

Harvard Square Business
Men's Association
ANNUAL REPORTS
B Y L A W S
OFFICERS and MEMBERS



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REPORT OF THE PRESIDENT

In accordance with Article VI of the By-Laws, I beg to submit my report as President of the Harvard Square Business Men's Association for the year 1918-1919.

The progress made during the year has been gratifying if not quite satisfactory. We have gained handsomely in membership, but our discussions bring too few members into them. We should not close up like clams but get into the spirit of the question, "The Advancement of the Business Interests of Harvard Square." Epictetus once said "The Creator gave man two ears and but one mouth that he might hear twice as much as he spoke," but if no one speaks ears are of but little use. We are not sure that Epictetus ever engaged in retail business, but we are quite sure that he never did business in Harvard Square.

The Committee of Municipal Affairs has been doing good work and other Committees getting into line, but as our meetings should be more like a New England Town Meeting, I trust that another year every member will form an opinion upon each topic and then stand up and express it.

The location of the Post Office is an interesting one, but getting new people to visit Harvard Square and trade in Harvard Square is not only more interesting but more profitable to our respective interests.

I have become impressed with the belief that the piece of architecture in the center of Harvard Square which resembles a kitchen table with its legs in the air is a source of danger to our people and a detriment to our business interests. The City Government should ask that it be removed.

Suggested Bargain Days and the plan for soliciting

business on a co-operative basis is now engaging our attention and when the definite plan now worked out is put into operation it is absolutely necessary that we have active personal co-operation if profitable results are to be obtained.

The Harvard Square Business Men's Association is purely local and local matters must claim its first attention, yet at the same time we must remember that we should unite with the Board of Trade and other business organizations in furthering all business interests of Cambridge, when it is in our power to do so.

GEO. HOWLAND COX, President.

REPORT OF THE SECRETARY

As secretary of this association I hereby render my report for the past year. For me, as well as for most of you, it has been a busy year, but I can say truthfully that I have enjoyed my work—especially that part of it which has had to do with this association. The time has passed quickly and we have not accomplished nearly as much as we had hoped, but we can feel grateful for the good that has come to us through the various channels. Looking back over the past 12 months, it is really an interesting task to summarize the work and present it to you.

Membership

In view of the fact that the secretary has laid such emphasis throughout the year on the absolute necessity of increasing the membership, it is but natural that he should at this time express his great gratification at the growth which the association has made. We started the year with 83 members and in my last annual report I called attention to the fact that that figure represented the largest membership in the history of the association; but in the past 12 months we have left that figure of 83 so far behind that it looks insignificant indeed. Since our last annual meeting we have lost by resignation one member, Samuel S. Keezer, while three have passed away—Frederick B. Furbish, Harold S. Moore and Henry C. Shaw. According to our custom a special page in our record book is to be allotted to each, and of the last-named I shall speak later.

To offset this loss, which is indeed small in numbers, we have admitted 31 new members, so that our list today numbers 110. In addition there are on hand five applications for associate membership, simply awaiting the adoption of our proposed amendments to the by-laws, and I know of at least one who should be elected an honorary member, as soon as the by-laws are amended.

Losing within the year four members and gaining 31 gives us a net increase of 27, which to me seems to be

a splendid record for any organization. But this is not the whole story by any means. In April, 1916, our membership was 69; today it is 110; and this represents an increase of practically 60 per cent in three years!

Perhaps I have bored you by being so insistent on the question of new members; perhaps you think that, having seen the membership make such a splendid growth, I shall cease to mention the matter. If so, you are doomed to an unpleasant surprise, for, while I am very grateful to the members for their loyal support in this important work, I am painfully conscious that we are but just beginning to measure up to our opportunities. I have gone into this question of membership with great care and thoroughness, and I am prepared to state, as the result of my investigation, that there are business men within our proper district today far in excess of the number on our membership list. Far from reaching the limit of our possibilities, we could secure another hundred members and still have some working material left. Several big corporations and a number of larger business concerns located here are not members of our organization, while the number of lawyers, dentists, property owners, mechanics and smaller business men is probably larger than anyone here realizes. Indeed, I feel that I am speaking as a conservative when I say that we should have a membership of 250. This is not my final goal, for I shall not be entirely satisfied until we have on our lists every desirable business man here, but I offer this figure as (shall I say?) the goal for the next year. And let me say that this can easily be achieved if each member will but do a little toward that end.

But it is not alone in quantity of members that we have grown during the past few years, but in quality, as well, and in saying this, I use the word "quality" advisedly. What I mean is this: In seeking new members, I frequently meet with a rebuff, accompanied by such a remark as: "I have never been asked to join; when your organization was started you did not want any barbers (or dentists, or whatever the man's vocation happened to be) and now I guess I can get along without you!"

Now I would not for a moment appear to criticize those who have held office in this organization before me. I myself was a charter member and if any mistakes were made, then I was responsible for them along with the others. But the fact is that, rightfully or wrongfully, a good many have the idea that this is an exclusive organ-

ization. Now no business organization can prosper as such as long as it has such a reputation, and it seems to be our present task to do our utmost to root out any such false ideas.

This is primarily a business organization, for, while we have certain social features, we cannot allow these to surpass in importance the business features without modifying if not destroying the fulfilment of our object, namely, to quote from our by-laws, "to advance the commercial, industrial and public interests of Harvard Square." In the admission of applicants for membership I feel that the directors should place the broadest possible interpretation upon the by-laws relating to eligibility. If the applicant is conducting a legitimate business in our district, is of good moral character, is honest and pays his bills, then he should be admitted to membership. I cannot conceive of any other consideration which should have any bearing whatsoever, and it is because the directors have been governed by this policy that I feel that the association has made marked progress, not only in quantity of membership but in quality!

Our War Service

Although the war is over, it is not out of place to speak of the part this association had in the great struggle. Of course we played the part of patriotic citizens, buying Liberty Bonds, contributing to the various funds and in other ways responding to the nation's call for help. In addition three of our members left their homes and engaged in Y. M. C. A. work in Europe. Of these, Thomas Hadley and George L. Dow have returned and we have heard some of their tales of life "over there," in both France and Germany. Henry C. Shaw did not return, nor will he, for he earned the citation: "Killed in action." Those of us who attended the memorial service to Mr. Shaw, held in the little chapel on Quincy Street, will gladly coincide in the glowing tribute paid by the minister in his eulogy of the man who willingly made this great sacrifice for the sake of humanity. To these three men the association owes a debt of gratitude.

Some Statistics

During the year there have been five meetings of the association, with an average attendance of 32 members

and four guests. The directors have held nine formal meetings, with an average attendance of a little better than five. In addition there have been several informal meetings, when prompt action was required and time was not allowed for a formal meeting.

At the beginning of the year the president outlined the policy of the association for the year, stating that it was his wish that the meetings be devoted solely to questions of business directly affecting the association and its members. This policy has been adhered to and I believe that you will agree with me that the plan has worked out to our advantage. The only meeting when we digressed from the business topics was the March meeting, when we are privileged to hear from our fellow member, Herbert H. White, who has done such splendid work as manager of the Harvard Unit.

Among the questions taken up have been the new traffic rules for Harvard Square; widening Massachusetts Avenue alongside Cambridge Common; the removal of the Harvard Square Subway Station; the establishment of a building line on Church Street; the construction of an underground sanitary station in Harvard Square; a general time for a half-day closing during the summer throughout the district; and a bargain day for Harvard Square. Some of these questions are still pending; most of them are dwelt upon more fully in the report of one of the committees. I simply summarize them here.

Our meetings of late have been enlivened and made more interesting by seating the members at this round table and by singing popular songs. Our thanks are due to our fellow-member, Mr. Powell, for his work as chorister, and also to our good friend, Mr. Dallinger, for his services as pianist.

I feel that I should be failing in my duty if I did not call special attention to the work of our committee on municipal affairs. Under the direction of its able chairman this committee has held several meetings and has investigated and taken action on a number of questions which are of vital importance to our district. Even at the risk of making a comparison I cannot refrain from stating, what is too clearly a fact, that it is the most vigorous and wide-awake committee which the association has been fortunate enough to secure for several years.

One subject which the directors have considered

is the amendment of the by-laws. For some time our actions have not corresponded any too well with the rules under which we were organized, and it seemed wise, since our manner of conducting business was working well, to revise the by-laws in order that the two would be more in harmony with one another. The revised by-laws came before you tonight for action.

Perhaps our most important piece of work during the year has been the installation of the system which we have planned for soliciting business for Harvard Square. This has proved to be a task of considerable proportions, and there have been some delays, due partly to the lack of coöperation on the part of the members, but the details are now practically all arranged, and we ought to be able to start our solicitors at work next week.

The Cunningham Case

One piece of work which we have done this year has alone been sufficient to prove the value of an organization of this sort—the case of Superintendent Cunningham. This question is too fresh in your minds to need any rehearsing here, but we can be pardoned for taking pride in what we accomplished. It was really a low political scheme which was attempted, when efforts were made to remove our postal superintendent, but those who made the attempt reckoned without their host. Within half an hour of the time when the nefarious scheme first came to our attention, there were on the way to Washington three telegrams, voicing the protest of the citizens of Cambridge—and this was but the beginning, for, in the weeks that ensued, the department at Washington was fairly flooded with protests from all sections of the country. We should be very grateful that our work, aided by that of those other friends of the superintendent in Harvard College and in other quarters, was so successful.

We have, however, never been entirely satisfied at the way in which the superintendent was left sort of “hanging in the air,” so, on Monday of this week, during the presence in Boston of John C. Koons, the first assistant postmaster-general, in connection with the telephone strike, your secretary secured a brief interview with him and appealed to him to render an official decision, fixing Mr. Cunningham's status. Mr. Koons stated that he had read every word of the evidence in the Cunningham case.

While the best that could be obtained from him was a reply to the effect that it was contrary to the rules of the department to render an official decision, as asked for, the following letter was handed to him and he promised to give it consideration:

April 21, 1919.

John C. Koons,
First Assistant Postmaster-General,
Washington, D. C.

Dear Sir:

On or about November 23, 1918, William J. Cunningham, superintendent of the Cambridge Station of the Boston Post-office (located at Harvard Square, Cambridge, Mass.) was called to the office of the acting postmaster of Boston and shown a notice purporting to have come from you, stating that, on recommendation of post-office inspectors that he lacked the qualifications necessary for the proper conduct of his office, he was requested to ask for his own demotion from superintendent at a salary of \$2,000 to a clerkship at \$1,400.

Mr. Cunningham refused, and asked for a copy in writing of the specifications. This was denied him and he was given five days' notice to show why he should not be removed from his position. Despite the handicap imposed through the absence of any specifications, Mr. Cunningham, through his attorney (whom he was obliged to employ at his own expense), made answer as best he could to the charges, accompanying his reply with numerous affidavits from business and other interests dealing heavily with the Cambridge post-office, who were in a position to know beyond a question whether he "lacked the qualifications necessary to the proper conduct of his office."

An inspector came here from Washington and made an investigation. From an authoritative source outside the department, we learn that the report was favorable to Mr. Cunningham; that the inspector recommended that "he be not disturbed;" that he be given additional clerks and that the physical conditions of the office be so changed as to make the work easier.

On January 20, Mr. Cunningham was called to the Boston post-office and notified by the acting postmaster that the department at Washington had asked him for a report at the end of 30 days, and that he (the acting postmaster) wished to say that if Mr. Cunningham would give him his loyal support he would, at the end of 30 days, report to the department as requested.

To this Mr. Cunningham replied that he could not be any more loyal than he had already been, since he had always been absolutely loyal, but that he would continue to give the best service that was in him.

Since that time the Cambridge office has been given three additional clerks—an increase of nearly 15

per cent. The 30 days is long since past, and nothing more has been heard of Mr. Cunningham's demotion.

Now these facts speak for themselves and they show conclusively that Mr. Cunningham has been vindicated; but there has to date been no official word from the department. We who have put our time and effort on this case without stint, in order that a faithful and competent official should not suffer a grave injustice, have been obliged to secure all our departmental information by circuitous paths, and we submit that, in justice to us and to Superintendent Cunningham, there should be a definite order from the department, fixing Mr. Cunningham's status as superintendent of the Cambridge Station and declaring him to be an employee in whom the department has respect and confidence.

Sincerely yours,

J. LEE ROBINSON,

Secretary.

In Closing

In closing my report, I wish to extend to the president and to the other officers and directors my appreciation for their help during the year, and to the members as a whole for many helpful hints and for their cordial support at all times.

J. LEE ROBINSON, Secretary.

REPORT OF THE TREASURER

RECEIPTS

Balance on hand as per last report, cash and bonds	\$ 528.54
Dues	810.00
Dinner Guests	21.00
Interest on bonds	21.00
Interests on deposits	2.98
Profit Converting 3½ bonds to 4¼	10.01
List of names	1.00
Outing tickets	5.00
	\$1,399.53

DISBURSEMENTS

Dinners	\$ 282.25
Outing tickets	95.00
Rent of Brattle Hall	20.00
Policeman at Brattle Hall	3.00
Multigraphing and supplies	74.42
Printing and supplies	54.50
Annual Reports	18.50
Advertising	46.56
Credit coins	75.00
Secretary	50.00
Assistant to Treasurer	25.00
List of credit customers	75.00
Cigars	20.55
Postage	22.11
Taxicab	5.25
Incidentals	12.14
	\$ 879.28
Charles River Trust Co. Cash	120.25
Liberty Bonds	400.00
	\$1,399.53

G. E. COLE, Treasurer.

April 23, 1919

Examined and found correct.

B. FARNHAM SMITH, Auditor.

ADVERTISING COMMITTEE

Your committee on advertising cannot report much activity for the past year. War conditions prevented action, and nothing was done with the exception of several weeks of general advertising in three papers at Christmas time. Since then, it has appeared best that your committee should hold for a while so that any advertising to be done might be in sympathy with the scheme being work out for the house to house canvass.

We offer two suggestions for the coming year—a really radical type of advertising in conjunction with bargain day, if it be decided to hold such an event, using large signs on autos, and even drums and bugles, especially in the outlying districts.

Also a co-operative catalogue of all merchandise obtainable in the square, and where obtainable, with a list of the firms on the back with addresses and phone numbers. Such a catalogue would probably have to be a semi-private enterprise with association support, as the amount of work on it would be beyond any honest demands from a committee. We feel, however, that it would be a great trade getter for the square, as it would undoubtedly be kept and referred to by shoppers.

F. A. OLSSON, Chairman.

MEMBERSHIP COMMITTEE

The Membership Committee for the year 1918-1919 begs leave to submit the following report for the year:

Number of members, April, 1918.....	83
Admitted during the year.....	31
Lost by death.....	3
By resignation	1
	— 4
Net gain for the year.....	27
Total number of members to date.....	110

Your committee wishes to call attention to the marked growth in membership during the past year, which, we feel, makes it the best year in the history of the association. For this we desire to extend our thanks to the members for their good work in securing additions to our ranks. At the same time, our attention has been called to the fact that there are still many persons eligible for membership and we recommend that strenuous efforts be made during the coming year to make an even greater increase in our membership.

In this connection we recommend that the board of directors consider the advisability of either offering a bonus for each new member secured, or else that a contest be inaugurated, with two teams competing against one another for a period of say 60 days, the losing team to pay for the dinners for the winning team.

We feel that such a plan would not only result in largely increasing our membership, but would also greatly stimulate the interest among the present members.

JOSEPH CLARKE, Chairman.

COMMITTEE ON MUNICIPAL AFFAIRS

The Committee on Municipal Affairs presents the following Report for the year just ended. While the Committee are not able to report a large amount of work completed yet they have made some progress toward the accomplishment of a few desirable improvements. Few persons who have not had experience in such matters can appreciate the disproportion between the time consumed and the results obtained in many cases. Failure upon the part of one person will often cause much delay for the whole Committee. It is unfortunately true that the members of the Association do not assist their Committees by suggestions as to desirable action to be considered. This is responsible many times for the loss of desirable opportunities for advancing the interest of Harvard Square. No one can be more fully sensible of their inability to produce satisfactory results by their own unaided efforts than are the members of this Committee. It is only by slow, steady, well considered action that permanent results can be secured.

At the beginning of the year your Committee endeavored to bring about an agreement upon the part of the owners of the property affected by the suggested widening of Church Street, and further action waits upon the decision of the Harvard Square Theatre Realty Trust. Two plans have been prepared by the City Engineer and copies have been furnished your Committee by direction of the Mayor. These plans have been in the hands of the Trust for some time and until they agree to the proposed widening, it is useless for the Committee to approach the other owners whose interest is very much less. Moreover, the widening, if made, must be by agreement with the owners.

There is great need of a public sanitary station in Harvard Square, not only for the convenience of the public generally, but also for the relief of the owners of some of the buildings on the Square. Your Committee

has the promise of the co-operation of the Mayor when a suitable location shall be obtained. The request for a revocable location for an underground structure has been sent to the President of Harvard College, and the matter now awaits his reply.

The difficult problem of regulating traffic entering and leaving the Square by way of Brattle and Boylston Streets has been considered by your Committee, and with the cordial co-operation and assistance of the Mayor, the present plan has been put into operation. It was originally proposed by your Committee that only two lines of travel should pass through the Square—all travel in a Northerly direction to keep to the Easterly side, and all travel in a Southerly direction to follow the Westerly side. The Mayor and the Chief of Police felt, however, that to bring all the Southerly travel to the junction of Brattle and Boylston Streets would cause too great congestion. Consequently the plan was modified to allow travel from the North to continue on the Easterly side of Massachusetts Avenue for points beyond Dunster Street. In some respects this is unsatisfactory, but apparently it can not be avoided so long as the present subway structure shall remain in the center of the Square. In making the rule effective, the Elevated Railway has shown a willingness to co-operate in every way.

The widening of Massachusetts Avenue between Garden and Waterhouse Streets was brought to the attention of the Mayor and it has been agreed that the sidewalks on both sides shall be placed inside the fence on the two Commons, making the street considerably wider and more convenient. The improvement awaits the release of the Common by the United States Government, which does not appear to move so quickly now as when they took possession.

Your committee protested against certain undesirable rules controlling travel upon the Elevated to and from Arlington. In response to the very general protest of the public, the company promptly modified the regulations and abandoned the objectionable features.

Recognizing the very strong and increasing feeling upon the part of our citizens generally, that some change in the subway structure in the centre of Harvard Square if not its entire removal was desirable, your Committee presented to the Trustees of the Elevated a request that at the least

the height should be reduced and the area lessened. At a time when the population of the town was only 6,000, the town resorted to legal process in the Courts of the Commonwealth to compel the removal of the Market House erected upon the site of the old Court House substantially where the present subway structure stands. It certainly seems a strange condition that a population of over 100,000 should allow a building in the center of a prominent public square while a small population of 6,000 would not permit such a use. A petition signed by the greater part of the business men and property owners in the Square asking for its removal was presented to the Trustees of the Elevated. At a conference with the Trustees it was brought to their attention that with a return to normal conditions there will be several new, modern, attractive buildings erected upon the land fronting on the Square. It is not right or just that we should be deprived of the benefit of the improved appearance which will result from these buildings by the obstruction of the subway building. The building is also a very serious obstruction to the proper control of the travel through the Square, as it cuts off the view of approaching traffic. Its presence is a standing reminder of the absence of a proper organization of our business men at the time it was built. It may not be amiss to recall that the stations on the sidewalk would also have been very much more objectionable had it not been for the protests of the organized business men at Central Square. One of the trustees and the General Manager also met your Committee in the Square after the conference and viewed the premises. It has been agreed that the matter will be again taken up as soon as a proper sketch shall be prepared and an estimate made of the cost of removing the structure together with the question as to who will pay the expense. Your committee requested the Elevated Trustees to consider the removal of the superstructure over the entrances to the Cambridge Subway as well as the two rooms at the ends leaving a low entrance which will not obstruct the view in any direction. The following plan has since been proposed to your Committee and is much more desirable: Remove the two end rooms and discontinue one of the present stairways. This plan would reduce the area occupied from 42 ft. x 61 ft. to about 25 ft. square. It is certain that there is not now nor is it probable there will be in the future sufficient traffic coming to the surface to require

both stairways. In our efforts we have had the cordial assistance and support of the Mayor as the representative of the whole city. The delay in preparing the sketch of the proposed change has prevented prompt action upon this question. Whatever may be the result of our present effort the time will surely come sooner or later when the public will compel the removal of the structure from a location where it ought never to have been placed.

It is a matter of regret that we have not some public body authorized to control the development of our Square. Limited as we are to one side of the street, the problem is much more difficult than if we had two sides. The Committee on the future development of Harvard Square which was appointed in 1912 very rightly said in their report: "If Harvard Square is to have the attractiveness and beauty which its importance and situation demand, it is essential that it have unity in architectural character. To accomplish this there must be co-operation among owners, and it would be highly desirable for this and for other considerations that there should be some advisory control." It would also be of much value if in some way we had a Committee to consider the character of the occupation of the buildings as it affects the appearance of the Square. At the present time it is understood that the Cambridge Savings Bank is considering a building for its own use on the corner of Dunster Street, while the location of the Post Office and a theatre entrance next to the Charles River Trust is also under consideration. It needs only a superficial view of the present occupation of the stores of Harvard Square to show how injurious the realization of these plans will be to the appearance of Harvard Square. While as between individual owners this association would not be justified in supporting one in preference to another we are certainly entitled to express our opinions upon locations. It ought to be seriously considered whether we ought not to use every effort to secure the location of the Post Office upon one of the side streets—our business frontage ought not to be sacrificed by the occupation of a Post Office. Your Committee would also recommend that the Cambridge Savings Bank be urged to utilize the first floor of the property on the corner of Dunster Street for stores even should this cause the Bank to occupy the second floor for its own use. The location of three banks so close to each other will be a serious injury to

the appearance of the Square. What truth there is in the following paragraph from "The Coming City":

"The City, unawakened to its own needs and possibilities, is the prey of a thousand selfish interests, who are perfectly awake. It is only by united action and by planning ahead that the people of a city can successfully oppose the forces of deterioration or provide for that fuller life which growth ought to mean."

Writing of Harvard Square, the author says:

"Fifty years ago the place was one of quiet beauty. But as the town of Cambridge grew into a city, the village green degenerated into the wretched Square that today affronts with such peculiar insolence the expectations of every visitor to the seat of our oldest university."

It may be useful to recall the questions considered by the Committee appointed in 1912 which are as important now as they were at that time.

1. The means of circulation, taking up a study of traffic and transportation facilities, considering the establishment of curb lines and building lines, sidewalks, paving and the laying out of streets.
2. Public conveniences, including lighting, fountains, and the possible use of trees.
3. Private buildings; the establishment of building lines, and building regulations; the height of buildings, building materials, general style of architecture.

Is it not worth while to make an effort to encourage a better development of our Square?

The suggestion has been made that Brattle Street be restricted in its use and that no heavy teaming be permitted from Brattle Square to Mt. Auburn. All such teaming should be compelled to use Mt. Auburn Street and Concord Avenue, reaching Brattle Street when necessary by way of the side streets. Such a restriction would without doubt increase the value of property on the street for residential purposes, as well as reduce the expense of maintenance. It seems worth careful consideration.

Few of our members can appreciate the feelings of the Chairman of your Committee as he looks back over

the fifty years he has been engaged in business in Harvard Square. While in some ways there has been improvement in business methods, yet the failures to carry out desirable improvements and the short sighted actions of some of those engaged in business are too great a cause for regret. However, let us press forward to a finer development of Harvard Square in every way "forgetting those things which are behind and reaching forth unto those things which are before."

GEORGE G. WRIGHT, Chairman.

REPORT OF THE AUDITOR

I hereby certify that I have examined the accounts of George E. Cole, Treasurer of the Harvard Square Business Men's Association, and find them correct, with proper vouchers for all payments made. There was a balance on hand April 1st, 1919, of \$120.25 deposited in the Charles River Trust Company. The Association owns as an investment \$400. United States 4¼% Fourth Liberty Loan coupon bonds in the custody of the Treasurer and I have seen and verified these securities.

B. FARNHAM SMITH, Auditor.

BY-LAWS

(As Amended to April 24, 1919)

ARTICLE I.

Name and Object.

Section 1.—*Name.* The name of this Association shall be the Harvard Square Business Men's Association.

Section 2.—*Object.* Its object shall be to advance the commercial, industrial and public interests of Harvard Square; to promote a commercial exchange; to accumulate and give to its members business information; to adjust controversies and misunderstandings; to establish and maintain uniformity in commercial transactions; and to promote just and equitable principles of trade.

ARTICLE II.

Membership.

Section 1.—*Eligibility.* Active membership shall be limited to persons engaged in business for themselves, or in the management of business interests, or owners of business property, in Harvard Square and vicinity.

Section 2.—*Associate Members.* Women who are engaged in business in Harvard Square, or who are otherwise qualified as provided in Article II, Section 1, shall be eligible as associate members. Their membership shall not include attendance at meetings, except by vote of the board of directors, but they shall be entitled to all other privileges accorded the active members.

Section 3.—*Honorary Members.* The association may elect as an honorary member any person to whom the mark of honor, respect or gratitude would be especially fitting. Such member shall be welcomed at any or all meetings of the Association, and shall be entitled to all privileges of membership.

Section 4.—*Application.* Any person eligible for membership may be proposed by any member, with a statement of the candidate's name and place of business. Applicants so recommended shall be voted upon by the Board of Directors at their regular meetings. Applicants shall agree to conform to the by-laws; and such rules and regulations as are adopted from time to time by the Association, or by its Board of Directors.

Section 5.—*Qualification.* Every member elected, as herein provided, shall, within thirty days after his election, pay to the treasurer the dues for the current term. Until this payment has been made, he shall not be qualified as a member.

Section 6.—All persons who attended the meetings of March 14, April 4, and April 21, 1910, may become members of the Harvard Square Business Men's Association by signing these by-laws and paying the semi-annual assessment within the required time. All members of one partnership and all executive officers of any corporation may become members of the Association by signing the by-laws and payment of one assessment each year of ten dollars, provided that, where more than one member of a partnership or one executive officer of a corporation attends a meeting at which dinner is served, the other members of the partnership or corporation shall pay their share of the cost of said dinner. Only one member of a partnership or one executive officer of any corporation shall have the right to vote unless such member or executive officer is individually a member.

Section 7.—*Withdrawal.* All resignations of members shall be presented in writing to the Board of Directors; and, if any such member shall present his resignation after his dues are payable, he shall not be relieved from liability for payment except by vote of the directors.

ARTICLE III.

Section 1.—*Dues.* Each active member shall pay to the treasurer annual dues of ten dollars, which shall be due and payable semi-annually in advance. Each associate member shall pay to the treasurer annual dues of two dollars, payable annually in advance and due at the annual meeting. Honorary members shall be free from all dues and assessments.

Section 2.—*Payment.* Any member who shall fail to pay his dues within thirty days after they become due shall be notified of the delinquency by the treasurer. If at the end of ten days the dues still remain unpaid the delinquent member may be dropped by vote of the directors.

ARTICLE IV.

Section 1.—*Officers.* The officers of the Association shall be a president, a vice-president, a treasurer, a secretary, and an auditor, all of whom shall be elected by ballot at the annual meeting of the Association. Their

term of office shall begin at the adjournment of that meeting, and they shall hold office until the close of the next annual meeting, or until their successors are chosen and qualified. A majority of all votes cast shall be necessary to constitute an election. Any vacancy in the officers of the Associations shall be filled by election by ballot at a regular meeting of the Association.

Section 2.—*Board of Directors.* The Board of Directors shall consist of the president, vice-president, treasurer, and secretary, and three additional members. At the first election of officers of this Association these three additional members shall be chosen to serve terms of one, two and three years respectively, and thereafter the term of office shall be three years, one member being elected each year. These additional members of the Board of Directors shall be elected by ballot at the annual meeting and shall hold office until the close of the next annual meeting, or until their successors are chosen and qualified. Any vacancy occurring in the Board of Directors shall be filled by election by ballot at a regular meeting of the Association.

ARTICLE V.

Section 1.—*Control.* The directors shall have the management of the affairs of the Association, and shall direct its commercial, industrial, public and financial policies, subject to such instructions as may be given at any meetings of the Association.

Section 2.—*Meetings.* Official meetings of the directors may be held at such time as they shall determine. A majority of the directors shall constitute a quorum.

Section 3.—*Special.* Special meetings of the directors shall be called by the secretary upon the written request of three members of the Board of Directors. At such special meetings no business shall be transacted except that for which the meeting was called, and which shall have been stated in the call for said meeting.

Section 4.—*Reports.* The directors shall submit at each annual meeting a report of the conditions and finances of the Association, together with a review of its acts and interests for the preceding year.

ARTICLE VI.

Duties of Officers.

Section 1.—*President.* The president shall preside at the meetings of the Association and of the directors. He shall, at the annual meetings of the Association and at

such other times as he shall deem proper, communicate to the Association or to the directors such matters, and make such suggestions, as may tend to promote the prosperity and increase the usefulness of the Association. He shall be ex-officio a member of all standing committees without the power of voting. He shall perform such other duties as pertain to the office of president.

Section 2.—*Vice-President*. In the absence of the president, the vice-president shall perform the duties of the president; and in the absence of the president and vice-president, the directors shall designate a director to perform such duties.

Section 3.—*Treasurer*. The treasurer shall receive all monies due the Association, and under the direction of the directors shall deposit, invest and disburse the same. All cheques shall be countersigned by the president or by the auditor. He shall keep regular books of accounts, and carefully preserve the same and all vouchers for the payment of money, and shall have the custody of all securities belonging to the Association. He shall render an annual report to the directors, which shall be audited before presentation. The funds, books, vouchers, and securities in his hands shall, at all times, be under the supervision of the directors and subject to their inspection and control. No officer, director, committee, member, subordinate association, or employee of the Association shall contract any obligation or incur any debt in behalf of the Association, or in any way render it liable, unless authorized by vote of the directors or by vote of the Association.

Section 4.—*Secretary*. The secretary shall keep the records of the Association, preserve all books, documents, and communications, and keep an accurate record of the meetings of the Association, and of the directors. He shall conduct the correspondence of the Association, and perform such other duties as the directors may prescribe.

Section 5.—*Auditor*. The auditor shall audit all books of account of the Association and present a report to the Board of Directors at the close of each fiscal year, certifying to the correctness of the Treasurer's statement.

ARTICLE VII.

Section 1.—*Meetings*. Meetings of the Association shall be held at such times as the Board of Directors

may elect. Upon written request of ten members, the secretary shall call a meeting of the Association, giving four days' notice of the same, in writing, to each member.

Section 2.—*Annual Meeting*. The annual meeting of the Association shall be held in April. The fiscal year shall close on March 31.

Section 3.—*Quorum*. One-fourth of the membership of the Association shall constitute a quorum at any meeting.

Section 4.—*Procedure*. The proceedings of the meetings of the Association shall be governed by, and conducted according to, the latest edition of Cushing's Manual.

ARTICLE VIII.

Committees.

Section 1.—*Standing Committees*. The Board of Directors shall annually appoint the following standing committees to serve until the next annual meeting or until their successors are appointed: Municipal Affairs, Membership, Advertising. The board shall appoint any other committees that may be needed to advance the interests of the Association or to carry on its work.

ARTICLE IX.

Section 1.—*Penalties*. The board of directors shall have full power to suspend or expel any member who may have been guilty of conduct tending to endanger the welfare and interests of the Association. No member shall be thus censured without having an opportunity to be heard in his own behalf.

Section 2. *Reinstatement*. A suspended member, or a person who has forfeited his membership, may be reinstated by the Board of Directors.

ARTICLE X.

Section 1.—*Amendment*. These by-laws may be amended, altered, or repealed at any annual meeting, by a vote of a majority of the members present and voting, or at any special meeting called for that purpose, by a vote of a majority of those present and voting, providing a quorum in each case is present. But such amendment or alteration shall have been stated in full in the call for the meeting, sent to each member at least ten days previous to such meeting.

OFFICERS

<i>President</i>	Geo. Howland Cox
<i>Vice-President</i>	George H. Carrick
<i>Secretary</i>	J. Lee Robinson
<i>Treasurer</i>	George E. Cole
<i>Auditor</i>	B. Farnham Smith

Directors

Edwin B. Powell	Fred H. Leavitt	Charles A. Stover
Term Expires 1920	Term Expires 1921	Term Expires 1922

Standing Committees Appointed by the Board of Directors 1919 - 1920

Municipal Affairs

George G. Wright, Chairman	
George H. Conant	Edwin R. Sage
J. Leo McDonald	R. Currie Grovestein

Membership

E. W. Cunningham, Chairman	
Irving F. Ridlon	N. Russell Cazmay

Advertising

Charles E. Knowles, Chairman	
John Amee	James F. Brine

MEMBERS

(Corrected to May 15, 1919)

Albany, John	1378 Massachusetts Avenue
Amee, Albert F.	Harvard Square
Amee, John	Harvard Square
Anderson, John J.	6¼ Holyoke Street
Andrews, E. A.	Abbot Building
Arakelyan, Sahag	33 Boylston Street
August, Joseph	1302 Massachusetts Avenue
Barnes, Albert M.	719 Massachusetts Avenue
Beane, Arthur E.	Brattle Building
Berry, H. F.	8 Boylston Street
Boland, William P.	1386 Massachusetts Avenue
Bragg, Henry W.	1278 Massachusetts Avenue
Brennan, J. J.	6 Boylston Street
Brine, James F.	1436 Massachusetts Avenue
Brine, Louis C.	1436 Massachusetts Avenue
Brock, Frank E.	Harvard Square
Burke, W. A.	1362 Massachusetts Avenue
Cambridge Savings Bank	15 Dunster Street
Cameron, Russell R.	38 Brattle Street
Caragianes, Felix	1304 Massachusetts Avenue
Carrick, George H.	8 Boylston Street
Caustic, C. E.	32 Brattle Street
Cazmay, N. Russell	8 Boylston Street
Clarke, Joseph	4 Brattle Street
Clifford, J. B.	1256 Massachusetts Avenue
Cohen, I.	3 Brattle Square
Colburn, Frank A.	1432 Massachusetts Avenue
Cole, George E.	Harvard Co-operative Society
Coolidge, W. S.	50 Congress Street, Boston
Conant, George H.	205 Brattle Street
Cox, George Howland	1336 Massachusetts Avenue
Cox, Richard C.	Brattle Street
Crawford, Dr. A. A.	Brattle Building
Crosby, W. L.	286 Boylston Street, Boston
Cunningham, E. W.	50 Boylston Street

De Luca, James	13 Brattle Street
Derby, John H.	1374 Massachusetts Avenue
Dow, George L.	4 Brattle Street
Duvey, Harry F.	9 a Brattle Street
Dyer, Charles H.	83 Mount Auburn Street
Eaton, Walter F.	31 Brattle Street
Ellis, Benjamin P.	4 Brattle Street
Fiske, Howard H.	3 Brattle Street
Fridolin, J.	1302 Massachusetts Avenue
Furniss, William E.	Quincy Square
Galvin, William T.	57 Boylston Street
Gordon, E. A.	10 Arrow Street
Grovestein, R. Currie	109 Hammond Street
Hadley, Thomas	5 Brattle Square
Haley, Timothy W.	27 Brattle Street
Haskell, Geo. H.	N. E. T. & T. Co., 763 Mass. Ave., Rm. 5
Hayden, Fred	19 Boylston Street
Henderson, Arthur R.	Abbot Building
Hilliard, Alonzo	1613 Massachusetts Avenue
Holmes, George H.	124 Walker Street
Holt, Charles A.	22 Dunster Street
Kent, George H.	1354 Massachusetts Avenue
Knapp, Frank S.	Harvard A. A.
Knowles, Charles E.	38 Brattle Street
LaFlamme, J. L.	4 Brattle Street
Lavash, Abraham	6 Palmer Street
Leavitt, Fred H.	1316 Massachusetts Avenue
Levenson, Abraham	1 Linden Street
Lowell, A. Lawrence	University Hall
Lowry, James T.	Abbot Building
Marks, George M.	1288 Massachusetts Avenue
Mason, Harrie E.	1408 Massachusetts Avenue
McAllister, J. F.	15 Brattle Street
McCormick, Peter J.	1346 Massachusetts Avenue
McDonald, J. Leo	24 Palmer Street
McLean, William A.	68 Mount Auburn Street
Mills, Charles W.	1444 Massachusetts Avenue
Moore, Fred W.	Harvard Athletic Association
O'Brien, David	28 Boylston Street
Olsson, Freder	9 Boylston Street
Olsson, Miss	Harvard Row
Patten, Pe	1326 Massachusetts Avenue
Peak, H.	1440 Massachusetts Avenue
Phippen,	Cambridge Trust Co.
Pinkos,	1286 Massachusetts Avenue

Powell, Edwin B.	19 Brattle Street
Ridlon, Irving F.	5 Brattle Street
Robinson, Edgar W.	2 Palmer Street
Robinson, J. Lee	Post Office Building
Rooney, James F.	6 Brattle Square
Rosencranz, L.	1268 Massachusetts Avenue
Sage, Edwin R.	10 Brattle Street
Sandberg, C. Elmer	10 Boylston Street
Sawin, Herbert E.	11 Brattle Street
Sawyer, John H.	23 Brattle Street
Senders, Henry H.	1388 Massachusetts Avenue
Shea, Charles H.	2 Palmer Street
Shepherd, Herbert M.	1390 Massachusetts Avenue
Simonds, William H.	1312 Massachusetts Avenue
Simpson, John	1 Brattle Street
Smith, A. Floyd	154 Lexington Avenue
Smith, B. Farnham	1336 Massachusetts Avenue
Smith, Frank G.	67 Concord Avenue
Snell, George F.	92 Winthrop Street
Snow, Parke	1350 Massachusetts Avenue
Spike, James E.	Cambridge Electric Light Company
Sprague, Willard H.	1408 Massachusetts Avenue
Stearns, Harry N.	4 Brattle Street
Stover, Charles A.	1360 Massachusetts Avenue
Sullivan, Humphrey J.	17 Brattle Street
Sullivan, Thomas F.	302 Brattle Building
Toohy, M. P.	22 Boylston Street
Waugh, John	128 Oxford Street
Wheeler, Dr. George G.	5 Boylston Street
White, Herbert H.	University Press
White, Moses P.	95 Milk Street, Boston
Wright, George G.	84 Mount Auburn Street

Associate Members

Corcoran, Ellen	1388 Massachusetts Avenue
Harris, F. E.	5 Brattle Square
Littlefield, Nina	301 Brattle Building
Marble, Marjorie	205 Brattle Building
Tupper, Mabel L.	1388 Massachusetts Avenue