

FUNCTION OF ASSEMBLY IS CONSIDERED

Marion Mettler presided at the Student Council Meeting of November 20. There was discussion of the relation between the Representative Assembly and Student Council, since there seems to be some doubt as to the power which each body is supposed to exercise. Some members of the Assembly feel that their function so far has been simply to approve or disapprove of matters brought before them by Student Council, and that they are not informed of the Agenda sufficiently in advance to discuss intelligently the questions that come before the Assembly. Others feel strongly that the Assembly has been too apathetic to use its own power of discussing or initiating new measures. The question is to be settled in the Assembly, so that there will be no further misunderstanding.

Celeste Comegys was appointed Vocational Chairman in place of Dorothy Hogue who has resigned. Marion Mettler felt that she had no time to continue with the Curricular Committee, so Madge Turner was appointed Chairman.

There was hearty approval of the plan of having a small conference here of Undergraduate Presidents of the leading Colleges of the East. The week-end of Greek Games was suggested as the best possible time to entertain the visitors. If this does not seem feasible, February 13 will be the second choice for a date.

The Chairman of Honor Board presented a plan to enlarge the Board to eight members, one from each class to be elected in February and one from each class to be appointed in May, with the exception of the Freshman who would be appointed in the fall. A larger board will make it easier to reach people and to shape public opinion in favor of co-operation with the board. By having the members come on at different times, there will be constant circulation on the board.

It was decided that Student Council should have a box at the Philharmonic Concert on December 3.

Respectfully submitted,
MARGARET H. IRISH

AMENDMENT TO CONSTITUTION PASSED
(Continued from Page 3)

The Assembly first approved of these rules, but later reconsidered its decision and decided to take more time to think them over before reaching a definite agreement.

The amendment to the constitution providing that speakers and delegates be approved by the Assembly if the names are handed into the Chairman of the Assembly two weeks before the meeting, and that other powers of approval be left to Student Council, was accepted.

IMPORTANT NOTICE

PROGRAMS FOR THE SECOND TERM must be filed in the Registrar's Office BETWEEN TUESDAY, DECEMBER 2, AND NOON ON SATURDAY, DECEMBER 13.

For the purpose of giving certain important information, the Committee on Students' Programs hereby calls SHORT MEETINGS of classes on Tuesday, December 2, as follows:

At 12 Noon	ROOM
SOPHOMORES	
Mrs. Baker's group	in 330
Professor Gregory's group	in 414
Professor Muller's group	in 104
Professor Parkhurst's group	in 39
Dr. Rice's group	in 439
FRESHMEN, (including freshman specials and transfers who have been assigned to freshman advisers)	
Dr. Carey's group	in 304
Professor Hutchinson's group	in 339
Dr. Lamson's group	in 204
Miss Latham's group	in 139
Professor LeDuc's group	in 303

At 1:10 P. M. Sharp in the Gymnasium (Students Hall)

SENIORS
JUNIORS
SPECIAL STUDENTS
TRANSFER STUDENTS) Excepting freshman specials and transfers who have been assigned to freshman advisers

The information to be given at these meetings is VERY IMPORTANT and is not printed in any announcement. No student will be excused from attendance at these meetings except for reasons of weight which must be reported to Professor Gregory, ROOM 401, BEFORE the meeting. Students should come prepared to take notes.

ANNA E. H. MEYER,
Registrar

STUDENT GOVERNMENT PROBLEMS CONSIDERED
(Continued from Page 1)

there is now a ready recognition of its worth. The chief function of student government seems at first sight to be disciplinary; and although a high level of discipline is sought, and usually achieved, there is a far more important value—that of educational possibilities. Our present academic system is based largely on universal docility as a necessary characteristic. While this quality is a most desirable one in many respects, there are others worth infinitely more to the leaders of mankind. In learning to do things for ourselves it is inevitable that we should develop the invaluable qualities of independence, initiative and originality.

Agreed that self-government has great possibilities, the delegates proceeded to a consideration of its many problems—the stimulation of public opinion, the most desirable relations between the students and faculty, freedom of the press, and perhaps the most interesting of all, the honor system. The greatest measure of success in all of these matters has been realized by the colleges to whom greatest liberty to experiment has been given. Barnard certainly stands in an advanced position in every phase of student government was the feeling of Marion Mansfield, the representative from Barnard.

MARION MANSFIELD

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THE BARNARD BULLETIN

Vol. 9

FRIDAY, NOVEMBER 28, 1924

PRICE TEN CENTS

PROFESSOR MOON SPEAKS AT FORUM LUNCHEON

Advocates New Ideals in Place
of Idees Fixes

The problem of International relations could be solved by the adoption of a more intelligent attitude toward the question, declared Professor Moon at the first Forum Luncheon of the year held in Students' Hall on Friday, November 21. It is necessary to look at important issues from the historical point of view. People are too apt to see only the isolated cases. Our attitude towards Germany during the war was quoted as an isolated and unusual case. Since the war many people hold France responsible for all the discord. Such attitudes are due to a lack of historical perspective.

The foreign goods on sale in shops, the music composed and rendered by foreign artists at our concerts and operas, prove that there does exist a real international intercourse. The outgrowth of this should be international administration.

However, such conceptions as national wealth, the economic unity of the nation, the advantage of national isolation, and mistaken ideas about national honour — these cherished "idees fixes" of the people are causing wars.

The substitution of new ideals for these "idees fixes," would be Professor Moon's remedy for this evil. For the intelligent classes information is needed; for the statesman, practical co-operation.

If a more intelligent public opinion could be formed, statesmen would become more practical in their conduct of international affairs. Mistaken public opinion can force diplomats to adopt destructive policies. The world war, for instance, was caused both by the stupidity of Germany's policy and by certain "idees fixes."

Because Americans have too many "idees fixes," some thoughtful Europeans regard us as the world menace. This shows one of the dangers of Democracy.

It is important in a democracy, because ideas can be clarified by means of it, concluded Professor Moon.

FELLOWSHIP DRIVE ENDS

Returns Are Incomplete

The results of the Student Fellowship Drive up to November 24th are as follows:

1925	\$179.00
1926	266.00
1927	323.00
1928	190.50
Faculty	300.00
Total	90.60
for Evens	\$456.00
for Odds	502.00
Grand Total	\$1049.10

MR. SAPIRO DISCUSSES COOPERATIVE MARKETING

Stresses Farming Difficulties of
Southern States

That there is something economically wrong with a farming industry which does not yield a living wage to the families engaged in it, and that the path to farmers' prosperity is offered by the Cooperative Marketing System, was the situation and its remedy as set forth by Mr. Aaron Sapiro in his talk on the Cooperative Movement at the Forum conducted by the Society for Ethical Culture on Sunday evening, November 23.

The standards of living of the farming population are amazingly low. The average income per family engaged in cotton growing—and there are 1,600,000 of these—is less than \$400, and that of tobacco growers less than \$360 a year. Such poor economic conditions must be relieved by education. Kentucky, a farming state, ranks 47th as an educational state. Living conditions in general are so poor as to force the better types of men to leave the farms and go to the cities. This loss is shown by a recent experiment by a western university which found the average I. Q. of the farmer child to be 76 as compared to 100.5 of the city child.

The way out of these difficulties is not by legislative reforms brought about by the farmers organized as a political unit, Mr. Sapiro believes, but through economic treatment of a problem which is fundamentally economic. The fault in the farming industry lies not in its method of production, nor in the personnel of the farmers, but in the process of converting the farmer's produce into cash.

The average farmer is incapable of marketing his crop individually. He knows nothing of the market for which he is producing, is ignorant of the way in which supply and demand affect it, and he does not know nearly enough of what he is bringing to the market, since he can only guess at the amount of his crop, and is not sufficiently expert to judge it on the basis of grade and staple. This, then, is the weak point which the Cooperative Marketing System aims to overcome by substituting an organized system of merchandizing for the farmers' random dumping on the market.

There are 6 steps in the process of merchandizing: grading and standardizing the produce, packing the articles carefully, extending the market by time or place, increasing the use of the commodity, controlling the actual supply, and controlling the supply at the point of consumption.

Cooperative methods applied to farming in the west have resulted in the ability to sell produce in the East at a premium despite the cost of freighting it across the country. The system is, nevertheless, encountering a great deal of hostile opposition by those speculative interests which are rendered unnecessary by it, and by those people who cannot distinguish between the movement and its leaders.

(Continued on Page 2)

STUDENTS CONFER ON SELF-GOVERNMENT AT VASSAR

MARION MANSFIELD REPRESENTS BARNARD

President Aydelotte Traces History of Self-Government

SWIMMING MEET
BARNARD vs. T. C.
at Barnard
Friday, Dec. 5 5:00 P.M.

MISS GILSON ADDRESSES JOURNAL CLUB

Explains Scientific Management

Good working conditions, reading rooms, lunch rooms, proper sanitation, and rest periods are all taken for granted in the modern plant, according to Miss Gilson, a very active worker along lines of scientific management in factories, who addressed the Journal Club in the Little Parlor on November 18. Originally, these improvements were made for ultra philanthropic purposes or for the sake of advertisement.

Promotion schemes, a steady flow of work, shorter hours, larger and fairer wages, are problems which scientific management workers are now considering. In connection with innovations along these lines, comes a complaint about experiments tried out on the rank and file without their consent.

Miss Gilson considers these experiments justifiable if they are launched with the point of view that they are only experiments. These new plans should be given a fair trial—adopted if beneficial, and discarded if harmful.

Miss Gilson finds that one can get cooperation from the workers if they are made to understand that the pur-

(Continued on Page 3)

SENIOR SWIMMERS DEFEAT SOPHOMORES

In the Sophomore-Senior swimming meet which took place on Wednesday, November 19, the Sophomores were defeated by a score of 50 to 13. This one-sided score was due more to the superior experience and confidence of the Seniors than to any lack of ability on the part of the Sophomores, who exhibited very good material and a fine spirit. Inasmuch as the swimming meets aim to interest a large number of people rather than a few already accomplished swimmers, the meet was very successful. Naomi Lubell, '25, and Gertrude Hargrave, '27 tied for first place, each scoring nine points.

The Freshman-Junior meet, scheduled for Friday, November 14, was changed on short notice to an Odd-Even meet. It is hoped that if another Freshman-Junior meet is planned in the near future it will be as well supported as was the Sophomore-Senior meet.

The Intercollegiate Student Government conference met at Vassar on November 13, 14, 15. Representatives from about sixty colleges east of the Mississippi attended the sessions. A program of topics for discussion, suggested largely by Vassar, was the basis of the conference which considered student government in its relation to education, student opinion, and to law enforcement. By far the most stimulating discussion was that of its educational value. There seems to have been in the last few years a general feeling of unrest and failure among the administrators of student government in most of the colleges. This sense of inadequacy and disappointment was most acutely evidenced in those colleges in which the Student Councils resigned altogether. There was widespread controversy about the advisability of destroying the whole superstructure of extracurricular effort and retiring into even more detached ways of life and study. But for some curious reason, although the way seemed plainly marked for such a movement, the swing has been in quite the opposite direction and while the emphasis is now most definitely placed on a limitation of "outside activities," it is generally conceded that student government plays an important part in college life.

President Aydelotte of Swarthmore opened the conference with an expression of his ideas of the value of student government. The faculties, he said, looked very much askance at the first feeble attempts along these lines and regarded the whole system as a sort of necessary evil. The development of self-government has been so satisfactory, however, that

(Continued on Page 4)

LARGE AUDIENCE ATTENDS THANKSGIVING SERVICE

The reasons for one to be truly thankful on this Thanksgiving Day was the subject of President Butler's address at the Thanksgiving service in St. Paul's Chapel on Tuesday, November 25. A large audience representing all the departments of the University was present to hear the customary Thanksgiving address.

"From the latest news of science we learn that we can now hear the atom as it moves in its infinitesimal orbit," President Butler went on to state. "Who knows but what some great Power hears us moving about in this infinite cosmos of ours?"

The Men's Choir and the Glee Club combined to give a program of songs. They sang the "Processional," "Stand Columbia," and the "Prayer of Thanksgiving."

The Barnard Bulletin

Published weekly throughout the College Year, except vacation and examination periods by the Students at Barnard College, in the interests of the Undergraduate Association.

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BARNARD BULLETIN

BARNARD COLLEGE, COLUMBIA UNIVERSITY
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COMMENT

EXTRA-curricular activities have often been condemned as being trivial and divorced from the essential life of a college. Their value has, on the other hand, been sung in terms of the comradeship and the healthy co-operation which they afford. Yet these opportunities for fellowship do not suffice as the *raison d'être* for organizations which bear no positive relation to the curricular work. The very fact that these organizations are so often supported only meagerly, and this by reason of artificial prodding, may be attributed to the fact that they do not in their programs offer enough that is vital to a college group.

Would it not be possible to preserve the benefits of social co-operation and yet direct the scope of the activities so that they would complement and bear out the work in the classroom? In such wise the ideal college community has been pictured as one comprised of numerous groups bound by a similarity of interests and pursuits rather than on a basis of the casual social bonds which so often unite students in most extra-curricular activities.

The super-organization of which the clubs at Barnard were last year the subject has been undone, and it is safe to say that there is far less of that misdirected activity against which there was such an outcry. Yet a healthy student body will express

FROM THE SECOND BALCONY

Desire Under The Elms

By EUGENE O'NEILL

The unrelieved tragedy of Mr. O'Neill's latest play is both its strength and weakness. It burns at a white heat throughout, and inevitably carries the audience through the emotional crises that characterize it. At the same time, it is removed from breadth. The play is intense, but narrow. It moves within the most circumscribed limits of character and emotion.

The characters are relatively simple. Eben Cabot and Abbie Putnam are characterized by only two traits, lust for possession and for each other. Ephraim Cabot desires property only. The tragedy arises in the clash between the desires of these three people.

The play keeps to the tone of these characters from the beginning. One knows immediately what they are, and can feel the irresistible current drawing them on. The strong desire of all three to own the farm is indicated by every word that they say. With masterly precision, Mr. O'Neill has made clear all the emotional reactions of this group. But their reactions are sharply limited.

That limitation is admirably borne out by the setting of Robert Edmond Jones, who has given us only the wall of the tiny farmhouse, with the suggestion of farm and sky about it. When action must be represented within the house, the wall of the room where it occurs is removed. We feel the narrowness about us.

Very little has been said about the remarkable quality of Mr. O'Neill's language in this play. The diction is rich—its roots deep in the prose of the Bible. One is never conscious of fine speeches, but one feels continually the strong flavor of what is said.

Mary Morris, Walter Huston as the father, and Charles Ellis as Eben are admirable. Perry Luins does a fine bit in the first act.

C. A.

NOTICE

All those who sign the poster for a Forum luncheon are thereby pledging their payment of fifty cents, whether they attend or not. Dormitory girls who sign and then decide to eat in the cafeteria must also pay the fifty cents. The poster is taken down the night before the luncheon. For that reason any girl who has signed and does not wish to come should cross her name out the day before the luncheon.

its interests and show the trends of its thought in some social way, and education which is "taking" cannot be bound by classroom doors, but will probably express itself in the experimentation with ideas and discussion that goes on outside them.

The Economics and Sociology Department has seen fit to make these contacts easier by bringing together those interested in Economics and Sociology to bimonthly discussion groups. They have taken advantage of a propitious moment to initiate a student activity which will be concerned in real ideas and will be more nearly a *curricular* rather than an *extra-curricular* activity.

WIGS AND CUES ELECTS NEW MEMBERS

Those who were elected to Wigs and Cues at the meeting on Monday, November 24th were:

Acting

Anne Hitchcock '25
Edna Peterson '25
Edith Behrens '26
Elise Dessort '26
Carolyn Ferris '27
Mildred Lyman '27
Emma Hunter '28
Noel Stone '28

Staging

Dorothy Avery '26
Virginia Ehrman '26
Gertrude Hargrave '27
Janet Solomons '27
Catherine Thomas '28

Costuming

Rosamond Dermody '26
Grace Barker '26
Jean Simpson '27
Ruth Dreyfus '27

General Ability

Betsy Maguire '26
Maria Alzamora '26
Gertrude Braun '27
Marian Wadsworth '27
Hannah Semmel '27

Evelyn Barton, who was a charter member and who was dropped when she left Barnard for six months, was reinstated.

Besides those who were given membership, Wigs and Cues has a list of those who were given honorable mention and who, if at some other time during the year do anything noteworthy in dramatics such as Language Club Plays or Greek Games, will be taken in.

EVEN WEDDING HELD.

The Even Wedding took place in the Milbank Theatre on Friday, November 21, at 4 o'clock. The bride, Dragonia, otherwise known as Ruth Richards, represented the Freshman class, while the groom, Lionious, who represented the Junior class, is known as Madge Turner. Reverend Marion Mansfield performed the ceremony. The bride, who was given away by Miss Weyman, wore white, and trailed a long cheesecloth veil and carried roses.

The groom swore to take Dragonia for his wedded wife; to protect her from all Odds, especially the Indians of '27, to cheer for her at all basketball games, and swimming meets; to pray for her at all quizzes; and to protect her from all faculty, the physical education department, Annie Meyer, and Dr. Griffin.

Dragonias swore to have Lionious for her wedded husband; to darn his socks; write his term papers for him, cut his hair, fix his tie, pray for him during finals, and try to hide his dumbness; to forsake all other handsome Juniors, keeping only to him until an A. B. do them part.

The minister finished by saying, "Those whom the Evens have joined together let not Nicholas Murray Butler, Virginia C. Gildersleeve, Annie Meyer, Mrs. Jameson or the 'orful Odds' put asunder."

Peggy Hatfield was the Best Man, Hilda Muggli the Maid of Honor, and Megumi Yamaguchi the Flower Girl. Jean Davis, Mary Johnson, Connie Rouillon, and Sidney Stemmons were the Bridesmaids. The Ushers were; Velma Brown, Jean Hawkey, Florence Jenkel, Marion Joyce, and Elizabeth Patterson.

CHAS. FRIEDGEN

ANNEX

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Near East Relief

On December 7th, Golden Rule Sunday, the Near East Relief asks the people of America to eat an orphanage dinner in order to better appreciate the condition of the children across the sea, and to make contributions, for the support of the Near East orphans. A special effort is being made by prominent educators throughout the country to enlist the immediate co-operation of the colleges in support of the Near East

Prizes Offered

The American Chemical Society offers six \$100 prizes to college or university undergraduates for essays not longer than 5000 words which must be in the hands of the prize committee not later than March 1, 1925, on the following subjects:

1. The Relation of Chemistry to Health and Disease.
2. The Relation of Chemistry to the Enrichment of Life.
3. The Relation of Chemistry to Agriculture and Forestry.
4. The Relation of Chemistry to National Defense.
5. The Relation of Chemistry to the Home.
6. The Relation of Chemistry to an Industry or Resource of the United States.

Pole Wins Nobel Literature Prize

Wladislaw Reymont, a Polish writer, was awarded the Nobel prize in literature for 1924. He has had a rather varied life as teacher, telegraph operator, railroad worker, and free lance writer.

Columbia Gives Art Lecture

On December 3, at 3:00 p. m., Ernest DeWald will deliver at Columbia, a lecture on "Dutch and Flemish Painting."

On December 5, at 3:00 p. m., I. D. Young will lecture at Columbia on "Sculpture of the Italian Renaissance."

MR. SAPIRO DISCUSSES CO-OPERATIVE MARKETING

(Continued from Page 1)

According to Mr. Sapiro the farm is a conscientious attempt to give the farmer a chance to create his own prosperity, and as such it will probably triumph in the end.

BASKETBALL

First Teams

SOPHOMORES vs. FRESHMEN

Second Teams

SENIORS vs. JUNIORS

Thursday, Dec. 4 4:00 P.M.

'27 AND '28 BEGIN WORK FOR GREEK GAMES

Work for Greek Games has already been started by both Sophomore and Freshmen classes. For the past two years the games have been supervised by a Senior, but as it proved too great a responsibility and undertaking for a student, Miss Candice Howard has kindly consented to be Faculty Supervisor this year.

In the past, criticisms have been made that the music of Greek Games is the least successful event. This year, therefore, the services of a very excellent coach, Mr. Frank Shearer, have been obtained. All Freshmen and Sophomores are urged to attend the weekly chorus practices. In February they will be specialized, so as to include only those participating in the Greek Games chorus.

Each year the undertaking becomes a larger task, so great, that it cannot be accomplished without the co-operation of every member of the two classes. If the students will realize this responsibility, the value of Greek Games will be greatly enhanced. All suggestions and especially assistance in any type of work will gladly be received by the following:

- CHAIRMAN
Helen Deutsch '27
Noel Stone '28
- BUSINESS MANAGER
Margery Meyers '27
Edith Wood '28
- COSTUME CHAIRMAN
Cora du Bois '27
Eleanor Rich '28
- DANCE CHAIRMAN
Janet Owen '27
('28 not elected)
- MUSIC CHAIRMAN
Janet Solomons '27
Louise Krueger '28
- LYRICS CHAIRMAN
Wilhemina Hasbrouk '27
Edith Barnett '28
- ATHLETICS CHAIRMAN
Frances Gedroice '27
Catherine Singer '28

ATHLETIC ASSOCIATION ADOPTS NEW POLICY

Intra-mural Program Replacing Varsity Teams Is On Trial

The resolution pertaining to the policy of the Athletic Association was voted upon by the college on Tuesday, November 25. 73 votes were cast in favor of it, and 36 in opposition. The motion was to adopt the policy of expanding an extensive intra-mural program by means of eliminating trained varsity teams. By "trained" is meant a select group, chosen at the begin-

ning of the season, who are subject to specialized training, practice, and coaching for the sake of meeting an outside opponent. This policy is to be on trial until February 1, 1927, and if it does not prove successful, the A. A. can return to present conditions. T. C. will be played this year in basketball and swimming.

BROOKS HALL ENTERTAINS FACULTY

A large number of the college faculty were the guests of Miss Abbott and the dormitory students at the annual reception which was held on Friday evening, November 21, in Brooks Hall.

The guests were received by Dean Gildersleeve, Miss Abbott, and members of the student committee. Katherine Morse was Chairman of the Faculty Reception committee. Evelyn Barton and Mary Matthews had charge of the music and decorations, and Janet Rogers of the invitations.

At nine o'clock, "The Trysting Place," a one-act comedy by Booth Tarkington, was presented. The play was admirably coached by Catherine Baldwin and the cast was as follows: Mrs. Curtis, a young widow of twenty-five Jean MacLeod Lancelot Briggs, obviously under twenty Noel Stone Jessie, his sister Betty Bates Mrs. Briggs, his mother

Helen Driscoll Rupert Smith, the young man Katherine Melan Mr. Ingoldsby, a man of sixty Alice Mendham The Mysterious Voice, male and adult Katherine Morse

MATH SCIENCE CLUB HOLDS MEETING

A humanizing of scientific fact and a demonstration that chemistry may well prove interesting to the layman was given at the meeting of the Math Science Club on Thursday, November 20. Certain chemical compounds which are closely linked with every day life were discussed.

Katherine Newcomer, the president of the club, opened the meeting with a discussion of carborundum, an artificially made substance which exceeds everything else in the world, except diamonds in its great hardness. Because of this hardness and because it is infinitely cheaper than diamonds, it is used to a great extent in cutting and polishing glass, marble and stones.

Of especial interest to those whose tastes tend toward imitation ornaments was Miss Newcomer's further discussion of synthetic stones, jewels which are made artificially. She showed rubies and sapphires which had been manufactured in a Paris factory. These are made from the same elements of which natural rubies are formed and are far cheaper.

The color cube problem was demonstrated by Anna Herrman who also explained very vividly the history of the Cambridge Tripos. A demonstration of common properties of air, by Thora Pitt, was the final feature of the meeting.

NEW BLANKET TAX RULING PROPOSED

A regular meeting of the Representative Assembly was held on November 19. Florence Andreen read the Budget for the year, which was accepted. She also reported on the proposed ruling for payment of blanket tax, which states that the tax may be paid at the beginning of each semester for a certain time, and that for a week after that time, petitions will be received from those who wish to pay late. Catherine Baldwin gave the report of the Eligibility Committee.

Marion Mettler after telling what Student Council had done at its recent meetings gave an extremely interesting account by saying that while Barnard seemed ahead of other colleges in its theory of government, it can use many suggestions as to putting that theory into practice.

The proposed rules for securing order at examinations were submitted to the Assembly by Madge Turner. They were:

1. Books should not be taken into examination rooms.
2. A silence rule should be printed on the examination papers, signed by the Undergraduate Association.
3. There should be proctors in the building to maintain quiet if any undue disturbance arises in any room.

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MISS GILSON ADDRESSES JOURNAL CLUB

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purpose of these trials and investigations is to better their conditions.

The fact that labor leaders now want standards of measurements in production to differentiate between the workers—rather than the old principle of levelling rates is an indication that scientific management workers have secured the confidence of the Unions.

This has led to the establishment of the Time Study as a means of setting piece rates—in place of the old guesswork methods. Through the time study, the elements in the process in which people are wasting time are discovered. As a result, fatigue is lessened, and the workers are enabled to make better wages.

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