



Colors and Trophies of the John Wanamaker Commercial Institute

BOOK SIX.

INNER LIFE OF THE STORE.

EDUCATION AND WELL-BEING OF EMPLOYEES, DIRECTED
BY THE AMERICAN UNIVERSITY OF TRADE AND
APPLIED COMMERCE.

ONE of the ideals of the Wanamaker business has always been the education of its employes—the training of all the people in the Store “family” to greater usefulness and self-development. This educational principle was expressed as early as 1882, when definite instruction in system, salesmanship and the history, qualities and uses of merchandise was in active progress in the Store.

In 1891 the boys and girls of the Store were first organized for educational purposes. In 1898, speaking at its commencement exercises, Mr. Wanamaker bestowed upon the organization the title “John Wanamaker Commercial Institute.” The courses of the Institute are those of a high-grade “business college,” with strong additional features of physical training, military drill, instrumental and vocal music.

By natural evolution came the American University of Trade and Applied Commerce, chartered by the Courts of Philadelphia in 1908, an integral part of the John Wanamaker Store organization, “formed to perpetuate the schools of business instruction of the John Wanamaker Commercial Institute, and to enlarge their scope in order to enable the students, while earning a livelihood, to obtain by text-books, lectures, and by the schools

of daily opportunity, such a practical and technical education in the arts and sciences of commerce and trade that they may be better equipped to fill honorable positions in life and thereby increase personal earning power."*

Here is the Wanamaker Business teaching its employes as a student body, first, through the actual practice of the business in public service as a gatherer and distributor of merchandise; second, through prescribed courses of training, study and reading, which are: (a) technical to the greatly varied and comprehensive branches of the business; (b) collateral to such technical subjects; (c) liberal; (d) economic; (e) physical; (f) ethical.

The University has as its fundamental purposes, first, constant growth by the Wanamaker business in competency, breadth, true economy and helpfulness of public service; second, to lead its members, by educational means, into the higher standards of commercial intelligence and productiveness, and of physical, intellectual and ethical living, which are intrinsically possible to them. It aims to create conditions under which the student-employe will, as a plain matter of course, include in his business duties those studies and practices necessary to his continuous and best development in bodily and mental powers; in the knowledge and skill of his calling; in subjects related to his calling which are necessary to broadening insight and advancing business achievement; in subjects of liberal and moral culture tending to develop the man and the citizen.

The welfare of people and State requires systematic, compulsory education of children. But the child reaching legal age for employment, and the adult entering commercial and industrial life, find themselves under no definite guidance or compelling force to continue those

*Quotation from the Charter.

efforts necessary to further educational development. The accidents of calling, environment and natural disposition determine further progress. Therefore, the employer, individual or corporate, must also be the schoolmaster, and employment should include in its opportunities and obligations the educational element made compulsory and accepted as an essential matter of course.

The instruction should include physical courses and practices productive of health, energy, physical and mental capacity; the science and technique of the "job" or position actually held, developing skill, exactness, highest normal productiveness; training, investigation, study, reading, which supplement the proper work of a calling, bringing insight and growth; the broader subjects entering into liberal culture and ethics, because, with physical, mental, occupational and liberal training, human welfare requires also depth of moral character.

Economic training also enters into the course of instruction, for one of the principles of this institution is that the broader life and earning power of the student-employe must involve study and practice in thrift—in the wisest methods of personal financing and the most judicious use of time.

Every member of the business organization of John Wanamaker, New York or Philadelphia, is, by virtue of such membership, a student of this University. The hundreds who are actively connected with it are in three classes: Student-employes pursuing the prescribed courses of study necessary for the graduate's diploma, graduate students doing advanced work, and honor members.

The criteria of success in these educational efforts on the part of the Store are:

The greater public usefulness and perfection of service of the Wanamaker business.

The vigor, efficiency, prosperity and nobility of character of the Wanamaker business family.

The application of the principle of education in business life must bring such far-reaching results as these:

True Public Service.—In the things that constitute environments and utilities, the true public servant is he who so meets existing wants that public demand and choice constantly rise in quality and breadth. Demand creates supply, but much more truly should supply be the creator of nobler choice in demand. In this high sense, and through realization of its purposes and work, is the American University of Trade and Applied Commerce becoming more and more the True Public Servant.

Liberal Education.—The American University of Trade and Applied Commerce maintains that education should be a lifelong process springing naturally from and entering effectively into the basic economic activities of each individual life. Education growing out of and surrounding a business career may be made as broad, varied, cultural and uplifting as any education known to humanity.

Elimination of Occupational Tragedies.—The pitifully many instances among human workers in which growth and earning power reach their height, stop, and fall back; all while years and bodily strength still remain in rich store—these are occupational tragedies, which with training that will rightly fit, and education that will start permanent growth upward, must eventually disappear from the ranks of student-employees.

Human Prosperity.—Through growing economy in the doing of the world's work, and larger productive power in the world's workers, highest to lowest, gained through truer education and training. Foster intelligence, skill, diligence; provoke a realization that waste, through bodily or mental unfitness, unskill, ineffective or extravagant

methods loss of time, unfaithfulness dishonesty, improvidence, unthrift in big finance or little, simply impoverish the individual and the whole human family; broaden knowledge, thought and action, both economic and ethical—this is the way toward prosperity.

COURSES OF STUDY.

The John Wanamaker Commercial Institute, preparatory to the University, gives courses to the boys and girls of the Store in common school subjects, commercial school subjects, elocution, French, ethics, business requirements, physical training and health development, and vocal and instrumental music, including ensemble singing and orchestra practice. A reading course is prescribed.

Undergraduate work in the University comprises salesmanship, the elements of business, health and physical culture, hygiene, psychology and ethics, the study of products, business management, manual training, decoration, commercial science, French, economics, physics, chemistry, history of art, English history, philosophy, logic, English language and literature, German language and literature, public speaking, nature study and such manual trades as the following:

Printing.	Millinery.
Picture Framing.	Cooking and Baking.
Art Embroidery.	Candy Making.
Lace and Glove Mending.	Shoe Repairing.
Dressmaking and Tailoring for Men and Women.	
Making and Repairing of	
Jewelry.	Carpets.
Furniture.	Bedding.
Upholstery.	Corsets.
Pianos.	Fur Garments.
Making of	
Men's Shirts.	
Shirtwaists.	
Women's Neckwear.	

Optical Work.

Telephone, Telegraph, and Wireless Operating.

General Repair Work.

All the mechanic trades required in operating and maintaining a great commercial building.

Delivery Service—the handling of horses and automobiles.

UNIVERSITY DEPARTMENTS.

THE WOMEN'S LEAGUE is an association of the women employes of the Philadelphia Store, which conducts many classes in handwork, languages, literature, domestic science, physical culture and dancing.

THE LOOKING FORWARD CLUB is the association of the women of the New York Store, corresponding to the "Women's League." Its well-equipped club house, at Fourth Avenue and Tenth Street, connected by tunnel with the Store, has lunch and rest rooms, bath rooms (with tub), library, rooms for sewing and cooking and other classes, and recreation room.

Another special department of the American University is THE WANAMAKER BUSINESS CLUB, composed of men and women in authority, the official staff of the business, meeting once a month for the discussion of business topics, to hear speakers from without, and to promote friendly coöperation.

THE MUSICAL DEPARTMENT of the University comprises the following organizations:

John Wanamaker Chorus.

John Wanamaker Male Chorus.

John Wanamaker Junior Chorus.

John Wanamaker Orchestra.

J. W. C. I. Military Band.

J. W. C. I. Junior Boys' Military Band.

J. W. C. I. Girls' Bugle and Drum Corps.

J. W. C. I. Boys' Bugle and Drum Corps.

THE DEPARTMENT OF PHYSICAL TRAINING.—Physical training is much emphasized among the employes. The John Wanamaker Commercial Institute offers systematic and thorough military, athletic and physical culture courses to the younger employes. The two J. W. C. I. cadet regiments, Philadelphia and New York, number nearly 750, and have their own military band and bugle and drum corps. The drills in setting up, marching and manual of arms are according to United States Army regulation. The summer camp of two weeks, at Island Heights, New Jersey, is under military regulation, while swimming and field athletics are strong features of the camp life.

Throughout the year, on the great drill floors in the Store buildings, on their athletic fields, or in camp, this incentive to bodily development and pride of physique continues.

Physical measurements are taken, records kept and comparisons made. Prescriptions for corrective work are given. The gymnasium is provided with facilities for track work, and with such apparatus as parallel bars, jumping stands, mats, etc. The track is of sixteen laps to the mile. Results are seen in marked degree in the health, energy and carriage of the store boys and young men.

With some modifications (such as omission of muskets and less comprehensive marching drills), similar courses are followed in the girls' branch of the J. W. C. I. Wand, dumb-bell, Indian club drills, swimming, basket-ball, running, etc. The J. W. C. I. girls, in the two cities, number about 350.

THE MEADOWBROOK CLUB is the athletic association of the adult employes of the Philadelphia Store. The Meadowbrook-J. W. C. I. athletic field is at Twenty-third and Market Streets, on the bank of the Schuylkill River and within easy walking distance of the Store.

THE MILLROSE CLUB is the athletic association of the

adult employes of John Wanamaker New York, and does similar work. The Millrose Club House and athletic field are at Bath Beach, Gravesend Bay, near Coney Island. The club house is a large, old Colonial mansion, suitably remodeled. The extensive grounds reach the bay and include their own bathing beach. Every facility for sports is at hand.

THE MEDICAL DEPARTMENT does work of the utmost importance, handling, in addition to its general medical and surgical practice, questions of sanitation, ventilation, instruction and general hygiene for all employes. The medical director gives his entire time to the work of his department. He has four physicians and four nurses under him.

The equipment for this work includes a waiting room, with a capacity of from fifteen to twenty people. The main working office has all the appliances seen in a hospital dispensary—examining table, weighing scales, glass-covered tables, glass-covered dressing table, running water, etc. A complete outfit for all minor surgical diseases, fractures, injuries, accidents, and all emergency work, is provided; a complete outfit of drugs, in tablet form for the most part, which are dispensed in small, collapsible boxes.

A consulting room, which can also be used as a working office, and a laboratory complete this equipment.

A physician, assistant to the medical director, has entire charge of nose, throat and ear cases. During the winter months, particularly when a large number of diseases of the respiratory tract are presenting themselves, the local treatment afforded is of great value. Cases needing operation are referred to the hospital clinics.

The medical staff includes also a dentist and a fully equipped dental office. The dentist examines and treats the teeth of this large store family, particularly the young. An especially close watch is kept upon the mouth

condition of the younger members of the Store force. Each young girl or boy has a dental inspection when they first apply for work. Those with bad mouth conditions are not accepted until such conditions are remedied. Besides the actual dental work done—examinations, cleaning and extracting, the treatment of pain, abscess, etc., resulting from dental caries, and the treatment of infections of the gums and tooth sockets—the treatment is mainly prophylactic, and is of great advantage to the employes.

The main hospital room for women is in charge of a nurse on constant duty. It is a large room, containing six beds and several reclining chairs, and has an adjoining toilet room. It is equipped with necessary appliances and simple remedies which can be used by the nurse. A smaller room, with two beds, is for the men.

These rooms are used for patients referred from the physician's office, and for all emergency cases. Many come with ailments trivial in character, but sufficient to interfere with their Store duties. A few attentions by the nurse, a short rest in bed, a hot-water bag or an ice cap, a simple remedy, a short relief from the general swirl, is sufficient to send them to their work entirely refreshed. These cases are seen only by the nurse, unless, in her judgment, the advice of the physician is necessary. Naturally, in such a body of people there are numerous cases of eye strain; for these, proper eye examinations are provided.

Many of the city hospitals are used by the medical department when operations or bed treatments are required, taking the patients directly from the Store or from their homes.

Instruction in personal hygiene is undertaken among the employes through lectures, talks, letters and health bulletins. The lectures have been confined to the young men and women, boys and girls. Some talks to small groups of adults

have been given, and a health letter on personal hygiene placed in the hands of each one. A "Hot Weather Bulletin," in regard to the use of ice water, diet, clothing, etc., is another means of instruction. Placards regarding expectation are constantly before the eyes of the people in the factories, stock rooms, etc.

A physical examination of applicants for employment is regularly made, as a matter of justice to themselves and protection to others, to ascertain whether they are physically fit for indoor work, and to exclude the possibility of their being a source of contagion.

The work of the medical department creates in the minds of the employes a sense of security; a confidence that they are working under the best possible conditions; that their physical welfare is being provided for; that in case of accident or sickness, immediate attention will be provided. A happier, more contented, healthier, saner body of workers, of higher individual earning power, is the result.

Certain features of the new Store—features of construction as well as of appointment—are designed specifically for the welfare of both patrons and employes.

SAFEGUARDS FROM FIRE.—The Store building is divided into three sections by two fire walls, running from Thirteenth Street to Juniper Street. On both sides of these fire walls are the elevator shafts, concealing them. The openings in these fire walls contain double fire doors which, in case of fire, close automatically.

There are four tower fire escapes, built within solid brick walls, and smokeproof as well as fireproof. They are located in the fire walls, with openings into them from each side. Each encloses two separate stairways. In addition there are four wide stairways leading from the sub-basement and basement directly to the street.

In addition, six steel and marble stairways connect all floors; there are 204 fire-hose stations; a sprinkling sys-

tem; numerous stations for other fire apparatus, and a regularly drilled employes' fire-fighting corps in each store division; regular fire drills by which, on signal by whistle, employes form and march into the tower fire escapes. A fire marshal is constantly on duty, supervising these matters and keeping all provisions for safety up to the standard.

VENTILATION AND HEATING.—The basement and sub-basement are heated and ventilated by a fan system. The air is admitted and passed through an air wash, which removes all suspended matter and dust, and then passes through the heating coils, where it is warmed, after which it passes through the fans and into the building. The foul air at the same time is drawn out of the basement by means of exhaust fans. This keeps the air in constant circulation; in fact, the air is completely changed every six minutes, affording pure and wholesome air all the time. In the summer the same process is gone through, except for the heating. The upper floors of the building are heated by direct radiation.

The construction of the building, with the light shaft in the center, together with high ceilings and high and wide windows, permits a free and natural ventilation above these floors.

ALL DRINKING WATER is filtered, chilled and circulated through the Store to the extent of about a thousand gallons per hour. The drinking fountains are all on the line to the tank, thus insuring cold water at every fountain.

THE SANITARY SYSTEM consists in maintaining an adequate number of hygienically clean toilet rooms, a supply of filtered water (cooled for drinking purposes), a splendid ventilating system, modern methods of cleaning and dusting the store, and instruction of the employes in the observance of hygienic rules.

THE ELEVATORS are of a peculiarly safe character and construction. There are sixty-eight of the "plunger" type, direct hydraulic. This means that the plunger

piston travels through a hole drilled through the solid rock directly under the elevator to a depth corresponding with the height that the elevator travels. The plunger in each instance rests upon a cushion of water which, in its descent, it displaces, hence cannot fall. When the car goes up it is pushed up by a water pressure of one hundred and fifty pounds per square inch.

In the John Wanamaker New York Store the same principles of safety, protection, sanitation and comfort have been applied which are followed in the Philadelphia Store.

WORKING HOURS have been shortened as much as is compatible with good public service. For the Philadelphia Store the hours in the summer months are from 8 A. M. to 5 P. M., except Saturdays, when the closing time is at 1 P. M. For the short period from Thanksgiving Day until Christmas, exclusive, the closing hour is 6 P. M. For the remainder of the year it is 5.30 o'clock.

The New York Store opens at 8.30 A. M. During the summer the closing hour is regularly 5, and Saturdays 12 o'clock; at other periods of the year 5.30 and 6, according to season.

EMPLOYEES' LUNCHEON.—Substantial, nourishing and palatable food, from a great, sanitary kitchen, is served in a vast, airy dining room, where the surroundings are attractive and inviting. The employes may bring their own lunch and supplement it with hot coffee, soup, etc., or may choose a luncheon at nominal prices for each article; the daily "table d'hôte" luncheon, tasty and sufficient, is served for ten cents. Surrounding the dining room are rest and reading and recreation rooms for employes.

VACATIONS.—During the summer a two weeks' vacation with pay is allowed each employe who has served a full calendar year; and eight days to each one who has but newly entered the service previous to the first of the current year.

APPENDIX.

BRIEF CHRONOLOGICAL REVIEW OF THE BUSINESS, WITH SPECIAL REFERENCE TO THE ERECTION OF THE NEW BUILDING IN PHILADELPHIA.

JOHN WANAMAKER'S business life began in 1861, as a young partner in the firm of Wanamaker & Brown, the clothing store at Sixth and Market Streets—being known as Oak Hall. After fifteen years there he was eager for a larger and more ambitious store. Already his fresh and original business methods had established in retail merchandising such unfamiliar elements as system, one price, trustworthy statements as to goods sold, consistently moderate prices, and the return of goods for cash. It was therefore no small event in Philadelphia when the "Grand Depot" was opened on May 6, 1876, at Market Street and Thirteenth.

This date was almost simultaneous with the opening of the Centennial Exposition, and both visitors and Philadelphians that summer found much to marvel at in the new store. Not only was it bigger than they were used to—it was different. Indeed, it was so different that its competitors believed—and many of its friends feared—that it could not succeed. The principles on which it was built have been stated in the editorials found in the preceding chapter. They were heresy in trade circles, but it did not take long to prove that the Public—and it was for the Public that the store was run—supported them. Early in the next year the "New Kind of Store" made its real beginning. Remodeling and enlarging opened possibilities of new departments.