendenhall gave to enlisting this help, however, took its toll on the new program objectives. Metropolitan Junior Achievement of New York City was not able to reach its goal of "50 units by 1931" until much later, 1937.

Junior Achievement pushed forward with a bright outlook. Yet the men and women running this agency could not help but occasionally submit to the dark spirit that was casting its long, grim economic shadow across the United States and around the world.

Then an unexpected source of encouragement began to come forward. It would give this organization the energy and vigor needed to fight its way through the Great Depression.

Chapter 5



An Unlikely Source

What was it like for a child growing up in the 1930s?

What was it like to look up to grief-ridden faces? To sense the weariness and despair around you? To bear cynical remarks about the country? To see neighbors you once admired now scrounging in alley ways, evading you, perhaps living in "Hooverilles" outside of town?

The children of the 1930s absorbed much of the grief and sadness of the Great Depression. Yet, with their boundless energy, short memories for "how it was," and daily fresh outlook, they were able to push ahead to another future. They wanted their parents to be happy again – all was not lost. They wanted to show their own resourcefulness and ingenuity at solving the problem at hand: getting enough to live on.

The continued fall of the economy indeed was taking an increasing toll on American families. There was the awesome number of unemployed workers – 14 million, or 25% of the work force, needed jobs in 1933. Because of earlier massive farm failures, there had been a great shift of the population toward cities and towns. New crowded conditions only increased tensions, particularly in one-industry towns where, for example, the closing of two factories meant that half of the town's workers were now unemployed. Though deflation brought down retail prices, wages fell as much as 30% to about \$23 a week at the beginning of the Depression.

The onerous volleying of Child Labor laws between Congress and the U.S. Supreme Court from 1916 to 1924 had at least reduced the number of child laborers. Now in the 1930s there was a generation that had not had to bear the adult yoke of heavy industry, that had not worked 12-16 hours per day in sweatshops. Here was a generation that could possess the carefree spirit of childhood. Theirs was not a careless, lazy attitude, for as it turned out, this generation would help pull their families through the Depression.

The economy had yet to hit bottom, but Junior Achievement was discovering help from an unlikely source: youth! To the delight of the board and staff, young people were beginning to show a greater interest in their program. Ironically, this unexpected development came in the face of a tight budget and certain cutbacks. Horace Moses, however, was a man to seize opportunity. He used the increased enrollment figures that were being reported to inspire his staff. He used this development to prod donors into increasing their contributions. He impressed upon industrial leaders how this was an opportune moment – they could use Junior Achievement to leave a positive impact on youth. Otherwise, in this time of great economic uncertainty, some strange ideology might fill the gap and turn youth against a major American institution, free enterprise corporations.

Why this interest from young people? Partly it was the growth of the new Metropolitan JA in New York City. That program, with its 16-21 age requirement and heavier business emphasis, was proving to be a right move by Moses and the board. For Depression-era youth, college was no longer an affordable choice for them; neither were there any jobs. How was a young person to compete with the large pool of unemployed skilled workers, even for menial jobs? New York City youth, however, were discovering that the JA program offered them business experience, and allowed them to earn some pocket money in the process.

The 8 to 12-year-olds and 16 to 21-year-olds of JA's newer programs throughout New England and New York state were making a similar discovery about Junior Achievement. Not

only the business experience or pocket change, but for some it was a way to bring income, however small, into their poverty-stricken homes. One dollar a week toward rent, even a nickel loaf of bread, meant survival for those families whose sons or daughters gave whole-hearted effort to the JA program. As later reported in *The Literary Digest*, February 20, 1937, one New York Achievement Company paid itself 20 cents an hour to turn out high quality crafts, and averaged a \$5 weekly payroll among its members.

By 1933, quite a number of young people thought Junior Achievement was a great idea. Among them was Joe Francomano.

1933 is remembered as the year Roosevelt took the oath of office, the banks had a run and were closed, and Prohibition ended.

It was also the year Joe Francomano, joined Junior Achievement. The year's events left a strong impression upon the 16-year-old youth who lived in Brooklyn, New York. But it was his immediate circumstance he was most concerned with. Joe was fortunate that his father's income provided for their family. He did not have to drop out of school and scrounge an income as so many of his peers were doing (the high school dropout rate was over 65% during the Depression). To the contrary, his parents insisted that he earn good grades and complete his education.

Joe did enjoy the healthy activity of sandlot sports in his mixed neighborhood of Italians, Jews, Irish, and Germans. It was a new next-door neighbor with whom he became immediate friends who introduced Joe to a downtown settlement house. The house was a gathering place for youth of all ages – settlement houses in New York City offered social services and educational and recreational activities. At the Willoughby House Settlement, Joe was quick to join the "Blue Arrows," a social and athletic club. The 50 cents annual membership fee gave him access to indoor co-ed sports and social events such as dances. All of this was quite a luxury for a young person accustomed to playing the streets with makeshift rolled-paper footballs.

In September, 1933, Joe and several other high school seniors of the Willoughby House were called to an unusual meeting by Earl Moll. Earl, of the Willoughby staff, was a large Pennsylvania Dutchman, a respected father figure who could be serious or jovial, depending on the occasion. They approached the meeting with certain trepidations, hoping the general bad news of the day was not about to descend upon their favorite gathering place.

It was not bad news. A representative from Junior Achievement had talked to Earl about having the Willoughby House sponsor a JA company. A group of seniors would organize a small company to make and sell products. They would sell stock for 10 cents a share to raise capital for their enterprise, to purchase materials and tools. Earl would be their Adviser and teach them about production and sales. An insurance man would teach them how to keep the books.

Earl knew young people and anticipated that his group might prefer their heavy sports schedule over some new program that involved work. But he used his persuasive influence over them, pointing out that the world after public school would be cold and cruel – some seniors would afford college, most would not. What made them think business would hire them even for a summer job? Would being Ping Pong champion or basketball star get them a job over all those 14 million unemployed skilled workers pounding on doors? These were frightening prospects for a young person.

This group of about 12 senior boys needed little more argument. Their senses were bombarded daily with the reality of Earl Moll's words. Soon after, their "Ornamental Gift Shop" was on its way to full operation. They elected a president, production and sales managers, and Joe was elected treasurer. Five hundred shares were sold to families, neighbors, and friends, for a grand startup sum of \$50. Their new workshop was a room they leased from Willoughby House at 25 cents per month. Junior Achievement then chartered them as a JA company.

What products did this company turn out? Jewelry boxes and cigarette cases made from woods of unusual grain, leather belts and purses, and metal ashtrays and candy dishes. One night

a week, from 6-9 p.m. they worked like elves, carving, punching, hammering, sanding, and shellacking. On weeknights and weekends they sold door to door, many of their first customers the original bemused investors. For records, they used the provided mimeographed sheets to keep track of: accounts payable and receivable, inventory, time sheets and payroll, and the monthly balance.

How successful was the Ornamental Gift Shop? The first year of operation was a modest success financially – shareholders were faithfully paid a 5% dividend. The greater success was the interest and involvement of the company members.

An eye-opener for these young entrepreneurs was their participation in a Junior Achievement conference in the spring of 1934. The 20 JA companies of New York City assembled to exhibit their own products. JA directors visited the exhibits and judged the companies in various categories: product quality, original design, sales, and accuracy and legibility of the books.

The Gift Shop did not receive any prizes or recognition in this, their first conference. They had observed the sophistication of other JA companies and felt their own efforts were amateurish. Earl Moll, however, was not going to let his group lose faith and dissolve. He pointed out that some companies had started in 1930 and had four years of experience. Others, coming from uptown neighborhoods had more financial backing. Earl went on to give his company free management consulting, assessing their strengths and weaknesses, and pep-talking them week after week. At next year's conference they earned recognition. Indeed, 1934 was the *only* year in its seven-year history that the Ornamental Gift Shop came away without an award.

1934 marked another record year of U.S. business failures. But these young entrepreneurs were willing to give free enterprise another trial run!

Chapter 6



Growth of a Junior Achievement Company, Growth of a Junior Achiever

Joe Francomano felt quite fortunate to be attending Brooklyn Engineering Institute in the fall of 1934. After a year of studies in drafting, however, the financial burden proved too great for his parents. He was fortunate again to find a job with a firm that designed and set up church and theater decorations and fixtures. Joe worked as an office boy in the drafting room, filing blueprints and drawings, mounting sketches, and fetching for the artists or draftsmen.

The Ornamental Gift Shop of Brooklyn's Willoughby House Settlement went into its second year, losing a few members, but gaining a few more. As was the procedure for JA companies, the Gift Shop began a new "fiscal year" in September, coinciding with the new school year. Joe stayed with the Gift Shop, even while at engineering school. He and his associates were keenly interested in making their company a greater success; and now having left school, Joe had more free time to give to this end. Weekly meetings were the requirement, but the company enthusiastically worked two and three nights a week to fulfill back orders.

A new sale of stock raised fresh capital for their purchase of a lathe, jigsaw, and sander. This allowed faster turnout of their existing product line. But they did not stop there: they diversified into metal spinning, handmade copper bowls, metal bud vases, and plastic mascot pins for the various clubs operating within the settlement house.

The serious effort of this company paid off. At their second Junior Achievement conference, they won second- and third-place awards. At their third conference, the spring of 1936, the Ornamental Gift Shop was awarded three first prizes and "Outstanding Company of the Year" by the JA directors. Adding to their success was a glowing "annual report" – their stockholders received a dividend of 10 cents on the dollar.

The Gift Shop group was not only aggressive in producing, selling, and winning – they were *progressive*. In 1935, as they began their third year of operations, this group of 16-21 year-old boys realized that expansion of their company was not possible without new members. Someone raised the question of asking girls to join. Why not? The boys from Willoughby House made an inquiry with the JA directors on 43rd Street and were excited to learn that there was no policy barring co-ed companies. Indeed, within JA's original club structure, boys and girls worked together, as with the successful Work and Win Textile Club of Holyoke, Massachusetts, of the mid-1920s. However, the new company structure with the older 16-21 age group – New York's Metro JA – started out with boys and girls working separately. The Ornamental Gift Shop had the distinction of becoming the first co-ed JA company.

This development pointed out two important underlying principles governing the operation of Junior Achievement: listen to youth; and allow change, even if on a limited "pilot" basis. The directors of Metro JA, Miss Ober and Mr. Mendenhall, approved of this program change and stayed informed of its progress through Earl Moll, company Adviser to the Gift Shop.

Was the Gift Shop and Junior Achievement ahead of the country in overlooking labor divisions and having women and men, or boys and girls, work side by side? Perhaps. At any rate, the Gift Shop had no qualms about having girls help them build a successful company. Any question about the feasibility of that arrangement was erased eight months later when the Gift Shop was awarded "Outstanding Company of the Year."

Joe Francomano was more and more involved in Junior Achievement by mid-1935. He was happy with his "real" job as office boy in Manhattan, in the heart of New York City's business district. But Joe found a greater outlet for his abilities through the JA company. As secretary, then treasurer of the Ornamental Gift Shop, he could exercise judgment on administrative and money matters. In company meetings, he could contribute ideas that were often voted for and almost immediately acted upon. In production and selling, he could help make their company as successful as he wanted. Later as president, he exercised all of these skills and leadership. Seeing almost immediate rewards in their young company was quite different from the work world where extra efforts often went unrecognized and got lost in the large machinery of business.

In the real work world, Joe was just an office boy. At the Gift Shop, he was a real businessman!

Concurrent to the strong self-confidence and sense of importance Joe was experiencing through JA was his social maturing and increasing interest in girls – rather, *one* girl in particular. Thanks to the social program of the Willoughby House, Joe met Charlotte Nixon at a party in December, 1933. He dated her more and more and saw her frequently at Willoughby where she was a member of the Acorns Social Club, an all-girls group. When the Gift Shop went co-ed, Charlotte was among the first to join, and she would open her home for that group's social events. She enjoyed listening to Joe's conversations about JA, and gave him intelligent feedback. Little did Joe know how much of a habit that was to become in the years ahead.

The Gift Shop was not only progressive in having girls join their company, but in building communications with the 20 other JA companies in New York City. In 1935, the groups were isolated and had no contact except for the annual conference – a competitive setting – or occasional meetings at the JA office in Manhattan. The Achievers of the Gift Shop thought it would be a great idea to exchange visits with other Metro JA companies. The directors approved, stipulating that it be done on a friendly learning basis.

It was the fall of 1935 when the Gift Shop began these exchanges, sending four to eight members to other JA companies, and inviting them to do the same. Ideas and information were shared, refreshments were served, and new friends were made. While others were exposed to the Gift Shop's co-ed arrangement, the Gift Shop members got an eyeful of simple-to-sophisticated operations in a variety of locations. The Oddity Shop, for example, had *the* model workshop, with ample space and most any handcraft tool. Operating out of Director Mendenhall's basement, this company had the distinction of being mentioned in an October, 1936, *Reader's Digest* article about Junior Achievement. Another company met at Avenue A Boys Club; others in the garages of their Advisers. The most unusual location was at the deep end of a drained swimming pool in a YMCA, machinery and tables lined against the tiled wall. A girls' company met in the bell tower of Riverside Church. There was, quite a range of operations: embroidering; woodworking, dressmaking; jewelry making; bicycle repairs; and the manufacture of decorative novelties made from catalin, wonder plastic of the day.

These informal exchanges eventually led to the formation of the first Achievers Association.

Co-ed company membership and exchange visits were new developments for Metro JA during its sixth year of operation. This was also the year Joe Francomano, now age 19, was elected company president by the Gift Shop – they were quite happy with his progressive leadership.

Joe's interaction with the JA directors regarding these changes brought him to their attention. Would he be willing to do some volunteer work for the JA office? They asked. Joe agreed without hesitation – it was an opportunity! What type of volunteer work? Directors Mendenhall,

Ober, and Fred Hein had in mind speaking engagements. They scheduled on a regular basis small luncheons for fund-raising purposes. As part of the director's sales pitch, a Junior Achiever would talk for five minutes. They needed a new upcoming Achiever who did not mind standing before business people to say what JA was about. Joe had been chosen from among the 200 some Achievers in New York City.

Joe still held his office job in midtown Manhattan, and since the luncheons were 5-10 minutes away, he was able to spend some of his lunch hours on a job he liked more and more. He always experienced some nervousness over meeting important business people; but when Joe began talking about the valuable learning experience and the amount of fun the JA company provided him and his associates, his excitement overcame the nervousness.

The directors liked the enthusiasm and confidence of this young Achiever, and they liked the fact that Joe had a *corporate* sense about his JA experience, *not* a self-centered concept where he took all credit for his group's successes. Thus, at these luncheons, Joe was introduced to many of Metro JA's board members. Some of these prominent individuals: James Sach, of the Goldman, Sachs family; George Blow, industrial designer with deVulchier, Blow, and Wilmet; Suffern Tailer, influential socialite; Stuart Scheftel, President of Eton Publishing Co.; and Katherine Fisher, Harold Ley, B.D. Forster, and Charles Atwater (four who joined the board when Metro JA was new to New York City).

It was inevitable that Joe would meet the President of Junior Achievement Inc. At one of the luncheons, Joe was introduced to one distinguished businessman, who had "a serious mien and commanding voice." This was Horace Moses? Joe had read and heard about the man, looked forward to the day he would meet him, and was now even more impressed. Joe had no clue then that he would have future opportunities to work alongside, even develop a friendship with a man for whom he already had deep respect.

Leading a JA company and having regular contact with the organization's leaders and patrons was a broadening experience that was having great impact upon Joe. It was an "education" that would give him a knowledge base that would drive him into a future leadership role.

The directors did not overlook Joe's potential. Now that the economy was improving, and new money was coming into Junior Achievement, the New York City Metro JA was seeing rapid growth – 40 JA companies by early 1936. The Metro JA staff had to expand, and Joe was invited to join. Joe accepted immediately, gave notice to quit his old job, and soon after reported for work at the New York office on 43rd Street. The new job involved greater responsibilities than his previous one, and there was better pay, \$18 a week. Joe knew there wasn't a better job!

What did his new job entail? Fund raising! That essential task for all non-profit agencies. The directors started Joe with the administrative duties of this function with full confidence in his abilities. He would research lists of potential contributors, write fund-raising letters, and maintain and upgrade the related files. Additionally, he assisted as program coordinator three evenings a week. All this added up to a long 60-hour week, but it seemed like no work at all to Joe. With his new-found success, he was in seventh heaven.

Joe Francomano did not leave behind the JA company that had helped propel him to his new position. He stayed active with the Ornamental Gift Shop, finishing his year as president. The Gift Shop would go on another four years, Joe with them another two until the age limit of 21.

The Outstanding Company of the Year award from Metro JA in 1936 gave the Gift Shop the opportunity to travel to the annual Junior Achievement conference, held at the Eastern States Exhibit during Exposition Week in Springfield, Massachusetts. This was quite an adventure; for most of these young people, it was their first time out of New York City. The train ride through Connecticut and Massachusetts past miles and miles of green foliage – some stroked yellow by incoming fall – was a pleasant shock to their senses. Staying five nights at Achievement Hall on the Exposition grounds, meeting new people with decidedly different dialects, and seeing new sights – modern machinery for agriculture and manufacturing – made for an exciting time for this delegation from New York.

The Gift Shop company found the JA exhibits at the Exposition as interesting as their New York counterparts. The program operating from the Springfield headquarters was gradually phasing in the 16-21 age requirement; but whatever the age group represented at a particular exhibit, there was a display of quality industry and innovation. One eye-opener was the exhibit by a JA company in Boston. This group made wrought-iron bridge lamps and became so successful at it, that the group went commercial – it was now their full-time job.

This New York group was also excited to learn more about the extent of the JA program and about new expansion efforts. Junior Achievement now had 13,000 members running 900 JA companies. The program was spreading not only throughout New England, but was to be found as far west as Colorado. Efforts were being made to bring JA to Europe, South America, the Hawaiian Islands, Canada, Alaska, and California. By the following year, 1937, many of these efforts would produce startup JA companies. These accomplishments were reported in three leading national publications, *Reader's Digest*, *Business Week*, and *The Literary Digest* (later merged with *Time*), in October, 1936, and February, 1937.

For many Depression-era children, belonging to Junior Achievement was an invaluable, broadening experience. For the Ornamental Gift Shop and Joe Francomano, success in business was already theirs!

Chapter 7



The First of Many Speeches

A seemingly routine event in the annals of Metropolitan Junior Achievement was to become a milestone. Metro JA was honored to have Charles Hook, President of American Rolling Mill Co., Middletown, Ohio, speak at a year-end JA awards conference in New York City, in the spring of 1938. Little did they know this corporate magnate would later become JA's National Chairman of the Board, and that his backing would aid JA's national expansion.

Joe Francomano, after a year and a half on Metro JA's staff, was given charge of the committee responsible for planning the awards conference. As he describes it . . .

In the fall of 1937, the co-directors of JA, Miss Ober and Mr. Mendenhall, organized a committee of the more experienced Achievers for the purpose of planning the year-end awards conference, to be held at the Town Hall Club of New York City. Because of my dual role as a staff member and as president of my JA company, I was elected to serve as chairman of the committee, which consisted of eight members, four girls and four boys, all presidents of their respective JA companies.

In our first meeting, the co-directors and committee made arrangements for the awards ceremonies. The committee agreed that the ideal guest speaker would be a businessman, and preferably someone who was not on the local JA board since most of them had been used frequently at past JA functions.

At that time, the newspapers were full of the activities of the National Association of Manufacturers (NAM), the organization which represented the top companies in the United States and was known to be the voice of big business. Mr. Mendenhall suggested we try the NAM offices at the Radio City complex and close to JA headquarters. NAM might help us land a speaker.

I and two other JA members visited the NAM office. The receptionist referred us to the Public Relations Department. We trooped down the hall to Public Relations and were met by Mr. Selvage who asked us to explain our mission. Since explaining JA was a familiar routine to the three of us, we launched into our narratives with much enthusiasm. Mr. Selvage kept asking questions like – who was behind us, who were the sponsors, how many people would be there, where was the JA headquarters, how many JA companies were in the city, etc. He seemed very interested and took notes. After a half hour, he said he thought that the NAM could probably help us. He would get word back to us in a couple of days through the JA office.

We did not know at the time of our interview that Mr. Selvage was Director of Public Relations for the NAM. Some days later we learned from Mr. Mendenhall that Mr. Selvage was quite excited about the possibilities of getting us one of their key speakers – he strongly supported what JA was doing to teach young people about the American system of free enterprise. Because of this important contact our conference committee was carried along in a whirlwind of events...events that would evolve into one of the best JA conferences to that date.

The good news seemed to come in week by week. It was confirmed that we would get a speaker, Mr. Charles R. Hook, President of American Rolling Mill Company in Ohio, one of the largest steel companies in the United States. Then we learned that Mr. Hook had just been elected President of the NAM and was regarded as one of the top business leaders in the country. At our conference, Mr. Hook's speech would be carried over a national radio hookup, giving our program national publicity and exposure – that was great news! Finally, arrangements were made to have Mr. Larry Kelly, an All American football player from Yale University say a few words.

All of these arrangements had been made by Mr. Selvage who seemed to wave a magic wand to bring about these events – or so it appeared to our committee of young Achievers. The year-end awards conference had become a major JA event. Word got around concerning the conference, and this gave us the biggest turnout of board members, sponsors and supporters that JA had experienced at any awards ceremony.

On conference day, everything went like clockwork. Mr. Hook arrived right on schedule. He was a soft-spoken man of medium height whose quiet air of assurance made me feel comfortable and aware of his qualities of leadership. As I escorted him around the exhibits, his interest seemed to grow. He started to ask all kinds of questions about our JA company operations. He asked me and other Achievers about our families and backgrounds, but soon our time was up. Then we were at the lectern and I was introducing Mr. Hook over a national hookup!

At the conclusion of his radio address, Mr. Hook was scheduled to leave, but he stayed on and spent another hour discussing the nuts and bolts of the program with me and a group of Achievers. Finally, Mr. Hook left our group and, after speaking with some of the board members of JA, left the conference. We later learned how extremely impressed Mr. Hook was by what he had seen and heard from the Achievers. He wanted to know what could be done to expand JA nationally.

Mr. Hook's initial contact with Junior Achievement led to his becoming involved with JA in a major leadership role which included becoming National Chairman of the Board. Mr. Hook stayed involved with JA from that day until his death.

One of the highlights of my personal career came when Mr. Hook stated before a group of several thousand business leaders, again at the Waldorf Astoria, some years later, "Joe Francomano, more than any other person, is responsible for my being in Junior Achievement. "

Chapter 8



1938-41 and The Waldorf-Astoria Breakfast

Joe Francomano recounts a very important event in Junior Achievement's history.

Prior to Mr. Hook's involvement at the Town Hall meeting in 1938, Metropolitan Junior Achievement's concern dealt only with the program in New York City. However, the publicity received as a result of Mr. Hook's broadcast and subsequent newspaper stories did bring about inquiries from areas outside of New York. Those inquiries, which were forwarded to Junior Achievement Inc. in Springfield, were returned to New York with the request that Metropolitan Junior Achievement (Metro JA) handle them since the interest expressed was for the New York City program for older teenagers, rather than for the Springfield version for 8-12 year olds.

The New York City board found itself in a dual role of trying to expand its local program and at the same time trying to help other cities start JA programs. We had no funds to cope with this new demand, nor the staff, literature or expertise in opening in new cities. However, the challenge and the opportunity were too great to pass up.

To meet the challenge, Mr. Hook and a number of his associates were invited to join Metro JA's Board of Directors, which they did and their assistance was secured toward raising new funds to spread the Metro JA program.

The interim years for Metro JA were not easy ones financially. In spite of the bright prospects, funds to support the program were slow in coming into headquarters. True, the war in Europe, which started in 1939, began to hasten the economic recovery of the country as industry began to gear itself to produce materials needed by the countries involved.

In September of 1939, through the influence of Mr. DeWitt Wallace of the Reader's Digest, an article appeared in the Christian Herald titled "Growing Up in Business," by Stanley High, a Reader's Digest feature writer. The article told the story of Junior Achievement and its accomplishments. As was its custom, the Reader's Digest reprinted the story in its magazine that same month. This write-up resulted in hundreds of inquiries coming into Metro JA headquarters. Unfortunately, Metro JA was not geared up to handle the number of inquiries or to provide the immediate kind of help which some of the correspondents wanted for starting local programs.

The year 1940 was a particularly difficult one financially. At one point during the year (about mid-summer), funds were at such a low ebb that the staff was called in and told that the payroll could not be met. Mendenhall and Ober explained to us – Mary O'Brien, Secretary, Fred Hein, Program Director, and myself – that while the prospects for the future were bright and the new leadership had some excellent plans in the works, there just wasn't any money at the moment to pay us. They asked for our cooperation even though they could not tell us how long the crisis would last. We

chose to carry on. I guess we felt that the new leadership of Messrs. Hook, Colgate, Roy W. Moore, and others was too powerful to let us down.

None of us was paid for two months during the summer of 1940. Then funds started rolling in to Metro JA. Within a month, all of our back pay was returned.

Suddenly, I found that my job with Junior Achievement had a new dimension. I was answering inquiries from Pittsburgh, Chicago, Hartford, Newark, and Mr. Hook's home town of Middletown, Ohio. I provided them with information on how to start up a program in their city. Simultaneously I tried to write the manuals and procedures to explain how it was done.

A group in Pittsburgh, under Chairman Robertson of Westinghouse Electric & Manufacturing Company, formed an organizing committee to start a JA program in that city. Mr. Mendenhall, the director, and I formed the task force to present the program at the Duquesne Club before a group of several hundred business leaders. As a result of the Duquesne Club meeting, a JA organization was started in Pittsburgh in 1939 and received the first charter issued by the New York operation by virtue of a special arrangement made with the board in Springfield.

Soon I found myself in a traveling salesman's role. Similar meetings were organized in Chicago, Hartford, Middletown, Ohio, and Newark. All of the meetings were well-attended due largely to the endorsement of the hosts, who were the top-level business leaders in each community. Each meeting resulted in enthusiastic support for a local program, the organization of a local board, and the issuing of a charter by Metro JA headquarters in New York, still operating under special agreement with the headquarters in Springfield.

By the time of the famous Waldorf-Astoria Breakfast of December 5, 1941, local programs had been established in five cities outside of New York. The prototype had proven it could be duplicated with success. The new program was as far west as Chicago, and operating in Hartford, Pittsburgh, New Jersey and Ohio.

Mr. Hook became interested in Junior Achievement when he was President of the National Association of Manufacturers (NAM). In spite of his many commitments as president of his own company, American Rolling Mill Co. (later renamed Armco Steel), and his many obligations as President of the NAM, Mr. Hook's interest in JA was so keen that he took the time to thoroughly investigate the program and the people involved.

Mr. Hook's interest in JA at our conference prompted him to send a delegation from Middletown, Ohio, to learn more about our operations. They spent most of their time with our co-directors during the day. Fred Hein, Program Director, and I worked the "night shift," escorting them to the various JA companies about the city and answering their questions.

Subsequently, we learned that Mr. Hook got in touch with Mr. Moses, President of Junior Achievement Inc., in Springfield. Hook expressed his interest in expanding the Metro JA program on a national basis.

It was now 1940. Following a series of small meetings, Mr. Hook and Mr. Moses agreed to co-sponsor a meeting at the Union League Club in New York City. Mr. Hook would write a group of prominent business leaders from across the country and invite them to this meeting to determine whether they would be willing to work to expand the program. If all went well, this group would form a committee to launch a national expansion of Junior Achievement. Over 50 businessmen accepted the luncheon invitation.

Mr. Hook requested that I speak briefly to the group about my experiences in Junior Achievement. The program would consist of remarks by Mr. Moses, comments by Mr. Hook, my five-minute speech, and finally a question-and-answer period. The guest list included such names as: S. Bayard Colgate, Chairman of Colgate Palmolive-Peet; Roy W. Moore, President of Canada Dry Ginger Ale, Inc.; T.J. Watson, President of IBM; Malcolm Muir, President of Newsweek; and others, all of whom had titles of president or chairman.

Lunch at the Luncheon Club! For a boy born and raised in Brooklyn, this was really getting into the big leagues. Suddenly I was being introduced. I had not prepared a speech so the words came out just as they came to mind. Many questions were directed to me during the question-and-answer time as the business people were curious about what we did in JA and how we felt about the value of the program.

Mr. Hook talked about his belief in JA becoming a national program. An informal poll indicated the group was willing to join with him and Mr. Moses to organize a committee to plan and implement a national kickoff meeting.

It was business as usual for me and the staff following the Union League Club meeting. Metropolitan Junior Achievement was growing steadily, and there were now approximately 50 companies operating throughout New York City. Mr. Hook's involvement was bringing in new funds from outside New York and staff was added to work on expansion plans.

The decision was reached to hold the kickoff meeting for national expansion at the Waldorf-Astoria Hotel in New York City on December 5, 1941. This coincided with the annual meeting of the National Association of Manufacturers (NAM). Several thousand top business leaders would be in the city for NAM's conference. A breakfast was planned by our office to avoid conflicts with NAM's schedule. Several thousands of invitations were mailed out over the signatures of Messrs. Moses and Hook, inviting people to be their guests for breakfast at the hotel to learn about a new dynamic youth program.

A flood of acceptances began to pour into Mr. Hook's JA office in New York. When the final count was made, some 800 corporate executives, presidents, and chief executive officers of many of the country's leading business had accepted – 751 actually attended. The longtime Maitre d' and Banquet Manager, "Oscar of the Waldorf," said it was the single largest, most prestigious group of business leaders that had ever sat down to breakfast together at the Waldorf-Astoria Hotel.

The 33 people at the Speakers' Table represented a top-level cross section of American business and industry leaders; they served as the Organizing Committee for this assembly. Also seated at the Speakers' Table were Mr. Mendenhall and myself.

The people in attendance were from several hundred cities in 29 states and the District of Columbia. Junior Achievement could not have asked for a better audience to talk about national expansion. As each person entered the vast dining room, a rose was pinned to their lapel by one of the Achiever ushers. At each place was a printed program that included the names of the people at the Speakers' Table and the name, title and affiliation of everyone in attendance.

My previous speech at the Union League Club did nothing to prepare me for the size and prestige of the audience I faced. Needless to say, I did not partake of the breakfast. It was my turn to speak at the microphone. I talked about my background, schooling, and experiences in the community and JA. I stressed how important I felt it was for those in the audience to reach out a helping hand to the many young Americans like myself. We were entering the adult world on the heels of the

Depression and with half the world at war. We needed more job and business training, and they represented our only hope for survival.

JA's Waldorf-Astoria breakfast was a tremendous success. In one fell swoop, a major cross section of America's business leaders had heard, in person, the story of Junior Achievement. They had heard a first-hand testimony of its value to young people and endorsements from business leaders at the Speakers' Table, including Hook, Colgate, and Moore. The meeting adjourned on the highest level of interest and enthusiasm for Junior Achievement, a tribute to the JA program, the sponsors, and organizers.

Little did anyone in the banquet room know that in less than 48 hours, a Japanese strike force would execute the infamous sneak attack of Pearl Harbor. Before many of the participants in the JA Waldorf-Astoria Breakfast would arrive home, the country would be plunged into World War II.

Chapter 9



1942-45: The War Years

Joe Francomano tells how Junior Achievement survived the war years and contributed to the war effort.

The plans that had been made prior to the Waldorf-Astoria Breakfast to expand Junior Achievement had been elaborate in terms of numbers of cities to be organized, funds to be raised, and staff to be employed. Entry into the war, however, made it necessary for everyone to re-evaluate these plans.

Obviously, all of JA's sponsors and board members would become deeply involved in the war effort and would have to cut back the time they could devote to JA's expansion. Funds would probably be sufficient, due to expanding industry, but staffing and membership would be affected by the mobilization of the services and expanded need for industrial employees.

Serious consideration was given to putting the whole expansion project on the shelf for the duration of the war. In the final analysis, JA's program was of too great a value to shelve. Therefore, plans were revised to go ahead with expansion on a limited basis, as time and opportunity permitted. This fortunate decision made it possible for JA to establish the base from which it would grow in the immediate post-war period.

At the start of the war, Metropolitan Junior Achievement (Metro JA) was established in New York City, Pittsburgh, Chicago, and Middletown, Ohio. In 1942, only one new area was added, that being an office in New Jersey to handle statewide operations. In 1943, Metro JA programs were started in Connecticut, Massachusetts, and Wisconsin. An operation started in Cleveland was suspended after the successive loss of two directors. In 1944, Metro JA programs were started in Georgia, Louisiana, Texas, Ohio, Missouri, and Indiana. In 1945, when the Japanese surrendered, the Metro JA program was operating on a full-time basis in 13 cities:

Atlanta

Milwaukee

Chicago
Dayton
Hartford
Houston
Indianapolis
Middletown, Ohio

New Orleans
New York
Newark
Pittsburgh
Springfield, Mass.

Wartime activity brought about immediate and long-term changes on the JA program. Military drafts had an immediate effect from the standpoint of staffing and Achiever membership. The 16-21 age group of the program settled back to 16-18; high school sophomores, juniors, and seniors now made up the majority of Achievers. Efforts were made to recruit older staff to replace those who had gone into the service, but JA ran into competition with industry. JA could not compete with the salaries being offered by business and industry. The double and triple shifts of many industries affected the availability of Advisers. Yet in the face of these adversities, Junior Achievement carried on.

The war brought about interesting changes in JA company activities. Early in 1942, at the request of the National Board of Directors, I made several field trips to visit the manufacturing plants of a number of our board members and sponsors. I was to identify either products or services being produced by industry, especially for the war effort, which could be made by JA companies. We realized that 'youth power' was an asset which could be harnessed to the war effort. After all, JA had the skills, the tools, the machinery, the motivation, and the youth. All we had to do was match these assets up with the need.

My immediate discovery was that industry used a large quantity and variety of wooden blocks, braces, shims and chocks, mainly in the shipping of products to hold parts in their cases or to protect exposed parts. The basic tools for making these were available in JA. So JA companies "went to war" and produced these parts according to the specifications of local plants.

In Chicago, the enterprising JA companies got a contract to manufacture 10,000 pants hangers for the Army. They earned not only a decent profit, but a lot of publicity as well. In Pittsburgh, an asbestos-lined box for carting off incendiary bombs was approved by the Civil Defense and sold locally. There was also the manufacture of baby incubators. The adult companies making these incubators were into war products and had reduced production, causing a shortage. With the help of medical authorities, a wooden incubator was designed and approved. Yet another JA company located an abandoned locomotive and obtained permission to go into the scrap metal business. They used acetylene torches to cut it apart for badly needed scrap iron.

The shortage of many items provided all sorts of opportunities for Achievers with ingenuity to find new and different products. This provided an incentive to many teenagers and probably had much to do with the fact that Achiever membership during the war years remained relatively high.

The new national leadership for JA at the beginning of the war and the upsurge in the economy during the war affected support for junior Achievement in a positive way.

When I joined the JA staff in 1936, the annual budget for Metro JA was less than \$25,000. This included the salaries of two directors, a program director, a secretary, and myself, and rent, utilities, supplies, etc. By 1941, as a result of the new

leadership, the income went to \$61,127. Four years later, income designated to the Metro JA program of Junior Achievement **grew 4.5 times to \$277,915**. The growth of JA companies under Metro JA guidelines was equally impressive: 52 JA companies in 1941, to 214 JA companies in 1945.

The reorganization of the Board of Directors for Metropolitan Junior Achievement was a result of the influx of new leadership from a number of states and cities, due to the success of the Waldorf-Astoria Breakfast. This board was atypical of a JA-area board. Since this board was carrying out the program that Mr. Moses had piloted more than 13 years ago, Mr. Moses prevailed upon the Board of Directors of Junior Achievement Inc., the parent national organization, to relinquish their responsibilities and turn them over to the Board of Directors of Metro JA. The Metro JA board would then become the National Board with all responsibility for development of the new program. The old program was still operating in a dozen or so cities in New England and would be allowed to continue their lower-age-group programs. There would be no direct relationship between these older programs and the new national program.

On August 27, 1942, Mr. Moses, as President of JA Inc., along with Vice Presidents Charles A. Russell, Henry D. Sharpe, Ernest N. Worthen, and Treasurer G. E. Williamson, resigned, along with a number of the elected members of the Board of JA Inc. At the same time, the nominating committee proposed a new slate of officers for Junior Achievement Inc., as well as a new Board of Directors. The results of this election was as follows:

Life Honorary President – Horace A. Moses
President – Charles R. Hook
Chairman of the Board – S. Bayard Colgate
Treasurer – Roy W. Moor

The new national board combined members of the old JA board with members of the Metro JA board. This new Junior Achievement Inc. board assumed responsibility for the national expansion of JA based on the New York City prototype. The new board was empowered to franchise new operations and to service them.

In this transition, the staff of Metro JA became the national staff of JA Inc. while still retaining responsibility for and supervision over the JA program in New York City. The program in New York City was to be operated as a department of the national organization.

JA Inc. was to remain a Massachusetts corporation, even though its headquarters would be located in New York City. As a Massachusetts corporation, it would be obliged to hold the annual meeting of the corporation to elect a Clerk and Treasurer in the Commonwealth of Massachusetts. Under its bylaws, Junior Achievement Inc. would be operated on the following basis:

1. It would be a single autonomous organization which would franchise new operations which qualified for a fee.
2. The franchise fee would be equal to 20% of the franchised areas' contribution income.
3. All staff personnel would be employees of Junior Achievement Inc. responsible to the officers of JA Inc. and on its payroll.
4. JA Inc. would render specific services for the franchise fee paid. Additional services would be supplied at additional cost.

5. *JA Inc. would retain jurisdiction over all territory not specifically franchised to another JA operation.*
6. *JA Inc., in cooperation with local board of directors, would raise all funds for local and national JA programs from all sources. It would also be responsible for applying such funds to local budgets and administering their expenditure.*

It is to be noted that the above relationships did not apply to the areas or cities operating the original program. These operations were exempt as long as they did not convert to the new program.

The 2 ½ years I spent during the war years with JA were hectic, exciting, and challenging. We were building and learning at the same time. Policies and procedures had to be developed from scratch. Manuals of instruction had to be created. The staff in 1944 now consisted of 13 staff executive personnel, with a support staff of approximately 20 secretaries, clerks, bookkeepers, et al.

I had been exempt from military service in the early years of the war due to my having been married in 1940 and with a child in August, 1943. However, as the war intensified, those of us deferred because of marital or parental status began to be called up for service. I entered the Army in the fall of 1944, served Uncle Sam for two years, and returned by late summer of 1946. I was officially given a leave of absence during this period of time by the board of directors.

My last year before entering the armed services, 1944, was particularly busy. As the Junior Vice President in charge of expansion, my primary goal was to try to establish JA in a dozen key industrial areas from which Junior Achievement would be expanded into the surrounding areas when the war was concluded.

At the end of 1943, Junior Achievement was in operation in ten areas. Preliminary contacts had already been made in a number of cities across the country, and based on the results of these initial contacts, plans were made to zero in on Atlanta, New Orleans, Houston, Dayton, and Indianapolis.

One method of expansion was to ask our business friends already associated with JA to write to their branch offices in our target cities and suggest they help JA start a local chapter. Armed with copies of these letters, I would then visit a target city and call upon the top contacts that had been made until I secured one business leader who would agree to act as a host for JA by calling a luncheon meeting to which all our contacts would be invited. JA would pay the expense of the lunch, which generally included 12-20 people.

At this preliminary meeting, I would bring along one of our JA board members from National or a nearby operating city, and between us we would explain the program, its costs, its accomplishments and benefits. We would point out the involvement of their companies elsewhere and also of the involvement of many major businesses. Our goal at this meeting was to organize a committee with a chairman, whose purpose would be to hold a community-wide dinner for the purpose of launching JA locally. We got cooperation on the basis that JA Inc. would do all the work connected with inviting 250 to 300 of the business, civic and education leaders to this kickoff meeting. JA Inc. would also launch a fund drive following the meeting to raise the local budget – at that time anywhere from \$15,000 to \$25,000, depending on the size of the city.

JA Inc. promised that if the local people would not agree to provide leadership for a JA program or if insufficient funds were raised to support a program, the project would be halted and all funds raised would be returned to the donors without any

deductions. JA Inc. would absorb the expense. This procedure provided maximum incentive for the local leaders since there was no commitment on their part until the community had heard the story and either agreed to go ahead or to discontinue the attempt without cost to them.

The procedure proved highly successful over the years. I can only recall two or three incidents when insufficient funds were raised and an organization was halted. In each instance, donors' funds were returned in full. All of our target cities were organized and in operation in 1944, bringing the total up to 15 areas of operation.

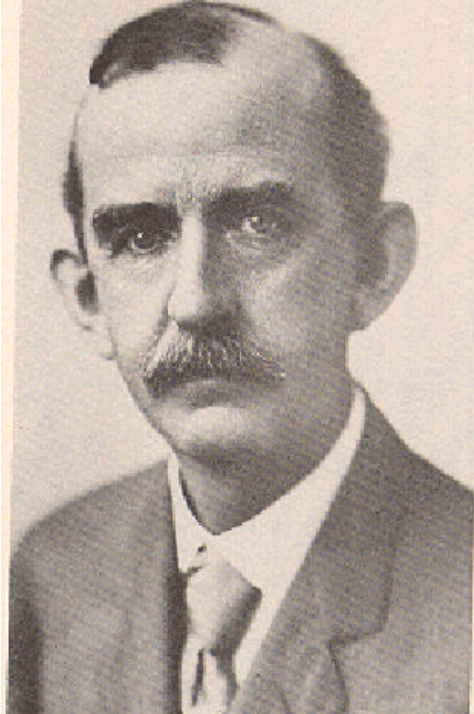
This procedure, however, called for a considerable amount of travel on my part to the various target cities for the preliminary meetings and subsequent fund drives. It was not uncommon for me to be on the road for periods of two and three weeks at a time. During the organizing period, September to May, I was lucky to average one full week at headquarters. I have often contended that is why I only had two children born ten years apart.

I was also called upon to participate in major fund raising meetings held in key cities already in operation. One particularly memorable meeting for me personally took place at the Waldorf-Astoria in New York on March 30, 1944. That was the evening I got to share the podium with one of America's greatest heroes: Captain Eddie Rickenbacker, famed ace of World War I, the miraculous survivor of 24 days floating in a rubber raft after his plane crashed in the Pacific in October, 1942. It was no surprise that close to 1,000 business and community leaders came to pay tribute to Captain Eddie, President of Eastern Airlines and deeply involved in the war effort. Captain Rickenbacker was our principal speaker and as such endorsed the program of Junior Achievement, urging its support and expansion.

I shall always remember his closing words. "I have faith enough in the American people – and the Youth of America – to feel that all the headaches, heartaches, and soul-searing agony that we, as a nation, must endure, will pay dividends in the future."

Early in 1942, the two co-directors of Junior Achievement, Mr. Mendenhall and Miss Ober, who had originally founded the JA program in New York City, resigned. They were replaced briefly by Mr. George C. Hager of Chicago, who was followed by Mr. Edward M. Seay in January, 1943. Mr. Seay had been recruited from the staff of the National Association of Manufacturers. In November, 1942, Mr. Seay resigned to accept a commission as a Lt. Commander in the Navy.

*Mr. George O. Tamblyn, Jr., who was on the staff of Junior Achievement as the National fund raiser, was appointed as Executive Vice President as of November 10, 1943. Mr. Tamblyn was an innovative fund raiser and an inspiring staff leader who did much to organize and motivate the staff in building JA during the critical war years. As a fund raiser, Mr. Tamblyn had taken over an operation in 1941 with an annual income of \$61,127. By the end of the war the income more than quadrupled. Tamblyn was to continue as National Executive Vice President until he resigned in February, 1950. During his term of office, the program grew from 10 area operations to **54 areas with 1,438 JA companies!***



Sen. Murray Crane: The founder with contacts in Washington.



Theodore Vail: The founder who wanted trained work force to match the rural-to-city exodus.



Horace Moses: The founder who carried the vision through a quarter century of change.



The early staff in Springfield, Mass.



A JA booth at the Eastern States Exposition in the 1920s.



In early years of the program, hands-on education focused on building skills needed for heavy industry.



Springfield JA leaders, including the mustachioed Horace Moses, with President Calvin Coolidge on the White House lawn.



Seated, in the lower left corner of the picture, are J.C. Penney and Horace Moses.



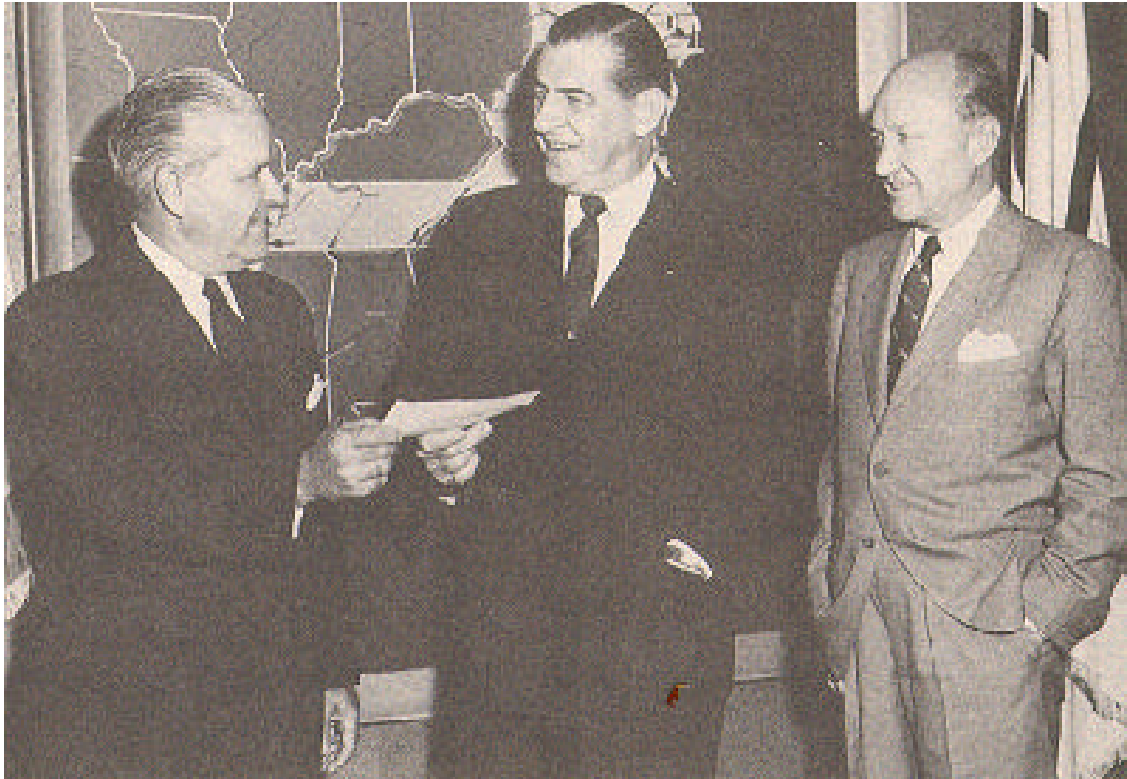
The first National Association of Junior Achievement Companies conference (NAJAC) was in Ogelbay Park, WV. Business leaders gather with students, who also participate in seminars and leadership development.



Joe Francomano, in an accustomed pose. Seated is George O. Tamblyn, Jr., JA's top staff officer from 1942 to 1950.



Charles R. Hook, president of American Rolling Mill Company, played a critical role in making Junior Achievement a national organization.



JA National Board members Joseph Spang of Gillette, Larry Hard of Johns Manville, and William Naden of Esso, circa 1948.



The Gardnerettes of Middletown, Ohio, a mini-Company sponsored by the Gardner Company the 1940s.



Adviser checks an Achiever's bud vase at the Crane Company in Chicago in the early in 1950s.



The sale. A trade fair conducted in 1955.



S. Bayard Colgate at the podium at the National Waldorf Astoria Hotel in New York.



Winthrop Howard was a long-time Board member who helped create the atmosphere for growing local-area autonomy in the 1950s.



The Miss Achievement competition was a major event for JA for many years. This winner had the opportunity to meet comedian Sam Levinson.



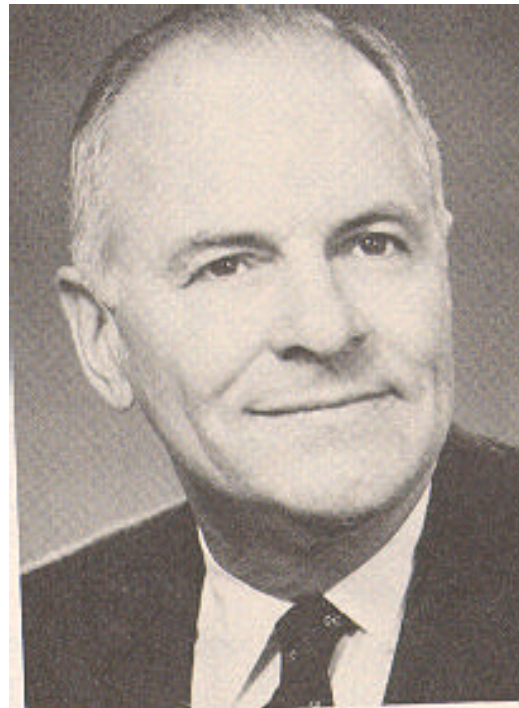
Chairman John D. deButts addresses a JA audience at the Waldorf. At his left are JA President Don Hardenbrook and Bruce Palmer of the National conference Board, who chaired JA.



The Coca-Cola tent has been a fixture at NAJAC for decades, distributing free Cokes to delegates.



Gen. Douglas MacArthur on a JA tour of duty.



John Davis Lodge, JA's first paid, full-time president.

During this period of activity, JA received a fair amount of favorable publicity from the media. Stories of JA's accomplishments and its program appeared in such magazines as Time, Life, Young America, Liberty, Colliers, and the Ladies Home Journal.

Since the Junior Achievement membership included a very high percentage of young women, it was no surprise that leading women executives and professionals rallied to the JA program. In 1945, the National Board of Directors organized a National Women's Council to assist in the development of JA's programs. The Council brought together many of the finest women executives of that period under the leadership of Mrs. Elizabeth Chadwick Carlson of Wilton, Connecticut. (A list of the National Women's Council of 1945 is reproduced in Appendix D.)

The remarkable expansion of JA during and after the war years was evidenced by Metro JA's growth from 52 in the late 1930s to 214 in 1945, and JA Inc.'s expansion from ten areas in 1941 to 54 areas in 1950. The JA staff and Joe Francomano worked tirelessly to bring their program into new regions around the country.



Strong Leadership Develops New Recruitment Strategies

There is no question that the 1940s was important for Junior Achievement. Given the destructive course of world events, it was likely that at critical junctures, JA leaders would table action on JA plans until more favorable times. Often echoed were words like: "wait until the War ends"; "wait until the post-war economy gets going"; and the like. Yet in the face of war-time obstacles, when plans were debated among JA leaders, the outcome was often a decision to proceed as quickly as possible.

A positive attitude was maintained, and much of the credit for this goes to a small, influential group of business leaders who headed the national program of Junior Achievement during these trying years. Charles Hook played a key role in the national expansion and program development of JA. Further, Mr. Hook gathered a significant number of prominent business and civic leaders around him. Many of these men became major contributors to the organization later on.

Among the first to be recruited by Mr. Hook and Horace Moses, one of JA's founders, was S. Bayard Colgate, Chairman of the Board of Colgate-Palmolive Peet. From his first contact with the program and the young people involved in it, Bayard Colgate felt an immediate and lasting connection to Junior Achievement. In 1940, he agreed to serve as JA's Chairman of the Board and direct national expansion. For the next 25 years, until his death in 1965, he served Junior Achievement as an officer and a director of the National Board.

Mr. Colgate was not content just to provide administrative leadership for JA in his duties as an officer and board member. He was also involved in the missionary work of traveling to new cities to spread the word and expand the program. He helped raise funds. Most important of all, he involved himself directly with the young men and women of JA. He was among the first of JA's business leaders who attended the National Association of Junior Achievement Companies (NAJAC) conferences. At the first NAJAC conference in Ogelbay Park, West Virginia, in 1942, there were only 30 Achiever delegates in attendance. Mr. Colgate sat down with the Achievers and talked with them as if he were one of the group. In his 25 years of association with JA, he attended many Achiever Conferences and established a rapport on a personal basis with hundreds of Achievers who came to know and love him.

Joe Francomano says about him, "It was my good fortune not only to meet and work with Mr. Colgate, but over the years to come to regard him as a personal friend as well." Joe recounts the following anecdotes:

In those early years, as a young staff member, I had to accompany Mr. Colgate on a number of expansion trips to new cities. As the principal speaker, he would exhort the attendees to set up a JA program. I would explain how the program worked and what JA would do to help local cities get started.

Riding trains, as we did in those days, gave us ample time to sit and talk during a ten or twelve hour trip. It was during those talks that I really got to know Bayard Colgate. He always treated me as a friend and associate despite the difference in our years, and the even wider gap in our social and business status. J. Bayard Colgate erased for me and many other Achievers the myth that top-level corporate executives were all hard-boiled, tough beings, isolated in ivory towers.

Another great "activist" of the early days was Roy W. Moore, President of Canada Dry Ginger Ale, Inc. He served as JA board member and JA National Treasurer for many years. Joe remembers him as "perhaps the most eloquent and dynamic speaker he had ever heard. He was a tall, handsome and jovial man who could hold the attention of his audience with his eloquent and emotional style." He won many to the cause of JA in contributions of both time and dollars. Joe tells this story about Mr. Moore:

Quite often, as part of my many duties (we wore so many hats in those pioneering days), I had to go to Roy Moore's office to get his signature on JA checks. He would invariably have me ushered into his office where we would sit and talk for 10 or 15 minutes about JA or sports or whatever was in the news. He was never too busy to show his interest in me. I always remember him as the epitome of a southern gentleman.

There were two others whose leadership was a key factor during the 1940s. Joseph P. Spang, Jr., President of Gillette Safety Razor Company in Boston, and Robert L. Lund, Executive Vice President of Lambert Pharmaceutical in St. Louis. They were friends of Mr. Hook through the National Association of Manufacturers. Both men were instrumental in the expansion of JA, with Mr. Spang taking the leadership in the Boston area and Mr. Lund in St. Louis. Both served several terms on JA's National Board of Directors. Mr. Lund was JA National President for several terms.

These five men, and those they gathered around them, comprised the positive leadership which *motivated the organization forward*, as opposed to adopting a posture of "waiting for the right time." Without their foresight and leadership during the critical war years, JA might well have been left behind. They might have lost opportunities that would emerge when the tough times were over. But they did not!

One of the strategies which were adopted in the early 1940s revolutionized the way JA would recruit Achievers. It laid the groundwork for a relationship which would change JA forever. The concept was recruiting Achievers from the high schools by getting permission from school authorities to address the students at school assemblies. Not only was this an efficient and effective recruiting technique, but it placed JA in direct active relationship with the schools. It was the beginning of a partnership with the schools that would blossom in later years.

In its initial program in the 1920s and 30s, JA had adopted a policy of recruiting potential members through the various youth agencies already in existence – YWCAs, YMCAs, settlement houses, churches, Boys Clubs, etc. While this proved effective, it provided a rather limited source from which to recruit. When the JA staff considered alternate recruiting methods, they looked to the schools. With this decision, it became obvious that JA would have to begin a comprehensive educational program directed at school authorities regarding the purpose and program of Junior Achievement. Given that the American school system operates on an independent community basis, there was no one source through which this could be accomplished. Each city in which JA operated would have to be handled individually.

Initial advances were made to school superintendents by local JA board members and staff. Meetings were arranged for top school officials to learn about JA. School officials expressed their interest and willingness to cooperate, and JA reciprocated by inviting them to join local JA boards. This allowed the educators to provide valuable input regarding the JA program's techniques, procedures, and materials.

The initial progress was slow. Quite a few of the educators had reservations about the JA program. JA was a new and unknown program to the vast majority of the people they spoke to. Joe Francomano comments, "Many top educators initially agreed to allow JA to recruit in the schools, largely out of the respect they held for the

caliber and reputation of the men and women on the local JA boards who urged them to cooperate."

However, even after securing the superintendents' approval, JA was not necessarily given an open-arms welcome in every high school for assembly dates. Further explanation and "cultivation" was required. Historically, schools had only permitted recruiting of the student body for those activities which were carried on *within* the schools, after their regular hours. JA recruitment meant setting a precedent. But the assurances of the JA staff that they would strictly adhere to all the school policies and time limits – along with the firm endorsement of the local business community – was often enough to convince the educators to allow in-school recruiting.

The first in-school recruiting assemblies occurred in 1945. JA's presentation would last 10-45 minutes. Local JA staff explained the program and its value, passed out literature and applications, and answered questions. In time, these assemblies included not only local JA staff, but also present and former teenage Achievers, local and civic leaders, films, and sometimes entertainment or sports celebrities. The Technicolor JA film, "Future Unlimited," was most popular. These presentations very often would recruit in excess of program availability.

National and all the JA areas realized what a valuable association the school recruiting program was building. Reports were sent to school principals on the numbers of their students involved in JA as well as their progress and any awards given. Recognition was given to educators at Future Unlimited Banquets, and principals and teachers were invited to JA Open Houses and Trade Fairs.

Every JA area, by the late 1940s, was doing most of its new recruiting at school assemblies. Word spread of JA's cooperative methods with schools. Consequently, when JA started in a new city, the educational community readily accepted their program. The positive relationship from the new recruitment program was to be the basis on which Junior Achievement was to eventually expand its programs to other school levels in the future.