

farm machinery, commodities that farmers must have. On twine alone we saved the farmers of this state \$1,000,000 this year; on machinery not so much, but as much in proportion to the amount manufactured. Every man at the prison is at work unless he is sick. The men in the hospital are under the care of the doctor, who prescribes a diet for them. Whatever diet the doctor prescribes, those men get. We are trying in every way possible to conserve food and labor and everything else that goes to make an economical and efficient administration.

Galen A. Merrill, Superintendent State Public School: One practical point which seems to me to be of importance is that waste can be reduced and extravagance avoided by a strict supervision of the disbursement and use of supplies issued from the store. I know that it is possible for a steward to make himself unpopular with the employes of an institution by watching how they use the supplies that are issued to them and holding them down to actual needs, but by doing this, with careful discrimination, he is able to reduce disbursements and still issue to the departments the supplies that are necessary. This watchfulness is essential in the interests of economy, not only in the matter of food consumption, but, especially in institutions which care for children, in the matter of clothing. Under a careless and indifferent attendant or cottage matron a group of lively, active boys will ruin more clothing in one month's time than the same group would wear out in six months under the care of a matron who gave them proper attention. Of course we all know that we must practice economy as never before. The quantities and varieties of food supplies under present conditions must be limited, and for those that are not produced in the institution we must depend upon the market supply, which at the present time is uncertain.

I should like to emphasize what Dr. Kilbourne said about cooks. Under present conditions the preparing of the daily menus is not easy. Preparing, cooking and serving of food so as to make simple materials palatable and digestible and to prevent waste is of the highest importance. A good cook can save his salary and that of his assistants. I believe there is no person in the institution who has a greater opportunity of saving for the institution than the cook. And he can promote health, happiness and contentment among inmates and employes.

The farm and the garden at Owatonna have been a source of great help in supplying food during the summer. Notwithstanding the backward spring which put everything behind, we have received a goodly variety of vegetables from the garden, but the supply of winter vegetables was cut off very largely by an early frost. Our tomatoes which were to be canned were killed, and a great many of the vegetables that would have been put up for winter use were also killed. Potatoes were a fair crop, and we have more than enough for our own use for the year.

Mr. Fulton: Mr. Merrill stated that his tomatoes were caught by the frost. Ours were frosted, but we had gathered the larger part of the crop before the frost came. Our gardener endeavors to have the tomato plants well advanced by the time the danger of the frost has passed. He puts them out as early as possible, and we find they make rapid progress.

At Red Wing we increased our acreage in the garden and the yield was successful. We raised 3,000 bushels of potatoes and have in the bin

at the present time 2,000 bushels, which will be sufficient to carry us through the winter and, we trust, sufficient to supply seed for the next year's planting. Our garden was successful. We have an abundance of onions, and have sold some. We were fortunate in raising a large crop of cabbage and made 25 barrels of sauerkraut, which was stored away for the winter use. This is a larger quantity than we have prepared in past years. We have found that the kraut is a food highly appreciated by the boys of the school.

We are attempting to economize in the use of clothing, and while our boys may look a bit ragged and shabby in their everyday clothes, yet they are comfortably clad and they are wearing out clothing that otherwise would not be used.

When we started in the chicken business, I was quite enthusiastic and, while the Board of Control regarded the project with a certain measure of doubt, they kindly gave their approval to the attempt. I will say that the enterprise did not turn out quite so well as we expected. However, it was not a losing proposition. Our chickens are paying their way, but at the present time the supply of eggs coming from our chicken yard is not large—in fact it is very small.

I am glad to know that this matter of relationship between the cook on the one hand and the gardener and farmer on the other is something that has commanded the thought of other institutions, for we have had the same problem. The difficulty in caring for food and preventing waste, as I see it, is to have a responsible supervision that will include not only the kitchen but also the farm and garden.

G. C. Hanna, Superintendent School for Feeble-Minded: Mr. Chairman: Being new in Minnesota, I have been content to listen to these experienced superintendents who are familiar with conditions here, and do not think I can offer very much; but I have this thought: This country is at war. In this morning's paper was a casualty list of American boys killed in action; others taken prisoners, other men missing. We should back up those boys to the last ditch. If it means one meatless day a week, we ought to have it. If it means seven, we ought to have that number. If it means one wheatless day a week very well. Whatever it means, we must do.

I think we ought to inculcate in the officers of our institutions the patriotic spirit that it is up to them to do their full share in this war. If there is a third or fourth or fifth or twentieth Liberty Loan, they should stand ready to subscribe. Our people, while not high-salaried, have their maintenance, which is a large thing under the present crisis, and they should be shown clearly that they must not be slackers. In fact, I think every time a Liberty Loan is offered we should try to reach everybody in our institutions.

If our girls in the institutions are competent to knit or to give any service in behalf of their country, it is only a patriotic duty to do it. The institutions should not do less than the humblest private citizen is doing to carry this war to a conclusion.

We are fighting the most barbarous nation that the world has seen in thousands of years. It may take us a year; it may take us five; it may take us ten; but if it takes twenty, we must fight it through to a successful

conclusion. For my part I am not willing to see a peace concluded that is not conclusive. If it costs us eighty billions of dollars to win the war, I think we should stand ready to pay it.

H. K. W. **Scott**, Superintendent State Reformatory: In common with everybody, I hope, the spirit of patriotic endeavor in the conservation of food and resources took possession of us at the reformatory last spring, and we went about to see what we could do to better conserve our resources, to save in every department. Perhaps we did not accomplish as much as hoped for, but we tried. In this regard, I believe every institution tries to do that. Speaking for the reformatory, it has been made our special effort to economize in every possible way consistently.

If an institution is fortunate enough to have a cook in the kitchen, where we spend so much of our money, who is interested in his work, who is anxious to do well and to make a good showing in his department, a long step has been taken in the conservation of food. I do not know where we could economize more in the food that we serve our inmates, and doubt if we could with propriety reduce any of our menus. Improvement is always possible in the matter of waste, however.

Regarding our labor problems, of course, each institution has its own problems. At the reformatory we are engaged, as you know, in building the institution, and our men are nearly all employed out-of-doors. The very nature of our work would require that we give them wholesome and sufficient food. Many work outside in the quarries and in building operations, handling stone and heavy materials; others, at farm work; and must have good, substantial food. We serve meat each day, as Mr. Reed has said is done at the prison. In my own home we are practicing the meatless day and the wheatless day, but I doubt if we could do that consistently in the institution, except in the officers' dining room.

Last spring, with a view to greater economy in our labor, the idea of housing our farmers outside the enclosure was conceived. That was done for various reasons. We were particularly anxious to get all the labor we could consistently out of each day. When our inmate farmers were kept in the main institution, a great deal of time was wasted in getting them in and out of the enclosure. They were housed outside all summer, in a building specially provided for the purpose, and the experiment proved a great success from every standpoint. We have harvested a large amount of vegetables, with the exception of potatoes. Our potato crop, while not a failure, is a great disappointment. We anticipated a crop of at least 10,000 bushels, and we gathered but 4,200. A hailstorm struck the potato fields and literally cut the potato tops off from a large area of the field. Hot sand storms damaged them a great deal, and dry weather completed the damage. I expect we shall have to buy a few potatoes, but we have a splendid supply of other vegetables; enough I am sure to carry us through the season.

We have just completed a new root cellar, with capacity for 17,000 bushels. This building will enable us to provide proper storage for the vegetables, which we have not previously had, and thus a great saving will be made.

J. N. **Tate**, Superintendent School for the Deaf: As one who has taken no part in the discussion and one who has tried to be in a passive state, I

consider the value of the thoughts presented today is far greater than is common at these meetings, although they are always beneficial to us. In view of the strenuous situation under which the whole country finds itself, it is entirely pertinent that this question that has been under consideration here be discussed, and that harmony be worked out of the whole thing and that our institutions be unified in all their efforts to promote the economy that has been under discussion. As has been said, I think practically all the institutions have been economizing about all they could. I think they have economized and unified their resources in a way that the country at large itself has never done, and so this matter of conservation is not such a revolution in the institutions as it is bound to be throughout the community generally. I think that one of the greatest benefits that can come from this turmoil in which we find ourselves engaged is the unifying of the people in all lines of effort, making the people feel that we are under one government; that we are individual citizens and have individual duties to that government. That, among other advantages, I can see coming to us, although the disastrous results are destined to be terrible.

C. J. **Swendsen**, State Board of Control: Before I sum up the meat, so called, of this discussion, I want to compliment the superintendents and the employes of state institutions upon the splendid response which was made when the government called for the purchase of Liberty loans. The Board feels deeply over this matter and appreciates the effort which was made. As Mr. Hanna stated, too much can never be done when our government is in danger. It is up to every one of us to be willing to sacrifice; yea, sacrifice the last dollar we have if it is needed. Some of you are willing to sacrifice your boys, and the American boys are willing to give the last drop of blood for our country. Your action in responding to the Liberty Loan was noble, and I want you to know that we appreciate that. In your various activities you will have further chance to prove your patriotism and to help our Government in its crisis.

I want to thank Dr. Welch and Dr. Beach for the splendid papers they read to us. Dr. Welch, with his practical, business mind, gave us some very valuable hints and suggestions which we ought to think over. Dr. Beach gave us a paper which was a splendid effort, worthy of his intellectual power.

After hearing the discussion it seems to me we must come to the conclusion that economy must be practiced, first, in the culinary department of the institutions; second, in the engineering department; third, by careful watching over the waste and leakage.

With regard to the culinary department: We must not forget that every dollar we can save can be utilized for the benefit of our government today directly or indirectly, and there is no place in the institution where you can save so much as you can in the culinary department. It seems to me that if there were the right kind of co-operation between the superintendent and the steward and the cook and the farmer, a saving could be made.

It was stated today that we are economizing. That is very true. I want, however, to take exception to Dr. Beach's statement that we are helpless; that we can not do any more than we have done in the way of economy. That is not true. We never do anything so well that improve-