

WAR BUSINESS ON IMMENSE SCALE PERSHING'S TASK

American General in Command in Europe Has Multitudinous Duties to Perform. RESPONSIBILITY VERY GREAT

Military Cares Supplemented by Perplexing Problems of Transportation and Supply.

By J. W. Pegler
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With the American Expeditionary Army, France.—General John J. Pershing has turned man-of-business. He had to when his country handed him the job of managing the biggest enterprise in American history—military and commercial.

General Pershing's grocery store alone dwarfs the biggest wholesale grocery to the size of a cross-roads store. His transportation problems make those of any private concern look like children's play. A string of clock-work choo-choo cars. And these are only two divisions of the great industrial enterprise now going on under John J. Pershing, general manager. Later he will take on the added task of military operations. His employees will be numbered not by thousands, but by millions as the war goes on and America's plans are carried out to the full. And we are proceeding on the assumption that the war will go on to a military decision—a knockout! A business firm breaks into the Sunday papers if it distributes real benefits to its employes over and above their pay. Pershing's responsibility to his boys only begins with their pay. Feeding is a day-to-day job. We must clothe them, make soldiers of them, arm them, provide a perfection of surgical care when they are wounded. And when a Sammy from home makes the supreme sacrifice, General Pershing, the soldier, sees that as far as the circumstances permit the Sammy receives an honorable burial, the soldier's due. The further you follow the parallel of Pershing's firm and the big business house, the smaller becomes the private concern. When "Black Jack" came to France he found the seaport lacking facilities for landing the tremendous tonnage for our army. Men and supplies come into the army's charge the moment the transport comes into harbor. The army must unload the ships. It must furnish all transportation and storage. Cold storage must be found for perishable goods. The army had to build docks to accommodate bigger ships than had ever come into these ports before. Storehouses and barracks were quickly projected and laid out. Railroad yards were put in so that the docks could be quickly cleared

SOLDIER AND BUSINESS MAN



General John J. Pershing, commander of the American expeditionary force, whose duties are manifold.

cook asked, as he shoved a steak at the hungry lad. "None," between mouthfuls of hash. "That was General Pershing." That Sammy, still in the army, swears General Pershing is the greatest soldier ever. There is one map on the walls of the office. There are singularly few papers on the general's desk; a clean desk man. Suspended from a red ribbon over near the window is an engraved salutation to General Pershing presented by the townspeople who moved to general headquarters from Paris. The French authorities, in preparing the building for American occupation, wanted to have a famous artist paint the Stars and Stripes on one wall in compliment to America. Pershing was diplomatic about it and the walls are still pure white. Perhaps because of it, perhaps in spite of his soldierly conduct in public, General Pershing is different. If it depended on his speeches he couldn't be elected dog-slicer of a country village. He is a soldier, not an orator—yet in his position abroad he has frequently come through situations requiring the exercise of high qualities of statesmanship and diplomacy. In Physical Trim He has no invariable time for coming to the office. He may settle some important matter at home in the half hour after breakfast. But usually he is deep in the day's grind by 8 o'clock. At noon "shop talk" is taboo. Art, literature, sports—anything but the crushing, destroying business of war in any of its phases may occupy the meal hour. The mess consists of General Pershing, another general, two colonels and a captain. When the day's work is done—when the department heads have reported with their recommendations, their new ideas, their progress or reverses, if there is no matter of unusual pressure, the general goes riding. Perhaps he gets into his machine and rolls to a lovely wooded spot with a major who has his confidence. If so, they dismount and walk through the woods, miles from the worries of the army. The general may walk five miles at a brisk pace, meeting the automobile again at the other side of the forest or across a valley. He keeps physically fit—a stronger man, perhaps, than most of the vigorous younger officers at headquarters. A big job and a heavy load. General Pershing's. But those shoulders are built to carry heavy loads.

Woman Admitted to Ball
San Francisco, Dec. 22.—(I. N. E.)—The report that Frank Daroux would likely recover from his wounds led to the fixing of ball for Mrs. Theresa Wall Daroux at \$2000 bonds or \$1000 cash today. Mrs. Daroux fired three shots at Daroux from whom she is divorced, because she claims he defamed her.

Transportation Department Created
The quartermaster had too big a load under the new emergencies in France. General Pershing examined the situation and made a new department—the department of transportation. He picked one of the biggest railroad heads in America to head this section. Now the quartermaster merely distributes food and clothing to the troops. The transportation department takes over the complicated task of carrying it to the men in billets, training schools or trenches. The engineers also were overburdened. So Pershing made another division of the work. Hereafter the transportation department must do all construction work necessary for the transport of supplies or men.

At Close Range
Now for a closer view: A swirling cloud of dust broke into the landscape where the road meets the horizon. It swept down the hill into the valley at 40 miles an hour and drew up in front of battalion headquarters.

Word flew through the camp that General Pershing was in town. After a minute's greeting from the battalion commander the general started out with him to inspect the camp. Staff officers trailed after, taking long, fast strides to keep pace with the vigorous, gray-haired commander in chief.

Recruit Learns Discipline
One recruit, who never had seen General Pershing, let his eyes wander to the side as he stood there beside the steaming kitchens filled with stew. "Unlucky recruit!" "That man hasn't learned the first principle of soldiering," snapped General Pershing, pointing to the dazed youngster. Look at him, staring around when he ought to be standing at attention. Sergeant, take him outside, show him the proper position and make an example of him. Make him stand at attention in the roadway for five minutes.

Where do you dump your refuse? Is it covered up? Do you get enough vegetables? What meat did you have yesterday—the day before—the day before that? He shot at the sergeant so quickly, so sharply that the non-com's answers sounded like stuttering.

For the rest of the day it was just like that. The whirlwind swept through 15 to 20 questions in a matter of minutes. Everyone felt relieved when Pershing left.

But the results were pronounced the next day. When a Sammy came to attention he came to attention right. Men sprang to their feet with the snap of a steel spring when an officer passed them in the street. Garbage tubs that hadn't been covered were covered next day and on the training field they were putting more snap, more ferocity into the bayonet work. Efficiency and discipline had taken a sudden spring upward.

Pershing Sets Example
Pershing sets the example for his army. "On parade," in public, he never relaxes from his rigid soldierly bearing. At work he drives himself.

People who know the general intimately say he does relax on private occasions—at meals, for instance. But when he works he works—drives, drive, drive; takes no excuses, get it done—now!

His office is in the center of a big building with his other departmental offices ranging for a block in two directions. Room 31 is where the general works. There he sits at his desk, in a hard, straight-back office chair, push buttons and phones within arm's reach, directing, consulting, infusing his department heads with the same indomitable, battering-ram spirit that brought him to the head of America's greatest army, now in the making.

On the Other Side
He is strict, severe. Yet, they tell of a doughboy who rolled into camp down in Mexico, famished for food after 26 hours on the road without a bite. He walked into a tent, saluted and asked the officer for something to eat. The officer heard the man's story and himself went to the cook shack and ordered the cook to prepare a dinner for the doughboy. "Do you know what that was!" the

SCOUT TRAINING IS OF GREATEST VALUE TO BOYS

Commissioner Cross, Who Was in Portland Friday, Discusses Movement in This Country. MORE NEED NOW THAN EVER

With Elder Male Members of Families Away Restraint Has Lessened; More Delinquencies

H. D. Cross, national field scout commissioner for the Boy Scouts of America on the Pacific coast, who was in conference with the local Boy Scout committee Friday, is optimistic regarding the development of the Boy Scout movement throughout the country. He believes, however, that there is great need for speeding up work for boys, at this time, in the United States. Mr. Cross said: "Sir Baden-Powell of England, the originator of the Boy Scout movement, was recently asked when the present world war would end. He replied: 'This war will be settled in 1918.' Sir Baden-Powell enlarged upon this by stating that this war would not be ended by present battles or probable revolutions, but rather that we must think of this war and fight it in terms of the next generation. If it can be shown that a nation has economized and conserved our human material, as represented by the boys and girls of this generation, we shall have demonstrated whether we have really won the war. The true victory will come to the nation which now protects its children so as to insure the quality of its men to carry on the work of that country after the war.

Restraints Are Lessened
"The tremendous efforts which are now being rightly put forth in every country to provide leadership and direction for the activities of the men at the front and in the cantonments, is working to the great disadvantage of our boys at home. War work of every kind monopolizes the time light; fathers and older brothers have gone to the front, and home restraints, which have never been too helpful to the growing boy, are lessened. We may see the

SCOUT COMMISSIONER HAS CONFERENCE HERE



H. D. Cross

time when, as in other nations, the mothers and older sisters will do overalls and mender munition factories and other industrial plants. Leaders of boys' work of all lines are leaving to enter work under various organizations, conducting programs at the camps and in the cities adjacent to the camps. Public school teachers, Sunday school teachers, and others, to whom the boy has looked for leadership, have gone. In addition to all these things, the boy is now, and is destined to increasingly earn and spend his own money.

Delinquency on Increase
"We are face to face in this country with the same problem which has been developed by the war in every other country involved. The increase in juvenile delinquency in England, Germany and France has been so tremendous as to cause national alarm in every one of these countries. I have just made a trip throughout the entire Pacific Coast and find that this problem of increase in juvenile delinquency is causing the school and court authorities great concern. Statements have been made, in various cities, to the effect that juvenile delinquency has increased in degrees varying from 25 per cent to 50 per cent during the past eight months. "It is for this reason that we are try-

POOR OLD-OREGON IS 'SLAMMED AGAIN' BY EASTERN PUBLICATION

'The Nation's Business' Says Business Poor on West Coast; Chamber Sends Protest.

"The Nation's Business," a magazine published at Washington, D. C., by the United States Chamber of Commerce, contains in its December issue, a map purporting to indicate the business condition of the country December 1, 1917. "Good" business is indicated by light gray coloring; "fair" by darker gray, and "poor" by black. All of Western Oregon is in the black. Eastern Oregon is shown in light gray as is all of California except Los Angeles and the district about which is shown in dark gray. All of Washington is shown in dark gray, except Seattle and the adjoining district and that part of Eastern Washington bordering on the Columbia which are shown in light gray. The greater part of the United States is shown in light gray. The showing is considered most unjust by the Portland Chamber of Commerce. No information for the map was sought by the magazine or given by the chamber, says W. D. B. Dodson, executive secretary. Chamber Wants Statement
The Chamber of Commerce has asked opportunity to make a statement of the facts which will show that business conditions locally have greatly improved over conditions of two or three years ago.

The letter of the Chamber of Commerce to "Nation's Business" reads: "In recent publications of your map as to business conditions, the western part of Oregon is in the dustiest of black. It is understood that information upon trade conditions expressed by this map is gathered from the commercial bodies. This organization has never furnished the 'Nation's Business' any statistics that would warrant the misrepresentation of our business conditions such as occur on the map. "Bradstreet's, Dun's and Babson's all show a very good state of affairs here now and rapidly improving. "If your map is based upon data not gathered from the regular commercial agencies, which are in close touch with the business, we feel that our district should be spoken for by ourselves. If we are entitled to this courtesy we would gather exact information and certainly make a different showing than that presented."

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- Leather Wallets.....\$2.50 upwards
- Shopping Bags.....\$8.50 to \$40
- Knitting Needles.....\$1 upwards
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