

fare by a more competent management of the country's industrial system. And he added:

"Even in the unexpected event that the contemplated overturn should, in the beginning, meet with armed opposition from the partisans of the old order, it will still be true that the duties of the incoming directorate will be of a technological character, in the main; inasmuch as warlike operations are also now substantially a matter of technology, both in the immediate conduct of hostilities and in the still more urgent work of material support and supply." Business men and those contaminated with the businesslike viewpoint would be shunned and excluded from the new order of the rule by technicians, just as royalists are excluded from positions of control in soviet Russia today.

This is a fundamental part of the "soviet of technicians" outlined in 1919 by Veblen.

### Salesmanship Not Wanted

"To avoid persistent confusion and prospective defeat," Veblen wrote, "it will be necessary to exclude from all positions of trust and executive responsibility all persons who have been trained for business or who have had experience in business undertakings of the larger sort. This will apply generally, throughout the administrative scheme, although it will apply more imperatively as regards the responsible personnel of the directorate, central and subordinate, together with their staff of intelligence and advice, wherever judgment and insight are essential. What is

wanted is training in the ways and means of productive industry, not in the ways and means of salesmanship and profitable investment.

"By force of habit, men trained to a businesslike view of what is right and real will be irretrievably biased against any plan of production and distribution that is not drawn in terms of commercial profit and loss and does not provide a margin of free income to go to absentee owners. The personal exceptions to the rule are apparently very few.

"But this one point is after all of relatively minor consequence. What is more to the point in the same connection is that the commercial bias induced by their training in businesslike ways of thinking leaves them incapable of anything like an effectual insight into the use of resources or the needs and aims of productive industry, in any other terms than those of commercial profit and loss. Their units and standards of valuation and accountancy are units and standards of price, and of private gain in terms of price; whereas for any scheme of productive industry which runs, not on salesmanship and earnings, but on tangible performances and tangible benefit to the community at large, the valuations and accountancy of salesmanship and earnings are misleading.

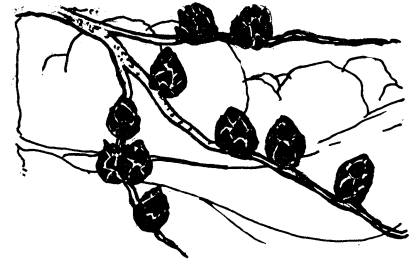
### Even Good Will Useless

"With the best and most benevolent intentions, men so trained will unavoidably make their appraisals of production and their disposition of productive forces in the only practical terms with which they are familiar, the terms of commercial accountancy; which is the same as saying, the accountancy of absentee ownership and free income; all of which it is the abiding purpose of the projected plan to displace.

"For the purpose of this projected new order of production, therefore, the experienced and capable business men are at the best to be rated as well-intentioned deaf-mute blind men. Their wisest judgment and sincerest endeavors become meaningless and misguided so soon as the controlling purpose of industry shifts from the footing of profits on absentee investment to that of a serviceable output of goods."

*Science News Letter, February 4, 1933*

So important are ladybird beetles to California farmers, as an aid in destroying crop pests, that the University of California has asked the public to report where the beetles may be found in large numbers.



### A Leafless Evergreen

WE ARE commonly accustomed to refer to the cone-bearing trees as "evergreens." The title does very well most of the time, for the evergreen habit is strongly characteristic of the group, which includes pines, spruces, firs, red cedars, arbor vitae and a number of other species. But there is one familiar cone-bearer that does not keep its needles all winter long as its kindred do, but drops them like the maples and oaks and hickories. This is the larch, or tamarack.

The native American tamarack is a swamp-loving tree, rarely to be found with its feet out of water. In some parts of the country it forms great forests in the flat wet lands bordering boggy lakes. In such places it is a pioneer, pushing out over the quaking bog ahead of all other trees, and assisting in the slow upbuilding of the drier land required by them. Although its native home is in boggy land, the larch does very nicely on higher ground when planted there, and enjoys some favor as an ornamental tree. For the most part, however, people seem to prefer the European larch, which forms a wider pyramid with its long, horizontal branches and slender, pendulous twigs. The cones of the European larch, also, are much larger than the tiny nubbins of the American species.

The timber of the tamarack was long held in low esteem, for it is rougher and more brittle than that of most other softwoods. But with the lumber famine that has arisen in the land as the result of our earlier greed and recklessness in sweeping off the more valuable trees, larch has found a place of its own in the American market.

*Science News Letter, February 4, 1933*

▼ The Science Service radio address next week will be on the subject

**R** EFFECT OF WORRY ON DIGESTION

by

**A** Dr. A. C. Ivy

**D** Professor of Physiology, Northwestern University Medical School, Evanston, Ill.

**I** FRIDAY, FEB. 10

**O** at 12:45 P. M., Eastern Standard Time

▲ Over Stations of The Columbia Broadcasting System