


The TEXACO STAR



Copy'rt, Ewing Galloway, N. Y.

Whitehall Building, 17 Battery Place, New York
From one of the arches of Barge Building next to South Ferry

A Desire for the New Year

N THE YEAR that is beginning ☪
May we guard childhood as a gentle and
a sacred flame ☪
Honor age, however infirm, because it
has gone a long way on the same road that bruises
our feet ☪

And ever seek to prolong the moment of joy as
it visits children and lovers.

May we have the grace ☪

To rejoice in the flow of life as it moves through
men from generation to generation ☪

And to be purified by the mystery in which we
dwell—the night silence and the wonder of our inner
life.

May we look upon the widespread spectacle of
human suffering, and having endured to look upon it ☪

May we clear our spirit of bitterness and envy,
and in calm strength continue at work.

—Arthur H. Gleason.

The TEXACO STAR

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TO EMPLOYEES OF THE TEXAS COMPANY

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"All for Each—Each for All"

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The Coming Year

ON NEW YEAR DAY Secretary of Commerce Hoover issued a review of world conditions and a forecast for the coming year. "Economic forecast," he stated, "can not amount to more than a review of tendencies and a hazard in the future," but he finds "the odds favorable for 1923."

This pronouncement is highly encouraging, being made by a practiced and judicious observer and based on wide information supplied by skilled agents of the Department of Commerce in each foreign country and extensive surveys of commercial and industrial and agricultural conditions in this country.

If mistaken legislation does not interfere with the favorable material conditions, the year we are entering should be prosperous for all conservatively managed American business. For instance, all business requires that railroad transportation be made adequate to the increasing needs, and this can be attained only if capital is attracted to investment in railroads.

Mr. Hoover's compact statement, as reported in the *Commercial and Financial Chronicle*, follows:

"In the large view the world has made distinct economic progress during the last year and the conditions are very favorable to continued progress during 1923. There are in exception three of four states in Europe

which give continued anxiety, but these exceptions should not obscure the profound forces of progress elsewhere over the whole world. In the main, even in these areas of uncertainty, the difficulties are to a large degree fiscal and political rather than commercial and industrial.

"During the year the world generally has gained in social stability. Bolshevism has greatly diminished and even in Russia has been replaced by a mixture of socialism and individualism; at least active war has ceased for the first time since 1914; famine and distress have diminished to much less numbers this winter than at any time since the great war began; production has increased greatly during the past year; unemployment is less in world totals than at any time since the armistice; international commerce is increasing; the world is now pretty generally purchasing its commodities by the normal exchange of services and goods, a fact which in itself marks an enormous step in recovery from the strained movements of credit and gold which followed the war.

"In our country unemployment has ceased to be a problem and we are, indeed, upon an economic level of comparatively great comfort in every direction except for the lag of recovery in some branches of agriculture. Even in this field there has been a distinct improvement in prices in the past twelve months and its troubles are mostly due to over-production in some lines. Our manufacturing industries are engaged well up to the available labor; industrial production has enormously increased over last year; real wages and savings are at a high level. Our transportation and housing show great gains in construction, though we are yet behind in these equipments. Both our exports and our imports are again increasing after great depression and are today far above pre-war levels.

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"Outside of Europe the whole world has shaken itself free from the great after-war slump. The economic wounds of Asia, Africa, Latin America, and Australia from the war were more the sympathetic reaction from slump in the combatant states than direct injury. Their production and commerce have recovered to levels above pre-war. The enforced isolation of many areas in Latin America and Asia during the war has strengthened their economic fibre by increased variety of production and has contributed vitally to their effective recovery.

"In Europe, England and also the old neutral nations are making steady progress in production and diminishing unemployment. Their trade and commerce are improving; their governmental finances are growing stronger; their currencies that are not already on a gold basis are steadily approaching par; and their exchanges are more stable. The combatant states on the Continent are slower in recovery. Even these nations, including Russia, have shown progress all along the line in commercial, industrial, and agricultural fields, although the harvest suffered in some spots. Some of these nations such as Italy, Belgium, The Baltic States, Poland, Czechoslovakia, and Hungary show increasing political and social stability and improvement in their Government finances. In Germany and some minor states in southeastern Europe, governmental finance and political difficulties threaten to overwhelm the commercial and industrial recuperation already made.

"The continued maintenance of armies on a greater than pre-war basis in the old Allied states maintains political uncertainty, lowers productivity, and retards the balancing of budgets with consequent cessation of direct or indirect inflation. Disarmament and the constructive settlement of German reparations and the economic relations of states in southeastern Europe are the outstanding problems of Europe, and their adjustment to some degree will affect the progress of the rest of the world. The more general realization during the past year of the growing menace of these situations and the fundamentals that underlie their solution is in itself some step toward progress. Their solution would mark the end of the most acutely destructive forces in the economic life of the world which still survive the war.

"Economic forecast can not amount to more than a review of tendencies and a hazard in

the future. The odds are favorable for 1923; the world begins the year with greater economic strength than a year ago; production and trade are upon a larger and more substantial basis, with the single exception of the sore spot in Central Europe. The healing force of business and commerce has gained substantial ascendancy over destructive political and social forces. There is ample reason why there should be continued progress during the next twelve months."

American Petroleum Institute

The third annual meeting of the American Petroleum Institute in St. Louis on December 6, 7, and 8, 1922, was of exceptional interest and importance. The papers and discussions should be read as widely as possible, not only throughout the petroleum industry but by all intelligent citizens, for their bearing upon many general present-day business problems. We have space for only one of the prominent addresses made by leaders in the industry,—that by President Beatty of The Texas Company. It should be read closely and pondered.

Thrift

There is a timely coincidence this year between "Thrift Week," January 17-23, and the maturing of the 1918 series of War Savings Stamps. Of these savings of four years ago, \$625,000,000 will go in cash to the holders of the stamps, and it is an important question whether this will be squandered or reinvested.

The Government offers to exchange the War Savings Stamps for new Treasury Savings Certificates, and that may be done with all convenience either through postoffices or banks. Whether this or other form of investment is chosen, the huge aggregate of little capitals ought to be thriftily conserved, not carelessly spent as "ready money."

Keep your investments growing, and make your investments under competent advice. Swindlers have been lying in wait for the release of this War Savings Stamps money, and the careless and credulous will lose their savings unless they will heed the warnings.

"Spend Time and Money Wisely," is again the slogan of the Thrift Campaign to stimulate individuals to think straight and act wisely in respect to personal money matters—earning, spending, saving, investing, and giving.

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Charles E. Herrmann



Charles E. Herrmann

On December 12, 1922, Charles E. Herrmann was elected a Vice President and a Director of The Texas Company. Mr. Herrmann's executive activities will be mainly devoted to the Sales Department.

Charles E. Herrmann was born in New

York City in 1882. He attended the New York public schools including the College of the City of New York. In 1902 he entered the employ of the John W. Gates interests, at that time centered in the brokerage house of Harris, Gates & Company. He continued in the Gates brokerage business until its dissolution in 1907. He then entered the private office of John W. Gates and Charles G. Gates, and was identified with various industries in which John W. Gates was interested.

Mr. Herrmann specialized in industrial examinations. He has investigated and reported on approximately one hundred industrial properties in the United States and Europe. He became a director and officer in most of the Gates enterprises, comprising a score of corporations in a wide range of business activity.

In October 1919 Mr. Herrmann entered The Texas Company's organization, and in June 1920 he was appointed Executive Assistant, and in February 1921 was appointed Assistant to the President.

In 1906 he married Miss Sarah Knipe of New York City (Wells College, 1903), daughter of the late Dr. George Knipe. Mr. and Mrs. Herrmann have three children, Jane, Mary, and John.

John W. Gates

Some historians from Austin, the capitol of Texas, on a recent visit to New York, were asked: "Who is the foremost of Texas history heroes?" Promptly the answer was given: "Since Sam Houston, the greatest of all is John W. Gates; he put Texas on the Wall Street map."

A Clean-Up Campaign

If the expectations of the National Vigilance Committee of the Associated Advertising Clubs of the World are realized, the country will shortly be rid of the fraudulent stock promoters who follow in the wake of oil discoveries, plundering credulous investors to the discredit of the industry and to the injury of legitimate oil enterprises who offer their securities for sale.

The National Vigilance Committee has declared war, and in cooperation with the Post Office Department's efforts to close the mails to fraudulent companies, it confidently expects to drive hundreds of "fake" companies out of business.

"Gasoline Economizers"

The following, culled by a correspondent from magazine advertising, looks as if The Texas Company may soon have to go out of business:

"The installation of the Stormbound Carburetor will decrease your gasoline consumption 25 percent; the use of Dill Piston Rings will decrease it another 25 percent; Quackem's Hot Shot Vaporizer will save 15 percent; Bunkolene Motor Oil 20 percent; and the addition of a small inexpensive can of Zip to your gasoline will cut down your fuel consumption another 15 percent.

"You will readily see that with the use of these five economizers you actually use no gasoline at all. But you haven't heard anything yet; listen to this: Nonpareil Spark Plugs and the Weehawken Timer together save another 35 percent—which means that if you run far enough you will accumulate so much gasoline that your tank will run over."

Regulation of Public Utilities

Twelve years ago at the beginning of public utility regulation in California, Theodore Roosevelt said to the commission of that state:

"Your first task will be easy. Elected as you will be under a movement responsive to the people and independent of the corporations, you will find it easy to reduce rates where they are too high and you will find many rates too high. Your real task will come later, when you have to do justice to the corporations and raise rates in spite of the public clamor to lower them. The test of public regulation will be the ability of public men to do that and to maintain popular confidence in doing it."

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An Instance

A couch in the office of a U. S. district attorney in a Middle West city was damaged. The attorney notified the custodian of the building, who was collector of internal revenue. He notified the Treasury, who notified the supervising architect in Washington, who ordered the custodian to advertise for bids.

The advertising cost \$39.50. The bids were forwarded to Washington, an award made, the contract signed and the work was done. The cost of repairing the couch was \$3.94.

An inspector was sent to inspect the job. He didn't like it. He got in a row with the contractor. The chief inspector had to come out. He approved the job. Nine months later the contractor received Uncle Sam's check for \$3.94.

It took the government nearly a year and cost at least \$500 to spend \$3.94 to repair the U. S. district attorney's chair.

France has decided to sell her government-owned railways which means that another experiment in government ownership has proved disastrous.

Chief Justice Floyd E. Thompson of the Illinois Supreme Court, in an address on December 2 before the Illinois State Bar Association, detailed a number of dangers, social and political, which he said were very serious. Included among them, according to a brief report, are "political demagogery," the attempt to "control the personal habits or behavior of the people by legislation," and finally "the people themselves." Speaking of the increase of public offices, Chief Justice Thompson asserted: "If we continue this mania for creating jobs, the job holders will soon approach in numbers the producers who are taxed to maintain them.

Failure to get a government job is many a man's real start in life.—*Washington Post*.

It must ruffle certain Congressmen not a little to go back home and see a constituent now and then spending a few dollars on a new house or a new car and realize that there goes some money the Government hasn't yet got.—*Kansas City Star*.

We suppose it is some comfort to the most abject German to take a few marks out now and then and see how many rubles he receives for them.—*New York Tribune*.

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The Texaco Libraries

Donors of books to the Texaco libraries since last month's report have been: A. R. Chisolm, Memphis, Tenn.; Warren D. Clark, San Francisco; M. E. Foat, Weatherford, Texas; J. P. Marshall, Enid, Okla.; The Texaco Star, Houston; F. Trager, St. Louis; J. S. Watters, Asheville, N. C. Hearty thanks are returned.

A Puzzle

"I beg your pardon, sir, but what is your name?" the teller politely asked the man presenting a check.

"Name," echoed the indignant customer, "don't you see my signature on the check?"

"I do," answered the teller. "That's what aroused my curiosity."—*Dry Goods Economist*.

Save for your necessities.

CRUDE OIL PRICES AT WELLS

January 1, 1923

Pennsylvania.....	\$3.25	Homer.....	\$1.10 to \$1.80
Indiana.....	1.78	Haynesville.....	1.10 to 1.80
Canada.....	2.38	Caddo.....	.75 to 1.80
Ragland, Ky.....	1.00	DeSoto.....	1.60
California Light.....	1.95	Bull Bayou.....	1.40
California Heavy.....	.60	Crichton.....	1.25
Kansas.....	.90 to 1.80	Gulf Coast.....	1.25
Oklahoma.....	.90 to 1.80	Mexia.....	1.55
North Tex.....	.90 to 1.80	Currie.....	1.80
N. C. Tex.....	.90 to 1.80	Corsicana Light.....	1.00
Heraldton.....	.75	Corsicana Heavy.....	.65
Eldorado.....	1.10 to 1.80	Wyoming.....	1.05 to 1.50

(Received too late to be put in proper place.)

Chicago District.—The Christmas spirit prevailed in the Chicago Office to the extent of some Christmas dinners and presents being given to poor families of the city. The action was entirely unsolicited and came from the employes alone. No donations were received from any persons or organizations except employes, the stenographers taking the responsibility of one family, and the clerks of the Sales Department of another. Large baskets and boxes of food, clothes, and toys, besides candies and fruits, were presented to these destitute, and the consensus of opinion among the donors seemed to be that their own Christmas was happier because of it. The practice is certainly not being overdone by either individuals or organizations, and it is hoped that it may be made an annual custom in the Chicago Office.

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O To be up and doing, O
Unfearing and unshamed to go
In all the uproar and the press
About my human business!
My undissuaded heart I hear
Whisper courage in my ear.
With voiceless calls, the ancient earth
Summons me to a daily birth.

—R. L. Stevenson.

Affection (as joy, grief, fear, and anger, with such like) being, as it were, the sundry fashions and forms of appetite, can neither rise at the conceit of a thing indifferent, nor yet choose but rise at the sight of some things.

—Hooker.

Tender as is the new uncurled leaf
And pure as dewdrops fallen on a rose,
Full of the wordless longing of old grief
And gentle as the breeze at even's close,
Bright as the dawning splendor of the day
And sweet as meadow's scent in summer mild,
It is to watch the spirit and the play
Of a young child.

January 1923.

—J. C. Tolman.

SONGS OF OUR FATHERS

Teach them to your children round the hearth
When evening fires burn clear,
And in the fields of harvest mirth,
And on the hills of cheer.

So shall each unforgotten word,
When far those loved ones roam,
Call back the heart that once it stirred,
To childhood's holy home.

The green woods of their native land
Shall whisper in the strain,
The voices of their household band
Shall sweetly speak again:

The heathery heights in vision rise
Where like the stags they roved—
Sing to your sons those melodies,
The songs your fathers loved.

—Felicia Hemans.

As life goes on into its mellow years, its fund of grace and kindness, not its wit or knowledge (great as knowledge is), appears to be its chief value,—the boon company of steadfast friends, the cozy talk by the fire, the laughter of children, flowers, music.

Few persons know how to be old.

—La Rochefoucauld.

He who allows his happiness to depend too much on reason, who submits his pleasures to examination, and desires enjoyments only of the most refined nature, too often ends by not having any at all.—Chamfort.

Some say the scheme with love stands luminous,
Some say 'twere better back to chaos hurled;
And so 'tis what we are that makes for us
The measure and the meaning of the world.

—E. A. Robinson.

LIFE WISDOM

The wisdom of the wise and the experience of ages may be preserved by quotation.

—Benjamin Disraeli.

Never let a man imagine that he can pursue a good end by evil means without sinning against his own soul. Any other issue is doubtful; the evil effect on himself is certain.

—Southey.

Virtue is a reverence and delight in the presence of certain divine laws. It perceives that this homely game of life we play covers, under what seem foolish details, principles that astonish.—Emerson.

Duty may be defined as energy tempered by moderation; happiness, as inclination calmed and tempered by self-control.—Amiel.

As we are so we associate. The good, by affinity, seek the good; the vile, by affinity, the vile. Thus of their own volition souls proceed into heaven, into hell.—Emerson.

Soul is form and doth the body make.

—Spencer.

Sorrows destroy us or themselves.

—Sir Thomas Browne.

Nothing is good singly without its complement and its contrary.—Amiel.

Honor is like the eye, which can not suffer the least injury without damage; it is a precious stone, the price of which is lessened by the least flaw.—Bossuet.

That which he venerates is still his own though he has not realized it yet.—Emerson.

If you add only a little to a little and do this often, soon that little will become great.

—Hesiod.

“Too much” and “too little” sin equally against wisdom.—Amiel.

Remember this,—that there is a proper dignity and proportion to be observed in the performance of every act.—Marcus Aurelius.

Avoid an inquisitive person, for he is sure to be a gossip; ears always open to hear will not keep faithfully what is intrusted to them.

—Horace.

The Future of Petroleum

Address by AMOS L. BEATY, President of The Texas Company
Before American Petroleum Institute at Annual Dinner, St. Louis, December 7, 1922

Mr. Toastmaster and Gentlemen

The very complimentary introduction so generously bestowed gives me a distinct sense of unworthiness, which I know of no better way to describe than to apply to myself what the old Arkansas woman said about her husband when he joined the church. She said he was not "fittin'."

Again, I am embarrassed by the fact that during our two days here others have said nearly all of the things that I had planned to say. And regardless of that, to announce anything very new to you clear-eyed Americans would be about as difficult as finding a secluded corner in a roundhouse.

The subject that I had selected is rather broad and affords room for ranging. And yet something warns me. Forecasting production and prices is simple in contrast with all-inclusive prophecy. Those who on previous occasions favored us with their views on those subjects have since repented. What may happen to me as a result of this excursion in a somewhat different direction I know not.

Some Present Evils

But I do know that the future of this industry is a subject at once interesting and important. And there are dark spots as well as bright ones which we can not avoid seeing when we cast about. The fact is that we are now in a period of waste and extravagance. In new pools crude oil by the million barrels is taken from the ground before it is needed, often by the drilling of numerous, expensive wells when a much less number would suffice. It is placed in earthen storage to evaporate or in steel tanks at great expense, when nature's free reservoir was perfect. Producers are stubborn on this point. Being one of them I can afford to speak plainly. Their attitude can be illustrated by the story of the Missouri mule. This mule had been sold with a representation of soundness but the buyer had soon found that he was blind. Thereupon the mule was returned and a refund of the purchase price demanded. The seller demurred and insisted that the mule was not blind. The buyer finally suggested a test, which was adopted. The mule was turned loose in the lot and given a swift lash on the back. He proceeded to run into a post.

"There," said the buyer, "I told you so." "No," said the seller, "he ain't blind, he just don't give a damn."

Marketers also are greedy and uneconomical. The streets of some cities are fringed with gasoline pumps and tanks, not as thick, perhaps, as leaves in Vallobrosa but so thick as to constitute a nuisance. Companies actually establish filling stations and furnish pumps and tank outfits in such numbers and proximity that none of them can have a normal radius, and thus these agencies of the same company conflict with their co-agencies. This is done not because of some longing to serve the public—a motorist using a particular brand of gasoline could manage to go along without having a supply station in every block—but to obtain a trade advantage.

And there is yet another outstanding folly. I refer to the lack of coöperation and joint adventure in the construction of pipelines and other facilities which could be of common use, particularly in connection with new fields remote from established plants. There is no legal or other reason why there should not be closer coöperation in such matters. I have in mind our operations in Mexico during the last few years. Facilities there have been duplicated, triplicated, and quadruplicated, all unnecessarily.

Please understand me; I detest the holier-than-thou attitude and am trying to be entirely impersonal. Nor am I at this time proposing definite remedies. I think there are remedies for these and other things; and that is why I have allowed myself to speak of these tonight; those remedies should be an important part of our future. I do not agree with my friends who have expressed unqualified opposition to governmental regulation. I believe that whenever and wherever we seriously need regulation, as, for instance, in the matter of excessive drilling and the waste of oil, we should take the initiative. Knowing what is workable we could frame effective enactments which would not clog the wheels. The truth is that we have been shot at until we are gun shy. But it would be better for us to draft the laws and procure their enactment than to have them drafted by bricklayers—or brick-throwers.

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Work of the Institute

The greatest possibilities of accomplishment lie in the work that can be done by the Institute. We as an institute may not be in position to do anything with reference to some of the practices specifically referred to, but the mutual confidence and respect that springs from contact here will go far towards making a foundation. On some points we can confer and trade, and the law would encourage us to do so. On others it says No, and there we must stop. If we are in a foolish price war, and are selling a product at less than cost, we can not even get together and agree to stop the loss. I think we all know fairly well where the line is. We must accept the law as it is written and obey it. If the law is wrong let it be made right. We can separately and collectively work to that end. The Institute itself will keep in the middle of the road, the space it now occupies.

Popularization of Corporate Stock

When, thinking of the future, one looks around to see what is going on, and what the tendencies are, the perception can not be eluded by the fact that many if not all of the great companies are interested at this time in bringing about wider distribution of their stock. For years some of them were close corporations, owned largely by small groups. The ordinary investor was not supplied with much information, and it was not easy for him to get in. So he stayed out. The hold on the public affection in consequence was not strong. In recent years, and especially since the Liberty Loan drives, the attitude of the public, including the small investor, towards corporate securities has changed. Moreover far-seeing corporations in all lines have found it wise to encourage their employees to become stockholders. Today the country merchant, the farmer, and the wage earner are glad to have dividend paying stocks. It was but natural that wise heads should appreciate the many advantages of this development. Reduction of par values have ensued, also the reduction of market values per share by the payment of stock dividends. More stocks are being listed on the exchanges. Wider distribution, popularization, ensues.

We are in a democracy, and I think it is beyond peradventure that this policy gives strength and stability to the corporation. When all big business is pitched that way, when the humble as well as the important citizen is interested in the dividends to be

paid, when thousands instead of hundreds would suffer from socialistic or oppressive legislation—then we may expect more peace, prosperity, and equality of right.

To be sure there is an element to which this means nothing, the element that would ignore vested rights and oppose government itself. There is not much chance of reclaiming those who once have fully embraced that faith. But as new generations arrive it is well for them to hear the true doctrine and have the maximum of opportunity.

I can think of nothing that brightens the future of our industry as a whole more than this distribution, which I would rather call mobilization, of corporate stock.

Future Profits in the Industry

It is reasonable to suppose that this business will have its zenith and its nadir. I do not believe it has reached its zenith. But I do believe that broadly speaking the days of phenomenal profits are past, just as are the days of complete monopoly and the period when the extent of profits was not generally known, or else the business was considered not dependable and permanent. In the producing branch there will be fortunes made in the very nature of things. This is true because there will be discoveries, vast discoveries, with all that they imply. Those who are fortunate enough to have holdings inside will be enriched, while those on the edge and outside will not fare so well. When we think of the fierce drives being made by the competing interests for acreage, of the bonuses and rentals being paid for millions of acres that are not even fairly prospective, and of the increasing speed of this movement, it is hard to mention any one who should be happy except the land-owner, hard to see any very attractive averages for the operator. In the refining and marketing branches of the business by and large the profits are moderate today, with competition steadily increasing. In localities for a time those enjoying local advantages may show large percentages on the right side, but there are other localities where competition forces losses all around. On the whole, though, in view of the great and rapidly increasing demand for petroleum products, I believe there will be fair profits, accompanied by unavoidable safety against the vice of profiteering, which after all is not a pessimistic view. Much will depend on efficiency, and this again is as it should be.

Our Leadership & Our Land System The position of our Nation as the leading petroleum producer of the world need not be dwelt upon. The value of investments in this industry in the United States is not far from \$8,000,000,000. And the present is not the amount for the future. Indeed it will not be surprising if in the course of a few years this amount is doubled. And among the causes which have contributed to bring about the present result and give us the leadership one of the most important, no doubt, is our system of lands. Here the proprietor of land owns from the center of the earth to the sky above, including any petroleum within. I believe that if the government had retained or by any process had acquired title to all petroleum *in situ* our place would be different from what it is. Would the government have spent the money to drill wells? Congress might possibly have appropriated enough to drill a few holes where the Geological Survey said there was oil. But think of what this would have excluded! If the Government had been the only driller of wells the boundaries of possible production would have been fixed early and definitely. Other areas, including many that are now contributing to our 1,600,000 bbls. per day, would have been condemned. The game would have been played about as the conservative banker with his one kind eye, his glass eye, would have played it. Poor Wildcatter! We should never have seen him in his glory, finding oil where there was none, building mansions, establishing banks, buying railroads, finding some more oil, always making money circulate. Or, suppose the government had owned all of the petroleum in place and had adopted a policy of concessions and leases: Fancy the slow progress, perhaps no progress, in early days! There might never have been the beginning. And remember always that the government has been the follower, not the discoverer, where it has authorized operations on Government lands. I am certain that a leasing policy would have been better than government drilling, but that it would not have been the best. There is no more convincing illustration than Mexico. We see what was developed there when it was supposed at least that the land-owner owned the oil, and we see the stagnation and failure to go forward now that in new areas the government claims to own the oil but proposes to allow denouncements.

One ever important factor in such situations

is the attitude of the land-owner. Most land-owners in this day and time think there is oil in their land. They are keen for drilling and encourage the prospector—unless he is sucker enough to bite without encouragement. They are often willing to take a flyer themselves. And thus the deed is done. The land-owner is not a proponent if the government owns the oil; in that case he prefers no interruption of his solitary reign. The best results are obtained where interests do not thus conflict.

I am not one of those who believe that oil production in this country has been too free. By this I mean so far as the system is concerned; I would not excuse waste. There have been lamentations that the nation is being deprived of a great natural resource. If the resource is going we are being compensated, and if the time comes when we must import what we consume of this product we shall in turn have other products to export. But be that as it may, my theorem has been demonstrated if you are convinced that our system was ideal for the origin and development of the industry to its present stage. The continuation and further development in other countries may be a different story; some other system may be best suited for that. One thing is certain; an irresistible quantity of momentum has accrued. That which would have stopped us 50 years ago will not be a perceptible impediment in the future.

The Available Supply Great respect is due the Bureau of Mines, The Geological Survey and the American Association of Petroleum Geologists. But the smaller they make the world's theoretical supply of petroleum the larger looks the actual supply. Agents of the government once were sent out west to teach agriculture to the Indians. An old Indian rode up to a field and looked over the fence at a young teacher struggling with the plow. As Lo turned his pony and slouched away he was heard to say "Bully for 'em; keep it up!" And I feel that way about these estimates which are coincident with such healthy and increasing production.

Perhaps it is not a part of the Divine plan that man should know the limits of provision made for him, any more than that he should be able to answer, except by faith, the question of the ages, "If a man die shall he live again?" Profligacy is to be condemned at all times, but rather than fail to take advantage of

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opportunities in sight should we not believe that somewhere protected for us are such resources as we shall need? The world is very wide, and despite the teachings of today there may be more petroleum than mankind will ever require. We may expect new engineering feats and many of them. The time may come when science will show us the location of deposits in advance of the drill. I firmly believe that what there is will be made available. And I would feel the same way if I knew that it lay buried deep under the blue water of central seas.

With reference to such matters we need not do a great deal of worrying. Our best course is to play the game according to the dictates of an enlightened conscience and hope for the best. No doubt there was a time and not long ago when ship-builders were distressed at the diminishing supply of ship timber. What happened was the advent of steel and the exit of wooden ships. If the supply of petroleum becomes exhausted it will not be in the category of mishaps, and we shall have something even better to take its place. If we could come back in the year 2,000, present practices, including the air-ship and the radio, might seem primitive. And if we could look in at 3,000 we might even find Ireland ready to stop fighting and our Eighteenth Amendment repealed.

However, the American companies are not going to take a chance by relying solely on the production of the United States. Having established trades to supply, and with stockholders mobilized, they will not fail to take all possible precautions. They will assume that they are expected first of all to help themselves, and as the time comes they may apply and obey that ancient injunction—if you will allow me again: "Get thee out from thy father's house and from thy kindred unto a land which I will show thee."

Expansion of the Industry Peoples are slow to adopt new occupations. They cling to the old. Someone, perhaps Felix Oldboy, has said that the Dutch immigrant no sooner finds himself housed than he looks around to see where he can dig a canal. There are always some bold spirits who are willing to be the first by whom the new is tried, but they are the exceptions. Thus the people of Texas paid little attention to petroleum until the Titusville operator came among them. Even then some time was consumed in the awakening. And I would

say in passing that Titusville must have been a very large place. In the oil fields anywhere one will find more men from Titusville than from Paris, London, and New York. There are many petroleum missionaries today, but still the nationals of most foreign countries where petroleum is supposed to exist take but little interest in actual, aggressive development. They seem more disposed to get concession money and wait to see what will happen. In the majority of cases they evince an understanding of values which is often exaggerated, but when it comes to rigging up or spudding in they are not guilty.

Obstacles in Foreign Countries

So the men from Titusville, and those who have seen their smoke, including our friends across the Atlantic, will proceed. Truly as the poet has spoken of briars where the berries grow, they will encounter annoyances and obstacles. This seems inherent in the development and exportation of a natural resource by foreigners. It is not easy for a people or a government to bear in mind the beginnings, or the dry holes drilled and money expended before the smallest stream of oil crosses the ship's rail. Taxes, light at first when works are being encouraged, may be expected to increase all but to the point of prohibition. Governments have much freedom in taxation before running counter to international law. Another source of possible difficulty in some countries may be the thought that petroleum should be nationalized. Mexico undertook to do this by Article 27 of the Queretero Constitution, notwithstanding the fact that some years before Congress had expressly ceded petroleum in or upon land to the owner of the land. There was no foundation in law for the theory that petroleum being wild by nature like birds and animals was not susceptible of private ownership while in the ground, and, therefore, of necessity belonged to the nation. Nor was there any basis for the argument that having once belonged to the Crown as part of the royal patrimony it was inalienable. One of the very attributes of royal patrimony was its alienability. And yet there is sentiment in Mexico in favor of nationalization. We can only hope that on so clear a case when all agitation is over the decision will forever end the thought of confiscation. If one nation by a stroke of the pen can retake that which it has ceded away, then others can do the same. It is therefore an occasion for a righteous precedent. The

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Russian and Turkish fields, including Mesopotamia—well, it is fortunate that they acquired names when they did; it is anyone's guess if anyone knows where anyone stands.

International Relations—Conclusion

Every thinker realizes that the future in foreign fields may involve international problems of various kinds. The British and other Europeans are keenly alive to the value and importance of petroleum, and the British government is actually interested as a stockholder in the business. Our government is in the shipping business, but our explanation is that we acquired the ships to win the war and we are anxious to turn them loose. Doubtless Great Britain can truthfully say that the uses made of petroleum during the war prove that she made a good investment. If all will act fairly, be liberal, and avoid discrimination, the difficulties will not be great. This applies to the countries in which operations may be carried on, and alike to the countries whose nationals may go forth. Our Congress did a proper yet moderate thing when in the leasing act of February 25, 1920, it placed no restrictions upon foreigners organizing themselves into American corporations and taking leases, except the proviso excluding citizens of countries that have excluded the citizens of this country.

This, of course, is nothing more nor less than a countervailing provision intended to bring about reciprocity. It has no effect if the other country has not excluded us. The same thought in almost identical language was soon after expressed in regulations issued February 11, 1921, covering petroleum leases in the Northwest territories of Canada.

While it might seem better if there had been no occasion for anything on the subject, it would do no harm if every nation should follow suit, just as Canada was quick to do in reaction on our leasing law, for in that event the enactments each in turn would fall harmless, unless there had been a first blow.

What is to be desired most earnestly in our international relations is harmony, coöperation, and mutual understanding. The future of this industry is big enough for all. It is big enough to include those now indifferent if they should awaken and desire to participate.

The industry will move forward in importance and service to mankind. The past and present will not occupy all of the space when its complete history is written. On the contrary there will be signal achievements in generations yet unborn, triumphs of which we have never dreamed. And no minor part of these will be wrought by men of our color, speaking this language.

The Song of the Derricks

We are skeletons standing grim and still,
In many a valley, on many a hill;
The tools are gone and the walking beam,
Drill stem, and the rest are but a dream.

They set us up where the wise ones said:
"There's oil beneath, so go ahead.
Complete the rig and drill and pound
Till the stream of gold runs from the ground."

And so they did; and the anxious throng
Who bought the stock would come along
And linger about from day to day
Watching the bit go down to "pay."

And if perchance the liquid gold
Rushed from the earth in wealth untold,
There was joy around the festal board,
And Riot ran with the lucky horde.

But alas, alas, for the poor old soul
Who put his cash in a dusty hole;
No wonder we hear him rant and rave,
When his money's entombed in a mile-deep grave.

But so it is in the game of life—
Success or failure ends every strife.
In every effort there's chance and luck,
And horse sense wedded to bulldog pluck.

So here we be, on the vale and hill,
Black and deserted and mute and still.

They've plugged the holes betwixt our legs,
And we care not which man feasts or begs.

Upon us is written no epitaph,
Yet we've given the world 'bout half and half
Of the gilded wealth that mankind craves
And the blasted hopes of our dusty graves.

Breckenridge, Texas.

—F. W. Roberts.

Another "Open Sesame"

The old year has passed into the sepulcher of history. It leaves most of us regretful and possibly remorseful for many delinquencies and broken resolutions. We sorrowfully remember many precious hours wasted uselessly: opportunities we failed to grasp; a sick friend who has died and whom we visited not; distasteful habits we would not break. So we again, as men shall ever do, look forward to the New Year for our redemption. We fervently trust it holds for us the realization of fond hopes; the attainment of success in our many enterprises; the betterment of financial status; and the achievement of life's purposes.

The world sanguinely anticipates in the coming year the establishment of an amicable

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relationship between all nations; the extirpation of political despots and usurpers; and the free reign of peace, justice, and liberty . . .

Let us not live in the future but from day to day. If the way seems difficult and the outlook discouraging we could not do better than to face the situation stoically, grimly determined that our time must count for some-

thing. The brevity of life heightens the necessity of preparing ourselves for something better while young. Now, as never before, is the time for us to improve our intellects, strengthen our characters, and increase our capacity for usefulness.

—E. Fillmore Irwin,
Norfolk District.

How Much Does Poor English Cost The Company?

A. F. GERECKE, Philadelphia District

It would be an interesting statistical problem to determine what the cost of inaccurate and ungrammatical English is during a year's time. At a recent meeting of Supervisors of Expense, Northern Territory, the ever increasing volume of correspondence received dishonorable mention. The growth of the organization with its increased activities sees more correspondence, with many additional "long-winded" letters.

It is a task for some employes to convey their thoughts directly and accurately. They travel a considerable distance and then back again in order to present a simple idea. No doubt much of this waste of time in dictating, in writing, and in reading such letters is due to a failure to understand exactly what certain words mean. Correct English shows clear thinking. It does not require elaborate English, but, on the other hand, suggests the simple well-defined use of words.

A letter which does not present plainly the idea it is to convey costs the Company money when it results in perplexities, possible confusion, and probable additional correspondence. If it conveys a mistaken idea, it may cost the Company actual expenditure.

Large corporations print the suggestion on their telegraphic and inter-office forms: "Be Brief." No doubt all large corporations want the same suggestion conveyed in all their correspondence. Many of the greatest utterances and writings have been brief and concise.

Direct and accurate English requires the word "secure" to mean *make fast*, and it provides *obtain* and *procure* for the usual use of "secure."

When using the word *about*, "at" is quite unnecessary.

"Over," carrying the meaning of *above* and *beyond* can be supplanted by *more than*.

The use of "same" for *similar* should be kept in mind.

It is easier to say that the meeting of the Representatives *will be on Monday*, than to say it "will be held on Monday."

The use of foreign words and phrases is needless. The English language is sufficient to fully express one's self and it is certain that all readers do not understand foreign usages.

There is a considerable difference between "through," "finished," and "during," and all three of these words could not correctly be used in the same sense.

It is unnecessary to say a man "sustained" or "received" a broken leg, but it is quite sufficient to say *his leg was broken*.

Things "occur" by chance or accident, but things "take place" by arrangement.

A "party" may mean a group or a social event, but it is not used as correctly for "person" or "persons."

It is not necessary to say "reside," when you can say "live," which is a shorter word.

While the above suggestions are only a few of the many which can be supplied by numerous sources, they should demonstrate various possibilities. Not only the accurate use of words, but direct construction of sentences and paragraphs will serve to reduce time consumed in dictation, writing, reading, and answering.

If the time saved in one office amounts to only a few minutes a week, and if this is multiplied by the many offices of the Company and the many weeks of its existence, a waste of energy and money quite beyond our estimation will result; but not only has there been waste, but the results of the waste were poor business letters and probably confusion, mistakes, and misunderstandings.

Holders of 1918 War Saving Stamps! Ask your Postmaster or Bank for particulars. They will handle the matter for you.

DEPARTMENTAL NEWS

The managers of the respective Departments have assigned to the gentlemen whose names are here given the duty of sending to *The Texaco Star*, so as to be received by it before the 25th day of each month, departmental news, photographs, and other items of general interest. Material for this purpose should be sent to them before the 20th of the month. All are invited to cooperate.

Refining Dept.	C. K. Longaker, Houston
Natural Gas Dept.	W. H. McMorris, Jr., Fort Worth
Ry. Traffic & Sales Dept.	J. A. Brownell, New York
Marine Dept.	J. Nicholle, Port Arthur
Legal Dept.	H. Norris, New York
Treasury Dept.	H. Tomfohrde, Houston
Comptroller's Dept.	H. G. Symms, Houston
Insurance Dept.	R. Fisher, New York
Sales Dept. S. Territory	B. E. Emerson, Houston
Sales Dept. N. Territory	P. A. Masterson, New York
Sales Dept. W. Territory	C. M. Hayward, New York
Asphalt Sales Dept.	R. C. Galbraith, Houston
Export Dept.	Personnel Committee, N. Y.
Purchasing Dept.	F. C. Keras, Denver
Producing Dept.	J. I. Smith, New York
Pipe Lines	J. B. Nielsen, New York
T. T. Co. of Mexico, S. A.	J. A. Wall, New York
	J. T. Rankin, Houston
	Otto Hartung, Houston
	Fred Carroll, Houston
	C. W. Pardo, Tampico

REFINING DEPARTMENT

WATER SHIPMENTS BY THE TEXAS COMPANY FROM PORT ARTHUR, TEXAS, MONTH OF DECEMBER 1922*

Refined—Coastwise.....	724,304 bbls.
Refined—Foreign.....	497,592 bbls.
	1,221,896 bbls.
Crude—Coastwise.....	412,669 bbls.
Crude—Foreign.....	30,421 bbls.
	443,090 bbls.
Total.....	1,664,986 bbls.

N. Terminals Office.—Messrs. L. R. Holmes and H. M. Herron represented the Terminal Division at the meeting of the National Petroleum Institute at St. Louis December 4-6.

Mr. and Mrs. Frank Nester, who have been abroad for the last year, arrived in New York on the steamer *Zeeland* a few days before Christmas to spend the holidays of happiness and good cheer among their old friends and acquaintances. Mr. Nester has been connected with The Texas Company's plant in Antwerp, Belgium, since November 1920.

Mr. and Mrs. M. L. Taradash are receiving congratulations on the arrival of Beverly Muriel.

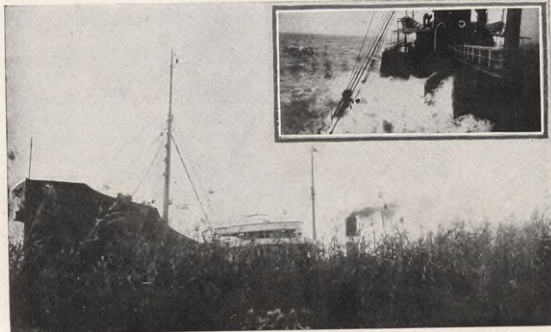
The members of the Northern Terminals Division office who attended Bayonne Terminal's entertainment and dance at the Industrial Y. M. C. A. of that city on November 21, spent a most enjoyable evening and all members of our office appreciate the invitation.

Our Knights of the Pin suffered their first serious reverse of the season when they met a double defeat at the hands of the Railway Traffic and Sales Department. They won the next two games from the Sales-General, and the team is now in fourth place, with ten games won and six lost. The high team score of 566, rolled the opening night of the tournament, continues to stand as a target for the other teams to shoot at.

TREASURY DEPT.

According to Transfer Agent Harold E. Lapp, the stork outdid itself when it presented on December 7, 1922, to Mr. and Mrs. Lapp their only son and heir, who is to be known as Junior. Making all allowances for his father's pride, Junior must be really a remarkable infant.

Don't save one week and spend all of your savings the next week.



MARINE DEPARTMENT

S. S. "Texas"

Temporarily laid up at the West bank, The Texas Company docks, at Port Arthur.

The insert shows the good ship under conditions much preferred by Captain Jonassen.

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SALES DEPT. S. TERRITORY

Houston District.—

The District Office extends sympathy to J. E. and J. A. Brophy for the loss of their father, Mr. E. I. Brophy.

General Clerk W. H. (Bill) Denny during the holidays visited his home people at Crockett, Texas. At his arrival he was greeted by a former employe of the D. O., S. W. Craddock. All aglow with excitement "Samuel" confirmed rumors of his approaching marriage to Miss Dehla Mildred Wooters on the evening of December 28. Congratulations.



The Texas Company's wharf at Harrisburg, Texas

Dallas District.—We welcomed two new stations during December: West Station with J. C. Karlik as Agent, and Parks Station with F. L. Minkwitz as Agent. We extend best wishes for success.



Rich Field, Waco, Texas

Left to right: Cadet J. B. Giles; Major E. A. Lohman, in command of squadron; B. C. McDaniel, City Salesman, Waco; Agent Claud McClellan, Waco, Texas Station; Cadet Anton Hanza.

In the background is Truck Driver W. F. ("Flip") Jones. Driver Jones is on the field as soon as a plane hits the ground and stays until they are ready to take the air.



Rich Field, Waco, Texas

Government airplanes receiving Texaco Service. Agent Claud McClellan writes: "We have been supplying all U. S. planes with gasoline and Motor Oil E. H., and this is the third flight of ten or more that we have taken care of. Officers in command of various squadrons tell us they get better and quicker service at Waco Station than anywhere on their route between Fort Sill and Kelly Field. We appreciate these compliments."

The Texaco Club of Dallas entertained with theatre party at the Majestic on November 27, which was well attended and much enjoyed. Some members of the entertainment committee have intimated that a New Year's dance and watch party is being planned.

Stock Clerk R. C. Holmes and wife are rejoicing over the arrival of a fine boy.

Why Stop Saving?

Oklahoma District.—We have an announcement reading something like this: "Mr. and Mrs. Edmund A. Clement announce the marriage of their daughter Vera to Mr. Clarence Singleton Arnold, on Tuesday, December the nineteenth, one thousand nine hundred and twenty-two, McAlester, Okla. At Home, Paulter Apartments, Ardmore, Okla." Yes, it's our own Special Agent taking the fatal step, but we're for him and feel that nothing but happiness will be the result. Congratulations to you both, and may the entire District have the pleasure of meeting the new bride.

We wish to announce a couple of brand new agents in the District. Meet Agent S. B. Minor at Pawhuska Station, transferred from Drumright; and Agent John K. Carpenter, transferred from Woodward, Okla. These boys got their promotions by hard work and we know both Pawhuska and Nowata Stations will show improvement right from the start.

The Oklahoma District has a brand new station at Smackover, Ark., in the heart of the new oil field. The tanks are on the way, building material is ordered, and Construction Foreman Smith is ready to take the first train. When this station gets to operating, we'll put out the lube oil so fast, it will take one man to write the orders.

Fred C. Jones of Ardmore A. F. S. No. 1 says you can't realize how pretty the Red Star and Green T looks until you see his flower bed. And we may add that his galloneage is looking good, showing a slight increase from month to month.

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New Orleans District.—Superintendent Dyer, in an endeavor to induce the field forces to use their heads in selling motor lubricants, called on each representative for a resume of the talk he makes when interviewing a prospect. Interesting papers were received from everyone, those of Special Agent Jahraus and Agent Tucker of Brookhaven being of unusual worth.

The entire New Orleans District offers sympathy to Charlie Gerrets, Assistant Superintendent, for the loss of his father, who died on December 20 after a long illness.

Lub. Assistant Morris, New Orleans, writes:

Mr. H. M. Reynolds, Chief Engineer of the City of Crowley, La., drove a Model 90 Overland car from Buffalo, N. Y., to Crowley, La., a distance of 1,806 miles. Before leaving Buffalo he put five quarts of Texaco Medium in car and bought five quarts on the way South. He used ninety-one gallons of gasoline.

Mr. Reynolds at the present time is operating two Fulton Iron Works Engines and is using one quart of Texaco Ursa Oil on each engine in twenty-four hours.



Home of Agent C. Daigle, Donaldsonville, La.

Mr. Daigle is an old employe of the Company and has been at Donaldsonville since that station was opened many years ago. He is not only agent for the Sales Department at Donaldsonville, but represents the Fuel Oil Department there also, and is well known all around that section. "Daig" is a fancier of bird dogs and the dog shown in the insert is one of his greatest prizes. It is expected that some of the bunch from the D. O. will soon go up to Donaldsonville on a hunt, in which some of Daig's prize dogs will assist to the best of their well-known ability.

Atlanta District.—Last month we were much disappointed to have to report that the stork passed us by; but after we had searched in vain and finally sent in our news items, Assistant Agent Hamric from Griffin, Ga., dropped into the office and informed us that the stork had visited the home of Agent Kennon some two or three weeks before. We have been unable to learn any more than that Agent Kennon is a proud father, but we wish the little one the best of everything.

Upon reaching the office on Saturday morning, December 9, we found a long message



West Palm Beach, Fla. Station

This is really down among the sheltering palms where the sun shines the year 'round and it is necessary to use electric fans to keep comfortable.

from Agent T. E. Horton, Macon, Ga., announcing that he had checked in the new Assistant Agent at 7:30 o'clock the evening before. He stated that the new assistant weighed nine pounds and looked just like his father. Congratulations, "Thad," and a warm welcome to the new member of the Family.

C. W. Levy, Salesman in Northern Alabama, informs us that Louie Kilpatrick, a lumber dealer in Ethelville, Ala., has named his six-months old son Texaco and expects to make him President.

Agent U. U. Hudson, Clinton, S. C., decided that it would be absolutely necessary for him to have an assistant; so he persuaded Miss Della Thompson of Greenville, S. C., to accept this position on November 18. Congratulations and good wishes.

It is with extreme sadness that we report the death of little Martha Hudson, daughter of Agent R. S. Hudson, Selma, Ala. To Agent Hudson and his family we extend the heartfelt sympathy of the entire District.

We have a Commission Agent at Fernandina, Fla., who is one of the best Texaco boosters in the District. On the evening of December 4 and morning of December 5 Agent L. G. Hirth had five yachts, one very large seaplane, and a houseboat of the newest and largest type lined up at his dock filling station to be served with Texaco products.



Lake Beulah Service Station, Lakeland, Fla.

Recently opened by E. S. Walton. Mr. Walton is a strong believer in Texaco Products and says that he is very much encouraged by prospects for future business.

The TEXACO STAR

SALES DEPT. N. TERRITORY

Superintendent of Motor Equipment L. V. Newton says of the new designs in trucks to be used in the Northern Territory: "I feel that both of these jobs represent the last word in truck and tank construction. Further, they are so attractively painted and lettered as to give The Texas Company the greatest of advertising on the streets as well as 100% service to customers."



New designs in trucks to be used in Northern Territory. One, a 600-gallon 3-compartment Mack tank truck with can racks; the other a 3 1/2-ton 1,000-gallon 3-compartment tank truck with can racks.

"Roddy" went over the top in France several times, and he saw no reason why he shouldn't do it once in his own country. So lo and behold, he took unto himself a wife and changed her name from Miss Charlotte Uhlman to Mrs. Henry J. Rodriguez. The wedding took place on November 29, and the happy couple went honeymooning at Atlantic City. Roddy didn't want any of the crowd to know of his matrimonial intentions, and tried to keep the matter secret. But J. W. McGuire's little two-year old girl Peggy, for whom Roddy was Godfather, gave the secret away by telling her father; and Mac was therefore at the wedding with beams and smiles. Roddy was a doughboy with the 312th Infantry, 78th Division, and was overseas about 18 months. He is a popular member of Dr. Haskell's staff.

New York District.—H. J. Freemyer, clerk at Middletown Station for the last five years, has been promoted to Salesman, New-

THE JANUARY BARGAINS

When the January zephyrs blow
carreering from the north,
And the stylish little girls don
less clothes to issue forth,
Then the shops and vast emporiums
announce their stock in trade
Will be sold at sacrifices as trade
were never made. . . .

And it seems as if they come from every
corner of the town,
Short and tall, and thin or portly, fair haired,
or with locks of brown;
For the call of bargain counters grips
them with its luring thrill,
And a chance at cut-price finery is a cure
for any ill.

Then they swarm around the counters all
intent to get there first,
As they trample o'er each other daring
each to do her worst;
And they strive from morn till evening
valiantly to save a dime,
So's to spend it for a soda going home
at supper time.

And they send their precious bargains
home to hubby with the bill,
Never mindful that the cost may give
his pocket-book a thrill;
For the instincts of the ladies o'er
their purses ever sway,
When they get a chance to scrimmage
on a New Year's bargain day.

—Allen F. Brewer,

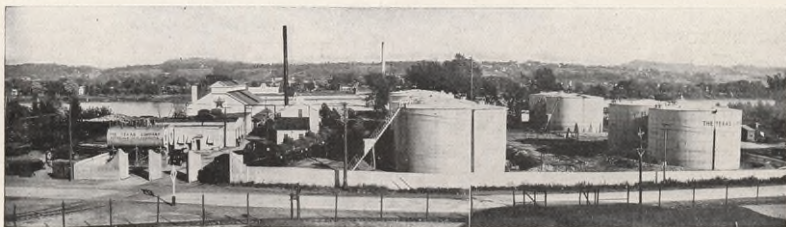
Mech. Engr. Sales Dept., Nor. Ter., New York.

burgh Territory, effective December 1, 1922. Mr. Freemyer's history with the Company is interesting, having started when 17 years of age as Hall Boy in the New York Office; was promoted to Office Boy; and then a clerk. In 1916 he desired to secure a knowledge of station operation and was transferred to Newburgh Station as clerk and cashier.



H. J. Freemyer (at right) and A. W. Winters

The TEXACO STAR



Albany, N. Y. Station—September 1921

Main Station (upper left), Warehouse and Pipe Yard (upper right) and Pipe Line Station (lower).

Left to right, rear row: G. B. Morris, Agent Saratoga; U. J. Delehey, Agent Watervliet; E. A. Conroy, Agent Ticonderoga; G. MacNair, Assistant to CB, N. Y. Office; G. R. Penchard, Rep. Alb. Ter.; F. J. Gohl, Agent Hudson; E. G. Simmons, Agent Chatham; J. Johnson, Customer; R. E. Pedrick, Tank-car Ins. Alb. plant; W. D. Sowrey, Foreman Alb. Shop. Middle row: C. Henry, Chief Clk. Alb. Sta.; P. R. Noonan, Clk. Saratoga; F. J. Shock, Clk. Alb.; F. F. Spencer, Agent Cobleskill; F. J. Mooney, Ag't Schtdy; H. C. Schiele, Pump rep. man Albany Ter.; B. J. Schwalbach, Slsm. Alb. Ter.; L. Young, Ag't Ft. Plain; J. F. Keenahan, Slsm. Alb. Ter.; P. Nadeau, Auto Mech. Alb. Ter. Front row: C. Brettell, Supt. M. Equip. N. Y. Off.; J. H. Allen, Slsm. Alb. Ter.; P. J. Quinn, Ag't Gloversville; J. S. Ellwood, Slsm. Alb. Ter.; H. A. Ahlers, Asst. Ag't Alb. Sta.; H. R. Russell, Ag't Alb. Station; T. J. Russell, Clk. for Rep. Penchard; P. H. Noonan, Slsm. Alb. Ter.



Albany Territory Outing, Schuetzen Park, October 11, 1922

After working there for six months he was transferred to Monsey Station, where he worked for one year, and was then transferred to Middletown Station. He enlisted during the war, and on his return took up his duties again at Middletown Station. The men of Newburgh Territory, as well as the host of other friends he has made in the Company, wish him all success in his new endeavor.

A note from our Long Island City Station, signed by "A Texaco Booster," reads:

We have in our midst two very popular members of the Texaco Family who have been with us since August. Why not forward some item to *The Texaco Star*, so that their friends who know nothing of their transfer, and have missed them, will learn of their whereabouts. You know who I have reference to—our Assistant Agent, P. Sprofera, and our Telephone Operator, G. Reddy.

Exchange W. S. S. for Treasury Certificates.



McAdoo Filling Station, Jersey City, N. J.

Showing Joseph Amato, a Texaco Booster, who is retaining his trade by his personal efforts and pleasing personality.

The TEXACO STAR



Budd's Garage, Patchogue, Long Island



Mr. Budd and one of his advertising cars

At a recent meeting of Long Island Territory employes at Babylon, a car drove up all covered with Texaco advertisements. On investigation it proved to be our good customer, Mr. Joshua Budd, of Budd's Garage, Patchogue, L. I. After several pictures were taken of Mr. Budd and his car, he was invited to participate in the festivities and dinner. After dinner all enjoyed football, baseball, bowling, etc., and all had a thoroughly good time. Mr. Budd travels the Island extensively in his car, acquainting dealers with our products. He formerly had a long pennant tied across the back of his car: "Texaco Gasoline, The Volatile Gasoline, mileage goes up, upkeep down." He now has a special car with the advertisement: "If you can't go further on Texaco Gasoline and Oil than on any other Gas or Oil, I'll fill your tank free."

Boston District.—On November 15, 1922, W. O. Kroenke severed his long association with the Company to accept a position with Mr. Charles Murray, our distributor at Bangor, Maine. We all regretted to see Mr. Kroenke leave us, and as a token of esteem and friendship the District employes presented him with a traveling bag.

Announcement is made of the marriage at

Town Taxi Company

Using Texaco gasoline and motor oils exclusively in the operation of one of the largest and most progressive tax Service companies in the city of Boston, with a monthly consumption of about 20,000 gallons of gasoline.



Worcester, Mass., on November 30, 1922, of Miss Mary V. Guthrie and T. W. Rogers, salesman in Metropolitan Boston. Congratulations to Mr. and Mrs. "Tom."

Another Benedict in our midst is J. P. McHugh, Representative on Cape Cod. We understand "Joe" married Miss Winifred Waters at Brookline, Mass., on November 25, 1922. Congratulations to you both.

One of our very good filling station locations is that operated by Fred B. Hale at Springfield, putting out an average of 300 gallons of gasoline and 30 gallons of motor oil a day. The following (original with Mr. Hale) appears on the back of our Texaco Motor Oil blotters which he distributes to his trade:

HALE'S
TEXACO

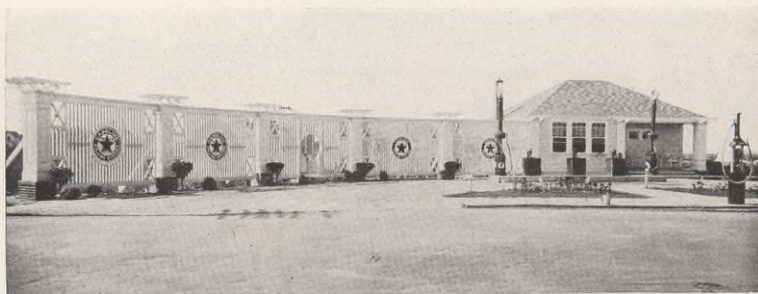
Filling Station says:

Drive right up in your old Tin Lizzie,
Lift up the seat and we'll get Busy.
Our Texas Gas is sure some Fuel—
It smiles at miles and kicks like a Mule.
Your Tank's half full—what will it be?
Shall we fill it up, or only three?
How 'bout Water and a little Oil?
Better take some; see the engine boil.
What about Springs; don't you need a Tire?
Farther ahead they may charge you higher.
If there's anything else you need today
Buy it now before you drive away.
If you don't want to buy, just say Hello,
And give us a smile before you go.
We are always glad to see you here,
And will give you a smile for a souvenir.

STATE STREET
Opposite Hende's

Philadelphia District.—Marking the close of a year of enthusiasm and loyalty for Texaco, the employes of the District Office joined in a happy Christmas celebration on Saturday, December 23. The surprise of the party was the presentation of a Minstrel Show; under the direction of Assistant Creditman Myron Edeleman a chorus had been brought into shape; the Interlocutor was

The TEXACO STAR



Artistic and Serviceable

The Fogg Filling Station, Ninth and Phalon Avenue, Ocean City, N. J. This is an example of an artistic and serviceable station, provided at a cost which is not excessive. The gallonage handled at this filling station shows that the location is good, the service excellent, and Texaco products are in demand.

Winfield Batchelder and the End Men were Dan Killion and Jim Daley; banjo solos were played by William Albrecht and Jimmie Sheeren; a vocal solo by Nelson Hoffman; a "Gallagher and Sheehan Act" by Bill Andrews and Dan Killion; and dances by Teddy Tuckwood and Jim Daley. "Community" singing and dancing, with plenty of holiday "eats," cigars, presents for everyone, a Christmas tree,—and, last but not best, mistletoe—rounded out an occasion long to be remembered.

We regret to report the death of the mother of Salesman John Ryan. He has our deepest sympathies.

Mrs. Leo Deutsch is recovering from an operation for appendicitis.

The new station at Pottstown will begin operation about the middle of January, and it is expected that rapid progress will be shown.

The sales at the new station at Reading, Pa., are jumping in leaps and bounds. Many new accounts are being opened by the enthusiasm and energy of Agent Wm. A. Edwards and Salesman John Ryan.

K. S. Cullom, of Lubricating Sales Supervision forces, is the proud possessor of a handsome loving cup won in a cross country race conducted by the "Schuylkill Navy." He is a member of The Malta Boat Club.

Chauffeur Levi S. Long, Washington, D. C. Station, has returned from Denver where he was transferred at his request because of the illness of his wife. Mrs. Long is reported as being much improved.

Pittsburgh District.—Superintendent G. L. Clifton and Mrs. Clifton are enjoying a visit over the holiday period to Charlotte, N. C., and Norfolk, Va., the "Chief's" home section. We hope they will have a pleasant trip.

Among the large steel plants in the Pittsburgh District being lubricated with Texaco Products are the following:

Republic Iron & Steel Co., Youngstown, O.
Youngstown Sheet & Tube Co., Youngstown, O.
Weirton Steel Co., Weirton, W. Va.
Wheeling Steel Corporation, Wheeling, W. Va.
McKinney Steel Co., Cleveland, O.
Andrews Steel Co., Newport, Ky.
Newport Rolling Mill Company, Newport, Ky.

We are pleased to announce the promotion of H. A. Hurt, Jr., from Salesman to Agent at Cincinnati, to take the place of W. W. Hoopes, who resigned to enter other business.

The Pittsburgh District had an exhibit at the National Farm Show in Toledo, O., December 6-15. Many favorable comments were passed on our booth, which was in charge of Agent P. L. Rapp assisted by Salesmen P. D. Schneider, C. E. Flager, and W. B. Hawke.

During the last month we have added to our delivery equipment a two-ton truck at Toledo, O., and Pittsburgh, Pa., stations. Chauffeurs J. E. Smith, Pittsburgh, and Ray Wales, Toledo, are very proud of these new trucks. Chauffeur Smith drove them over the road from the Mack factory at Allentown, Pa.

Advertising

Car driven by Salesman C. E. Flager, Lima, O. Attention is called to the advertising on the rear of the car, which we consider very good. Mr. Flager is at the left and Salesman W. B. Hawke, also of Lima, is at the right.



The TEXACO STAR

Norfolk District.—



Virginia Oil and Supply Co.

Wholesale distributors of Texaco products, Petersburg, Va. In 1914 D. H. Jackson, formerly with Standard Oil Company, began to operate at Hopewell, Va., as Virginia Oil and Supply Co., "Distributor of Texaco." He was one of the pioneers of that town, which was built in a cornfield on soft cultivated ground and grew in a few weeks during the World War to a busy city of 40,000. Those busy war days allowed no time for making streets, and delivery routes were over roads and lanes of almost bottomless mud requiring six mules to each tank-wagon and breaking two or three wagon tongues a day. The population was dependent on service. Kerosene was absolutely essential; thousands of laborers were living in tents and shacks. No other fuel was available for cooking, light, and heat. Mr. Jackson had assumed the responsibility of supplying this necessity and at material loss to himself delivered the goods. When roads took on the semblance of streets he had to fight strong competition, but he won out and Texaco is today sold by nearly 100% of the dealers in Hopewell and adjacent communities.

Later this company erected storage in Petersburg where they now have a splendid plant, warehouse, garage, and storage for Texaco gasoline, kerosene, lubricating oils, and case goods. The business grew, and in January 1920 two highly promising young men, Hugh E. Jackson and J. R. Barksdale, were taken in as partners.



Topping Oil Company, Williamsburg, Va.

One of our newest distributors, but one of the most hustling, of whom a fine future is expected.



Carolina Oil & Supply Co., Hendersonville, N. C.

Chauffeurs: Fred Gilliam, Roy Pace, O. M. Brown, W. M. Guice. Standing: T. J. Stocks, Manager. Distributors of Texaco products in Hendersonville and surrounding territory—the famous "Land of the Sky" of North Carolina. This company was formerly owned and controlled entirely by S. Y. Bryson, one of the leading citizens of Hendersonville. A year ago T. J. Stocks, who had been Operating Inspector in our Norfolk District, became associated with Mr. Bryson as manager of the company. During the month of August the trucks and chauffeurs shown in the picture distributed the greatest gallonage ever put out in one month by a distributor in the Norfolk District, the previous greatest distributor's gallonage for one month having been put out by the Statesville Oil Company, Statesville, N. C.

ASPHALT SALES DEPT.

The office of the Asphalt Sales Department in Philadelphia has been moved from 214 Harrison Building to 603 Widener Building. This brings the headquarters of Representative W. J. King into closer association with other offices of the Company in this city.

One of the major talking points of Texaco salesmen is the unexcelled service which our organization extends to all users of Texaco products. Texaco Asphalt representatives at every point receive many verbal and written compliments on this service. The following excerpt from a letter received by W. R. Macatee of the Richmond office from Federal Asphalt Paving Company of Hamilton, Ohio, who have just finished a job in Bluefield, Va., is typical: "We wish at this time to thank you for the way in which you have taken care of our needs while here in Bluefield, and will say that your service is unsurpassed."



Exhibit of General Auto Supply Co., Inc.

A 100% customer of ours in Richmond, Va. The men in the picture are L. W. Priston, Salesman; W. B. Goebel, Engineer; J. A. Gardner, Salesman.

Learn to save when you are young; it becomes a habit.

The TEXACO STAR

The issue of *Engineering and Contracting* for December 6, 1922, carried an article describing the construction of 17½ miles of Texaco Asphaltic paving in Potter County, Texas.

Deeply touching and saddening is the news of the death of the mother of A. R. Young, Chief Engineer of the Asphalt Sales Department. Mrs. Young died on December 9 and was buried on Dec. 11 at Chanute, Kansas.

THAT'S WHAT OLD CAESAR DID

When Caesar took a westward ride
And grabbed the Gauls for Rome,
What was the first thing that he did
To make them feel at home?
Did he increase the people's loads,
And liberty forbid?
No; he dug in and built good roads—
That's what old Caesar did.

Did Caesar put the iron heel
Upon the foemen's breast,
Or did he try to make them feel
That Rome's rule was the best?
What did he do to make them glad
As he came their lands amid?
He built good roads, in place of bad—
That's what old Caesar did.

He built good roads from hill to hill,
Good roads from vale to vale;
He ran a good roads movement
Till Rome got all the kale;
He told the folks to buy at home,
Built roads their ruts to rid,
Until all roads led up to Rome—
That's what old Caesar did.

If any town would make itself
The center of the map,
Where folks will come and settle down
And live in plenty's lap;
If any town its own abodes
Of poverty would rid,
Let it go out and build good roads—
Just like old Caesar did.

EXPORT DEPT.

We have received several kodak pictures taken during and after a fire which some time ago destroyed The Texas Company's warehouse at Tsingtao, Shantung, China. This fire started in a building adjoining our warehouse, never-



All that was left of our warehouse at Shantung, China

theless it serves as a reminder of the importance of enforcing fire prevention rules and the imperative necessity of always keeping fire extinguishing equipment in perfect order.



Milano, Italy

Our exhibit at a recent fair in Milano, Italy, was located in the automobile, farm, and machinery section.



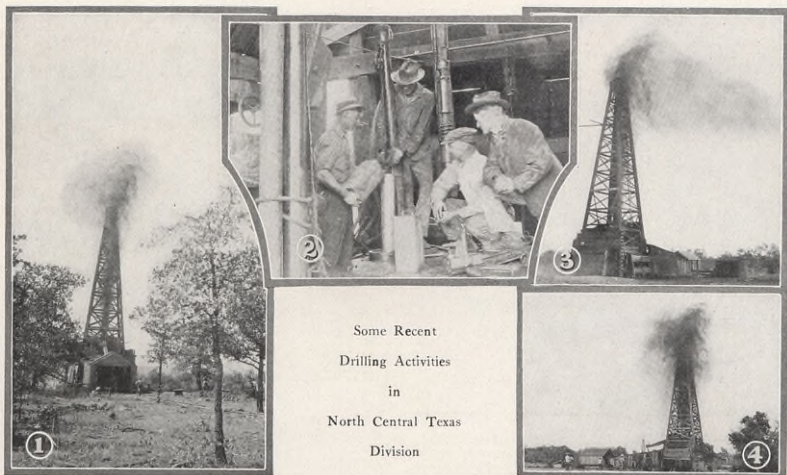
Outside the booth

At left: T. Theodoli, Sales Manager. Standing in doorway: G. B. Ghiodo, Managing Director; Ottavio De Notter, Superintendent Milan District. In front: G. Gambaro, Superintendent Genoa District; G. Bartolini Salimbeni, Salesman Milano District.

Public opinion is like the wind—you know from what direction it is blowing today, but you can not foretell the direction tomorrow.

—Wilbur E. Sutton.

The TEXACO STAR



1. The Texas Company S. A. Day No. 11 in Stephens County, Texas, two miles south of Breckenridge. Completed October 4, 1922, total depth 3,131 feet. Shot, 200 quarts. It came in as a small producer. When the squib or torpedo is dropped in the hole for the purpose of exploding the shot, the shooter usually remains at the mouth of the well until he hears the explosion in the bottom of the hole and then he beats it to a place of safety. This is done to make sure that the explosion actually occurs, thereby eliminating part of the danger connected with the shooting of wells. The man in the picture is losing no time in getting to a place of safety.

2. Pouring the shot—The Texas Company B. Searcy No. 1. This well was located July 5, 1922, and drilling started July 31. It was completed October 2, 1922, with only a showing of oil. On the same day the well was shot with 50 quarts of nitro-glycerine, and came in with a production of 80 barrels. Up to November 7 it has produced about 700 barrels of oil. The man sitting down and wearing a cap is W. H. Kirby, who has charge of all well shooting in this Division. Note his interest in the way in which the nitro-glycerine is being poured into the shell.

3. The Texas Company J. W. Parks A 31, in central part of Stephens County. Location made June 30, 1922. Depth 3,220 feet. Completed October 23, 1922.

4. The Texas Company Black Bros. No. 16, in northern part of Stephens County. Location made May 12, 1922. Depth 3,258 feet. Shot, 50 quarts, August 3, 1922.

PRODUCING DEPT.

President Beaty's Inspection Trip.—Leaving Houston

November 29 on the private car *Yale* and returning December 5 after a trip of six days through several of the oil fields in which The Texas Company operates, a party composed of President Beaty and other officials of the Company made a running inspection trip of several Divisions of the Producing Department and Pipe Line Companies.

One day was spent at Kosse and Mexia, the party alighting at Groesbeck and driving north through the fields to Wortham where the train was boarded for Parks, Texas, in Stephens County, headquarters of the Producing Department North Central Texas Division. The weather here interfered with any extended trips through the field, but an opportunity was afforded to look at the gasoline plant, warehouse, and machine shops. The trip was made in automobiles to Breckenridge where the train was boarded for Electra,

Texas, in Wichita County. From here an auto trip was made over a portion of the large Waggoner Ranch, and a visit to the Electra Gasoline Plant.

After leaving Electra a jump was made to El Dorado and Smackover, Arkansas. In the latter field The Texas Company has extensive holdings. Two days were spent in going over these properties, and then most of the party returned on the *Yale* to Houston, while President Beaty with Vice Presidents Donoghue and Holmes went to St. Louis to attend the annual convention of the American Petroleum Institute.

Members of the party were: Amos L. Beaty, President, New York; T. J. Donoghue, First Vice President, Houston; R. C. Holmes, Vice President, New York; D. J. Moran, Manager Producing Department, Houston; J. C. McCue, Assistant Manager Producing Department, Fort Worth; Robt. A. John, General Attorney, Houston; C. P. Dodge,

The TEXACO STAR

Manager Southern Sales, Houston; W. V. Bowles, Superintendent South Texas Division Producing Department, Houston; T. E. Duggan, Assistant Manager Ry. Traffic Department, Houston; Joe H. Thompson, Producing Department, Houston, Secretary of party.



The Texas Company Fee No. 235, Sour Lake, Texas

Completed July 10, 1914, at 1560 feet for a pumping production of 50 barrels. This sand gradually went to water and the well was drilled 661 feet deeper, completed April 28, 1916, for 25 barrel pumper. On July 22 of the same year it was again drilled deeper and produced 75 barrels a day from 2275 feet; it produced from this depth until the casing collapsed September 1922. On September 27, 1922, a pine plug was set and 4 1/2-inch casing perforated from 1886 feet to 1936 feet, and the well started flowing from this depth at the rate of 750 barrels a day, continuing at this rate for several days, and is now pumping 100 barrels per day.

We send a kodak of our wells Lemons No. 1 and No. 2 in the big bend of Red River nine miles north from the town of Nocona in Montague County. About three and a half years ago the Nocona Oil and Gas Company drilled a well to depth of 2,500 feet, 3,400 feet south and a little east of our Lemons No. 1. This well had many and various sands carrying indications of both oil and gas, especially in a sand found at 2,350 feet. The locality took on booming conditions and several other wells were drilled without discovering anything important except that it gave us an idea of the unusual conditions existing in that locality. After the original leaseholders ceased to pay the high rentals for the acreage they were holding, we were able to secure 2,300 acres of leases within a radius of one mile from our well. And in what we consider the prospective locality we have about 7,000 acres, secured at small cost. At this time the locality is getting its second boom. The gas already developed has been a remarkable find, as it is so voluminous and so near the grass roots; but while we have the largest shallow gas well in the United States, or in the world for that matter, there is every indication that

this prospect will prove to be not only a gas field but an oil field as well.



T. T. Co. Lemons No. 1 and Lemons No. 2

No. 1 showing standard rig, and No. 2 showing Star drilling machine used to develop gas for operations after mudding off the enormous gas flow in No. 1 well preparatory to drilling deeper.

Mr. and Mrs. A. G. W. Biddle announce the birth of a son at Tulsa on December 19, 1922, to whom they have given the name James Brubeck. Mr. Biddle was formerly at West Tulsa Works, then in Mr. Scullin's office in Houston, and in 1920 went to Tulsa under Gen'l Superintendent C. R. Wilson of the Oklahoma and Kansas Divisions of the Producing Department.

PIPE LINES

Again this year, on Christmas Eve, the Green Tree Club, with the help of the Pipe Line offices, made a trip to Crosby, Dayton, Liberty, and the surrounding country where they distributed a thousand pounds of fruit and nuts and candy, three hundred toys, and several hundred articles of clothing and shoes to the children along the way, whom old Santa Claus had forgotten. The outfit of six cars, accompanied by old Santa himself, left Houston an hour before daylight, and by the time the children were astir it was far down in the country among them. After fifteen hours of continual

The TEXACO STAR



The Green Tree Club and Santa Claus

hustling and good team work all clothing had been fitted and other supplies distributed. When the tired but happy party reached Houston the speedometer recorded 136 miles for the trip.

In a spirit of kindly feeling for those not so fortunate as themselves, the force of our Sour Lake Main Station contributed \$100.00 to provide a Merry Christmas for a number of needy families in that neighborhood.

On November 18 C. F. Bowman was married at Casper, Wyo., to Miss Marjorie Vaughan of Houston. Just one week after the wedding Mr. Bowman was transferred to the Houston office, and after spending a month here they have gone to Shreveport where Mr. Bowman will be located during the construction of the main line to Louann, Ark. Many Houston friends look for their return to this place.

The Dallas Division reports two weddings. F. M. Lewis, Telegraph Operator in the Dallas Office, and Miss Allie Overton, formerly telephone operator at West Dallas, were married on November 25 and are now at home at 5619 Alta Street, Dallas. I. R. Prouty, Me-

chanic in the West Dallas Machine Shop, and Miss Bernice Chenoweth were married on November 29, and after an automobile trip to various points in Texas they are at home in Oak Cliff. The best wishes of our Pipe Line Companies are extended to the happy couples.

Since December 12, J. J. Garvey, of the Engineering Department, has been looking more optimistic than usual. Little Miss Jane Marie was born on that date.

A. F. Geraghty, of the Houston Office, and wife are the proud parents of a boy, A. F. Geraghty, Jr., born December 2.



Salt Creek, Wyo. Pipe Line Station

The Central Pipe Line Company's Salt Creek Station after this season's first snow storm.



Mr. and Mrs.
W. K. Barron

Mr. Barron has been with the Company for a number of years and is now Engineer at Dobbin, Tex. Station. Mrs. Barron was Mrs. Carrie Reece of Dobbin. They surprised their many friends by motoring to Conroe and being married at the Methodist parsonage on September 28, 1922. (This notice was received too late for the November issue and was overlooked last month, for which the editor begs pardon.)



Hauling from Casper to Salt Creek

Oil engine frame weighing 17 tons hauled by truck and trailer from Casper to Salt Creek, Wyo.

The TEXACO STAR

THE BRIGHT SHINING STAR

The Texaco Star was shining bright,
As through the mud, with dim head light,
A tourist, grimy and specked with dirt,
Greasy trousers, and torn shirt,
Pulled up to the filling station door,
Wiped his hands, and softly swore,
"What's the matter, man?" the agent cried,
As the forlorn creature there he spied,
"You look as though by a cyclone spent,
What gives you all this discontent?"
The man his story began to 'spiel'
Of the trouble he'd had since he took the wheel.
The engine bucked and wouldn't pull,
Although the gasoline tank was full;
It bumped and knocked and sputtered fast,
And groaned and yawned, and stopped at last.
"So I cranked and yanked, and spark plugs cleaned,
And came along by jerks. Now your Star I've seen,
And if you'll store this thing out of the rain,
I'll buy a ticket and catch a train."
"Oh! don't do that," the agent cried,
"Until our Texaco products you've tried.
Let me fix your motor so it will run;
With Texaco oil and gas it will hum."
The man consented, and he went to work,
Drained off the oil, cleaned out the dirt,
Emptied the gas tank of water plus gas,
And filled it with Texaco, the stuff that will last.
He gave it a crank, the engine started off,
Without a sputter, not even a cough,
And away went the tourist, a smile on his face,
And thanking the Stars, and His heavenly grace
That guided him through the weary night
To the place where the Texaco Star showed its light.

—*Ivan D. Craig,*
Ass't Warehouseman, Oil City, La.

THE TEXAS CO. OF MEXICO S. A.

On December 27, 1922,
a well was completed
which is regarded as
probably the best well in the Panuco district
within recent years. It is The Texas Company
of Mexico Paz No. 1, on the Hacienda
Paciencia y Aguacate in the Panuco heavy
oil district, conservatively rated at 40,000
barrels a day. It is situated on the Panuco
River a short distance above Topila, in an
old part of the field but one heretofore
considered not encouraging for commercial
development.



Bunk house at 226 Amatlan



At pump Station on 226 Amatlan
Left to right: Pat Coyne, Pipe Line Field Superintendent;
Joe Schulte, Pipe Line Foreman; H. T. Dodge, in charge
of Pump Station lot 226 Amatlan; C. C. McDermond, General
Scout Southern District.



A good pair to draw to

To those who are not fortunate enough to be personally acquainted with these gentlemen we explain that the one on the left, with a noticeable lack of hair on his cranium, is Joe Schulte, Pipe Line Foreman for The Texas Company of Mexico in the Southern District; the other, who may have an ulterior motive in keeping his hat on, needs no introduction to any one who has ever visited the lower fields, but for fear there may be some such we introduce Mr. Pat Coyne, Field Superintendent of the Pipe Line Department of The Texas Company of Mexico. Mr. Coyne has been continuously in the service of the Company in Mexico since April 26, 1918, while Mr. Schulte entered the same service July 1, 1918.

Hard times are worth all they cost if they
teach men how to work.—*Vulcan Bulletin.*

Keep your investment growing.

SUGGESTIVE INDEX OF CURRENT ARTICLES

Journals cited are gladly loaned, if in our library, to persons connected with the Company. The journal or journals called for will be sent by return mail, unless in the hands of some one who has made a previous request—and in the latter case, as promptly as possible. Please give full and exact mailing address.

EXECUTIVE. The Rightful Place of the Shop Foreman, by A. H. Rodrick.—*Industrial Management*, December 1922.

PRODUCING. Electric Power Found More Efficient than Gas Engines in Gasoline Plants, by J. C. Chatfield.—*National Petroleum News*, December 13, 1922.

Crude Estimate Must Be Revised.—*Oildom*, December 1922.

There is certainly reason now to cast aside all definite figures and to conclude that the resources are practically inexhaustible.

REFINING. Great Industries Nearer Agreement on Gasoline Problems, by Herbert Chase.—*Automotive Industries*, December 14, 1922.

What Warm Weather Tests of Fuels Indicate.—*Automotive Industries*, December 14, 1922.

Refining of South Texas Crudes, by W. M. Fraser.—*Oil Trade Journal*, July 1922.

LABORATORIES. Heat Transfer. I. Condensing Vapours, by W. H. McAdams and T. H. Frost.—*J. Ind. Eng. Chemistry*, 14, 571.

Recovery of Sulfuric Acid from Waste Sulfuric Acid of the Petroleum Factories, by A. W. C. Van Voorhout.—*Chem. Weekblad*, 19, 115; *Chem. Abstr.*, 16, 2025.

Recovery of Gasoline from Uncondensed Still Vapours, by D. B. Dow.—*U. S. Bureau of Mines Repts. Investigations* 2, 344.—*Chem. & Met. Eng.*, 26, 1133.—*Oil Eng. & Finance* 1, 701.—*Pet. World*, 19, 269, 316.

Ignition of Gases by Sudden Compression, by H. T. Tizard and D. R. Pye.—*Phil. Mag.*, 44, 79.—*J. Soc. Chem. Ind.*, 41, 622A.

FUEL OIL. Domestic Burners for Oil, by John B. Rathbun.—*Petroleum Age*, December 15, 1922.

SALES. Selling Tactics That Make Me Suspicious, by a Retail Merchant.—*Printer's Ink Monthly*, December.

When Man Is Superior to Rules in the Sales Department, by R. K. Sewell.—*Printer's Ink Monthly*, December.

We Make Free Service Pay Us, by Earle Ramsdell.—*System*, December 1922.

ADVERTISING. Should Manufacturers Control Dealer Advertising? by Harry Tipper.—*Automotive Industries*, December 14, 1922.

Value of local appeal often greater than standardized claims, reiteration, and emphasis. Inflexible policies less efficient than those which can be modified to meet local conditions. Competency of dealer should be determining factor.

GENERAL. Why Is a Railroad President? by Charles Frederick Carter.—*The Nation's Business*, Dec. 1922.

Are We Exporting Bad Manners? by P. W. Wilson.—*The Nation's Business*, December 1922.

The Great Enchantment, by L. P. Jacks.—*North American Review*, December 1922.

Modern Barbarians, by Wilbur C. Abbott.—*The Yale Review*, December 1922.



AUCKLAND, NEW ZEALAND—A FIRST CLASS SERVICE STATION FOR TEXACO PRODUCTS

YESTERDAY IS A DREAM AND
TOMORROW IS A VISION · BUT
TODAY WELL LIVED MAKES
EVERY YESTERDAY A DREAM
OF HAPPINESS AND EVERY
TOMORROW A VISION OF HOPE ·
LOOK WELL THEREFORE TO
THIS DAY · SUCH IS THE
SALUTATION OF THE DAWN

—From the Sanskrit.