

LEADERS, AS RECORDED IN
"WHO'S WHO IN AMERICA" AND IN "RUS"
AND THEIR GROUP AND
INTER-GROUP RELATIONSHIPS

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"WHO'S WHO IN AMERICA", AND IN "R U S"
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RELATIONSHIPS

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By

John Frederick Thaden

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LEADERS, AS FOUND IN "WHO'S WHO IN AMERICA" AND THEIR GROUP AND INTER-GROUP RELATIONSHIPS

CHAPTER I. INTRODUCTION

All groups at all times had leaders and all leaders thruout the ages had followers that they to some extent and in some form led. Thus, groups and leaders seem to be complimentary parts of a social unity. Leaders are found among practically all, if not all forms of life. The particular characteristic determining leadership among the lower animals may be such physical traits as strength, size, speed, sex, odor, or such psycho-social traits as slyness, cunningness, concentration, patience, or affection. Many of these traits are also characteristic of some leaders among humans. The traits of leadership in general remain some what obscure. Van Waters views leadership as

"always mysterious. We do not know the physical and mental forces, that lie back of the personality that becomes a dynamic center."(1)

Cooley is somewhat of the same opinion for in speaking of leadership or personal ascendancy he mentions that,

"It must be evident that we can look for no cut-and-dried theory of this life-imparting force, no algebraic formula for leadership. We know but little of the depths of human tendency; and those who know most are possibly the poets, whose knowledge is little available for precise uses. Moreover, the problem varies incalculably with sex, age, race, inherited idiosyncrasy and previous personal development."(2)

A pioneer historical and analytical study of leaders that substantiates Cooley's last statement is Mumford's analysis of the beginning and genetic development of leadership among primitive peoples thru the hunting, pastoral, and early agricultural states. He finds the requisites for eligibility to

(1) Van Water, Miriam - The Child who is a Leader, Survey (Sept.1, 1927) Vol. 58, page 499.

(2) Cooley, C. H. - Human Nature and The Social Order, page 285.

leadership among primitive peoples to have been physical strength, physical endurance, promptness of decision, superior ability in making motor coordinations, age plus some other kind of activity, exceptional ability in control of food supply, ablest warrior, orator, medicine man or wizard, wealth, and versatility in the customs and traditions of the tribe. The origin of leadership, he finds, depends upon size of group, stability of group, degree of complexity of group activity, definiteness of its organization, nature of its food resources, its sedentary or nomadic character and its relation to other groups. (1)

The characteristics or qualities of human leaders in more civilized groups have not been fully inventoried, classified or analyzed, nor the group technique of leadership or the social forces productive of leaders. This is probably due to the increasing complexity of such social interactions. Also, leadership apparently does not always have the same meaning to all people. In fact leadership is often many things to different persons. Hooker reminds us that,

"The word LEADER has radically different meanings, all more or less vague, for the politician, the Y.M.C.A. county secretary, the superintendent of rural churches, and the director of university extension. Fully as great variety and uncertainty exists regarding the functions of leaders, the qualities essential or desirable in them, their motives and rewards, the conditions favorable to their development, and the technique of leadership. Everybody desires to be moving in this matter; but all show almost as much uncertainty as the bandor log regarding the destination and the route." (2)

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- (1) Mumford, Eben - Origins of Leadership - Passim.
 - (2) Hooker, Elizabeth R. - Leaders in Village Communities, Journal of Social Forces (June 1928) Vol. 6, page 605.

Whatever leadership may be it is a universal observable social phenomena that "where two or more are gathered together, there leadership is found".⁽¹⁾ It is "the special influence of one person over other persons".⁽²⁾ This influence may be temporary or transitory and operative in a single phase of interaction or in a mosaic of interactions.

Any person may be called a leader writes Bernard "who is more than ordinarily efficient in carrying psycho-social stimuli to others and is thus effective in conditioning collective response".

This may be done involuntarily or unconsciously or consciously and intentionally. There are therefore two types of leaders, in fact in the genetic development of leaders the one often evolves into the other. Bernard characterizes the activities of the two as follows:

"It is not necessary that he (a leader) should serve in this capacity of presenting stimuli for collective response on purpose. He may be an involuntary and unconscious leader perhaps even more frequently than a conscious and intentional leader. In fact, it is very probably that most leaders first learn to assume the role leadership through discovering themselves operating unintentionally in that capacity. But of course the most effective type of leader is almost always the one who is conscious of his leadership, has a purpose in view, and studies the technique of leading successfully. Leadership is most conspicuous and most direct in the direct contact groups and it is here that most leaders are trained. But leadership may also be indirect and may accordingly be carried on through printed symbols, through radio, moving pictures, or any indirect contact stimuli. Such leadership may make the leader conspicuous, if he reveals his personality in connection with his leadership technique or he may remain in the background, even to the point of being generally unknown."

(1). Bogardus, E. S. - World Leadership Types, Sociology and Social Research, Vol 12, p. 574.

(2). Ibid, p. 573

(3). Bernard, L. L. - Introduction to Social Psychology, p. 520

(4). Ibid, p. 521

Leadership exists normally only among persons having some, usually many, culture traits in common. We are reminded that,

"The Pope is not accepted as a leader by Protestants, and Robert G. Ingersoll, by neither Catholics nor Protestants. Al Smith is not an enthusiastically cheered leader of the W.C.T.U.; and Kirby Page is not worshipped by the R.O.T.C."(1)

Thus, in many instances a man becomes a leader by doing his job unusually well and doing it primarily for the satisfaction that accompanies work well done, or because of habits of thoroughness developed in him by the groups in which he moved since early childhood. Ordinary any one who reorganizes existing culture traits thereby making adjustments between man and his environment less conflicting may be classed as a leader. The rapidity of diffusion of cultures in modern times frequently enables one to be heralded as a leader often before he himself has become aware of the significance of his contribution to existing culture. Leaders are contact makers. They are persons with a multiplicity of selves, in the sense that a person "has many social selves as there are individuals who recognize him and carry an image of him in their minds".(2)

Practically every one carries with him an image of Hoover, Ford, Edison, Burbank and Lindbergh, because of their contacts with mankind, while John Doe's image is likely to be carried only by some of his relatives and some of his neighbors and friends.

These few introductory remarks and citations give us clues as to the significance of leadership, particularly in this industrial age, and especially in a democracy where everyone is supposed to be more or less of a leader.

(1) Ibid., pp. 573-4.

(2) James, Wm. - Psychology - page 179.

Significance of Leadership.

Leadership is worthy of study in that^{it} is an integral part of all inter-group and intra-group behavior. Since it is only in the group that man lives and moves and has his being, leadership is a social phenomenon that merits objective analysis. An objective research seems possible in that workers in the field of Sociology have pointed out that leadership falls within the domain of natural law and that the frequency distribution of leadership traits, individually and collectively, are of the same general shape as the normal probability curve.

In connection with a study of 140 American villages made by the Institute of Social and Religious Research under the direction of Edmund deS. Brunner, an analysis made by Elizabeth R. Hooker of 1370 resident community leaders, reveals that:

"One thing is clear: the fact that on every point covered (such as number of leaders, sex, age, occupation, birthplace, country of birth, denominational faiths, and marital condition) common tendencies were evident for the villages of all regions, proves conclusively that leadership falls within the domain of natural law. This inquiry, therefore, superficial as it is, should afford to students of social phenomena a strong incentive toward profound and extended investigations in this field. For through such research they may discover how rural leaders may be fostered - a matter vital to the progress of civilization".(1)

(2)

Ogburn who has studied numerous inventors, - one type of great men, or leaders, believes that in as much as

"When a particular trait of a random number of living organisms of the same species is measured, it is found to be distributed according to the normal probability curve," and since this holds true for mental as well as for physical traits and for combinations and complexes of traits as well as for simple mental traits "it seems probable therefore that such traits as inventive ability or any particular combination of traits of greatness would also be similarly distributed".

(1) Hooker, Op.Cit. page 614.

(2) Ogburn, Wm. F. - The Great Man Versus Social Forces - Journal of Social Forces, (Dec. 1926) Vol. 5 page 225.

It is a common observation that everything is a matter of relativity, that everything in nature is related to something lower and higher and that even human nature and leadership is much the same the world over and not a chaotic conglomeration of inconsistencies and irregularities. Leadership, in a sense may be said to be, a relationship between those ahead and those behind. This suggests that an objective study is possible and is a method of testing the subjective theories of social philosophers that have been advanced since the dawn of history.

"It would seem that actual situations involving a number of persons in which something has been accomplished through the efforts and sacrifice of many with discipline exercised on all and with definite focusing of attention of the group on one or a few persons regarded as leaders and with coordination of effort thru the persons or directions of these persons - it would seem that these situations are much more valuable material for the study of leadership than are the theories of political scientists or sociologists or even the writings of Plato and other social philosophers."^②

Variation is as natural as uniformity and should be about as regular among leaders as among any other phenomena. Due to variability in leaders, in leadership traits, qualities, motives, rewards, techniques, it is imperative from a scientific point of view to study leadership whole, that is in its relation to all contingent factors, - in its "Gestalt". Bowman brings out the significance of the Gestalt background of leadership by saying,

"If the applications of the Gestalt concept apply anywhere, they do in the study of leadership. Miss Follett has brought together in creative experience the inference of the findings of several fields of study and practice that certain functions of groups experience reside in the integrating process of the group, and other than in that integrating process disappear, or rather do not exist. Leadership apparently is one of those functions; and if so, cannot be studied except as the whole group is studied. Further as a function of experience it is to be observed only as the group is functioning."^②

②. Bowman, Leroy - An approach to The Study of Leadership, Journal of Applied Sociology, Vol. 11 p. 316

③. Ibid, page 318

This means that every leader has his group in which he functions and every group has its leader and that a leader is understood only in so far as the group in which he functions is understood. There is no understanding of leadership apart from its group. Human existence or living is an associative or group process and leadership is an integral part of that process.

Another significant feature of human beings is that every one aspires to be a leader. With some this desire to lead may be prompted by a desire for social approval, with others an urge to dictate, or an itch to make more money, or a desire for new experience. It seems that with most normal individuals in their everyday walk of life to live is to lead and to lead is to live. As Ganders says, to lead means to enlarge one's self.,

"to give one's self a greater dominion of influence; to enhance one's personality. It is the insatiable desire for a bigger being, or existence, that has made leaders of men.

"...One's self is the resultant of past experiences plus present activities. In a very true sense, one is what one does. The individual who experiences most, lives most. The one who does more, and different things, is the one who has and is a bigger self. Leadership beckons because it offers greater existence, made possible through the greater activity of an organization.

"Leadership is the first essential in organization, which in turn makes possible that cooperation without which modern society could not exist."

"...Fortunately our modern scheme of things which requires leadership on the one hand and followership on the other is not contrary to man's natural desires. The origins of this system can be found in the instincts of mankind as truly as in the organization of a wolf pack. The social tendency, the desire to be, work and play with others is a basic human desire which has characterized man for tens of thousands of years. The good leader seems to have been decreed in the very nature of things."

Leadership aspirations seem to be natural urges that are socially desirable. This is fortunate in a coming democracy such as

ours where leaders of all kinds are needed. Chapin regards this as one of the great current needs in this country for to him,

"The need of today in democratic countries is the development of leadership - not the leadership of the centralized few, but rather a diffused and spontaneous leadership among the masses of the people." (1)

Higher education should materially help to supply this increasing need as larger proportions of the population secure high school and college education. Greater ease and facilities in communication and transportation also accelerate the production of leaders. Also, courses in leadership are being added to curriculums.

Just a word might be said here relating to traits of leadership. Psychologists, sociologists, personnel officers and others have from time to time listed what they termed traits of leadership. These lists vary greatly as is to be expected from subjective evaluations.

Cooley remarks that,

"If we ask what are the mental traits that distinguish a leader, the only answer seems to be that he must, in one way or another, be a great deal of a man, or at least appear to be. He must stand for something to which men incline, and so take his place by right as a focus of their thought." (2)

Burke has compiled personality traits from the writings of several sociologists and a psychologist as follows:

"Ellwood lists the following traits of leadership: a high degree of social intelligence; large sympathy with one's group; an efficient social imagination; moral and physical courage; capacity for enthusiasm; complete consecration to the cause he represents. Allport holds the following traits to be of prime importance: ascendance of manner and physique, high mobility; social participation; drive. Bogardus lists the following evidences of a democratic leadership: increasing the opportunities for the development of other persons; promoting the welfare of groups as such; taking the side of injustice against special privilege; showing an at-one-ness with the humbler members of society; consulting with authorities, even opponents, before acting; using the discussion method of securing adjustments; showing the way and sacrificing self; rendering service without expectation of reward." (3)

(1) Chapin, W. Stuart - Socialized Leadership - J. of Social Forces (Nov 1927) Vol. 3, p. 60

(2) Cooley, Op. cit. 293

(3) Burke, Margaret M. - Leadership and Tennyson, J. of App. Sociology (Nov 1923) Vol. 11, p 344.

The leadership traits listed by Allport are individualistic traits as the individuals are "self-made" and can force themselves into positions of leadership without reciprocal interactions on the part of the group. Ellwood and Bogardus manifest the complimentary relationships between leaders and group life. Cooley has also expressed this mutual reciprocity between the individual and the group in declaring that,

"All leadership has an aspect of sympathy and conformity, as well as one of individuality and self-will, so that every leader must also be a follower, in the sense that he shares the general current of life. He leads by appealing to our own tendency, not by imposing something external upon us. Great men are therefore the symbols of expressions, in a sense, of the social conditions under which they work, and if these conditions were not favorable the career of the great man would be impossible."

One point further probably should be mentioned, and that possibly at some length, before the specific purpose of this study is stated and the analysis of biographical works is presented. This point is the relative importance of heredity and environment, or nature and nurture in the development of leaders. Each of two somewhat opposing groups have claimed major credit for the existence of leaders, especially great leaders. Some hereditarians contend that "leaders are born and not made" and some environmentalists argue that "leaders are made and not born". Exceptional examples have usually been cited to supposedly "prove" their respective viewpoints.

No doubt in some instances leadership is due quite largely to heredity and in other cases to environment. Some absolute organic hereditarians might cite that it has been said that fifty members of the Bach family, in five generations, were notable musicians. Extremists from the environmental point of view might cite Lincoln as one whose leadership could not have been predicted on the basis of the

chromosome content of his germ plasm. Neither group in these cases has a true perspective of the situation. Neither group has seen the multitude of interrelations between the individual and the group, and so the social setting, the "Gestalt", in which we live and move and have our being has not been seen whole.

If any assumptions are necessary in this study it seems possible in the light of all available facts to assume that organic heredity and environment are reciprocal and complementary factors in the origin, development and functioning of leaders. The view taken is in accord with that of Prof. C. M. Child^W of the Department of Zoology of the University of Chicago who after conducting laboratory experiments with lower forms of plant and animal life for more than a quarter of a century arrived at the conclusion that heredity shares equally with environment from the beginning of life "in the development of the individual from the egg" and "that heredity determines which of them shall be realized in a particular individual." This reciprocal and interdependent relation is recognized by Mumford^W as he regards leadership "as an innate and acquired modal societary tendency or force".

It seems inconceivable that an individual can become a leader devoid of the influences of a home and school not to mention any of the other great social institutions and socializing agencies, and ^{which} ~~these~~ are environmental factors. Very probably sympathy, toleration, understanding, cooperation, suggestion and human association are equally weighted in the balance with stature, physique, health, glands, and instincts as far as the making of the average leader is concerned.

Unquestionably the biological and the environmental influences have each been grossly over-evaluated at various times and by various men and the cultural aspects of leadership, have been frequently overlooked and under-evaluated. Possibly no one has analyzed the relative contributions of heredity and environment in the production of leaders more scientifically nor has anyone summarized it more clearly than Ogburn where he states:

"Our conclusions are that greatness must be conceived in terms of inherited qualities and environmental traits. The distribution of inherited qualities appears to be such that the inherited qualities of greatness should be plentiful and constant, facts which minimize the importance of the great man, biologically conceived. On the social forces side, there are two important factors that affect great achievement, the existing cultural materials and the social valuations. These two factors vary greatly over time and by places, and hence may be called causes of great achievement. They are of the nature of social forces. Great men are thus the product of their times. They in turn influence their times, that is, their achievement influences the times. The great man is thus a medium in social change. The phenomenon of the great man varies in the different kinds of social activities, and each situation should be separately analyzed as to the relative strength of the different factors. In some cases psychological traits of personality are more important than others. These factors at the present time are only with great difficulty susceptible of precise measurement. But certain extended observations indicate that the production of great men and their influence are strongly conditioned and determined by the particular existing stage of the historical development. The great man and his work appear therefore as only a step in a process, largely dependent upon the other factors." (1)

Waldo Frank would no doubt concur with this view for he says, "The corporation, the combine, were creators of Rockefeller, Hill and Morgan, even as the trade union was the creator of Gompers" (2)

Williams, the comic artist, seems to have the gift of seeing, and sketching in the daily papers, life as it is lived by our leaders namely, that "Heroes are made, and not born". LaVay in commenting on this same thing remarks,

"It is true, naturally, that heroes must be born, but I do not think it true that they are born to be heroes, and I have much the

(1) . Ogburn - op. cit. pp. 230-1

(2) . Frank, Waldo - Am. Leaders - New Republic, (June 6, 1928) Vol. 55 p 67

same conviction in regard to leaders. The desire to be a leader is inherent in all of us. But whether we become leaders depends in part on early environment and the personalities with which we come in contact. The desire for leadership may be repressed by lack of understanding on the part of parents and teachers. Other factors may tend to develop emotional conflicts which make leadership impossible. However, the normal boy has a strong inclination for leadership; he wishes naturally to excel in some field of endeavor, whether it be sports, scholarship or manual dexterity. ~~XL~~

We shall see later in Chapter III how different writers have attempted to prove by means of birthplace of leaders the superiority of heredity of urban people (or rural people) and others often using the same figures arguing that it proved the superiority of environment.

The abiding thought is that the study of leadership is a sociological problem, in that it concerns the relation of the individual to the group, and of the personal process to that of society as a whole, ~~and~~ that it is ^o problem of gradually increasing importance. Also that

"The lives of the most eminent men of history are to a certain extent public property, open to statistical investigation and psychological analysis. ~~XL~~

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- (1) L. LaVay, Kenneth R. - Leaders - Born or Made? School and Society, (Dec. 1, 1928) Vol. 28. p. 683
- (2) Cattell, J. M. - A Statistical Study of American Men of Science - (Nov. 23, 1924) Science, Vol. 24 p. 659

The Purpose of This Study

The primary purpose of this study is to discover some of the more significant sociological factors in which the contemporary leaders in United States, as compiled by the editors of the 14th or 1926-27 issue of "Who's Who in America," differ from the general adult population as revealed to us by the Federal Census, and where differences are found to discover the nature and degree of variation and the forces that cause or influence these differences.

More specifically, the purposes of this study are to discover in what respects and to what extent contemporary American leaders differ from the general adult population of the State with regard to place of birth, age, education, occupation, marital condition, group affiliations, and officership. Concretely, the aims in view are: (1) to discover whether leaders migrate in larger relative numbers and farther from their state of birth than the general population or not. Also the relative prolificacy of urban and rural areas in producing leaders. (2) To discover the range in ages of leaders and the age groups when leaders are most numerous. (3) To compare the extent of education of leaders with that of the general adult population and to discover the relative apparent influence of various institutions of higher learning in producing leaders. (4) To discover the extent to which leaders follow the same occupation as that of their fathers, the number of positions held in and also outside of their principal field of vocational endeavor and the more or less immortalization of their ideas in the form of writings (books). (5) To discover whether leaders are married in larger relative numbers or not than the general adult

population, the range in age at marriage, and number of children.

(6) To discover the extent and nature of their group affiliations particularly in church, lodge, club, technical, professional, and Greek Letter organizations, and the influence of such groups in stimulating achievement. (7) Officership in city, county, state, regional, national, inter-national and foreign technical and professional organizations.

The essence of this study, if it can be condensed into one sentence, is to determine to what extent the nation's contemporary leaders are group-made products and the product of essentially what groups. As a means that may aid in this discovery the "Who's Who in America" is, for the above reasons, considered the best single source.

? No study of this kind has ever been made. The importance and need of such a study is readily perceived especially in a republican form of government where all of the various social institutions are more or less democratic and where everyone is supposed to be somewhat of a leader.

A number of studies have been made of certain types of leaders and of certain traits of leadership, but none have been made of leadership in its totality. "Lives of Great Men" have been compiled primarily as reference material, since the beginning of historic times and these have been portrayed in all their glory as splendid examples of emulation. A biography is the life history of an individual. A life history is virtually an enumeration of the various groups in which one is living and has lived and how he has been conditioned by them, and if he is a leader how he has modified these groups.

Biographical Works Of Leaders

The present trend in biographical works seems to be one volume editions issued annually, biennially, quinquennially, or slightly less frequently containing short biographical sketches of usually from five to over thirty thousand contemporaries in all the various walks of life, or in a particular field of social or economic endeavor, without eulogy or criticism. Biographical dictionaries the earlier ones were called and Who's Who in ----- "the modern ones.

Practically every country is at present attempting to compile a list of its achievers and notables. The "Who's Who" idea in the modern sense may be said to have originated in England in 1849. This is the date that the first Who's Who publication appeared in London. This book was primarily a directory of the nobility and landed gentry of the British Isles. For about half a century the English Who's Who was little more than a red book or blue book of English aristocrats. It was about 28 years ago when Douglas Sladen, an Australian writer, revised the book and democratized it. The annual edition for 1928 gives over 30,000 brief biographical sketches of notable living English men and women whose position or achievement make them of general interest.

Germany has her "Wer ist's?", France her "Qui Etes-Vous?", Italy her "Chi E'", Sweden her "Vem ar Det?", Norway her "Hvem er Hvem?", and so on.

The first edition of "Who's Who in America" was published in 1899 and has been revised and reissued biennially since that time. The first edition contained 8602 biographies. The number of sketches in each biennial issue has increased and in the 1928-1929 issue biographical histories of 28,805 contemporary American achievers and notables are given. These biographies are of men and women engaged

in all varieties of occupations.

In recent years numerous works have appeared containing biographies of noted people in specific fields of human activity, such as science, engineering, literature, music, drama, jurisprudence, writing, finance, medicine, agricultural science and Rural Life.

In 1889 Charles S. Plumb published a 100 page book which was "a Biographical Directory of American Agricultural Scientists". It was the first inventory of significant leaders in this field. RUS is a biographical register of contemporary agricultural leaders. It is edited by Liberty Hyde Bailey and its 3rd issue published in 1925 contains 6,005 sketches. The aim of this work is

"to include those persons who are prominently engaged in rural work, and whom the public has reason to be interested, as farmers, teachers, investigators, business men, lecturers, ministers, farm county and home demonstration agents, authors, editors, and the leading personalities in the administrative, commercial, co-operative, organizational, political and public-service fields as they directly influence agriculture and country life".

About 1/7 of the sketches in RUS are farmers and the others are teachers in agricultural colleges, teachers of agriculture in high schools, agricultural extension workers or are engaged in commercial agricultural industries. No list of only farmer leaders and their biographical sketches has yet been compiled. Eventually the "master farmers" should form an excellent nucleus for such an undertaking. However, RUS serves as an excellent starting point for professional agriculturists and prominent workers in allied agricultural activities.

The 4th or 1927 edition of "American Men of Science" is a biographical directory of about 13,500 American scientists. (The first edition appearing in 1906 give about 4,000 biographical

sketches.) In this volume

"efforts have been made to include all living Americans who have contributed to the advancement of science, the standards being nearly the same as fellowship in the American Association for the Advancement of Science or membership in the national scientific societies having research as a qualification".

The "American Labor Who's Who" for 1925 contained 1302 sketches of persons prominent in American "trade unionism, labor politics, workers education, labor defense, cooperation, progressive farmer groups, and related movements throughout the nation".

The "Women's Who's Who of America", the first edition of which appeared in 1914-15, contained 9,644 sketches of outstanding contemporary women of United States and Canada. In 1924 and 1925 there appeared two volumes, "Biographical Cyclopedia of American Women" which listed nearly 400 biographies of "contemporary women professedly from all professions and every walk of life as well as of the mothers of the leaders of today, who, although perhaps not widely known in their own time, are deserving of due recognition for the training in character which they impressed upon their children".

A first edition of "Who's Who in Colored America" appeared in 1927 containing 1,800 sketches. In 1928 there appeared a first edition of "Who's Who of the Colored Race" giving 1,300 sketches of

"men and women of African descent in all parts of the world, who are most prominent in all branches of effort, also persons who are identified with work of every description which tends to the advancement of the colored people".

The first volume of "Who's Who Among North American Authors" appeared in 1921. The 3rd, or 1927-28 edition contains biographical and literary data of approximately 6,200 living authors,

editors, magazine and press writers, "of the United States and Canada who either have been born in these countries, or have lived and worked in them". The policy of its editor is that authors and writers are eligible to inclusion

"whose standard in writing is of sufficient importance to justify the attention of publishers, the public through the channel of magazines, or the representative press of the country".

The "Who's Who in Engineering" is a biographical dictionary of contemporary engineers all over the world, the first edition appearing in 1912. The 2nd edition appearing 1925 contained over 18,500 sketches of engineers and those in allied work, all but about 2,000 of them reside in the United States.

The compilation of biographies of musicians has engaged the interests of a number of people. The "International Who's Who in Music" edited by Cesar Saerchinger, the first edition of which appeared in 1918 gives the biographies of about 5,400 of the leading musical personalities of the present day. The "New Encyclopedia of Music and Musicians" published in 1924 lists 7,500 musicians of all countries who have been active during the past 200 years.

In recent years there have appeared many regional, state and city biographical works. Approximately 6,000 biographical sketches appear in the 1926-27 edition of the "Who's Who in the Nation's Capitol". It is the belief of its authors that,

"Washington domiciles the most distinguished gathering of celebrities in America. Considering them as a whole, where else in this country can be found such a noted and brilliant grouping of statesmen, scientists, military officials, writers and others?"

"Who's Who in New York" (City and State) in 1928 came forth in its 9th edition and containing about 12,000 sketches of people who are New Yorkers in one way or another.

Many other biographical works might be mentioned. All those mentioned and others are valuable primarily as reference, for which purpose many were originally compiled. They also serve as a sort of index to the stage of advancement of a country along a particular culture. An important service that they render is as a means of acquainting people who are engaged in similar activities with one another and with one another's work. It may be said that they are histories of contemporary leaders and culture histories of a nation. Incidentally, these works stimulate the desire to achieve and foster esprit de corps.

It is significant that eligibility in most cases was based on achievements as recorded by public opinion, or substantiated by actual evidence of work accomplished. The sketches are brief contemporary biographies of those whose lives and careers are of greatest interest. The life careers in the Who's Who volumes are recorded without eulogy or criticism. Furthermore the policy of practically all of them is that no biographical matter has been or can be paid for, nor is there any basis of subscription to the books as a consideration for insertion of any sketch.

There is and has always been a demand for a standard biographical reference work of prominent men and women. Practically every large daily paper has a department or column devoted to replies to persons who are continually asking for information regarding distinguished people. The "Who's Who" is in part a response to the growing demand for information regarding persons of more than local or regional significance. The editors of "Who's Who" have tried to comply with requests for more and still more details regarding these personalities. Their most recent concession is the inclusion of the names of children of our eminent

Quantitative Studies of Leaders.

Quetelet in 1835 brought forth one of the first extensive inductive studies relating to leaders. Previous and since his day innumerable case histories, or biographies and auto-biographies have appeared of great men. Social scientists and others have from time to time during the past century made rather comprehensive quantitative compilations and analyses of leaders of one kind or another. Analytical studies of leaders have been made by Quetelet, Francis Galton, Alphonse de Candolle, Dr. Paul Jacoby, Professor. A. Odin, Havelock Ellis, all of them by Europeans or Europeans. Quantitative studies of prominent American leaders have been made by J. McKeen Cattell, Edwin G. Dexter, Wm. F. Ogburn, Roy H. Holmes, Frederick A. Woods, Edward L. Thorndike, R. Clyde White, Pitirim Sorokin, Scott Haring, J. Jastrow, Clarence C. Little, William S. Ament, Persis M. Cope, Stephen S. Visher, John M. Gillette, Ellsworth Huntington, Leon F. Whitney, A. E. Wiggan, and possibly others.

Most of the studies of leaders in United States have been based on biographical works, chiefly "Who's Who in America" altho "American Men of Science", "The American Labor Who's Who", and "RUS" have also been the basis of such investigations. All such studies have been confined to limited phases of the lives of leaders, usually their birth place, the extent or nature of their education, their occupation or their marital condition.

Either to prove or disprove that our national leaders were born in the country or in rural areas, that higher education has a direct influence upon attaining national recognition, that certain colleges and universities are more fecund in the pro-

duction of notable leaders than others or that heredity exerts a greater influence than environment upon personal achievements, seem to have been the stimuli that set a number of men to work at analyzing restricted phases of the lives of American leaders.

An attempt will be made to chronicle some of the various limited studies of leaders that have been made.

(1)

F. A. Woods questioning W. J. Spillman's statement in Science, February 12, 1908, that the farm produces more than its share of leading Americans turned to an early edition of "Who's Who in America" and found that whereas "the towns, villages and farms should have produced more than five times as many leaders as the cities----- have failed to produce more than about twice as many". Some years later on analyzing the 1912-13 edition he found that the anglo-saxons are from three to ten times as likely as are the other foreign born to achieve positions of national

(2)

distinction.

(3)

Dr. Scott Nearing took the first 10,000 names of the 1912-13 edition of "Who's Who in America" and discovered that the larger cities contributed eminent men much more often than rural areas in proportion to population but that there were great variations for various sections of the country. A few years later he took the first 2,000 persons in the 1914-15 edition who were born in the United States since 1869 and found much the same

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- (1) F. A. Woods - City Boys Versus Country Boys, Science (April 9, 1909) Vol. 29, pp. 577-9; see also Vol. 30, pp. 17-20; 205-9
 - (2) Ibid., - Racial Origin of Successful Americans, Popular Science Monthly, (April 1914) Vol. 84, pp. 397-402. See also Scientific American Supplement (May 30, 1914) Vol. 77, pp. 351-2.
 - (3) Nearing, Scott - The Geographic Distribution of American Genius, Popular Science Monthly (August 1914) Vol. 85, pp. 189-99

(1)

tendency as before.

(2)

Professor Visher of Indiana University finds of the 18,400 persons sketched in the 1922-23 edition of "Who's Who in America" that in proportion to population cities produced nearly six times ~~as many eminent men and women, and cities 9 times as many~~ as many, and suburbs eleven times. The National Educational Association, working upon the same data, finds that apparently each million urban people produced 1,500 notable men and women, whereas each million rural people produced only 235, or about 1/6 as many. Visher also found that the fathers of seventy per cent of these persons belonged to the professional or business classes.

(3)

Professor R. Clyde White studied the place of birth of 1,297 leaders in the 1922-23 issue of "Who's Who in America" and found the rural population to produce only about one half as many leaders per 100,000 population as the city.

(4)

The past few years Professor Holmes of the University of Michigan has taken 21,600 native born Americans in the 1924-25 edition of "Who's Who in America" and found cities to have been "more than twice as productive of individuals of eminence as the rural districts".

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- (1) Ibid. - The younger Generation of American Genius, Scientific Monthly (Jan. 1916) Vol. 2, pp. 48-61.
 - (2) Visher, S. S. - Study of the Type of Place of Birth and Occupation of Fathers of Subjects in Who's Who - American Journal of Sociology (Mar. 1925) Vol. 30, pp. 551-57. See also Visher - Geography of American Notables.
 - (3) White, R. C. - The City Drift of Population in Relation to Social Efficiency - J. of Soc. Forces (Nov. 1921) Vol. 2, pp. 17-23.
 - (4) Holmes, R. H. - A Study in the Origin of Distinguished Living Americans, Amer. Journal of Sociology (Jan. 1929) Vol. 34, pp. 670-85.

(1)

George R. Davies discovered a high coefficient of Correlation between the amount of talent of a small sample of men taken from "Who's Who in America", "Who's Who in Science" and "American Men of Science", and the density of population in which they lived and therefore concluding that urban districts are more fecund of talent than rural areas.

(2)

An analysis was made of 2,171 of the 6,005 agricultural leaders in the 1925 issue of RUS by Sorokin, Zimmerman and others in order "to find the concrete characteristics of the men who play a leading or important part in the life and activities of American farmers; and second, through an investigation of the traits of the farmer-leaders, to grasp some characteristics of the group of leaders and the phenomenon of leadership generally."

(3)

Dr. Cattell analyzed the birth-place of the 1,000 leading scientific men in United States in 1906 and found that the urban sixth of the population produced more than one-fourth of the scientists. He found the New England states, relatively very productive of scientific men. His analysis of the 1,000 leading scientists of the 3,500 appearing in the 1910 (second) issue of "American Men of Science" indicated much the same tendencies.

(4)

An analysis of "The Labor Who's Who" for 1925 containing 1,302 biographies has been made by Sorokin and others in an attempt to

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- (1) Davies, George R. - Social Environment, pp. 100-7.
 - (2) Sorokin, P. A. - Zimmerman, C. C. and others - Farmer Leaders In United States, J. of Social Forces (Sept. 1928) Vol. 7, pp. 33-46.
 - (3) Cattell, J. M. - A Statistical Study of American Men of Science. Science, vol. 24, pp. 658-65; 699-707; 732-43; Vol. 30, pp. 209-10; Vol. 32, pp. 622-48; 672-88. See also American Men of Science.
 - (4) Sorokin, P. A. - Leaders of Labor and Radical Movements in the United States and Foreign Countries. Amer. J. of Sociology, (Nov. 1927) Vol. 33, pp. 382-412.

discover "the characteristics of the American and foreign leaders of labor and radical movements, and some of the correlations between the phenomena of leadership and various conditions".

(1)

Persis M. Cope made a study of the first 1,000 women appearing in the 1926-27 volume of "Who's Who in America" a number which included slightly more than half of the women in the issue. Her analysis of these women led her to the conclusion "that women are in no way inferior to men, and given equal opportunity, are quite capable of achieving unusual success in almost any business or profession. Nor is this success necessarily bought at the expense of normal family life".

A study has been made of the marital status and fecundity of the men and women appearing in the 1926-27 issue of "Who's Who in America" by Ellsworth Huntington and Leon F. Whitney who found that facts do not substantiate the contention that "the greater a person's ability the less likely he is to marry". However they found that women leaders did not tend to marry to near the extent that other women did and that neither the nations eminent men nor eminent women has as many children as the general population.

(2)

Professor Dexter in 1902 tabulated the age, schooling and present occupation of the 8,602 biographical sketches appearing in the 1899-1900 (first) edition of "Who's Who in America" in an attempt to discover "the general route to success" the relation

(3)

between "age and eminence" the relative proficiency of colleges

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- (1) Cope, Persis, M. - The Women of Who's Who - A Statistical Study, J. of Social Forces (Dec. 1929) Vol. 7, pp. 212-223.
 - (2) Huntington, E. and Whitney - Builders of America - page 147. see also Scribners, (Sept. 1926) Vol. 80, pp. 216-24; American Mercury (Aug. 1927) Vol. 11, pp. 438-45; and Outlook (Aug. 24, 1927) Vol. 46, pp. 538-40.
 - (3) Dexter, E. G. - A Study of Modern Success - Current Literature (Aug. 1902) Vol. 23, pp. 163-7.
 - (4) Ibid. - Age and Eminence - Popular Science Monthly (April 1905) Vol. 46, pp. 538-43.

(1)
in producing leaders and the subsequent careers of Phi Beta
(2)
Kappa students.

Professor J. Jastrow of the University of Wisconsin,¹ 1906,
made an analysis of approximately 60 per cent of the 11,351 cases
in the second or 1901-2 edition of "Who's Who in America" to
discover the "Distribution of Distinction in American Colleges". (3)

The importance of the group in relation to the individual,
leader as well as follower, has been indicated in the writings by
E. De. Roberty, G. Simmel, E. Durkheim, G. Ratzenhafer, Eben
Mumford, C. Bougle, A. W. Small, M. P. Follett, Wm. F. Ogburn,
and B. Warren Brown and several others. This study pertains
primarily to the quantitative aspects of contemporary leaders
in practically all of their social relationships to the extent that
such data is given in the biographical sketches of Who's Who in
America. We shall note first in some detail the particular merit
that "Who's Who in America", the biographical work that will
constitute the basis of this investigation, has for a study of
contemporary leaders. The primary purpose of enumerating these
studies is to indicate the recency of such studies and the
general tenor of their objectives.

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- (1) Ibid. - What is the Best College - World's Work (April 1903)
Vol. 5, pp. 3302-3.
 - (2) Ibid. - High Grade Men in College and Out - Popular Science
Monthly (Mar. 1903) Vol. 62, pp. 429-35.
 - (3) Jastrow, J. - Distribution of Distinction in American
Colleges (Jan. 1906) Educational Review, Vol. 31, pp. 24-54.

In practically none of these studies have investigations been conducted to determine to what extent the notables are the products of groups or organizations existing in their day. It is generally assumed that these men of prominence are more or less self-made or if not entirely self-made that they are the products of either excellent biological or environmental forces. To what extent they are the recipients of a rich cultural heritage or a group-made product has not been attempted. Two exceptions to this should be noted. Ogburn⁽¹⁾ has shown that social forces as makers of great men was evidenced in his study of inventors. In analyzing the 1925 issue of "The American Labor Who's Who" Sorokin⁽²⁾ attempted to find out among other things the place of birth and present residence of 1,302 American labor leaders, their age, sex, occupational status, educational status, mobility, political affiliation, socio-occupational status of their fathers and of greatest importance of all from the standpoint of Sociology, their group affiliations or number of organizations participated in at the present time. Sorokin's figures show that as far as labor leaders are concerned there is a positive correlation between the leadership capacity of individuals and the number of organizations that they participated in.

(1) *op. cit.*, pp. 227-229, see also Social Change, Part II.

(2) *op. cit.*, pp. 406-408.

Leaders As Recorded In "Who's Who In America" and In "R U 3".

The "Who's Who in America" published biennially since 1900 is the standard biographical work of contemporary "best known" men and women in United States "in all lines of useful and reputable achievements". The 1926-27 or 14th edition lists 26,915 American contemporaries, men and women, who have distinguished themselves in all the various fields of human endeavor, and gives the facts about them that are significant. None of the score or more of other American Who's Who books is as satisfactory as this one for studying the nations leaders, their social characteristics and the influence of the group upon the individual in becoming an achiever of national prominence, primarily because other Who's Who Works are restricted to one race, nationality, sex, occupation or interest, city or region.

The qualifications for admission as stated in the preface to this book are:

"The standards of admission to 'Who's Who in America' divide the eligibles into two classes: (1) those who are selected on account of special prominence in creditable lines of effort, making them the subjects of extensive interest, inquiry or discussion in this country; and (2) those who are arbitrarily included on account of official position - civil, military, naval, religious, or education.

"The first of these two classes comprises persons who have accomplished some conspicuous achievement - something out of the ordinary, so to speak - something which distinguishes them from the vast majority of their contemporaries. This class is confined to Americans, or those who are so prominently identified with American affairs as to be the subjects of wide inquiry or discussion in the United States. Thus a few foreign actors, singers, lecturers and others are included, who, by frequent visits to America, or in some other way, have become the subjects of common American interest. Names appear of those who are broadly prominent in some special field but who are little known in their own communities. The man of great achievement may be scarcely known at all in the particular locality in which he lives. The national character is frequently a person whose work is better known than himself, and it is pertinent information concerning such an individual that 'Who's Who in America' aims to gather and disseminate.

"The arbitrary class embraces without regard to notability or prom-

inence in any other respect, the following: All members of Congress, members of the Cabinet; United States judges; governors of States, Territories and island possessions of the United States; Federal department heads; judges of State and Territorial Courts of highest appellate jurisdiction; American ambassadors and ministers plenipotentiary, and ambassadors and ministers accredited to this country; American consuls at important places in foreign countries; living American authors of books possessing more than ephemeral interest or value - books which have received a considerable degree of recognition by the general public or which have attained wide usage by special groups or classes, such as educational groups, scientific groups, literary groups, etc.; the attorneys general of the various states; officers of the Army above the rank of colonel, and of the Navy above the rank of captain; heads of the larger universities and colleges; heads of the leading societies devoted to philanthropic, educational and scientific aims; members of the National Academy of Science, the National Academy of Design, the American Academy of Arts and Letters, the National Institute of Arts and Letters; bishops and chief ecclesiastics of all the larger religious denominations of the United States; and others who are in like manner chosen because of their official relations and affiliations.

"To be sure, the majority of the names in the arbitrary classification would be admitted without hesitation even if they did not belong to the classification indicated, because of a personal record not at all dependent upon official position."

Neither a better explanation of the policy by which the editor is guided in the selection of names, nor a more concrete statement relative to the selection of those not in the arbitrary class than that stated above could be procured. ^{Refers to} Inquiries regarding this point state that "We simply try to include those of outstanding notability - the names that are likely to be frequently looked for in such a book as 'Who's Who in America'.¹

It is inevitable that this book or any other similar work should include and exclude some of one's acquaintances, friends, co-workers, relatives or enemies. Possible objections on this point are answered in the preface in the following words:

1. Letter dated Dec. 17, 1927 and personal interview Dec. 28, 1928.

"It is doubtless true that the fitness of every name included will not be apparent to every user of the book. The artist will expect the volume to be especially complete in the inclusion of fellow artists; the possessor of literary tastes will be disappointed if some author's name is missing; the scientists will miss names belonging to his own particular department of research. It is a fact, however, that while the standard of admission has from the first been high, there has been an unremitting effort to satisfy the reasonable expectations of those of all professions and vocations in regard to the names included. If errors have been made, they have been made in the main, on the side of liberality, with a view to making the book useful in the highest degree."

In spite of such omissions as prevail among some of the biographies the same compliment can be paid to the current issue of Who's Who that Professor Dexter made of the first edition, which he analyzed in 1902, and of which he said,

"On what constitutes real success in life probably no two of us could agree. It would, however, be agreed by all who are familiar with the book, that although it fails to mention many who are as worthy a place in its pages as are some who appear there, it is nevertheless true that each whom it has mentioned has attained a degree of eminence which warrants the assertion that, at least before the public, success has crowned his efforts to a degree not achieved by the ordinary run of mankind."(1)

"Who's Who in America", like other biographical works is possible because there is a demand for it. Naturally its publishers obtain a legitimate livelihood from it. The volume contains some omissions and the inclusion of a name is no absolute guarantee of national prominence or of unusual leadership. In spite of some omissions and commissions it is nevertheless highly probable that each who is there mentioned has achieved more than an ordinary degree of success in his or her specific calling. The biographical sketches seem to be reasonably accurate. The most common discovered error appeared in the listing of the occupation especially of people who once held a relatively high public office.

(1) Dexter, Edwin G. - A study of Modern Success, Current Literature, (August 1902) Vol. 12, page 163.

Some men who were once in public office seem to relinquish their title tardily when a successor for them has been appointed. Whatever other shortcomings one may find are largely those of omission rather than those of commission.

There is considerable duplication of persons between the various "Who's Who" books. The "Who's Who in America" contains a majority of the names appearing in "Who's Who in the Nation's Capital", approximately 1/7 of those appearing in the "American Men of Science" "Who's Who in Finance, Banking and Insurance", and in "American Labor Who's Who", about 1/10 of those appearing in "Who's Who in Engineering", and in "Women's Who's Who in America", 1/15 of those in RUS, and many of those appearing in each of the various other "Who's Who" works. Hence "Who's Who in America" is a more adequate source for the study of leadership in general than any other single biographical work. In fact a study of "Who's Who" is virtually a partial analysis of each of the various contemporary biographical works. Furthermore, in the analysis of "Who's Who" the leaders in the various occupations and professions can be tabulated separately to discover any variations that may exist between leaders of different vocational interests.

Certain comparisons will be made between the general leaders, that is leaders in all of the various fields of human endeavor, such as are chronicled in "Who's Who", and the R U S or agricultural leaders in Michigan, the total adult population of United States, and between ~~legmen~~ men such as are found among more or less representative persons in Michigan, whenever adequate, representative data is available to make comparisons comparable.

RUS is the biographical register of contemporary rural leaders in United States and Canada. The third edition published in 1925 contains 6,005 biographical entries of whom 182 are residing in Michigan. The

aim of this work is

"to include those persons who are prominently engaged in rural work, and in whom the public has reason to be interested, as farmers, teachers, investigators, business men, lecturers, ministers, farm, county and home demonstration agents, authors, editors, and the leading personalities in the administrative, commercial, cooperative, organizational, political and public-service fields as they directly influence agriculture and country life."

About 1/7 of the sketches in RUS are farmers and the others are teachers in agricultural colleges, teachers of agriculture in high schools, agricultural extension workers or persons who are engaged in commercial agricultural industries. No list of only farmer leaders and their biographical sketches has yet been compiled. Eventually the "master farmers" should form an excellent nucleus for such an undertaking. However RUS serves as an excellent starting point for an analysis of professional agriculturists.

The 1926-27 volume of "Who's Who" contains 26,915 biographical sketches, of whom 464 are native-born and residing in Michigan. LEADERS seems a very fair work to apply to a select group so small as 27,000 out of a total adult population of some seventy million.

Lack of number of cases has seemed a vital shortcoming of numerous investigations and that of leadership has not always been an exception. Sirokin who has made a study of 600 of America's wealthiest people, half of whom are living and half of whom are deceased and all data obtained from indirect sources, somewhat deplores the smallness of the number of his cases but consoles himself that,

"Similar studies of men of science by Galton and LeCandolle, that of the royal families by Savorgnan, Sundbaerg and F. Woods, that of literary men by H. Ellis and Odin were practically based on the number of cases fluctuating between one hundred and eight hundred" and that "Such cases indicate that six hundred cases provide a basis for approximate results." (1)

(1) Sirokin, P. - American Millionaires and Multi-Millionaires, (May 1925) Journal of Social Forces, Vol. 3, p. 627.

Judging from these earlier studies of leadership it seems that the number of cases involved in this study are abundantly adequate for the purposes for which they are intended.

What are the significant social characteristics of the nation's leaders? How have the men and women in the public eye, achieved the success in their various vocations which has placed them there? To answer these questions is the purpose of this study. "Who's Who in America" for 1926-27 is the major source of the investigation in attempting to answer these questions. This biographical volume is at least a meritorious starting point for an impartial, comprehensive, statistical, scientific research on contemporary leadership in America. It merits consideration in that it is a directory of the nation's leaders in all walks of life prepared by persons without any bias in relation to the investigators present research study. No comprehensive study has ever been made of the leaders listed therein, at least not from the standpoint of their characteristic social traits, and particularly their group affiliations and participations. The individual's parentage, education and group life is sufficiently well and clearly sketched that comparisons of individuals in different occupations, places of residence, of various ages, and so on, are possible. The number of individuals whose biographical sketches is given is sufficiently large so that it lends itself to quantitative or statistical treatment and any generalizations that are carefully drawn from the data should be valid and significant. The biographical data has been obtained from original or primary sources and are as accurate as it is generally possible to obtain them.

In general, we may conclude that "Who's Who in America" is a good and authentic source of exact information pertaining to the careers of well known living Americans in all the different fields of human activity and that it provides a satisfactory basis for a sociological investigation.

The biographical data of the Who's Who leaders was placed on punch cards (see form below) to insure greater accuracy, and to facilitate computation in the correlation tables.

Home		Occupation	Age	Place of Birth		Fathers Occ.	Alma Mater	Ext. of Ed.	Con. Con.	Age at Marriage	No. of Children	No. of Org. Member of				No. of Org. Officer of				Greek Letter Fraternity	Lodge	Club	Church	Total Groups	Politics	Race	Positions	
State or Nation	City			State or Nation	City							Co. or City	St. or Reg.	Nat'l	Int'l or For.	Co. or City	St. or Reg.	Nat'l	Int'l or For.								In	Out
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45													

MICHIGAN STATE COLLEGE—DEPT. OF SOCIOLOGY

CHAPTER II. BIRTHPLACE, RESIDENCE, AND MIGRATIONS OF LEADERS.

The poet, Thomas Gray, in his "Elegy" figuratively reminds us that

"Many a flower is born to blush unseen
And waste its sweetness on the desert air"

when one's place of birth and of residence is barren of leadership opportunities. Not all of the sahara's of leadership nor the oases of leadership in the great American society have been discovered and not all of those that have been "charted" are well known to the wayfarer traveling through life. Opportunities for leadership vary considerably in different parts of the country and in the same area from time to time as the needs and wants of the groups in these areas change and as the richness of culture and the frequency and affluence of social stimuli vary.

In the analysis of birthplace and residence of leaders the phases that seem worthy of some consideration, are (1) state born in, (2) migration of leaders born in Michigan to other states, (3) state of residence, (4) state of birth of leaders residing in Michigan, (5) size of city or place born in, and (6) size of city or place residing in. Several of these phases of leadership have been pursued by some investigators in their analyses of biographical works and one has been the particular verbal battlefield of some biologists and environmentalists. The geographic origins and distribution of leaders seem worthy of some consideration.

In 1902 when Cattell began his study of distinguished scientists he called our attention to the fact that almost the only thing which had so far escaped scientific study was the lives and origins

of great men. With respect to distribution of plants, animals and humans he believed that

"In recent years the distribution of plants and animals has received increasing attention in botany and zoology, and apart from its pertinence as a correct description of the world in which we live, it has proved, on the one hand, to have certain practical applications, and on the other hand, to throw light on certain general problems of heredity and evolution. Similar study may accrue from a scientific study of the distribution of human ability and performance."(1)

With Wiggam a knowledge of origin of leaders is of paramount importance, as

"Nothing could be more servicesable to democracy than to know with certainty where its leaders come from, what are the biological, psychological, and economic influences that reside at their birth, and what are the agencies which guide them to their places of service and power."(2)

One of the certainties of life is change and one form of change is migration. This migratory tendency exists both socially and physically. The physical aspect will be principally considered in this chapter and some phases of the social aspects in succeeding chapters. We shall first see how much more migratory leaders are than non-leaders as is indicated by inter-state migration.

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- (1) Cattell, J. M. - A Statistical Study of American Men of Science, Science, (December 7, 1906) Vol. 24, p. 732.
 - (2) Wiggam, A. E. - Brains Where They Come From, World Today, (Sept. 1926) Vol. 48, p. 477. See also World's Work, (Oct. 1926) Vol. 52, pp. 578-86.

State of Birth.

Every state, the District of Columbia, most of the territorial possessions of United States and seventy foreign countries are represented in "Who's Who" by one or more native-born men and women from these states and countries. Ninety per cent of the 26,915 leaders are native-born of whom almost 1/2 (47 per cent) were born in the five states of New York, Pennsylvania, Massachusetts, Ohio, and Illinois. About such a proportion is to be expected, other things being equal, since these states rank among the six highest in the number of their population, since exactly 1/3 of the population in United States live in these five states, and since in these states are located most of the largest cities in United States and the headquarters of so many national organizations.

The relative ranking of the states with respect to the production of crops, live stock and minerals of all kinds is common knowledge, but of the relative productiveness of various states with respect to its most important crop of all - human leaders - little is known. It is thought by some that the South produces relatively few leaders and the New England, the Middle Atlantic and some of the North Central States relatively many.

In his study of 331 wealthy contemporary Americans, Sorokin (1) found that New York, Massachusetts and Pennsylvania produced 47.9 per cent of them. These three states about 1870, or about the time that the majority of these millionaires were born, comprised about 42 per cent of the total population of the country. Thus these two

(1) Sorokin, P. - American Millionaires and Multi-Millionaires, Journal of Social Forces (May 1925) vol. 3, p. 634.

Middle Atlantic States and one New England state had a slight edge on other states in the production of millionaires. Since riches are often inherited and since these three states have been the natural habitat in the past of wealthy people this margin of difference would naturally be expected.

Cattell found the New England states, particularly Massachusetts, the birthplace of a much larger proportion of America's thousand leading men of science than other states. He states that

"The adjacent states of Massachusetts and Connecticut, with a population of 1,691,213 in 1860, have produced 174 of our thousand leading scientific men, whereas the adjacent states of Georgia, Florida, Alabama, Mississippi, and Louisiana, with a population of 3,661,218 in 1860, have produced but seven. The one region has produced per thousand of its population more than fifty times as many scientific men as the other. This great difference, it appears, is more probably due to social conditions, educational institutions and opportunities for a career than to stock, and is thus evidence in favor of scientific productivity being in the main due to opportunity rather than to heredity. It is probable that if the 174 babies born in New England who became leading scientific men had been exchanged with babies in the South the scientific productivity of New England would not in that generation have been materially decreased nor the scientific productivity of the South have been greatly increased. It is certain that there would not have been 174 leading scientific men from the extreme southern states and only seven from Massachusetts and Connecticut."(1)

"Be born in Vermont and move to Massachusetts" says Harvey, seems to be the surest formula for success when one compares the Who's Who figures with the Census figures, for

"One out of every 1039 born in the Green Mountain State has achieved a place in Who's Who in America, the accepted authority on eminence. This is one-fourth the ratio for the entire United

(1) Cattell - American Men of Science and the Question of Heredity, (Aug. 13, 1909) Science, Vol. 30, pp. 209-10.

States. Taken by and large, every American boy..... has the comforting assurance that he has one chance in 4,168 of achieving fame."(1)

In his study of the first 10,000 native-born persons listed in the 1912-13 edition of Who's Who, Nearing found the New England States far in the lead in the production of persons of eminence. Selecting the first 2,000 persons in the Who's Who for 1914-15 born in the United States since 1809 and tabulating their state of birth he found the younger generation of distinguished Americans to have been born in the north and east sections of the United States. He found that "although the lead of New England is not so pronounced as it was in the earlier decades, it is still considerable." (2)

"In all but one subject New England produced more literati in proportion to population, than did any other group of states" according to Clarke and "Massachusetts and Connecticut stood far above the other New England States and Massachusetts had a large lead over Connecticut". (3)

All such attempts to discover the fertile leader producing areas of United States merit consideration though the worthwhileness of such studies would no doubt be increased many fold if attempts were made to discover the relative productiveness of the different parts of United States in leaders of various kinds, such as agricultural leaders, engineers, writers, artists and leaders of various qualities such as democratic, autocratic, radical, conservative, constructive, etc. Another defect of such studies as have attempted to point out the

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- (1) Harvey, P. C. - The Road to Fame. Independent (Oct. 24, 1925) Vol. 115, p. 467.
 - (2) Nearing, Scott - The Younger Generation of American Genius, Scientific Monthly, Vol. 2, p. 50. (Jan. 1916)
 - (3) Clarke, Edwin L. - American Men of Letters - Their Nature and Nurture, pp. 48 and 52.

leader-producing areas of the country is that the figures for the various states have not always been comparable. The composition of population as to age, sex, nationality, marital status varies considerably from state to state, and their relation to the production of leaders has generally been ignored. The only strictly comparable method of determining the relative prolificacy of states in producing general leaders is by comparing the number of leaders born during some decade, say 1800 to 1870, with the number of births during the same decade. This, however, is impossible due to the absence of data relating to births previous to 1911, and is not yet available for all of the states. An alternative method, though the figures are not strictly comparable, may be used, in fact, has been used by others. The alternative method therefore lies in comparing the number of leaders born in a state with the number of people living in the state about the time that these leaders were born.

The table below shows how many people were living in the different states in 1870 (approximately the date that the average Who's Who leader was born), the number of Who's Who leaders who were born in each of them and the ratio between the two factors. The states are ranked from highest to lowest according to the number of leaders born in proportion to total population. This table includes all the native-born listed in Who's Who whose state of birth is known, totaling 24,067.

State	Total Population 1870	Number of Who's Who Leaders Born in Speci- fied State	No. of Persons per Who's Who Leader Born in Specified State
South Dakota*	14,181	48	295
District of Columbia	131,700	207	636
Massachusetts	1,457,351	2,050	710
Nebraska	122,993	163	754
Connecticut	537,454	606	886
Washington	23,955	26	921
Rhode Island	217,353	232	936
New Hampshire	318,300	339	938
Idaho	14,999	15	999
Utah	86,786	85	1,021
Montana	20,595	20	1,029
Vermont	330,551	315	1,049
Maine	626,915	533	1,176
Delaware	125,015	106	1,179
New York	4,382,759	3,565	1,229
Wyoming	9,118	7	1,302
Ohio	2,665,260	1,975	1,349
Kansas	364,399	258	1,412
California	560,247	396	1,414
Oregon	90,923	61	1,490
Wisconsin	1,054,670	678	1,510
Iowa	1,194,020	788	1,515
New Jersey	906,096	579	1,564
Maryland	780,894	495	1,577
Illinois	2,539,891	1,608	1,579
Arizona	9,658	6	1,609
Michigan	1,184,059	718	1,649
Pennsylvania	3,521,951	2,129	1,654
Virginia	1,225,163	706	1,735
Indiana	1,680,637	914	1,838
Nevada	42,491	20	2,124
West Virginia	442,014	196	2,255
Missouri	1,721,295	726	2,370
South Carolina	705,606	283	2,493
Kentucky	1,321,011	510	2,590
North Carolina	1,071,361	385	2,782
Texas	818,579	274	2,987
Tennessee	1,258,520	419	3,003
Minnesota	1,054,670	337	3,129
Alabama	996,992	295	3,379
Florida	187,748	52	3,610
Georgia	1,184,109	325	3,643
Mississippi	827,922	218	3,797
Arkansas	484,471	120	4,037
Louisiana	726,915	165	4,405
Colorado	39,864	79	5,046
New Mexico	91,874	7	13,124
Oklahoma	- - -	8	- - -
United States	38,558,371	24,067	1,602

*Including North Dakota

The Dakotas apparently rank very high there being one leader born there for every 295 persons living in the Dakota territory in 1870. The District of Columbia produced one leader for every 636 persons. Massachusetts ranks 3rd, Nebraska 4th, Connecticut 5th, Washington 6th, Rhode Island 7th, New Hampshire 8th, Idaho 9th, Utah 10th, and so on. All of the southern states rank low in the production of leaders, the majority of them having produced but one leader per 3,000 to 5,000 people. One can hardly expect many leaders to come from backward regions such as the South where illiteracy is high, where superstitions and conservative natures prevail, where the educational system is at low ebb, religion is primitive, cooperative endeavors are relatively few, and where time-saving and labor-saving devices are scarcely known. ~~The hereditary make-up of the people is possibly on about the same level as their physical and social environment.~~

In the westward migration of the past hundred years a selective human process seems to have existed in which the energetic, ambitious and farsighted kept going "West" and "Northwest". Their children acquired these traits of initiative and they are showing up in Who's Who at present. The "great open spaces" tended to select "leaders" rather than "followers", and it tended to develop in those who survived the hardships of pioneer life, resourcefulness, patience, stability and idealism.

It cannot be said that the foregoing Table is an accurate index of the relative productiveness of the various states in the production of leaders even of Who's Who leaders. Some of the eastern states by 1870 had been settled for a century while many of the western states, seven of them still territories then, were

just being settled. Some states had many more men than women. The age composition also varied considerably. All three factors, as will be seen in subsequent chapters, greatly influence the ratio of leaders per 100,000 population.

The Dakota territory, for example, in 1870 had but 14,181 population and in the next ten years the population had risen to 135,177. If, therefore, the ratio of Who's Who leaders born within the various states is made with the total population of these same states in 1880, Dakota territory in this event will have produced but one Who's Who leader per 2,816 population. The Dakota territory will then rank 27th instead of first. Nebraska, Washington and Idaho, due to their relatively rapid increase in population during that decade, thereby would likewise acquire lower rankings. The District of Columbia and Massachusetts, on the contrary, would continue to maintain their relative positions as ranking areas in the production of leaders.

It can thus be said that the District of Columbia and Massachusetts produce many more Who's Who leaders in proportion to population than other states. Massachusetts as a state of leaders dates back to the Boston Tea Party and numerous other Pre-Revolutionary War events. As for Washington, D. C., every state sends among her best leaders, especially her political and agricultural, to the nation's capitol. Naturally the children from these homes, being the products of ~~no doubt~~ excellent heredity and unquestionably superior social environment, would be leaders of their generation. Anthropologically and Sociologically, leadership begets leadership, and it is abundantly manifested by Massachusetts and by Washington, D. C.

Migration of Leaders Born in Michigan to Other States and Countries.

The emigration of Michigan-born leaders to other states is about three times that of the emigration of Michigan-born general population to other states. The same general tendency also prevails in other states. The exchange of leaders between states therefore is much greater than the exchange of followers. The following figures show how much more mobile leaders are than laymen in the migration of native-born of Michigan to other states.

Group	Born in Michigan*		:Living in Michigan		:Living in Other States	
	Number	: Pct.	Number	: Pct.	Number	:Pct.
Total Population	2,711,279	:100.0:	2,223,333	: 82.0:	487,946	: 18.0
Who's Who Leaders	701	: 100 :	172	: 24.5:	529	: 75.5
R U S(1) Leaders	237	:100.0:	93	: 39.2:	144	: 60.8

*Those who were born in Michigan but migrated to foreign countries or territories outside of Continental United States are not included.

Eighteen per cent of Michigan's native-born population have migrated to other states, whereas 75.5 per cent of Michigan-born Who's Who leaders and 60.8 per cent of Michigan-born R U S leaders have migrated to other states. Thus leaders are 3 to 4 times as likely to migrate from Michigan to other states as laymen. Who's Who leaders are more likely to migrate to other states than R U S leaders. This greater migratory tendency of Who's Who leaders as compared with R U S leaders may be partly due to their greater average age. The demand for Who's Who leaders, who are active in many different activities, would naturally be greater than for R U S

(1) A biographical register of 6005 rural leaders in the United States and Canada compiled by Liberty Hyde Bailey and Ethel Zoe Bailey and published in 1925.

leaders, whose activities are primarily agricultural.

Do the three groups tend to migrate to the same or different states? Table 4 shows that of the total number of native Michiganders living in other states according to the 1920 Census, totaling 487,946, 11.2 per cent were living in Ohio, the same percentage were living in Illinois, 10.7 per cent in California, 7.8 per cent in Washington, 7.5 per cent in Wisconsin, and so on. Of those born in Michigan and now residing in other states the Who's Who leaders tend to migrate to the same states as the general Michigan-born migrants to a slighter greater extent than the agricultural leaders. This is indicated by the coefficients of correlation .54 \pm .07 and .49 \pm .07. ^{15.7} These coefficients also show a rather marked degree of association in the migration of leaders and of laymen to the same states, but that there must be a considerable number of deviations from this tendency.

One-fourth of the general leaders born in Michigan who have moved to other states are living in New York, chiefly New York City, between 1/6 and 1/7 (^{15.7}~~52.7~~ per cent) are living in Illinois, principally in Chicago, 8.5 per cent are living in California and 7.9 per cent are living in the District of Columbia. This means that the general leaders in comparison with the general population are much less likely to go to Ohio, Washington, Wisconsin, Minnesota, Indiana, Oregon, Montana and Iowa and somewhat less likely to migrate to the states of California, Colorado, Texas, Nebraska and Florida. This indicates that the general population in migrating tend to move to a neighboring state while the Who's Who leaders are less bound by propinquity.

Michigan's native-born agricultural leaders are twenty-five times as likely to go to Washington, D. C. as the general population. This is due to the United States Department of Agriculture being located there and the rapidly increasing growth of this Department and the demand for trained agricultural research workers. Other territories that Michigan's native-born agricultural leaders tend to migrate to in considerably larger relative numbers than Michigan's general native-born population are to the states of New York and North Dakota. New York, largely due to Cornell University, has always been a leading state agriculturally. It is only natural, therefore, that it should attract outstanding agriculturalists.

Ohio, Washington and Minnesota do not seem to attract Michigan's native-born R U S leaders to near the extent that they attract the general native-born population of the state. The number of R U S leaders is small and so the tendencies may be temporary rather than permanent.

TABLE 2. Native Population, Who's Who Leaders, and R U S Leaders, Born in Michigan, Residing in Other States.

State Residing In	:Native-born		:Who's Who		:R U S Leaders	
	:Population Born		:Leaders Born		:Born in Michigan	
	:in Michigan Re-		:in Michigan		:Living in	
	:siding in Other		:Living in		:Other States	
	:States		:Other States:			
	:Number	:Pct.	:No.	:Pct.	:No.	:Pct.
Total	: 487,946	:100.0	: 529	:100.0	: 144	:100.0
Ohio	: 54,886	: 11.2	: 21	: 3.9	: 2	: 1.4
Illinois	: 54,622	: 11.2	: 83	: 15.7	: 10	: 6.9
California	: 52,112	: 10.7	: 45	: 8.5	: 13	: 9.0
Washington	: 38,130	: 7.8	: 8	: 1.5	: 3	: 2.1
Wisconsin	: 36,926	: 7.5	: 12	: 2.2	: 10	: 6.9
Minnesota	: 30,038	: 6.1	: 17	: 3.2	: 4	: 2.8
Indiana	: 26,838	: 5.5	: 9	: 1.7	: 5	: 3.5
New York	: 25,047	: 5.1	: 120	: 25.6	: 15	: 10.4
Oregon	: 16,698	: 3.4	: 4	: .7	: 5	: 3.4
Montana	: 12,570	: 2.6	: 3	: .5	: 1	: .7
Colorado	: 10,184	: 2.1	: 9	: 1.7	: 4	: 2.8
Pennsylvania	: 10,091	: 2.1	: 20	: 3.7	: 5	: 3.5
Iowa	: 9,557	: 2.0	: 3	: .5	: 2	: 1.3
Missouri	: 9,446	: 1.9	: 21	: 3.9	: 5	: 3.4
Kansas	: 8,399	: 1.7	: 4	: .7	: 2	: 1.4
Massachusetts	: 7,894	: 1.6	: 22	: 4.1	: 4	: 2.8
Texas	: 7,309	: 1.5	: 5	: .9	: 2	: 1.4
Nebraska	: 7,132	: 1.4	: 4	: .7	: 2	: 1.4
Florida	: 6,544	: 1.3	: 4	: .7	: 0	
Idaho	: 5,732	: 1.2	: 0		: 3	: 2.1
South Dakota	: 5,460	: 1.1	: 3	: .5	: 1	: .7
Oklahoma	: 5,173	: 1.0	: 1	: .2	: 0	
North Dakota	: 5,104	: 1.0	: 5	: .9	: 4	: 2.8
New Jersey	: 4,571	: .9	: 8	: 1.5	: 2	: 1.4
Arizona	: 3,099	: .8	: 0		: 1	: .7
Virginia	: 2,849	: .6	: 2	: .4	: 0	
District of Columbia	: 2,813	: .6	: 42	: 7.9	: 22	: 15.3
Arkansas	: 2,642	: .5	: 1	: .2	: 0	
Tennessee	: 2,408	: .5	: 5	: .9	: 1	: .7
Wyoming	: 1,996	: .4	: 1	: .2	: 0	
Connecticut	: 1,980	: .4	: 9	: 1.7	: 1	: .7
Maryland	: 1,918	: .4	: 6	: 1.1	: 1	: .7
Alabama	: 1,828	: .4	: 2	: .4	: 1	: .7
Kentucky	: 1,782	: .4	: 1	: .2	: 1	: .7
Louisiana	: 1,765	: .4	: 0		: 1	: .7
Utah	: 1,751	: .4	: 1	: .2	: 1	: .7
New Mexico	: 1,532	: .3	: 2	: .4	: 2	: 1.4
Georgia	: 1,479	: .3	: 4	: .7	: 0	
West Virginia	: 1,325	: .3	: 0		: 1	: .7
Nevada	: 1,014	: .2	: 1	: .2	: 1	: .7
Mississippi	: 993	: .2	: 0		: 0	
North Carolina	: 795	: .2	: 3	: .5	: 1	: .7
Maine	: 787	: .2	: 3	: .5	: 1	: .7
Rhode Island	: 739	: .2	: 0		: 0	
New Hampshire	: 686	: .1	: 1	: .2	: 2	: 1.4
Vermont	: 543	: .1	: 1	: .2	: 1	: .7
South Carolina	: 440	: .1	: 1	: .2	: 0	
Delaware	: 319	: .1	: 2	: .4	: 1	: .7

Leaders come from many states and countries to Michigan and they leave Michigan for many different parts of the world, while followers or laymen are relatively stationary. The following map shows the present residence of the 718 Who's Who leaders and the 239 R U S leaders who were born in Michigan. 172 of the Who's Who leaders and 93 of the R U S leaders are still residing in Michigan. 76 per cent of the Who's Who leaders and 61 per cent of the R U S leaders born in Michigan have migrated to other states and countries.

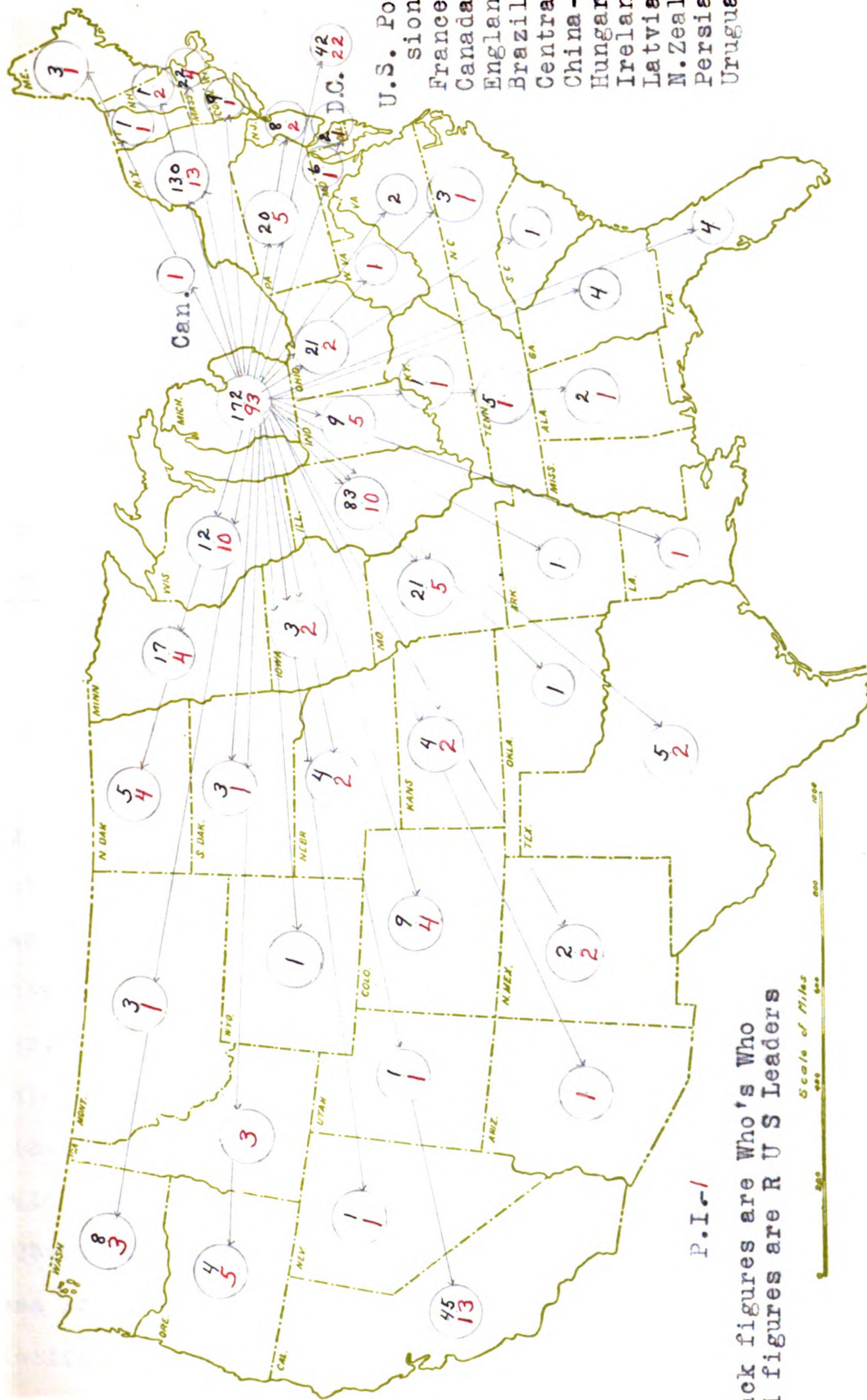
Of the general or Who's Who leaders, 130 went to New York, mostly to New York City, 83 to Illinois, mostly to Chicago, 45 went to California, 42 to Washington, D. C., 21 to Ohio and 20 to Pennsylvania.

Of the agricultural leaders, Washington, D. C. attracted 22, a larger number than were attracted to any one state. Fifteen went to New York, 13 to California, 10 each to Illinois and Wisconsin. Thus general leaders and agricultural leaders in general have the same meccas in common. The coefficient of correlation is $.74 \pm .05$. This indicates that the general leaders and the agricultural leaders quite commonly migrate to the same states, at least much more likely than either group tends to migrate to the same states as the general native-born population of Michigan.

Practically all of the Michigan-born leaders living in United States possessions and in foreign countries are government officials, most of them being in consular service. Frederick Griggs, born at St. Charles has been field secretary of the Far Eastern Division of the General Conference of Seventh-day Adventists, since 1925, at Shanghai, China. Arthur C. Millspaugh, born at Augusta, is in consular service in Persia. Clifford D. Ham, born at Detroit, is collector

general of customs, Republic of Nicaragua, and fiscal agent for bonded foreign loans of Nicaragua since 1911. Boies C. Hart, born at Adrian has been with the National City Bank in various parts of Brazil since 1918. Will L. Lowrie, born at Adrian has been in consular service in various countries since 1898, and since 1924 consul-general in New Zealand. O. Gaylord Marsh, born at Buchanan, has been in consular service since 1915, and in Uruguay since 1925. Other Michigan-born Who's Who leaders have migrated to European countries, Canada and United States possessions.

Migration Of Who's Who and R U S Leaders Born in Michigan To Other States And Countries



Map of United States showing migration of the 719 General Leaders and the 238 Agricultural leaders born in Michigan to other parts of the United States and to foreign countries. Ninety-three R U S leaders and 172 General leaders are still residing in Michigan.

State of Residence

Notables whose biographies appear in this standard reference book are found to be residing in all 48 states, the District of Columbia, all of the territorial possessions of United States and in 58 foreign countries. Only 2 per cent of the 26,915 leaders are residing in foreign countries. Those who live abroad are in the main representatives of the United States government. Most of the others are either salesmen or missionaries. Larger numbers of them are residing in France, England, China, Canada, and Italy than in other foreign countries.

In table 5 is shown the number of people in each state 21 years of age and over, July 1, 1926. The Department of Commerce's estimate of total population for each state on this date was multiplied by the per centage of population which was 21 years of age and over in 1920 in order to obtain the number of people in each state 21 years of age and over, July 1, 1926. It is assumed that the proportion of the total population 21 years of age and over was the same in July 1926 as in January 1920, which is a valid assumption. All the leaders in Who's Who, with one exception, are 21 years of age or over. Writers in comparing the ratio of leaders to population in determining the abundantly or sparsely supplied leadership areas have invariably used the ratio of leaders to total population instead of adult population.

Obviously, it is a fairer comparison to compare the number of leaders per 100,000 adult population than per 100,000 of the total population because of differences between states in the age composition of their populations. In South Carolina, for example, only 47.47 per cent of the population was over 20 years of age in 1920,

the lowest, while in the District of Columbia as many as 70.94 per cent were in the adult age group. There is also a wide variation between states in the sex composition of their populations. Hence, still more adequate comparisons would be made by making separate computations for each sex, and then compute the number of Who's Who men per 100,000 adult male population, and the number of Who's Who women per 100,000 adult female population. In this analysis, however, the sexes are combined and table 3 indicates that in the District of Columbia there ~~are~~ a much larger proportion of general leaders per 100,000 adult population than in any single state. This is to be expected since Washington, D. C. is the habitat of so many army and navy officials, diplomats, consulates, ambassadors, research workers, scientists, statisticians, educators, newspaper correspondents, and other classes of leaders. *Leaders and representatives in Congress, as a result of their domestic*

New York state harbors the second largest number of general leaders, 78 per 100,000 adults, followed in order by Connecticut, Massachusetts, Nevada, New Hampshire, Vermont, Maryland, California, Rhode Island, and so on. There are relatively few Who's Who leaders residing in the Southern states and in most of the predominantly agricultural states. The coefficient of correlation between the number of leaders chronicled in Who's Who per 100,000 adult population and the percentage of total population that is classed as urban in 1920 is $.52 \pm .07$. This indicates that in general those states that are predominantly urban are somewhat more likely to have relatively larger numbers of Who's Who leaders residing within them.

Table 3. Number of Adult Population, Who's Who Leaders, and Ratio of Leaders per 100,000 Adult Population : 1926.

State	Total Population 21 years and over July 1, 1926. :	Number of Who's Who Leaders Re- siding in Speci- fied States.	Number of Who' Who Leaders Per 100,000 Adult Population
District of Columbia	374,478	1,451	387.5
New York	7,188,896	5,590	77.7
Connecticut	987,992	765	77.5
Massachusetts	2,662,340	2,027	76.1
Nevada	52,675	40	75.9
New Hampshire	291,398	191	65.5
Vermont	219,739	128	58.2
Maryland	954,324	524	54.9
California	2,950,731	1,495	50.6
Rhode Island	428,354	211	49.2
Colorado	644,656	310	48.1
New Mexico	203,194	87	42.8
New Jersey	2,243,990	932	41.5
Illinois	4,442,079	1,788	40.2
Delaware	149,114	59	39.5
Maine	495,284	194	39.2
Utah	266,051	100	37.5
Arizona	254,195	95	37.3
Wyoming	142,026	51	35.9
South Dakota	379,623	127	33.4
Virginia	1,340,141	427	31.9
Minnesota	1,558,172	490	31.4
Oregon	561,410	173	30.8
Pennsylvania	5,633,552	1,715	30.4
Missouri	2,126,171	645	30.3
Washington	983,697	291	29.5
Nebraska	801,050	233	29.1
Florida	742,746	191	25.7
Ohio	4,132,351	1,041	25.1
Tennessee	1,306,142	327	25.0
North Dakota	325,725	79	24.2
Montana	410,655	98	23.8
Iowa	1,461,502	346	23.6
Idaho	287,248	65	22.6
South Carolina	866,812	194	22.3
North Carolina	1,380,911	305	22.0
Wisconsin	1,698,820	373	21.9
Kansas	1,070,141	227	21.2
Indiana	1,923,754	404	20.9
Georgia	1,575,131	326	20.6
Kentucky	1,369,132	273	19.9
Michigan	2,689,259	526	19.6
Alabama	1,256,180	229	18.2
West Virginia	872,722	154	17.6
Oklahoma	1,200,986	197	16.4
Louisiana	1,006,493	158	15.6
Texas	2,823,679	427	15.1
Arkansas	960,088	111	11.5
Mississippi	896,025	102	11.3

State of Birth of Leaders Residing in Michigan.

Not only is the emigration of Michigan-born leaders into other states about three times as great as that of the general Michigan-born population, but the immigration of American-born leaders to Michigan is about three times that of the immigration of the general American-born population to Michigan. The same general trend seems to prevail in the other states. Apparently "A prophet is not without honor save in his own country" is as true today as it was twenty centuries ago. At least the eminent people in a specific state are two to three times as likely to be natives of other states as the general population.

The United States Census for 1920 shows that of the 2,939,120 native-born people living in Michigan 24 per cent were born in other states. Of the 464 native-born Who's Who leaders residing in Michigan 290 or 62 per cent were born in other states. This means that $2\frac{1}{2}$ times as many eminent people residing in Michigan were born in other states as is true of the general population. In other words, $\frac{3}{4}$ (76 per cent) of the general population living in Michigan were born in this state, while less than $\frac{2}{5}$ (38 per cent) of the Who's Who leaders living in Michigan were born in this state.

Number and Per Cent of Michigan Residents Born in Michigan and in Other States

Class	American-Born Residing in Michigan		Born In Michigan		Born In Others States	
	Number	Pct.	Number	Pct.	Number	Pct.
Total population	2,939,120	100.0	2,241,755	76	697,365	24
Who's Who Leaders	464	100.0	174	38	290	62
R U S (1) Leaders	183	100.0	90	52	83	48

Of the 173 native-born R U S leaders residing in Michigan, 83 or 48 per cent were born in other states. The Census Bureau does not tabulate separately the rural from the urban population in the matter of state of birth of the native-born migrants into Michigan. It is commonly and quite validly assumed that the rural, and particularly the agricultural population, is much less migratory, including migration from one state to another, than the urban population. If this is true it means, since 24 per cent of the total population were born in other states, that less than 24 per cent of the agricultural population of Michigan were born in other states. In this event, more than twice as many leading agriculturists residing in Michigan were born in other states as is true of the general population of the state.

This greater migratory tendency of leaders into Michigan than of other peoples is not unique for this state for a similar tendency prevails in other states. In most states, from two to three times as many eminent people as laymen of a specific state were born in other states.

The 290 Who's Who leaders living in Michigan who were born in other states are natives of 37 different states - 52 of Ohio, 31 of New York, 30 of Illinois, 25 of Massachusetts, 19 of Indiana, 15 of Iowa, and so forth. Did the Who's Who and the R U S leaders in Michigan who were born in other states come from the same states as the general population? This question is answered in the affirmative as will be seen in the following Table, and coefficients. The coefficient of correlation between the native-born Who's Who leaders migrating to Michigan from the same states in the same relative proportion as the general native-born population of the same specified states is $.92 \pm .01$. That between Native-born R U S

migrants to Michigan and general migrants to Michigan is $.85 \pm .03$. These figures indicate significantly close associations between the variables altho Agricultural leaders are ^{exactly} less likely to migrate to Michigan from their native states than General leaders. This is to be expected since Michigan is somewhat less of an agricultural than an industrial state.

State of Birth of Michigan's General Population, Who's Who
Leaders and R U S Leaders.

State Born In	: Native-Born Popu- : lation of Speci- : fied States Who : Migrated to and are : Living in Michigan : U.S. Census, 1920	: Pct.	: Native-Born Who's : Who Leaders of : Specified States : Who Migrated to : and are Living : in Michigan	: Pct.	: Native-Born R U S : Leaders of Speci- : fied States Who : Migrated to and : are Living in : Michigan	: Pct.
	: Number		: Number		: Number	: Pct.
Ohio	: 143,520	: 20.6	: 52	: 17.93	: 10	: 12.04
New York	: 113,576	: 16.3	: 46	: 15.86	: 15	: 18.07
Indiana	: 74,937	: 10.8	: 19	: 6.55	: 2	: 2.41
Illinois	: 71,826	: 10.3	: 30	: 10.34	: 11	: 13.25
Pennsylvania	: 62,635	: 9.0	: 13	: 4.48	: 6	: 7.23
Wisconsin	: 37,304	: 5.4	: 10	: 3.44	: 4	: 4.81
Kentucky	: 18,181	: 2.6	: 2	: .69	: 0	
Missouri	: 16,251	: 2.3	: 8	: 2.75	: 4	: 4.81
Massachusetts	: 13,836	: 2.0	: 25	: 8.62	: 4	: 4.81
Tennessee	: 12,124	: 1.7	: 3	: 1.03	: 0	
Iowa	: 11,532	: 1.7	: 15	: 5.17	: 2	: 2.41
Minnesota	: 10,162	: 1.5	: 5	: 1.72	: 4	: 4.81
Georgia	: 9,802	: 1.4	: 2	: .69	: 0	
Alabama	: 9,316	: 1.3	: 0		: 1	: 1.21
New Jersey	: 8,243	: 1.2	: 4	: 1.38	: 1	: 1.21
Virginia	: 6,801	: 1.0	: 1	: .35	: 2	: 2.41
Kansas	: 6,085	: .9	: 7	: 2.41	: 4	: 4.81
Maryland	: 5,512	: .8	: 3	: 1.03	: 0	
Connecticut	: 5,094	: .7	: 7	: 2.41	: 1	: 1.21
West Virginia	: 4,865	: .7	: 4	: 1.38	: 0	
Nebraska	: 3,987	: .6	: 2	: .69	: 1	: 1.21
Vermont	: 3,816	: .5	: 5	: 1.72	: 0	
Mississippi	: 3,756	: .5	: 1	: .35	: 1	: 1.21
Texas	: 3,629	: .5	: 3	: 1.03	: 0	
California	: 3,620	: .5	: 1	: .35	: 0	
North Carolina	: 3,312	: .5	: 0		: 0	
Maine	: 3,263	: .5	: 5	: 1.72	: 2	: 2.41
South Carolina	: 2,797	: .4	: 0		: 0	
Arkansas	: 2,645	: .4	: 1	: .35	: 0	
Colorado	: 2,505	: .3	: 1	: .35	: 1	: 1.21
Louisiana	: 2,205	: .3	: 1	: .35	: 0	
North Dakota	: 2,192	: .3	: 0		: 1	: 1.21
Florida	: 2,152	: .3	: 1	: .35	: 0	
South Dakota	: 2,149	: .3	: 1	: .35	: 2	: 2.41
Washington	: 1,938	: .3	: 0		: 1	: 1.21
Rhode Island	: 1,657	: .2	: 5	: 1.72	: 0	
Oklahoma	: 1,591	: .2	: 0		: 0	
New Hampshire	: 1,579	: .2	: 1	: .35	: 1	: 1.21
Montana	: 1,446	: .2	: 1	: .35	: 0	
Oregon	: 1,061	: .2	: 0		: 1	: 1.21
District of Columbia	: 1,043	: .1	: 2	: .69	: 0	
Delaware	: 899	: .1	: 1	: .35	: 1	: 1.21
New Mexico	: 626	: .1	: 1	: .35	: 0	
Idaho	: 529	: .1	: 0		: 0	
Utah	: 517	: .1	: 0		: 0	
Wyoming	: 385	: .1	: 1	: .35	: 0	
Arizona	: 312	: .0	: 0		: 0	
Nevada	: 162	: .0	: 0		: 0	
Total	: 697,365	: 100.0	: 290	: 100.0	: 97	: 100.0

Ohio and New York rank first and second respectively, both in the contribution to Michigan's general population and in the contribution to Michigan's Who's Who leaders, and third and first respectively in the contribution to Michigan's R U S leaders. Ohio and New York, decade after decade, have furnished Michigan with many more people than other states. The significant fact gleaned from this Table is that these two states are also the two leading states, both absolutely and relatively, in furnishing Michigan with Who's Who leaders and among the three leading states in furnishing Michigan with R U S leaders. Propinquity and the general westward movement of population since the settling of this country are no doubt the principal contributing factors. Possibly population streams and leadership currents when once started keep much to the same channel as does the Gulf Stream and other ocean currents. At least, neither Who's Who leaders nor R U S leaders have migrated to Michigan from Indiana and Pennsylvania to anywhere near the extent that laymen from these states have.

Indiana, Illinois, Pennsylvania and Iowa rank third to eleventh respectively in contributing to Michigan's general population. All of these states, excepting Kentucky and Tennessee, also rank among the nine highest states in the contribution of Who's Who leaders to Michigan. Of the 11 ranking states contributing to Michigan's general population 7 are also among the ranking states in contributing to Michigan's R U S population. Hence, the great bulk of Michigan's leaders come from the same states, most of them adjoining or nearby states, as the non-Who's Who and ^{non}R U S leaders.

A number of states have furnished Michigan with relatively more leaders than non-leaders. In proportion to numbers, considerably more Who's Who leaders than average people came from Massachusetts, Iowa, Kansas and Connecticut. The number of migrant leaders into Michigan is too small to warrant generalizations other than to indicate current tendencies. Massachusetts has always had an enviable reputation for producing able leaders. Possibly she has produced a surplus of leaders so that the excess find it expedient to migrate to Michigan as well as to other states. Michigan may exert a pronounced demand for leaders of the type produced by these states. Apparently there is some stimuli existing in the states adequately powerful to attract them in preference to the leaders of other states.

The 83 R U S leaders in Michigan who were born in other states are native of 25 different states - 15 of New York, 11 of Illinois, 10 of Ohio - the same three states that lead in the contribution of Who's Who leaders to Michigan. Pennsylvania ranks fourth. Wisconsin, Missouri, Massachusetts, Minnesota and Kansas each contributed 4 of their native-born agricultural leaders to Michigan. The number of R U S leaders who migrated to Michigan is too small to indicate more than possibly approximate tendencies. In spite of the meager numbers Michigan's agricultural leaders seem to be born in about the same states as her Who's Who leaders and as the general population.

The accompanying chart shows more visually the states and countries of birth of Michigan's 440 immigrated who's Who and R U S leaders. The greater migratory tendencies of leaders as compared with the general population is no doubt possibly about

in the same ratio within a state as between states. The Census gives us no light on the extent of intra-state migration of the general population.

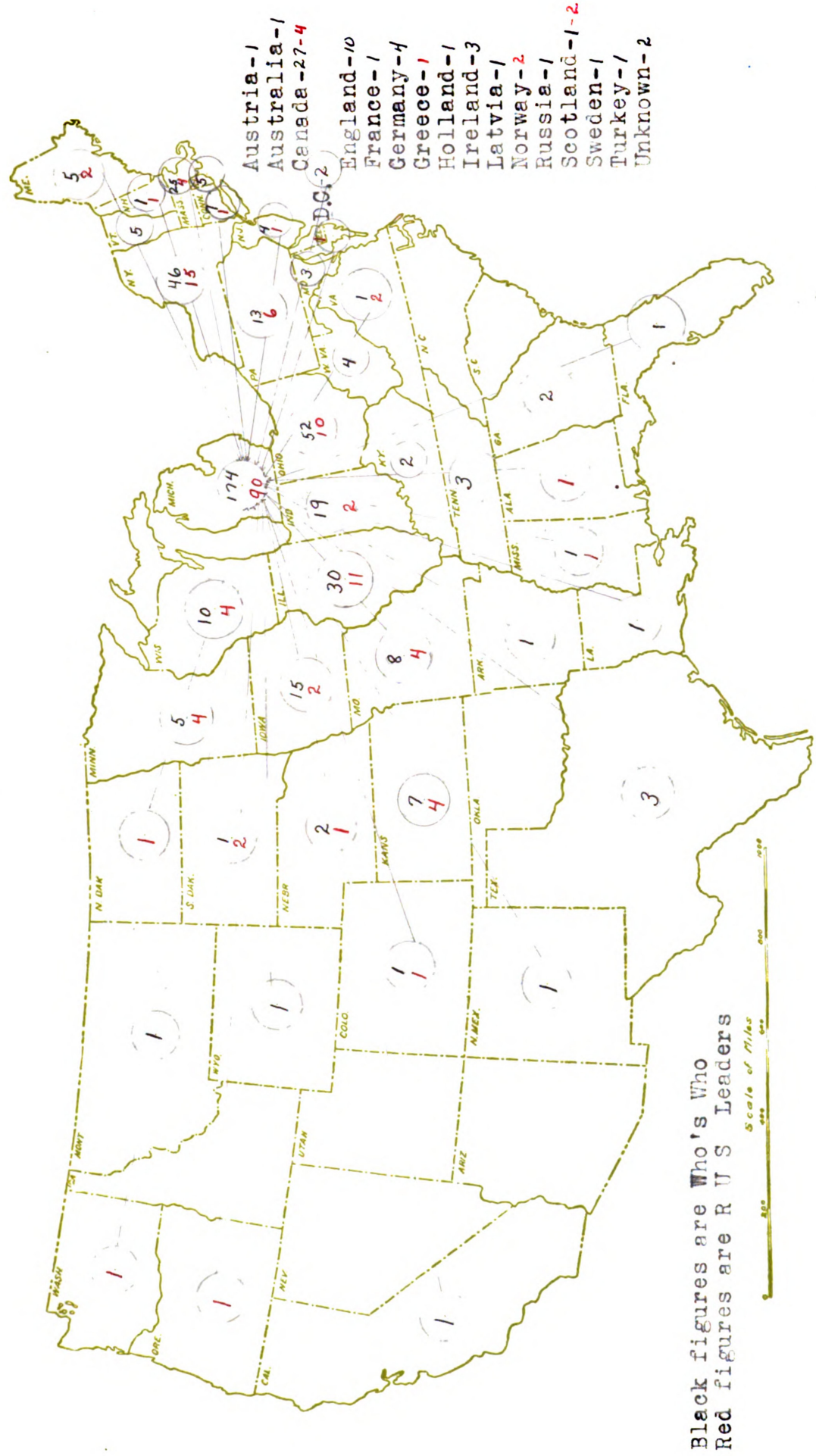
The factors responsible for the relatively greater migration of leaders are not readily discernible. In a settled country the migration towards urban centers greatly exceeds the counter movement of peoples. It is commonly assumed that those who migrate to urban centers are the natural leaders of the community - those with initiative, ambition, energy and farsightedness. It is well known that the migratory tendency is greater among the youth than among the old folks, and somewhat greater among the educated than among the unlettered.

Those Who's Who leaders who were born in other states and who are now living in Michigan are younger than those leaders who have always lived in Michigan, by an average of 2.1 years - the age of the former group averaging 57.6 years and the latter group 59.7 years. The more youthful average age of native immigrant leaders into Michigan as compared with the average age of native-born Michigan leaders prevails for 28 of the 38 states from which Who's Who leaders have migrated to Michigan. The most youthful native immigrant leaders came from the mountain states, whose ages average 47.5 years, next from the West North Central states, 52.6 years, then those from the West South Central states, 55.0 years, then those from the East North Central states, 56.9 years, etc.

It is seen therefore that the migratory tendency is greater among the relatively younger persons, whether leaders or the general population.

This greater migratory tendency on the part of leaders as compared with laymen is not *prima facie* evidence that leaders are leaders because they are relatively mobile. Nor can it be said that their greater mobility is primarily due to their capacity for leadership. The two factors are not reciprocal to each other and both are dependent upon inter-relationships to the groups with which the leaders are affiliated.

State Or Country Of Birth Of Leaders Recorded In Who's Who And In R U S Living In Michigan



Map of United States Showing Migration of 92 Agricultural Leaders and 348 General Leaders From Their Native States and Countries Into Michigan

Size of City or Place of Birth.

If more people were well born, geographically and environmentally, as well as biologically, fewer people would probably be urged to spend energy in hoping to be "Born again". It is a common observation that poor cultural environments are not conducive to the development of leaders. Small places are commonly regarded as areas with relatively poor social environment with their absence of libraries, museums, and institutions of higher learning. The cities, especially the larger ones, are regarded as the Oases where the cultural heritages of the ages are principally stored. An attempt is made here to evaluate, to the extent that it is possible, the relation of size of place of birth to eminence.

The average median age of the leaders in Who's Who is 59 years so that their average date of birth would be a few years before 1870. We may ask, in proportion to population what size cities or places have been the most productive of leaders listed in the standard reference book of contemporary leaders. The number of people who were living in different sized places in 1870, the number of leaders born in each of these places, and the ratio between the number of leaders born per 100,000 population living in each of these different sized places is presented in the following table.

There are 3,455 leaders who were born in cities of a quarter million or more inhabitants. There were seven cities of this size in 1870, at about the time more people in Who's Who were born than at any other. This means that 110 men and women who are among the nation's eminent achievers today were born per 100,000 persons living in cities of 250,000 or more at that time. According to these figures the smallest places, including rural territory, were birth

**Number of People Residing in Different Sized Places In
United States, 1870, Number of Who's Who Leaders
Born In Different Sized Places and Ratio of
Leaders per 100,000 Population.**

<u>Size of Place</u>	<u>No. of Places</u>	<u>Population of U.S. Living in Specified sized places in 1870</u>	<u>No. of Who's Who leaders born in Specified Sized Places</u>	<u>No. of Who's Who leaders per 100,000 Population</u>
250,000 and over	7	3,140,134	3,455	110
100,000 to 250,000	7	989,855	1,618	163
50,000 to 100,000	11	768,242	949	124
25,000 to 50,000	26	901,796	1,311	145
10,000 to 25,000	51	869,947	1,984	228
5,000 to 10,000	187	1,279,307	1,664	130
Less than 5,000	---	30,609,090	13,047	43
<hr/>				
Total		38,558,371	24,028*	

*Foreign-born not included as are a few native-born leaders, the size of whose place of birth could not be ascertained.

places of relatively few eminent leaders, and the small cities with 10,000 to 25,000 inhabitants were the birth places of relatively many distinguished contemporaries.

There is no consistency between the different sized cities in the relative production of persons of eminence. Apparently size of place of birth is not a factor of major significance in the production of leaders. It will be noted that 13,047 leaders or more than half, were born in rural territory and in places of less than 5,000 inhabitants. However, in proportion to the total population living on farms and in places of less than 5,000 relatively few general leaders were born there. One naturally expects agricultural leaders to be

farm or village-born and general leaders to be born in urban centers. This is just what has happened. An analysis of R U S leaders shows that in proportion to number rural areas produced many more agricultural leaders than urban centers, just as the analysis of Who's Who shows the birth place of urban leaders, as a rule, to have been urban centers. However, some writers, seem either to have mixed up in their minds (1) the figures relative to the absolute production of leaders in rural areas with the relative production of leaders, or (2) types of leaders, whether agricultural or non-agricultural.

Professor Visser seems to have made the most comprehensive analysis of the place of birth of the nation's leaders and also to have interpreted the results of his findings more reasonably than some others have. The 24,278 persons in the 1922-23 edition were asked to indicate the type of place of their birth, such as farm, country village, small city, large city, or suburb of large city. Obviously what might be classed as a small city by one person might be classed as a large city by another. However, using a few broad general classes as was done here, is reasonably satisfactory for purposes of general analysis. Professor Visser makes the following summarization and interpretation of the place of birth of the 18,356 nation's leaders who reported this fact. He says,

"A study of the returns reveals that 6,288, or 25.9 per cent of these were born on farms; 5,948, or 24.5 per cent, were born in villages and towns with a population of less than 8,000; 6,045, or 24.8 per cent, were born in small cities; 5,001 or 20.6 per cent, were born in large cities (over 50,000); and 996, or 4.1 per cent, were born in suburbs of large cities.

"At the 1870 census, the census nearest the birth of most of the notables, about 10 per cent of the population of the United States lived in cities of over 50,000; 10.9 per cent in small cities (8,000 to 50,000); 8.2 per cent in villages up to 8,000 and about 69.9 per cent on farms. The suburbs are estimated to have contained about 1 per cent of the population.

"Thus in proportion to population, the large cities yielded 2.1 times as many notables as the average for the nation, the small cities 2.3 times as many, villages three times as many, and suburbs four times as many, but the strictly rural sections (farms) yielded only about one-third the nation's average. Expressed in another way: In proportion to population, the cities, contributed nearly six times as many notables as did the farms, whereas villages contributed nearly nine times as many and suburbs nearly eleven times as many as the farms.

"This does not prove that early life on a farm was not conducive to future eminence. Numerous bits of information indicate that a large share of the older American notables spent part of their youth on farms and considered that these experiences had been helpful in their development. Many, indeed, have spoken of themselves as having been reared on a farm when in fact they were born in a village or city and merely spent part of their formative period working on a farm, usually during their summer vacations."(1)

Possibly a word of caution should be added to the summarization given and that is, that Who's Who is a biographical record of leaders in all fields of human endeavor and not only in farming and in agricultural activities.

Back in 1909, Spillman had several beliefs relative to the birth places of the nation's leaders, which he publicly expressed, namely,

"I believe there are some things which have higher pedagogic value than anything taught in our schools today, else why is it that with only 29 per cent of our population actually living on the farm, with miserably poor school facilities as compared with our city population, this 29 per cent furnishes about 70 per cent of the leaders in every phase of activity in this country?

"I believe that it is the pedagogical value of farm work and the chance of placing responsibility on the child that has more than anything else to do with the development of efficiency and character in farm children, and this accounts for the fact that 29 per cent of our population on the farms furnishes 70 per cent of the efficient men in this country."(2)

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- (1) Visher, Stephen S. - The occupations and Environment of Fathers of American Notables, Who's Who, 14th Ed. p. 29. See also, Amer. Journal of Sociology (March 1925) Vol. 30, pp. 551-555.
 (2) Spillman, W. J. - Education and The Trades - Science, (Feb. 12, 1909) Vol. 20, pp. 255-6.

Frederick A. Woods, immediately takes exception to Spillman's beliefs and turns to Who's Who for evidence of an objective nature to prove his point. The only statement that needed to have been made was that Spillman was comparing non-comparable factors. He should have taken the percent of population living on farms at the time the nation's leaders were born in order to make comparisons comparable. Wood's argument^{is} is worthy of detailed consideration. He argues that in answer to the question "Does the farm produce more than its share of leading Americans?" that

"Such a question must be answered on a statistical, impartial, and as far as possible, scientific basis. It is first necessary to determine who are the 'leaders in every phase of activity in this country.' I have turned to 'Who's Who in America' to answer this question. This book has already been successfully used in several sociological studies, and has great value as a starting point for such researches. The editor doubtless tries to be as impartial and comprehensive as possible; but its greatest value to one who wishes to answer a question similar to the present discussion, is that here he finds a list of names prepared by some one else, without any idea or bias in relation to the investigator's present problem. Thus the first, and one of the most important requirements is obtained, the subjective element is eliminated.

"Some will not be willing to accept conclusions drawn from a list which like this, doubtless has certain flagrant omissions, and where he sees names that he considers should not have been included. If he will stop for a moment and think, he will see that the very objection he raises only argues in the other direction from what he supposes. If, for instance, I find a marked correlation between city birth and more or less notable subsequent achievement, drawn from an imperfect list, the correlation would be even higher were the list of names ideally perfect.

"In 'Who's Who in America' the birth places are given in nearly every instance, although they seldom enable one to differentiate between farm or village. This difficulty can, however, be overcome by making the question one of urban as against non-urban nativity.

"The leaders of today are about fifty years old on the average, so we must go back a half century and picture American population as it was then distributed. According to the census of 1860, there were 5,072,256 persons living in cities of over 8,000 inhabitants, out of a total population of 31,443,321 or 16.1 per cent. This standard of 8,000 or more is the one arbitrarily taken by the census bureau as constituting a city, and is so used to illustrate the growth of urban populations. There were ninety-six such cities, and a list of them is given in the 'Annual Cyclopaedia' for 1861. It is easy then to see

if these cities have done better or worse than might be expected in producing leading men. Under initial A in 'Who's Who in America' we find 128 born in cities out of 433, or 29.6 per cent as against the 16.1 per cent expected.

Under initial A we find 128 out of 433 or 29.6 per cent
 Under initial B we find 404 out of 1477 or 27.5 per cent
 Under initial C we find 362 out of 1143 or 31.7 per cent
 Under initial D we find 213 out of 676 or 31.6 per cent
 Under initial E we find 97 out of 273 or 35.6 per cent

"For the sake of being on the safe side I have added all the unrecorded birthplaces to the suburban and rural, and yet the latter fail to produce their proper quota in every single group, and in fact every little group of fifty or a hundred taken at random alphabetically will show the same result.

"It seems unnecessary to carry investigation further to establish the fact that the urban beats the non-urban by nearly two to one. The towns, villages and farms should have produced more than five times as many leaders as the cities. They have failed to produce more than about twice as many. Thus the entire non-urban which should have given rise to about 85 per cent of the total has only produced about 70 per cent!"(1)

If Who's Who was a biographical sketch book of agricultural leaders Woods would no doubt have found "the towns, villages and farms to have produced more than five times as many leaders as the cities", but since Who's Who is a record book of the nation's leaders in every field of activity, it virtually becomes a biographical sketch book of urban leaders and hence it is not be expected that any considerable number of them are of rural origin.

Nearing's study of the place of birth of the native-born persons listed in the 1912-13 edition led him to say that "The cities appear to be far in the lead as producers of eminence,"(2) and one city in particular, Cambridge (Mass.) with 47.5 per 100,000 is far in the lead.(3)

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- (1) Woods, Frederick Adams - City Boys Versus Country Boys, - Science, (April 9, 1909) Vol. 29, pp. 577-9.
 - (2) Nearing, Scott - The Geographic Distribution of American Genius, Popular Science Monthly (August 1914) Vo. 85, p. 196.
 - (3) Ibid., - The Younger Generation Of American Genius, Scientific Monthly (January 1916), Vol.2, p 51.

White chose 1297 biographies appearing in the 1922-3 edition of Who's Who and finds that

"Not only does the rural population fail to produce a preponderant number of leaders, but it produces only about half as many per hundred thousand population as the cities do. It has been assumed that the bulk of our public leaders were born in rural communities, and that is ~~the~~ of absolute numbers but not of relative numbers.

"There may be several explanations of the above fact, but it would take investigation to prove any of them. The stimuli are more numerous in the cities, and interstimulation is multiplied many times; these require many and varied responses, and the exigencies of city life are such as to demand accurate responses. Such a condition tends to develop to the limit whatever capacities for leadership the individual may have." (1)

Holmes in his study of the 21,600 native-born Americans in the 1924-25 edition of Who's Who also finds the city to have been more productive than the country in producing leaders. He however, finds that from 1840 to 1890 that,

"There has been a nearly continuous and somewhat marked decline in urban excess productivity of eminent individuals..... In 1840 the urban part of our population was about four times as productive of distinguished men and women as the rural. In the 70's, 80's, and 90's the urban production of such individuals was less than two and one-half times as great as rural..... The cities superior showing as compared with the country is due to a more favorable combination therein of the factors of heredity and environment..... whether the forces producing this change have been mainly operative within the city or the country, one cannot expect to determine with certainty." (2)

Another significant discovery that Holmes has made is that "while the city has been more productive than the country in the case of all the occupational divisions except agriculture, its proportionate productivity has been much the greatest in the case of

(2) Holmes, Roy Hinman - A Study In the Origins of Distinguished Living Americans. American Journal of Sociology (January 1929) Vol. 34, pp. 671-4.

(1) White, R. Clyde - The City Drift of Population In Relation to Social Efficiency. Journal of Social Forces (Nov. 1923) Vol. 2, Pp. 20-21.

artists, and somewhat the least of all in the case of educators." (1)

At least two others have found that cities are not equally
(2)
fecund in all kinds of leaders. Hearnings reports relatively few
clergymen being city born, at least less than a fifth of them having
been born in cities. He finds larger proportions of actors, authors,
and business men, more than two-fifths, to be of city origin than other
occupational classes.

Huntington found 74 per cent of the 19 agriculturists, 66 per cent
of the 357 educators and 62 per cent of the 157 religious leaders
listed in the thirteenth edition of Who's Who to have been born in
rural districts, or larger proportions than for other occupations. He
found less than 1/3 of the artists and less than 1/2 of the business
men, engineers, musicians, lawyers, journalists and medical men having
(3)
been born in rural districts.

As far as litterati are concerned, Clarke thinks that the

"Capitals and chief cities of the several states had never con-
tained over nine per cent of the total population of the United States,
they had been the birthplace of approximately thirty-two per cent of
the men of letters".(4)

It is Thorndike's contention that the apparent fact

"That cities give birth to an undue proportion of great men does
not in the least prove that city life made them great; it may prove
that cities attract and retain great men, whose sons are thus city
born".(5)

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- (1) Ibid.
 - (2) Ibid. - The Younger Generation of American Genius. Ibid., p. 51.
 - (3) Huntington, Ellsworth - The Sifting Power of Cities - Scribners,
(Sept. 1926) Vol. 80, pp. 316-24.
 - (4) Clarke, Edwin L. - American Men of Letters - Their Nature and
Nurture, p. 61.
 - (5) Thorndike, E. L. - A Sociologist's Theory of Education - The
Bookman, Vol. 24, p. 290.

Cattell finds the rural birth rate of scientific men, as found in the 1910 issue of "American Men of Science" to be less than half that of the urban. This he claims is a reversal of a common opinion and accounts for this difference as follows:

"The superior position of the towns (urban areas) is doubtless due to a more favorable environment, but it may also be in part due to the fact that the parents of those scientific men were the abler clergymen and others of their generation who were drawn to the cities." (1)

Mr. Wiggam of course thinks it is "due to the superior biological quality of city people." (2)

(3)
Davies discovered a high coefficient of correlation between the amount of talent of a small sample of men taken from "Who's Who in America", "Who's Who in Science", and "American Men of Science", and the density of population in which they lived. He concluded as a result of this study that urban districts are more fecund of talent than rural areas.

It will be noted that practically all writers on this phase of leadership have "lumped" all kinds of leaders together regardless of type or occupation.

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- (1) Cattell, J. M. - "A Statistical Study of American Men of Science", (Dec. 7, 1906) Vol. 24, pp. 738-9.
 - (2) Wiggam, A. E. - Brains where They Come From, World Today, (Oct. 1926) Vol. 48, p. 477. See also Worlds Work (Sept. 1926) Vol. 52, p. 578.
 - (3) Davies, George R. - Social Environment, passim.

Size of City or Place of Residence.

The larger cities are the meccas for particularly eminent leaders of all kinds. Metropolitan centers are areas of diverse activities and the headquarters of practically all of the more important national ~~and state~~ organizations of all kinds. These metropolitan centers are the social ganglia of communication and transportation. One would therefore naturally expect leaders to be relatively more numerous in the larger cities than in the smaller cities. Yet because of the large relative numbers of clerical workers, helpers, and laborers of all kinds in large cities it may be that leaders are relatively most numerous in the medium-sized or smaller cities. The following table shows the distribution of the general population and of Who's Who leaders by size of city or place of residence and the ratio between them.

In general, the larger the city the larger the number of eminent men and women, it contains, in proportion to population. The trend as indicated in the table under the column headed, number of Who's Who leaders per 100,000 population, does not seem to be regular or uniform. This is due largely to a rather detailed classification. When the 10 groups of cities are reclassified or combined into four, five or six classes a uniform increase in the number of leaders per 100,000 population is noted with each increase in size of place.

Who's Who is not primarily a biography of agriculturists. Hence relatively few Who's Who leaders reside in rural territory. Nevertheless, as many as 3,075 of them reside in places of less than 2,500

Number of People Residing in Different Sized Places In United States, 1920, Number of Who's Who Leaders Residing in Different Sized Places, 1926, and Ratio of Leaders per 100,000 Population

Size of Place No. of Inhabitants	No. of Places	Population of U.S. Living in Specified Sized Places in 1920	No. of Who's Who Leaders Living in Specified Sized places, 1926	No. of Who's Who Leaders Per 100,000 Population
Million or more	3	10,145,532	6,812	67
500,000 to one million	9	6,223,769	2,893	46
250,000 to 500,000	13	4,540,838	3,223	71
100,000 to 250,000	43	6,519,187	2,817	43
50,000 to 100,000	76	5,265,747	1,493	28
25,000, to 50,000	143	5,075,041	1,585	31
10,000 to 25,000	459	6,942,742	2,292	33
5,000 to 10,000	721	4,997,794	1,253	25
2,500 to 5,000	1320	4,593,953	853	19
Less than 2,500	----	51,406,017	3,075	6
Total		105,710,620	23,479*	
500,000 or more	12	16,369,301	9,705	59
100,000 to 500,000	56	11,060,025	6,040	45
25,000 to 100,000	219	10,340,788	3,078	30
5,000 to 25,000	1180	11,940,536	3,545	20
Less than 5,000	----	55,999,970	3,928	10

*Those residing in foreign countries are not included as the present population of their place of residence could not always be determined. Nor could the size of place of residence of 2,812 leaders residing in this country be satisfactorily determined and are therefore not included.

inhabitants or on farms and as many as 3,928 in places of less than 1,000 inhabitants or on farms. Urbanization and diversified leadership are complements of each other. Hence we naturally expect the more urbanized centers to have relatively more leaders of various kinds. This is born out by the figures in this table. Spearman's rank-order correlation between size of places and number of Who's Who leaders per 100,000 population is +.92 indicating that the association between urbanization and relative abundance of Who's Who leaders is very close.

Woods analyzed the race of the Who's Who people (1912-13)

residing in New York City, Chicago, Philadelphia, and Boston and says,

"it is safe to say that at the present time, those of English and Scotch ancestry are distinctly in possession of the leading positions, at least from the standpoint of being widely known, and that, in proportion to their number, the Anglo-Saxons are from three to ten times as likely as are other races to achieve positions of national distinction."(1)

(1) Woods, F. A. - The Racial Origin of Successful Americans - The Dominance of the Anglo-Saxon, Scientific American Supplement (May 30, 1914) Vol. 77. pp. 321-2.

Huntington regards "Who's Who in America" as the "best available record of the migrations of competent persons in the United States." He contends that the common supposition that the percentage of such persons increase according to the size of the cities in which they live is only half true. He finds,

"In the great states of Ohio, Indiana, Illinois, Iowa, and Minnesota the number of persons in 'Who's Who' per hundred thousand in communities of various sizes is as follows:

Cities above 300,000	-	40
Cities of 100,000 to 300,000	-	30
Cities of 25,000 to 100,000	-	28
Small cities of 10,000 to 25,000	-	25
Towns of 5,000 to 10,000	-	28
Villages of 2,500 to 5,000	-	29
Rural population	-	3

"Similar figures" he says "prevail in other parts of the country. They indicate that the increase in competent people according to the size of the communities is not regular, but in steps as it were."(1)

If Huntington had grouped his cities into half as many classes, which should have been done he would have a regular increase.

Since birthplace and residence of leaders of social progress and other social phenomena has so often been confounded with the relative influence of heredity and environment, it seems well to summarize this chapter by means of extracts from Ogburn, possibly the most scientific worker in this field, who in speaking about the biological bases of the different kinds of greatness in the normal probability curve of frequencies, he says,

"The significance of such a distribution is that we are enabled to form an idea of how frequently a particular degree, of mental ability, such as greatness, may be expected to occur. For, in a normal probability frequency areas, three times the standard deviation on each side of the point of the arithmetic mean on the base line is considered as practically the limits of the distribution. And, such being the case, if a biological trait of greatness were measured on

(1) Huntington, Ellsworth - The Sifting Power of Cities, Scribners, (Sept. 1926) Vol. 80, pp. 316-24.

a line from the least to the greatest, then the greatness represented by the upper tenth of the line would be possessed by about 1.5 per cent of the population, that is about 1,500 out of 100,000 on the average. And the greatness represented by the upper quarter of the line would be possessed by about 13,000 out of 100,000.

"It would appear from the foregoing that high order of greatness in so far as they are biologically determined are fairly plentiful. That is, the potentiabiles of greatness are common.

"If inherited abilities of a high order are probably fairly constant and plentiful in very large groups of civilized peoples it seems questionable whether one is right in attributing so much weight to inherited greatness as a cause of progress and also in explaining the absence of achievement to the scarcity of inherited abilities."

"There are various ways by which social conditions make greatness rare or frequent..... Men become engineers, monks, shepherds, or military men according to the different cultural conditions, which vary from time to time and from group to group..... what great achievements these organized personalities of adults may make depends upon two cultural situations..... the opportunities arising from the existence of cultural elements or materials favorable for making great achievements and the social valuations of the group.... men do what the group values."(1)

Consequently leaders will vary in type from state to state and small town to large city, and from decade to decade, and all largely due to cultural environments. "The times make the man" yet, "men influence the times because all cultural change must occur through the medium of human beings."⁽²⁾ We shall now proceed to analyze the social and cultural phenomenon which condition leaders.

(1) Ogburn, W. F. - The Great Man Versus Social Forces - Journal of Social Forces (Dec. 1926) Vol. 5, pp. 226-7.

(2) Ogburn, W. F.

~~17~~ SEX, AGE, MARITAL AND SOCIAL STATUS OF LEADERS

That this is a man-made world, culturally speaking, is common knowledge. The great majority of the outstanding figures that present themselves to our minds as we recall the world's leaders in science, business, industry, religion, education, law, medicine, music, literature, and other fields, have been men. However, an increasing number of women, both absolutely and relatively have appeared decade by decade in the past half century in practically all trades and professions.

Sex Of Leaders

Tho the sexes are approximately equal in number in United States, the ratio among those 20 years of age and over being 100 females to 106 males, yet there are practically 12 times as many adult men as adult women recorded in "Who's Who In America". Of the total number of leaders here recorded 1973 or 7.3 per cent are women and 24,942 or 92.7 per cent are men. The basis of selection by the Who's Who editors, as noted earlier, was "an attempt to choose the best known men and women of the country in all lines of useful and reputable achievements". Of the male population 20 years of age and over one man in every 1380 and of the female population 20 years of age and over one in every 16,475 is recorded in Who's Who.

That the proportion of men is apparently quite large may be due in part to the arbitrary and generous inclusion of government officials above certain ranks, United States Senators and Representatives, etc., among whom relatively few women appear. This advantage to men is no doubt compensated in part by the inclusion of a relatively

large proportion of educators, among whom women appear comparatively often. Among less "well known" leaders, women apparently are relatively more numerous. For example, Miss Hooker, who in attempting to discover the leaders in local communities found that one-fourth were women and that the variation from the ratio of 3 male leaders to one female leader, either for villages of different sizes or for those in different regions was slight.⁽¹⁾

(1) Hooker, Elizabeth - Leaders In Village Communities, - Journal of Social Forces, (June 1928,) Vol. 6, page 609.

Age Leaders

Women, no matter how "well known" they are, seem to be quite as timid in stating their ages as their less well known sisters, as only 64 per cent of these women stated their ages. Of the men 98 per cent stated their ages. Eminent men and women are quite as reticent in giving their ages to the public as they were a quarter of a century ago. Of the 1239 women in the 1903-5 edition of Who's Who 70 per cent stated their ages, while 98 per cent of the men stated it. The married women were as reluctant to disclose their ages as (1) the bachelor maids.

This guarded secrecy about age among women certainly stands in striking contrast against that of the men. The "cake of custom" as Bagehot states, dissolves slowly. Distinction seems to add no leven to the situation. Traditionally, youth and beauty are women's greatest assets. Apparently this tradition has not been outgrown. Proverbially woman's value, however measured, was supposed to diminish on the hypothetical or potential matrimonial marts and elsewhere with age. Woman's traditional value was, of course, only matrimonial, and people have not become accustomed to women possessing economic value, value which might become enhanced with age and experience, the same as with men.

The mean age of the leaders is 57.1 years and the median age is 59.6 years. Half of them are between 52.2 years and 67.4 years of age. Leaders therefore, are considerably older than the general population, even considerably older than the average adult population since the median age of the general population is 24.05 years and of

(1) Who's Who In America, 1903-5 edition, preface.

the adult population (20 years and over) 34.62 years. The men in "Who's Who" average two years older than the women. The mean age of the men is 57.2 years and of the women 55.3 years. The median age of the men is 59.6 years and of the women 57.3 years. Half of the women leaders are between 49.5 and 66.2 years of age.

The average age of the men in the 1903-5 edition was 53.4 years and of the women 50.6 years. Casual observation might cause some to conclude that the eminent leaders of a quarter century ago were younger on an average than those of today. This however is not the case, since the average age of the general population was correspondingly younger then than at present. The population of United States is getting older. If the age of the population in United States in 1903-5 had been the same as it is at present, then the average age of the men and of the women in "Who's Who" would have been approximately the same as the average ages of those now recorded therein.

The range in age of those recorded in the 1906-7 edition of "Who's Who" is from 13 to 98. The youngest, now an ex-actor, is Jackie Coogan, born October 26, 1914. Marian Talley who was born December 20, 1906 is the second youngest. She also, has apparently retired. Jackie Coogan by appearing in "Who's Who" at the age of 13 was one in over two million for his age with this distinction, and Marian Talley was one in nearly two million for her age to attain such distinction.

The likelihood for attaining distinction in general, increases with age, particularly among the men. Among the men eight in every 100,000 persons in the age group 25 - 29 has attained eminence, followed by 46 in the next 5-year age group, then 173, 462, 816, respectively for the next three age groups. When the age group 90

to 94 is reached 3,019 men in every 100,000 is a distinguished leader. The ratio of leaders to the general population rises quite gradually and fairly regularly until the age group 65 to 69 is reached after which the rate is rather irregular. Among the men all of the 5-year age groups beyond "three score years and ten", excepting the age group 95 to 100, are represented in larger relative numbers in Who's Who than are the 5-year age groups under 65, indicating that eminence and age are closely associated. Dr. William Osler's theories as to the comparative uselessness of men above 40, and the entire superfluity and advised asphyxiation of the sexagenarian are certainly nullified as regards the nation's eminent leaders.

For an elderly person to be distinguished is not necessarily news, but for an adolescent to be famous is universally news. The youngest persons whose biographies appear in this book are usually either musicians, singers, or actors, or authors. In the 1901-2 edition appeared Mary Antrim, the "child author" who was born in 1883. In the same edition appeared Margaret Horton Potter, the author⁽¹⁾ess, born in 1881. In the 1918-19 edition appeared Winifred Sackville Stoner Jr., born August 19, 1902, who at that time had written and published 12 books, beginning when she was seven years old. Her mother was a child training expert who demonstrated her theories in the case of this daughter. The youngest man in this same edition is the Russian violist, Jascha Heifitz, born February 2, 1901.⁽²⁾ It is commonly supposed that when an adolescent becomes

(1) Who's Who In America, 1901-2 edition, Preface.

(2) Gray, A. - Picking People For Who's Who: An Interview with Albert N. Marquis, American Magazine (January 1921) Vol. 91, page 7.

nationally known that he must be an infant prodigy. The history of Winifred Stoner, Jascha Heifitz, Marian Talley and others who became eminent in their teens or early twenties indicate that a lot of perspiration was interspersed with their talent, and that these people like other leaders are the product of their cultural environment plus a satisfactory complementary physical endowment. As a social product, we are what our mothers, our fathers, brothers, sisters, and other associates and the circles in which we move molded us to be. There are very few young people among the business men, financiers, engineers, inventors, clergymen, lawyers, statemen, soldiers, and sailors. Dexter noted the same tendencies among those recorded in (1) an early edition of this biographical work.

A study was made of 954 women listed in the 1901-2 edition of Who's Who by Amanda Northrop who found the musicians, artists, (2) and actresses to be younger than those in other fields.

It is commonly assumed that this era is outstanding as an era of young men in positions of responsibility, and such instances as Robert M. Hutchins, the 30- year old or youngest large university President, and Glenn Frank, President of the University of Wisconsin at 37 are commonly cited. The business world also has some youthful leaders. As a matter of fact every era has had a goodly number of men who were outstanding leaders in their thirties. Alexander Hamilton became Secretary of the United States Treasury at 32.

(1) Dexter, Edwin G. - Age and Eminence - Popular Science Monthly (April 1905) Vol. 66 - pp. 538-43.

(2) Northrup, Amanda - The Successful Women of America - Popular Science Monthly - (Jan. 1904) 64:339-44.

In proportion to number there are many more mature ¹⁰⁰28 young persons as heads of affairs and this is true in all fields of human endeavor. Only eight men in every 100,000 in the age group 25 to 29 has distinguished himself. In the age group 30 to 34 there are 46 per 100,000. The number of distinguished leaders per 100,000 population increases fairly regularly and gradually with each successive older age group.

Of course many of the older men of eminence have been eminent for years. Andrew Carnegie, born in 1837 and Thomas A. Edison born in 1847 have been appearing in every edition of Who's Who. This means that the ages of these men in the present edition is 89 and 79 respectively while their respective ages at the time they first appeared in Who's Who was 62 and 52. Many other instances could also be cited to illustrate the fact that altho the great majority of the people having biographical mention in this volume are mature men they were already eminent when they were much younger.

July 1
 Number of Males and of Females In United States And In
 Who's Who, Classified By 5-year Age Groups, And Ratio
 of Leaders To General Population, In the Various Age
 Groups: 1926*

Age Group	No. of Males in U.S. in specified age groups: 1926	No. of Who's Who Men in Specified age groups	Ratio per 100,000	No. of Females in U.S. in specified age groups: 1926	No. of Who's Who women in specified age groups	Ratio per 100,000
0 - 24	4,846,737	2	0	5,085,089	1	0
25 - 29	4,858,785	37	8	4,869,256	19	4
30 - 34	4,422,303	203	46	4,218,505	44	10
35 - 39	4,362,063	754	173	3,962,040	79	20
40 - 44	3,517,671	1,626	462	3,275,859	106	32
45 - 49	3,337,639	2,722	816	2,832,815	157	55
50 - 54	2,714,585	3,920	1444	2,354,666	210	89
55 - 59	2,012,704	4,331	2152	1,786,802	187	105
60 - 64	1,693,604	3,873	2287	1,499,783	166	111
65 - 69	1,156,263	3,165	2737	1,058,364	137	129
70 - 74	756,270	1,990	2631	737,214	96	130
75 - 79	449,562	1,088	2420	467,423	36	77
80 - 84	198,964	540	2714	232,086	18	78
85 - 89	74,009	211	2851	93,615	14	150
90 - 94	17,555	53	3019	25,354	1	39
95 - 99	4,131	10	242	6,176	0	0
Total	34,422,845	24,525	71	32,505,047	1271	39

The United States Census estimate of population for July 1, 1926, of 17,135,817 was used. Also, the calculations are based on the assumption that 59.137 per cent of the total population was 20 to 100 years of age and that the ratio of males to females between these ages was 105.9 to 100,



Marital Status Of Leaders

Many euphonious thoughts have been expressed about marriage and the family being the cornerstones ~~or the foundation of~~ civilization and ~~of this republic~~ and the God-mother of all other institutions and organizations. One's happiness is reputed to be doubled and his sorrows halved through marriage.

In this analysis of the characteristics of leaders we are interested in the similarity and variation of the marital and family status of America's leading men and women in comparison with the general population and the influences that may cause such variations as exist.

Slightly less than three-fourths (73.9 percent) of the total male population in United States 20 years of age and over is or have been married. If the age distribution of the total male population in United States was the same as that of the men recorded in "Who's Who" the percent of married, widowed and divorced would then be 89.5.* Of the 24,941 men in "Who's Who" twenty years of age and over 90.1

*The method used in holding age constant is illustrated below in the computation of the proportion of the total male population that would be married, widowed or divorced if their age distribution were the same as that of the men in "Who's Who".

Age Periods	"x"	"y"	"xy"
	:Pct. of males in total population ever married, by age groups	No. of males in Who's Who By Age Groups	
20 - 24	29.1	2	58.2
25 - 29	60.5	37	2,238.5
30 - 34	75.8	203	15,387.4
35 - 44	83.8	2,380	199,444.0
45 - 54	88.0	6,642	584,496.0
55 - 64	90.2	8,204	740,000.8
65 - and over	92.6	7,057	653,478.2

 73.9 24,525 2,195,103.1
 2,195,103.1 ÷ 24,525 = 89.5 per cent of males in total population ever-married if the age distribution were the same as that of Who's Who men.

ment are either married, or have been married. This a very slightly greater portion of the nation's male leaders are married, widowed or divorced than of nation's laymen of the same age. Apparently, marriage for men is neither a distinct asset or liability in influencing him in one way or another in becoming achiever of national importance. The findings of several others working on this same factor is that "The most successful men of America are a trifle more likely to be married than almost any other great group of our population, such as native whites of native parentage, foreign-born white, or those of mixed parentage of the same age distribution." (1) Prof. Thorndike found among some 1800 the more prominent leaders in the 1901-2 edition that of those between 40 and 60 years of age 88 per cent were married, and of those between 30 and 40 years, 86 per cent were married. (2) He found that men of success and prominence marry as early and as early as the rank and file, which is contrary to commonly expressed opinion.

Among women a distinct contrast prevails between married and unmarried persons in their relative representation in the record book of national prominence. Slightly more than 3/4 (82.0 percent) of the total female population in United States 20 years of age and over are married or have been married. If the age distribution of the total female population in United States was the same as that of the women recorded in "Who's Who" the percent ever-married would then be 60.7. Of the 1,973 women in "Who's Who" 20 years of age and over, only 33.1 percent are married or have been married. A study of the women in the 1920-1 edition showed 55 per cent to be married. (3) Thus a very much smaller proportion of the nation's female leaders are married than of the nation's female laymen of the same age distribution. Apparently here is some material evidence to support the contention that it is necessary for women to choose between marriage and a career as she cannot have both. Equally significant however, is the fact that over half of the "best known" women in the country are, or have been married, so that both marriage and a career are not impossible.

1) Huntington and Whitney - The Descendants of "Who's Who". The Outlook (August 24, 1927) Vol. 148, page 333.
2) Thorndike, Edward L. - Married among Eminent Men - Popular Science Monthly; (August 1902) 61:338-9.
3) Fisher and Beverstock - Women in Who's Who in America - Scientific Monthly (November 1921) 15:447.

The percentages of the nation's leaders who have never married, who are married, widowed or divorced vary somewhat from that of the general adult population. This is especially true of the women.

<u>Class</u>	<u>Never Married</u>	<u>Married</u>	<u>Widowed</u>	<u>Divorced</u>
Male pop. of Who's Who	9.9	87.0	3.0	.1
Male pop. of United States*	10.5	75.2	13.4	.9
Female pop. of Who's Who	46.9	43.3	8.7	1.1
Female pop. of U. S.*	9.4	62.1	27.7	.8

*Of the same age distribution as that of Who's Who population of the same sex.

Among the men, and age distribution being the same, practically the same proportions of America's leaders as of her laymen have never married, 9.9 percent and 10.5 percent respectively. A significantly larger proportion of the men in "Who's Who" are married, and conspicuously fewer are widowed and divorced than of the general male population of the same age distribution. The reporting of a divorced status is probably not as accurate as of the other marital conditions. The same may be true to some extent of widowed conditions.

Five times as many women leaders never married as of the general female population of the same age distribution, 46.9 percent for the former as compared with 9.4 percent for the latter. It would seem from this wide difference that the belief expressed by Jane Porter, **namely**, "In the career of female fame, there are few prizes to be obtained which can view with the obscure state of a beloved wife, or a happy mother;" still has a considerable following.

The proportion of women who are divorced is practically the same for both groups, about one in every hundred. Of the women in the

Nation's Red "Blue" Book 8.7 percent are widowed as compared with 27.7 percent for the general female population of the same age distribution as of those in "Who's Who". In proportion to number there are relatively few men and also relatively few women in "Who's Who" who are widows or widowers. Apparently a "break" in the family group exerts sufficiently disastrous influences upon one's achievement to curb and frequently prevent the attainment of national prominence.

Data is not available as to the proportion of the married males or married females who have been married but once and how many have been married twice or more times. Of the 22,479 men in "Who's Who" who have ever-married, 2,071 or 9.2 percent have been married twice, or oftener, and at least 100 of whom have been married three times or oftener. Of the 1,048 women in "Who's Who" who have ever married 132 or 12.5 per cent have married two or more times.

Whether the percentage of multiple-marriages among the nation's eminent persons is higher or lower than it is for the general married population of United States remains unsolved until reliable extensive data in this connection has been gathered. In either event it can be said that tribute is paid to wedlock and as Johnson says, "Were a man not to marry a second time, it might be concluded that his first wife had given him a disgust to marriage; but by taking a second wife, he pays the highest compliment to the first, by showing that she made him so happy as a married man, that he wishes to be so a second time."

American millionnaires, according to Sorokin have strong proclivities to be married and he finds that 10.8 percent of them have married more than once.⁽¹⁾

(1) Sorokin, P. - American Millionnaires and Multi-millionnaires. Journal of Social Forces, (May 1925) Vol 3, page 29.

Age at Marriage.

Women of prominence seem to be just as reluctant to give the interested public their "date of marriage" as they are to state their date of birth, as only 64 percent of those who married indicated this item. Men of eminence seem to be less likely to state their "date of marriage" than they are to give their date of birth, as only 91 percent of the men who are married reported this fact. No doubt most people can recall their "date of birth" much more readily than they can their "date of marriage", since the former is "asked for" scores of times to one of the latter.

The nation's leaders do not marry at as early an age as her laymen. The average age at marriage of the 20,510 men who stated their "date of marriage" was 29.8 and their median age at marriage was 29.0 years. Half of those who are married entered the state of wedlock between the ages of 25.9 years and 33.8 years. ^{These figures are based on the 20,510 men who stated their date of marriage.} One person, Edward Childs Carpenter of New York City, author of at least four books and a dozen plays, married at the youthful age of 15. At the other extreme in matrimonial adventures are three men who embarked after living three score and ten years. Albert Sidney Bolles, an author of financial books of Williamston, Massachusetts, born in 1846 married in 1917. Charles Norman Fay an author from Cambridge, Massachusetts born in 1848 married in 1932 at the age of 74. Henry Walters, a New York City capitalist was born the same year as Mr. Fay, ~~and~~ likewise married the same year. More than a score married in their sixties. In general those in "Who's Who" married later in life than those among the general population.

Sorokin found American millionaires to have married the first time at the average age of 29.1 years. (1) The average age at marriage of the 668 women who mentioned their "date of marriage" was 27.0 years and their median age at marriage was 26.6 years. Tho half got married between the ages of 22.7 and 31.8 years one got married as young as 14. Bessie Parker Brueggeman of Washington, an active Red Cross worker during the War, and in Republican circles since, married her first husband at the age of 14. At least three women and all authors married at the age of 15 years. Mrs. Owen (Leito Anida Bogardus) Kildare of New Rochelle, New York, married her first husband with whom she collaborated in writing plays, books, etc., at 15. Mrs. LaSalle Corbell Pickett born in 1848 and who lives in Washington also married at 15. Mrs. Bertha Muzzy Sinclair-Cowan, pseud. B. M. Bower, born in 1875 married the first of her three husbands at 15.

(1) Ibid.

Number of Children.

In 1925 in the Birth Registration area of United States there were 1,718,982 mothers who bore children that year. The mean average number of children born by these women was 3.2 and the median number born by them was 4.1. Both of these averages are larger than they are for the total married female population of United States for the reason that about 13 percent of married women are childless. Furthermore, both of these averages are considerably larger than they are for the total ever-married female population of the country as the per capita number of children for widowed and divorced persons is smaller than for married persons. However, averages for the general female population ever-married are not at present available with which to compare the average number of children born by the women in "Who's Who". Data on the number of children that men are fathers of is also scanty. Consequently there is no data regarding the general population with which the number of no-child, one-child, two-child, etcetera, Who's Who fathers and mothers can be compared.

The mean average number of children per ever-married man in Who's Who is 1.8 and the median number is 2.9 and the mean average number of children per ever-married man having children is 2.8. These averages are slightly lower than they are in reality for the fact that some men having children failed to mention either the number or the names of their children. This was especially true of the widowed and divorced men. The information as called for by the "Who's Who" questionnaire reads "Children - please list here (christian names in full) all of your children (if any) in the order of birth. Names of husbands of married daughters should be added. Deaths of children

should be indicated." This information was solicited for the first time in compiling^{the} the 1926-27 edition, and so some parents may have slighted or overlooked the request for their children's names.

The mean average number of children per ever-married woman in "Who's Who" is 1.1 and the median number is 2.5, and the mean average number of children per ever-married woman having children is 2.4. These averages are lower than they are in reality for the reason already mentioned in the analysis for men. These averages suggest that tho there are apparently many leaders without children those ~~who~~ do have children apparently have a considerable number of them. Comparisons between the two groups in regard to this fact will be taken up later. Sorokin found the average number of children that American millionaires have is 2.56. J. McKeen Cattell found the mean family among American Men of Science in general to be 2.23 children.

In comparing leaders with laymen in fecundity comparable comparisons can not be made when the number of children born is used as a criteria because of the very much higher infant mortality rate and general death rate among the laymen than among the leaders. More adequate comparisons can be made by using number of living children with age of parents the same, as a criteria. This however, is not possible at present due to absence of comparable data.

Of the 1,718,982 mothers who in 1925 in the Birth Registration area of United States bore children tho the mean average number born by them is 3.2, the mean average number living is 2.9; and tho the median number born by them is 4.1, the median average number living is 3.9. Similar averages for "Who's Who" leaders is not at hand. However, the two groups may be compared in another way, by comparing the

percentage of one-child, and more child mothers in the two groups.

Apparently about $3/8$ (37.1 percent) of the men and over $1/2$ (52.3 percent) of the women among the married, widowed and divorced persons listed in "Who's Who" have no children. Of this same group 13.5 percent of the men and 16.4 percent of the women have one child, and 19.0 and 14.3 percent respectively have two children, etc.

Considering only those who have children which includes 14,134 of the men and 500 of the women we note that 21.5 percent of the fathers and 34.4 percent of the mothers have but one child. Of the mothers in the birth registration area who bore children in 1925 for 29.5 percent it was their first child. Between 29 and 30 per cent of the mothers^{in the birth registration area} bearing children in any one year it is their first-born child. Of the leaders, 30.2 of the fathers and 30.0 percent of the mothers have two-children and as many as 11.4 of the fathers and 9.2 percent of the mothers have as many as five or more children.

Comparing "Who's Who" mothers with mothers in the birth registration area it will be noted that among the former the percentage of one-child, two-child and three-child mothers are more common than among the latter, and conversely among the latter four-child and larger multiple-child mothers are relatively more numerous than among the former and this tendency prevails in spite of the fact that the latter are considerably younger. As many as 86 percent of the women in "Who's Who" are beyond the child-bearing age of 45 years, and because of this difference in age the two groups of women cannot be compared directly. It is quite evident, however, that the women

Classification of Parents by Number of Children Born

Who's Who in America

Birth Registration Area
of United States - 1925

of United States - 1925										
No. of child- ren	Men				Women				Mothers bearing children 1925	Pet.
	Married widowed divorced	Pet. of total men	Pet. of those having children		Married widowed divorced	Pet. of total women	Pet. of those having children			
0	8,345	37.1	----		548	52.3	----		-----	-----
1	3,032	13.5	21.5		172	16.4	34.4		507,124	29.5
2	4,263	19.0	30.2		150	14.3	30.0		376,366	21.9
3	3,211	14.3	22.7		84	8.0	16.8		260,543	15.2
4	2,003	8.9	14.2		48	4.6	9.6		173,912	10.1
5	953	4.2	6.7		27	2.5	5.4		120,163	7.0
6	264	1.2	1.8		8	.8	1.6		87,194	5.0
7	200	.9	1.4		9	.9	1.8		63,291	3.7
8	103	.5	.7		0				45,918	2.7
9	53	.2	.4						31,774	1.8
10 or more	52	.2	.4		2	.2	.4		52,697	3.1
Total	22,479	100.0	100.0		1,048	100.0	100.0		1,718,982	100.0

who have attained national prominence and who are married tend to be childless more often than laywomen, and those who are mothers tend to restrict the size of their family to a more reasonable size than do laywomen. This trait has been observed by others and thus formed the basis of numerous prosaic and reformist discussions. The authors of "Builders of America" view the figures of less than 60 percent of the women in "Who's Who" being married and less than 3/4 of those married having had children as indicating that,

"Feminism appears to be like monogamy, religion, philanthropy, and many other modern institutions -- admirable socially, but self-destructive biologically".(1)

Limiting their attack upon the marital status of wedlock they say, "The institution known as marriage illustrates an age-old tendency for social gain to take place at the expense of biological loss."(2)

Woods generalized in studying 1,000 graduates of the Harvard classes of 1900, 1892, 1894, and 1898 that high birth rate and achievement are related to each other since 9.7 percent of those appearing in "Who's Who" were still bachelors, 16.4 percent were childless, 16.9 percent had one child, 16.8 percent had two children, 18.9 percent had three children, 18.1 percent had four children, etc. (3)

Wiggam naturally accepts Wood's figures as,

"real evidence that the parental instinct, the desire for children and an abundant family life, is biologically linked with intelligence, character, and those factors which enable a man to fight his way to distinguished achievement."(4)

(1) Huntington and Whitney - Builders of America, page 149.

(2) Ibid., page 111.

(3) Woods, F. A. - Is the Human Mind Still Evolving, Journal of Heredity, (July 1927) Vol. 18, page 305.

(4) Wiggam, A. E. - The Rising Tide of Degeneracy - Worlds World, (November 1926) Vol. 58, page 33.

Some millennially inclined writers are continually figuring that the average number of children per fertile married couple necessary to keep population stationary must be between three and four and that college graduates, people of eminence, and leaders of all kinds on this basis are not reproducing themselves. As an illustration we read

"In order to hold their own with the rest of the American population, the leaders ought to be reproducing at such a rate that a thousand persons of the present generation will have fifteen to eighteen hundred great-grandchildren. As a matter of fact, even if we make the most liberal allowances, the men in 'Who's Who' bid fair to have scarcely nine hundred great-grandsons, or not much more than half enough to maintain their present proportion in the community. Among the women, even with still more liberal allowances, the number of great-granddaughters per thousand persons gives promise of being scarcely two hundred. Not much hope for the future in that." (1)

Obviously no two persons get the same answer in counting chickens before they are hatched or babies before they are born. "The hard practical fact is that the population of the United States is now certainly headed for a stationary point as early as 1932". (2) This statement was prompted on the basis of the present commendable declining birth rate in United States. The still more rapidly declining death rate was of course ignored. All kinds of generalizations can be made relative to population of the future when the declining death rate, increasing marriage rate, greater longevity, greater overlapping of generations, immigration, excess of birth over deaths, and other allied factors are not concomitantly considered. The population of United States has been increasing at the rate of about one and one-half million a year during the current decade, less than one fourth of which was due to immigration, so that any statement that the population of this country will be stationary in a few years is utterly absurd. The most scientific piece of research in predicting

(1) Huntington and Whitney - The Descendants of Who's Who - Outlook (August, 24, 1927) Vol. 146, page 539.

(2) Editorial, Lansing State Journal, March 11, 1930.

the population of the future was recently done by Whelpton of the Scripps Foundation for Population Research who predicts 175,000,000 persons for 1975 and 186,000,000 for 2000 for Continental United States.⁽¹⁾

The contention that leaders are not replacing their kind in sufficient quantitative numbers has also not been proved. The major premise that a couple must have at least two children to replace them is not valid, for the reason that parents keep on living when the children marry and begin producing children, and often are still alive when the grandchildren marry and start begetting. There are numerous contemporary cases where four generations of the same family are living. With people marrying younger⁽²⁾ than they did formerly and longevity being greater than ever the contemporary factor of overlapping of generations is a problem practically unthought of and unheard of, even among population specialists.

If the 26,915 "Who's Who" leaders produce and rear to maturity twice that number of children they will have reimbursed their biological selves and that of their wives. If the 26,915 leaders, however, do not die off (which few do) as their children start begetting there will be an increase in biological numbers among the leaders. In actuality, therefore, the 26,915 leaders, by having somewhat less than 53,830 children will still be main-

(1) Whelpton, P. K. - Population of the United States, 1925 to 1975 - American Journal of Sociology (Sept. 1928) 34:265

(2) Ogburn, W. F. - Eleven Questions Concerning American Marriages - Journal of Social Forces (Sept. 1927) Vol. 6, p. 6

taining themselves numerically as long as there is an increasingly overlapping of generations. Since the 26,915 "Who's Who" leaders including single, widowed, divorced and childless persons as well as those with children have 41,210 children already, it would indicate that about $4/5$ of the leaders are ^{or had} reproducing themselves and that the overlapping of generations is sufficiently adequate possibly to counterbalance the $1/5$ of the leaders who ^{are} do not reproduce ^{placed} themselves biologically, ^{either by themselves or their contemporaries.}

IV. EDUCATION OF LEADERS.

How much more likely are college graduates in attaining eminence, and positions of leadership than people without baccalaureate degrees? In spite of the fact that there are ten to twenty-five times as many non-college graduates as college graduates in most communities, it is a common observation that the leaders in most communities are more likely to be college graduates than non-graduates, when compared on the basis of the relative number of each. The editors of Who's Who compiled data on the education of the nation's notables recorded in the 1899-00, 1901-2, 1903-5, 1910-11 and 1918-19 editions of Who's Who and the summary findings are presented in the preface to these editions. Several others have also made studies along this line as will be noted later.

Extent Of Education

Over $3/4$ (84 per cent) of the 26,915 men and women in Who's Who attended college. Over $2/3$ (69 per cent) graduated from college of whom 72 per cent have two or more degrees. It will be recalled that the median age of these leaders is 59 years so that about half of the college graduates among these leaders graduated from college previous to 1890, in an age when relatively few went to college.

The number and per cent of leaders receiving bachelor's, master's or doctor's degrees, et cetera are shown in the following table. Many received two, three or more degrees. Only the highest degree received was recorded. Of the men 16.1 per cent received the Ph.D. degree, 2.8 per cent received either the Sc.D. or the Litt.D. degree, 19.7 per cent received a doctor's degree in some technical field, 11.1 received a master's degree, 19.4

Highest Schooling

Highest Degree Received	Men	Percent	Women	Percent	Combined	Percent
Self-educated, or Privately educated	1474	5.9	580	29.4	2054	7.7
Common school	1350	5.4	105	5.3	1455	5.4
High school	752	3.0	61	3.1	813	3.0
College student - non-graduate	3658	14.7	492	24.9	4150	15.4
Bachelors' degree in technical field(1)	1118	4.5	23	1.2	1136	4.2
A.B., B.S., B.Ph., or Little B. degree	3715	14.9	250	12.7	3965	14.7
Masters' degree in technical field(2)	714	2.8	12	.6	726	2.7
L.M., M.Sc., M.Ph., or Litt. M., degree	2067	8.3	134	6.8	2201	8.2
Doctor's degree in technical field(3)	4918	19.7	88	4.4	5006	18.6
D.Sc., or D.Litt., degree	698	2.8	35	1.8	733	2.7
Ph.D. Degree	4014	16.1	166	8.4	4180	15.5
Honorary Degree (all kinds)	469	1.9	27	1.4	496	1.9
Total	24,942	100.0	1973	100.0	26,915	100.0

1) B. Accs. B.C.S. B.Lss. Py.B. Ed.B.
 B. Agr. B.E. B.M.E. B.P.E. J.B.
 B. Arch. B.E.E. B.Mus. B.S.A. J.C.B.
 B. B. H. B.D. B.O. B.S.D. M.B.
 B. Chir. B.F.A. B.Pd. or B.Th. Pe.B.
 B. C. E. B.LL. B.Pg. C.S.B. S.T.B.

2) A.A. H.M. M.C.E. M.F.A. M.S.A.
 C.E. L.I. M.C.S. M.L. Phar.M.
 C.M. LL.M. M.Dip. M.M.E. Ph.M.
~~Ph.M.~~ M.E. M.Mus. Th.M.
 E.E. M.Arch. Met.E. M.P.E. V.S.
 E.M. M.B.A. M.F. M.P.L.

3) A.F.D. D.C.L. D.H.L. D.M.D. D.S.T. D.V.S. S.C.D.
 Ch.D. D.D. (D.H.D.) D.Oec. D.T.M. E.D. or S.J.D.
 A.Agr. D.D.S. D.M. D.P.H. D.V.M. D.Eng. Th.D.
 Ed.D. J.D. J.V.D. LL.D. M.D. Phar.D.

per cent received a bachelor's degree, 14.7 per cent more attended college but did not graduate, 3.0 per cent received only a high school education, 5.4 per cent have only a common school education and only 5.9 per cent were more or less privately educated by their parents, governesses, tutors, or received specialized educational training, usually a musical or vocal training, under private tutors or at private schools or institutions not infrequently in foreign countries. Two per cent were honored with honorary degrees. Almost universally they had previously earned one or more degrees, so that the percentages of men earning bachelor, master and doctor degrees as the highest degrees received are each actually slightly higher than the figures in the table indicate. A previous edition contained the biographical sketch of Woodrow Wilson who is reported to have had a longer list of honorary degrees than any other man as he received ten honorary LL.D.'s, one Lit.D., and one L.H.D.⁽¹⁾ In the current edition Herbert Hoover is recorded to have received honorary degrees from 28 different universities after earning his A.B. in Engineering at Stanford in 1895.

A much larger proportion of the women than of the men were privately educated or went to college but did not graduate, while smaller proportions earned degrees of each of the different general kinds. At least 2/3 of the women who were privately educated were born abroad and almost all of them are either operatic singers or actresses. A few representative examples are: Maria Jeritza, soprano, born in Czechoslovakia, studied music

(1) Gray, Picking People for Who's Who, Ibid.

under Professor Auspitzer of Brunn. Martha Hedman, actress, born in Sweden, studied under the first wife of August Strindberg, Siri Von Essen. Mary Garden, operatic soprano, born in Scotland, began to learn violin at the age of six and played in concert at twelve. Lina Cavaliere (Mrs. Lucian Muratore), an operatic singer, born in Italy, studied music under Mme. Mariani-Mase. Frances Alda, who married Guillo Gatti-Casazza of Italy, born in New Zealand, studied singing for 10 months with Mme. Marchesi of Paris. This list if extended would include nearly 600 examples of eminent women. Though such persons are commonly cited as examples of self-education, in reality they are examples of intensive specialized education of a specific kind almost from infancy.

Education is unquestionably in the majority of cases a decided stepping-stone to success, eminence, and leadership. A college graduate is about nine times as likely to attain national recognition as one who is not a graduate. It is estimated that there were 67,928,000 persons in United States 20 years of age and over on July 1, 1926. This means that since there were 26,914 persons 20 years of age and over in Who's Who at that time, that one adult in every 2,524 attains eminence. It is estimated that there are about 5,000,000 living college graduates in United States, biographies of 18,915 of whom appear in Who's Who. This indicates that one college graduate in every 275 is eminent, or nine times as many college graduates in proportion to their number are "well known" nationally as is true of the general adult population.

This general conclusion corresponds favorably with Dexter's study of the first or 1890-1900 edition of Who's Who,

"A mention of 8,602 names in the volume in question means, if we assume that every inhabitant of the United States above the age of twenty-one was eligible to such mention, that one in every six hundred was so honored. This then would be our ratio of success for all degrees of education - good, bad and indifferent. We find, however, that of the whole number mentioned, 3,237 had received the bachelor's degree in arts, literature, science or philosophy at some college or university. But a study of the alumni lists of such institutions shows us that after the commencement season of 1899 there were 334,000 living graduates. A comparison of the number mentioned in the book (3,237) with this whole number alive shows us that one college graduate in each one hundred and six found a place. Here then we have the ratio of success for college graduates. But to carry our process of comparison one step farther, taking 1:600 as the ratio of success (the Who's Who kind) for the adult American, and 1:106 as that for the college graduate, we find that the probability of success is increased more than 5.6 times by a college education." (1)

J. Jastrow who made an analysis of approximately 60 per cent of the 11,551 persons recorded in the second or 1901-2 edition of Who's Who found 4,521 or 39 per cent to be college men and, in comparison with the adult male white population, finds that college men "meet in a decidedly greater degree than the non-collegian the requirements of a successful career in after-life". (2)

Scott Nearing finds in his study of an early edition of Who's Who that only 13.1 per cent had never attended college and that "the per cent of distinguished persons having no college affiliation does not vary greatly from one geographic area to the other". (3)

~~It has already been shown in the preceding chapter that emi-~~
~~nence increases with age up to about the age of 70 years. Jastrow~~
~~shows that eminence among college men increases with the number of~~

(1) Dexter, B. G. - A Study of Modern Success - Current Literature, Vol. 33, page 163 (Aug. 1902). See also A Study of 20th Century Success - Popular Science Monthly, Vol. 61, pages 241-251 (July 1902).

(2) Jastrow, J. Distribution of Distinction in American Colleges - Educational Review, Vol. 31, pages 24-54 (Jan. 1906).

~~(3) Nearing, Scott - The Younger Generation of American Genius -~~
~~Popular Science Monthly, Vol. 2, page 54.~~

1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

Clark in his study of literary men found that

"Over fifty per cent of all literati studied received a full college education. No figures are available for the number of college graduates in that part of the American people which was born before 1881. Certainly they did not number more than a few score thousand. Since this comparatively small number of people produced more literati than the tens of millions of peoples without a college degree it is apparent that the man or woman with an academic education was several hundred times as likely to be a person who would achieve literary distinction as was the person without that training".(1)

It has already been shown in the preceding section that eminence increases with age up to about the age of 70 years or more. Jastrow shows that eminence among college men increases with the number of years they have been out of college. He says,

"Not 1 in 700 of the men out of college from 0 to 5 years find a place in 'Who's Who'; about 1 in 140 of all out of college 10 years or less are mentioned in 'Who's Who'; 1 in 68 of those 15 years or less out of college; 1 in 46 for those 20 years out of college".(2)

(1) Clarke, E. L. -American Men Of Letters-Their Nature and Nurture, p 1

(2) Hering, Scott- The Younger Generation Of American Geniis,
Scientific Monthly (Jan. 1916) Vol.2, p 54.

Thus numerous studies by different men studying various issues of who's who all show that colleges are preeminently makers of leaders. However, some college graduates are much more likely to become eminent than others - especially those who rank high in scholastic ability and those who win Phi Beta Kappa honors as will be noted directly.

What are among the more significant factors in the college and university environments that particularly stimulate one to achievement and positions of leadership? Theoretically, the principal purpose of schools is to offer opportunities to acquire knowledge. Yet most graduates at alumni gatherings and "homecomings" profess that the parts of their entire college career that they value and treasure most highly are the intimate and enduring friendships that they made with classmates, house or roommates and a few faculty members. One man says,

"The greatest thing I gained from my college life was learning to talk and deal with my fellow men, and the opportunity which I have had of meeting fellows from all walks of life and all parts of the country in the friendly and intimate way which I could never have enjoyed otherwise."(1)

The public school has often been criticized by some educators and by some parents of bright children because there is reported to be a general tendency to keep the pace of the bright pupils down to that of the mediocre ones. Largely because of this ten-

(1) Gauss, Christian - Through College on Nothing a Year, page 168.

dency some people educate their own children, such as Mr. and Mrs. J. McKeen Cattell who personally educated all of their seven children at home and none of them attended school until they entered college. (1) Many of the cases of so-called self-educated or privately educated persons, some of whom have already been mentioned, also illustrate this point. Others who feel similarly inclined are usually restrained from such practices by a recognition of the fact that although their children may acquire but little book learning in school they will learn invaluable lessons there that cannot be learned at home, namely, practice in living, playing and working together with others of their own age and interests, learning the principles of fair play, of give and take, of loyalty, of cooperation - all those factors that make it possible to live harmoniously with one's fellow men throughout life.

†
If pays to go to college if one has aspirations for leadership. This was abundantly manifested in the compilation that Prof. Jones (2) made in 1914 when he showed that although less than 1 per cent of American men are college graduates, yet this 1 per cent of college graduates furnished

55 per cent of our presidents
36 per cent of the members in the 54th and 55th Congresses
47 per cent of the speakers of the House
54 per cent of the vice-presidents
62 per cent of the secretaries of state
50 per cent of the secretaries of treasury
67 per cent of the attorney generals
69 per cent of the justices of the Supreme Court

(1) Science, Vol. 54, page 346 (Oct. 8, 1926)

(2) Jones, J. C. - Does College Education Pay, Forum (1914) 26:354-363. See also Ellis, A. C. - The Money Value of Education, Department of Interior, Office of Education, Bulletin 1917, No. 22.

College education apparently is more necessary in some callings than in others, at least the percentage of college graduates in some professions is five to ten times as high as in others. In the 1910-11 edition of Who's Who the total number engaged in professions was 8,500. Of this number there were 3,001 lawyers, 1,345 physicians, 2,035 clergymen, 623 artists, 283 musicians and 1,124 who were engaged in technical pursuits. The percentage of each group who were college graduates (1) is as follows:

Of the lawyers 52.23 per cent
 Of the physicians 49.36 per cent
 Of the clergymen 61.22 per cent
 Of the artists 8.36 per cent
 Of the musicians 12.56 per cent
 Of the technicians 45.82 per cent

(1) Who's Who, 1910-11 Edition, Preface

High Scholarship and Eminent Leadership

The chances for attaining national distinction are nine times as great for college graduates as for others is indicated on preceding pages. Among the college graduates those who have won Phi Beta Kappa honors are three times as likely to become achievers of national importance than non-Phi Beta Kappa graduates. Undergraduates are elected to this preeminently honorary scholastic fraternity entirely upon the basis of their grades as recorded in the college registrars' books. Most Phi Beta Kappa chapters choose members from 1/6 to 1/10 of the graduating class having the highest scholarship averages. Phi Beta Kappa is the oldest of the Greek-letter societies or fraternities in this country, and is, in fact, the progenitor of the entire college fraternity system. The first charter was established at William and Mary at Williamsburg, Virginia, in 1776 and during the four succeeding years chapters were organized at Harvard and Yale. At present over 100 colleges and universities have Phi Beta Kappa chapters.

The number and per cent who are members of various honorary Greek Letter Fraternities are as follows:

Number and Per Cent of College Men and of Fraternity Men
in "Who's Who in America" who are Members of
Various Greek Letter Fraternities

		: Per Cent	: Per Cent	
		: of 21,366	: of 7,774	
		: of 24,992	: College	: Fraternity
		: Men in	: Men in	: Men in
		: "Who's	: "Who's	: "Who's
		: Who" who	: Who" who	: Who" who
Honorary Greek Letter Fraternity	: Number of Men	: are Mem- bers	: are Mem- bers	: are Mem- bers
Phi Beta Kappa	: 2930	: 11.7	: 13.7	: 37.7
Phi Kappa Phi	: 309	: 1.2	: 1.4	: 4.0
Sigma Xi	: 1259	: 5.0	: 5.9	: 16.2
Alpha Zeta	: 104	: .4	: .5	: 1.3
All other Honorary	: 772	: 3.1	: 3.6	: 9.9

More than 1/9 (11.7 per cent) of the total number of men in Who's Who won Phi Beta Kappa honors. Of the college men in Who's Who over 1/8 (13.7 per cent) won these honors. Considering only the college men in "Who's Who in America" who indicated affiliation with some Greek Letter Fraternity, over 3/9 (37.7 per cent) distinguished themselves scholastically to the extent of having P.B.K. honors conferred upon them.

The somewhat over a hundred chapters of this Society in 1926 had a total membership approximating 60,000* of whom probably about 40 per cent of 24,000 are men. This would indicate that about one out of every 82 Phi Beta Kappa men in the country is in Who's Who. Thus the probability of a man who has attained the scholastic honors of membership in the P.B.K. Society is about 17 times more likely to attain sufficient achievements in after life to merit Who's Who mention than is the average man.

* Encyclopedia Britannica, 14th Edition, p. 701

The Phi Kappa Phi is also an honorary scholastic society of which 309 men in Who's Who are identified. This number is 1.2 per cent of the total number of men in Who's Who, and 4.0 per cent of the men in "Who's Who in America" who indicated membership in Greek Letter Societies.

Sigma Xi honors are conferred upon those nursing courses in the Sciences. There are 1259 men who mention membership in this Society. This is one person in every 20 among the entire list of men recorded in Who's Who. There are 104 Alpha Zeta men and 772 men who are members of honorary Greek Letter Societies other than of the Societies already mentioned, all of which indicates that the men who are leaders in Colleges in their courses tend likewise to be the peers of their associates in the game of life.

Dexter finds the high-grade men in college are still high grade men when put to the severer tests of active life - using membership in the Phi Beta Kappa fraternity as a criteria of high-grade college men and mention in Who's Who in America as a criteria of high-grade men in active life. His investigation was based on the 1899-1900 edition of Who's Who and so he selected the twenty colleges which had a chapter of Phi Beta Kappa for at least twenty-two years previous to 1900 and graduates only of these colleges were considered. He found that of the 8122 living Phi Beta Kappa members of these 22 colleges 481 or 5.9 per cent were in Who's Who as compared with 2.1 per cent of the total number of living graduates of these same colleges. He concludes that "The Phi Beta Kappa man's chances of success (getting into Who's Who) are nearly three times that of his classmates as a whole".⁽¹⁾

Jastrow's study of the college men in the 1901-2 edition of Who's Who led him to say that "not only does the college man meet in a very decidedly greater degree than the non-collegian the requirements of a successful career in after life, but the high-grade college man meets these requirements very much more generally than does the average college man" since the Phi Beta Kappa man has 2.8 as great a chance to get into Who's Who as has the average college graduate.⁽²⁾

Phi Beta Kappa students have always been prominent in every walk of life. Ten Presidents of United States were accorded Phi

(1) Dexter, Edwin G. - High Grade Men in College and Out, Popular Science Monthly (Mar. 1903) 62:432

(2) Jastrow, J. - Distribution of Distinction in American Colleges, Jan. 1906) 31:24-54

Beta Kappa honors. Twenty-eight or 44 per cent of the men and women honored by tablets in the Hall of Fame at New York University were members of Phi Beta Kappa. A surprisingly large representation of Phi Beta Kappa members are found in all lists of achievers.

That high scholastic standing in college is apparently associated with national recognition in future years is demonstrated by figures collected by Prof. Lowell. He took the 4011 graduates of Harvard in the classes of 1861 to 1887 of whom he found 301 or 1 in 13.3 to be in Who's Who. Speaking about the high or best scholars he says

"Take the men who graduated in the first seventh of their classes during the same period, we find that they number five hundred and seventy-three, of whom eighty-two are in Who's Who; so that their chance of distinction is a trifle better than one in seven, or nearly twice as great as that of the average graduate... Scholarly attainment of every kind in college tends to be followed by distinction in after life, though not to an equal degree." (1)

(1) Lowell, A. Lawrence - College Rank and Distinction in Life, Atlantic Monthly (Oct. 1903) 92:514

Alma Maters

~~Do~~ a larger proportion of the alumni of some colleges than of others appearing in Who's Who? Or, are some colleges apparently more proficient in producing leaders of eminence than are other colleges in proportion to their number of living graduates? In general, institutions offering courses in many different colleges, divisions or departments, such as law, medicine, engineering, arts and sciences would be expected to contribute more persons to the ranks of Who's Who than institutions with a limited variety of courses. Similarly, institutions would as a rule be expected to contribute to Who's Who in proportion to the number of their living graduates.

The relative proficiency of universities in producing eminent men and women can be determined fairly satisfactorily only by the percentage of living alumni of specific graduating classes whose biographies appear in Who's Who. A comparison of universities on the percentage of living alumni of all graduating classes whose biographies are sketched in the "Red Book" obviously gives the older institutions a decided advantage over those which are younger, since the probability of an alumnus gaining national prominence increases each year as he grows older and with each year that he is out of college.

At least three investigators have made attempts to determine the degree of fecundity of colleges in turning out graduates who won fame later in life.

Dexter, as a result of his partial analysis of the first or 1899-1900 edition of Who's Who, found that 3,237 of the 8,602 indi-

viduals,

"were college graduates distributed among 200 colleges. One hundred and forty-four of these colleges embracing all the more important institutions, have in round numbers 260,000 living graduates, only 2,655 of whom were mentioned in Who's Who. Classifying these 144 colleges according to size, we have the following table:

<u>No. of students</u>	<u>No. of Colleges</u>	<u>Total Number of Graduates</u>	<u>Mentioned in Who's Who</u>	<u>Percentage mentioned</u>
Below 500	85	67,387	953	1.40
500 to 1,000	26	34,810	328	.94
Above 1,000	33	157,617	1,371	.86

"Although this table would seem to show conclusively that the smaller college is best (sends out the largest percentage of its graduates to fields of broadest usefulness, thus contributing most largely in proportion to its size to general culture and progress), it should be remembered that the larger universities furnish men from graduate or professional schools who are not accounted for in this list which includes only graduates with bachelor's degree. On the other hand, men are accredited to large colleges who really graduated from small ones. The Who's Who names show almost no graduates of more than ten years standing, and many colleges, notably the western state universities may no doubt have passed from the small class to the large since their prominent sons were graduated; so that the classification is hardly accurate. These facts, however, do not seem to disturb the advantage of the smaller colleges. For though Harvard and Yale - leaders for the large colleges - far exceed the average, there are nine of the colleges with a membership below 500 which surpass them." (1)

Jastrow made a partial analysis of approximately 60 per cent of the 11,551 cases appearing in the second (1901-2) edition of "Who's Who in America" as to when and from what institution they graduated with a baccalaureate degree. He found the six most distinguished colleges (those having the largest proportion of its graduates eligible to entry in Who's Who recorded in it) in order of rank from the highest on down to be: Columbia, Cornell, Harvard, University of Michigan, University of Pennsylvania and Yale. He believes that,

(1) Dexter, E. G. - What is the Best College, World's Work (April 1903) 5:3302

"It is obvious at once that the most distinguished colleges come from the group of the largest colleges.....those which have continuously been the most prominent and prosperous institutions in their environment.....have the widest and most honorable and influential reputations." (1)

Scott Nearing in attempting to find the degree of association between college affiliations and eminence by partially analysing the leaders in an early edition of Who's Who found that the number of distinguished persons graduating from Harvard is 155 the highest number, then Yale 83, Columbia 52, Michigan 44, etc. In this connection Nearing made an interesting discovery which possibly serves as a partial explanation for the meritorious positions of several of these large universities in this respect. He found that

"Yale, even more than Harvard, seems to have drawn her distinguished alumni from all parts of the country, and both of these colleges have done this in a unique way, that is, without parallel among the other colleges for which returns were tabulated, with the single exception of Stanford." (2).

Cattell in classifying the 1,000 outstanding men of science by institutions at which these men pursued their under-graduate studies is less positive in ~~two~~^{five} conclusions than are the other writers cited, for he says, "It is not certain that a preponderance of scientific men has been produced at any institution as compared with the total number of students". (3)

As far as American "men of science" are concerned Cattell made the interesting discovery that

"those who attend the larger universities are not of higher

(1) Jastrow, J. - Distribution of Distinction in American Colleges, Educational Review (Jan. 1906) 31:24-54

(2) Nearing, Scott - The Younger Generation of American Genius, Scientific Monthly (Jan. 1916) 2:48-61

(3) Cattell, J. M. - Statistical Study of American Men of Science, Science, Vol. 24, page 740 (Dec. 7, 1906)

average performance than others. Thus of the 106 who have taken the bachelor's degree at Harvard, 55 are in the first rank and 51 in the second. Yale, Cornell and Michigan have produced men above the average rank, and the excess is such that it is probably significant." (1)

In the present study of Who's Who the ranking universities in distinguished alumni as found by the foregoing investigators are still found to be among the ranking institutions. The educational institution from which an individual received his first degree is credited as one's alma mater in this discussion. There are 487 colleges and universities in the United States which are represented in Who's Who by one or more of their alumni. There are many colleges and universities in foreign countries, especially Canada, some of whose alumni found their way to eminence in America and entrance into Who's Who.

The educational institutions with the largest absolute number of eminent alumni and the number of such distinguished alumni from each of these is presented in tabular form together with the year of first opening of each of these institutions.

(1) Ibid

College Graduates (Men) in Who's Who Classified by
Alma Mater

<u>University</u>	<u>Year of First Opening</u>	<u>Number of Men Alumni of Specified Alma Mater in Who's Who</u>
Harvard University	1639	1348
Yale University	1701	876
Princeton University	1746	426
Cornell University	1868	418
University of Michigan	1841	393
University of Pennsylvania	1740	388
University of Wisconsin	1848	252
Massachusetts Institute of Technology	1865	252
Brown University	1765	231
Dartmouth	1769	228
U.S. Military Academy	1802	221
Chicago University	1892	203
Columbia University	1754	197
Johns Hopkins University	1876	197

The number of eminent Harvard male alumni totals 1348, the highest, then Yale, 876, Princeton 426, Cornell 418, Michigan 393, et cetera. The order of these universities may be quite different when arrayed from highest to lowest in the order of the largest proportion of their living male graduates chronicled in Who's Who. Much more significant than the ranking of universities in the absolute number of their distinguished male alumni is the ranking of the universities in the number of distinguished male alumni in proportion to the number of living male graduates.

Since some universities are co-educational institutions, some are or have been primarily men's colleges and others are women's colleges it is necessary to obtain the number of living graduates by sex. These figures are not readily available for some universities so that it is impossible to determine the relative proficiency of the various colleges in producing either male

leaders or female leaders. Furthermore, some colleges are primarily graduate institutions and others are primarily under-graduate institutions. Likewise some are academic institutions and others are professional institutions so that much sifting is necessary to select homogeneous institutions in order that comparisons between institutions are strictly comparable.

The University of Michigan from 1860 to 1926 (the period in which practically everyone in 'Who's Who' who is a college graduate received his baccalaureate degree) graduated 10,733 men, which means that since 393 of them are in Who's Who that 37 per 1,000 of them have attained national prominence. In the same period of years 14,797 men have graduated from the University of Wisconsin so that 17 per 1,000 are represented in the volume. From the Massachusetts Institute of Technology 11,033 men have graduated so that 23 out of every 1,000 of them have won national recognition. Dartmouth has graduated 9,061 men of whom 25 in every 1,000 have achieved national prominence. There are 7,352 men who have received baccalaureate degrees from the University of Chicago of whom 28 per 1,000 are recorded in the *Lead* book of the nation's notables. The number of male graduates for all of these institutions is for the years 1860 to 1926 inclusive. The variation between the various institutions cited and for whom the number of men receiving baccalaureate degrees is at hand, the number of eminent alumni per 1,000 graduates can be largely accounted for due to chance fluctuations, years of first opening and type of curriculum. It is difficult to say which is the "best college". Each college might be able to indicate how it is superior to the majority of other colleges in some respect.

The 16 colleges and universities with the largest absolute number of female alumni recorded in Who's Who are: Vassar with 69 distinguished alumni, Smith 51, Wellesley 38, Bryn Mawr 30, Columbia 27, Michigan 27, Radcliffe 27, Cornell 23, Chicago 21, California 19, Leland Stanford 15, Mt. Holyoke 14, Wisconsin 14, Minnesota 13, Northwestern 13, and Oberlin 13. It will be noted that 6 of the 16 colleges listed are women's colleges; also that the four colleges with the largest absolute number of distinguished alumni are women's colleges. The respective position in relative rank of these colleges would no doubt be somewhat different if arrayed on the basis of the number of eminent alumni in proportion to the total number of living graduates.

The foregoing figures indicate that higher education is a significant contributing factor in the making of leaders. This is brought about through contacts in the more formative years of life - contacts with men and books, organizations and ideas, superiors and inferiors, all in the course of four to seven years the like of which the average non-college person does not experience in the course of an entire lifetime. As a rule the college man at the age of 25 has experienced and lived so much more than a non-collegian of the same chronological age. Of course, selective processes of all kinds are also in continuous operation, and especially so at present in some institutions, which tend to select rather specific types of high school seniors. The coordination of these two factors naturally forces the college-trained men into the limelight.

V. OCCUPATION OF LEADERS

Herododotus tells us that "Every Egyptian was commanded by law annually to declare by what means he maintained himself; and if he omitted to do it, or gave no satisfactory account of his way of living, he was punishable with death. This law Solon brought from Egypt to Athens, where it was inviolably observed as a most equitable regulation." To learn a trade has been more or less obligatory of all young men in the majority of countries in the past. Seneca philosophized that "nothing is more disgraceful than that an old man should have nothing to show to prove that he had lived long, except his years". It was a maxim with the Jews, "that he that did not bring up his son to some honest calling, brought him up to be a thief".

The United States Census of 1920 shows 92.4 per cent of the men and 28.1 per cent of the women twenty years of age and over to be engaged in gainful occupations - the men predominantly in Manufacturing and Mechanical Industries and in Agriculture, Forestry and Animal Husbandry, and the women in Domestic and Personal Service and in Manufacturing and Mechanical Industries.

Occupations of the Nation's Leaders

The nation's "best known" persons, both men and women, are engaged predominantly in professional pursuits, both in absolute numbers and in relative numbers. Both the professional people and those engaged in public services appear in Who's Who in numbers larger than their proportion in the total population, and all other general occupational groups appear in smaller

relative numbers.

Percentage Distribution of the Gainfully Employed
Population of United States, 20 Years of Age and
Over and of Who's Who Leaders, Classified by Sex.

General Divisions of Occupations	Males		Females	
	U.S.	Who's	U.S.	Who's
	1920 P.Ct.	Who P.Ct.	1920 P.Ct.	Who P.Ct.
Agriculture, Forestry and Animal Husbandry	28.7	1.1	11.0	.1
Extraction of Minerals	3.3	.3	.0	.0
Manufacturing and Mechanical Industries	33.4	6.9	20.8	2.0
Transportation	8.9	1.5	2.1	.1
Trade	11.2	6.5	7.8	1.0
Public Service	2.3	9.9	.3	.9
Professional Service	3.7	73.6	13.7	95.9
Domestic and Personal Service	3.8	.0	28.6	.0
Clerical Service	4.7	.1	15.7	.0

Three and seven-tenths per cent of the gainfully employed adult male population in United States are engaged in professional services, whereas 20 times as many or 73.6 per cent of the men listed in Who's Who are thus occupied vocationally. Thirteen and seven-tenths per cent of the gainfully employed adult female population in United States are engaged in professional services, whereas 7 times as many or 95.9 per cent of the Who's Who women are similarly employed.

Those engaged in professional pursuits have had many more years of schooling, as a rule, than those in other callings. Most of the professional people who attain national cognizance are highly specialized specialists. For example, many of the physicists are not mere physicists, they are astrophysicists,

biophysicists and electrophysicists. The M.D.'s are not mere M.D.'s but they are aurists, dermatologists, gynecologists, laryngologists, neurologists, oculists, ophthalmologists, oral surgeons, orthopedists, oto-laryngologists, otologists, pediatricians, roentgenologists, urologists, et cetera. Similar tendencies prevail in most of the other professions. Each is a skilled and trained expert or specialist and a peerless authority in his special field of vocational activity.

Educators are by far the largest single occupational group, both in absolute numbers and in relative numbers, among those listed in Who's Who. Biographies of as many as 5,054 College Presidents and Professors appear therein. The Federal Census in 1920 enumerated 23,322 males in this professional group, so that about 1 in 5 among them appears in Who's Who. The editors of this reference work realized that although there are possibly more persons of eminence in the field of education than in any other phase of human activity they felt justified in reducing the relative number of educators in the subsequent edition. Educators of all kinds representing about 22 per cent of the entries in the 1926-27 edition were reduced in the 1928-29⁽¹⁾ edition to about 16 per cent.

Next to College presidents and professors there are more lawyers, judges, justices and attorneys in Who's Who, totaling 2,795, than persons of any other single profession or specific occupation. In 1920 there were 120,781 men in United States

(1) Personal interview with one of the editors, December 27, 1928.

classed under the general category of lawyers and judges, which means that about 1 in every 43 of them is recorded in Who's Who. From all available data, it appears that very few professional or specific occupational groups are represented in Who's Who in larger relative numbers than are lawyers.

Number of Persons (Males) Engaged in Specified Professions and Occupations in 1920, and the Number and Ratio of Each Recorded in Who's Who.

<u>Occupation</u>	<u>Males in U. S. 1920</u>	<u>Males in Who's Who</u>	<u>Ratio</u>
College Presidents and Professors	23,322	5,054	5
Lawyers, Judges and Justices	120,781	2,795	43
Authors, Editors and Reporters	32,129	2,367	13
Clergymen	125,483	2,356	53
Bankers, Brokers, and Money Lenders	156,309	976	160
Physicians and Surgeons	137,758	748	184
Artists, Sculptors and Teachers of Art	20,785	603	34
Chemists, Assayers and Metallurgists	31,227	398	78
Musicians and Teachers of Music	57,587	312	184
Railway Officials and Superintendents	35,830	303	118
Architects	18,048	264	68
Religious, Charity and Welfare Workers	14,141	232	61
Librarians	1,795	182	10
School Teachers	116,848	120	973
Actors and Showmen	33,818	90	376
Insurance Agents and Officials	129,589	63	2,057
Designers and Inventors	12,107	48	252
Dentists	54,323	34	1,598
Telegraph and Telephone Officials	11,059	25	442
Real Estate Agents and Officials	139,927	19	7,364
All other Occupational Groups	30,974,005	7,953	3,895

College Presidents and Professors, Librarians, Authors and Artists, however, seem to appear in Who's Who in even larger relative numbers than do lawyers. Clergymen, religious, charity and welfare workers, architects and chemists, appear among the notables in only slightly less relative numbers than do the lawyers. It was indicated earlier that one adult in every 1,380 adult males in United States in 1926 was recorded in Who's Who. Using the 1920 population figures instead of the estimated population for 1926 the ratio would be 1 in every 1,293. It is apparent that all the occupational groups listed in the accompanying table, except real estate agents and officials, insurance agents and officials, and dentists, are several times to several hundred times more likely to attain national recognition than is the average person.

Of the approximately 31 million of adult workers (20 years of age and over) engaged in occupations other than the 20 listed in the above table, only 7953 or 1 in every 3895 has attained national distinction. Evidently professionalization and eminence are closely associated. The man who is working at something that anybody can do and do equally well does not get into the limelight. The man who does something of some significance that nobody else can do as well or which has never been done before, his name and his achievement soon reaches practically every household.

Among the men recorded in the biographical sketch book appear 31 anthropologists, 26 archaeologists, 89 astronomers, 33 bacteriologists, 109 biologists, 141 botanists, 206 economists, 209 geologists, 107 mathematicians, 25 meteorologists, 11 mineralogists, 26 museum directors, 51 naturalists,

14 ornithologists, 30 palaentologists, 27 philologists, 159 physicists, 24 plant pathologists, 124 psychologists, 74 sociologists, 54 statisticians and 154 zoologists.

The changes of a person who is engaged in professional service of attaining eminence, as evidenced by admission to Who's Who, is 26 times greater than that of the average person, since over 18,000 professional men of the 1,100,000 professional men in United States 20 years of age and over, or 1 in every 50 is recorded in Who's Who, as compared with 1 in about every 1300 among the total population. Of course those who are engaged in the arbitrary admission to Who's Who class of occupations, such as judges, authors, ~~college~~ ^{university} presidents and chief ecclesiasticists, would naturally loom conspicuously numerous among the list of the nation's notables. However, if they were not arbitrarily included their relative numbers among the country's "best known" men would doubtless not be materially changed since they are preeminently moulders of thought and leaders of men. They are workers with human beings rather than with material things. These men have opportunities for the influences of personal traits.

Writers have always been accorded great honor for sharing with us their thoughts and for not permitting their ideas to die within them. That which is not expressed in some form dies. Writings are possibly one of the few reasonably assured means, besides rearing a family, of immortalizing their progenitors. In the Hall of Fame are 63 men and women 15 of whom are known to all of us and chiefly by their writings, and the others,

though not authors, a majority of them are known to us by their writings quite as much as by their other works.

It is largely through writings that we are privileged to share the choicest thoughts of the ages and this is possibly one reason why so many persons view books as immortals. Plato said "books are immortal sons deifying their sires", and Rufus Choate said, "a book is the only immortality". Channing regarded writings as "the voices of the distant and the dead, and makes us heirs of the spiritual life of past ages". Henry Ward Beecher ~~received~~^{viewed} a book as "the symbol and presage of immortality". Certain it is that more people get into the public eye through writings than through any other channel.

Though the career of only 1343 of the men in Who's Who is classed as that of author or writer as many as 7810 or nearly $\frac{1}{3}$ (31.2 per cent) of the total number of men in the entire volume have written one or more books. Of the men who have written books the largest number, 1696 or 21.7 per cent have written but one book, 20.2 have written two books, 14.7 have written three books, et cetera. Most of those whose careers are classed as that of author or writer have written more than just one or two books. As many as 13.3 per cent of all who are authors of books have written nine or more.

More than half (52.0 per cent) of the women in Who's Who have written one or more books. This relatively high percentage might be expected since 756 or 38.3 per cent of the Who's Who women practice writing as their major career. A larger percentage of the women who have written books are authors of nine or more

books than there are women who are authors of but one book or of two or three books. Most of those who have written but a few books listed some career other than "author" as their principal vocation.

Number and Per Cent of Who's Who Men and Women Who Have Written Books, Classified by Number of Books Written

Number of Books Written	Men		Women	
	Number	P.Ct.	Number	P.Ct.
1	1696	21.7	118	11.5
2	1575	20.2	169	16.4
3	1145	14.7	128	12.5
4	843	10.8	123	12.0
5	615	7.9	78	7.6
6	419	5.4	78	7.6
7	285	3.6	51	5.0
8	187	2.4	43	4.2
<u>9 or More</u>	<u>1043</u>	<u>13.3</u>	<u>238</u>	<u>23.2</u>
Total	7810	100.0	1026	100.0

All studies of genius, great men, leaders and achievers indicate that such persons are predominantly professional people and in general are sons of professional people and come from relatively well-to-do families. Prof. Visher has made the most exhaustive study of the occupations of the fathers of the notables in Who's Who and found that

"8,546 or 35.2 per cent were business men; 8,327 or 34.3 per cent were professional men; 5,681 or 23.4 per cent were farmers; 1,530 or 6.3 per cent were skilled or semi-skilled laborers; but that only 121 or 0.4 per cent were unskilled laborers. There were also 73 reported as men of leisure.

"At the 1870 census, about 5 per cent of America's men were business men; about 2.2 per cent were professional men; about 29.5 per cent were farmers (not including farm laborers, of which there were about an equal number); and 18 per cent

were skilled or semi-skilled laborers, while 45 per cent were unskilled laborers.

"Thus the business and professional man fathered seven and sixteen times, respectively, the number of notables that would be expected on the basis of the small proportion they made of the population. Farmers, on the other hand, fathered about one-fourth less than the proportionate share, but the farmers did much better than other manual workers, contributing two and a third times as many as skilled and semi-skilled laborers and 70 times as many as the nearly one-half of all the men of the nation who were classed as unskilled laborers.

"Expressed in other words, the production of these notables by the higher type of laborers was about 30 times as great in proportion to population as by the unskilled laborers, whereas the farmers did 70 times as well as the unskilled laborers, business men 600 times as well, and professional men 1,400 times as well. Thus, although only one unskilled laborer in about 37,500 (about the year 1870) fathered a son or daughter sufficiently noteworthy to win a place in Who's Who, one skilled laborer in 1,250 had that distinction, one farmer in 550, one business man in 62, and one professional man in 27." (1)

M. Albert Odin's study of "Genese des Grands Hommes"

covering a period of 500 years showed that the rich people of France composing only 3 per cent of the population produced

10 times as much genius as did the other 97 per cent ⁽²⁾ and that the literary fecundity of the people in the past several centuries in administration, liberal professions, engineering, working men, was in inverse ratio to the numerical importance of each. ⁽³⁾

Adams Woods, the biologist, together with Alleyne Ireland,

the publicist, found on studying the English "Dictionary of National Biography" which contains the records of achievements of approximately 30,000 distinguished persons of British and Irish blood during the past 1000 years that artisans, craftsmen, skilled and unskilled laborers furnished only 11.7 per cent of all the 30,000 eminent persons although they were five to ten ⁽³⁾ times as numerous as the so-called "upper classes". Havelock

(1) Visher, Stephen S. - The Occupations and Environment of Fathers of American Notables, Who's Who, 1926-7, pages 27.

(2) M. Albert Odin, "Genese des Grands Hommes" pp 546-7

(3) Wiggam, A. E. - America as a Nursery of Genius - Worlds Work (Oct. 1926) 52:684-5

Ellis' investigation of the lives of 1050 British men and women of genius in 1904 led to similar conclusions. (1) Prof.

Edwin L. Clarke found in his study of the origin of 600 American men of letters that 49.2 per cent came from the professional classes, 22.7 per cent came from the commercial classes, 20.9 per cent came from agricultural classes, and 7.2 per cent came from mechanical, clerical and unskilled classes. He found four professions furnishing over 1/2 and eleven occupations over 3/4 of all the American men of letters...He also found the families who were living in economic security producing far more than their numerical proportion of authors, thus indicating that

"birth in a family above the poverty line was a great advantage to the candidate for literary honors". (2)

(1) Ellis, Havelock- Study of British Genius, Rev. Ed. 1926.

(2) Clarke, E. L. - Ibid, p 73

Terman classified 500 of the fathers of gifted children as to their occupations and found the professional group furnished ten times its quota, the public service group 1.4 times its quota, the commercial service group 1.3 times its share, and the industrial group, which comprised nearly 60 per cent of the population of the cities involved in the study, contributed only .25 or 1/3 of its share of (1)
genius.

Sir Francis Galton found in his study of the sons of higher English judges covering a period of 200 years that the son of a judge has 800 times as many chances of becoming eminent as the average person since among the sons of English judges one in every eight is eminent as compared (2)
with one in four thousand in the general population.

All these studies of leaders indicate that leaders are pre-dominantly professional people born and reared in homes of professional people. The editors of the Bookman found the "chief"

(1) Terman, L. M. - Genetic Studies of Genius, Stanford University Press (1921)

(2) Wiggan, A. E. - America as a Nursery of Genius, Ibid., page 666.

shortcomings" of "Who's Who in America" in commenting on the 1908-09 edition to be "its small percentage of names of persons in the industrial and business world and an overemphasis upon the professions, and neglect of commercial and industrial achievements". They find the important factory cities such as Paterson, Fall River, Lynn, Springfield, and St. Joseph (Missouri), to have very few persons inscribed in Who's Who, and even these few are generally professional people. Their conclusion is that "it is hard to explain these absurd disparities in favor of the professions on any other ground than the editors of Who's Who, in making up their list of names, follow too much the lines of least resistance - college catalogues, lists of the members of learned societies, publishers' announcements, magazine indices, and other easily obtainable records."⁽¹⁾ The editors of Bookman⁽²⁾ note the same disparity still existing in the 1912-13 edition.

Possibly these editors are partly justified in their opinions. However, it is likely that they minimized two important factors. One is that a person may be of considerable importance and influence locally and also be the most outstanding person in his community yet be a long way from being a person of national prominence. The second and usually more common factor that is slighted is the fact that leaders appear as media in a social process. The phenomenon of leadership varies considerably among the different cultural activities, such as mechanical industry, education, re-

(1) Editorial - The New "Who's Who in America" (May 1908) 27: 30-33

(2) Editorial (February 1913) 36: 602

ligion, and art. Ogburn reminds us that

"For instance in mechanical development, the psychological elements of personality hardly come into play as much as they do in religion. In those activities where there are opportunities for the influence of personal traits of leadership the great man has an additional kind of influence especially among his contemporaries. Also in painting, music and literature there is opportunity for the influence of personal traits. So that in trying to appraise the role of the great man there is error in generalizing for all fields of culture." (1)

Numerous writers have decried the sparsity of leaders of national caliber in government and industry at present. One writer thinks "The national leaders of the type of Washington, Jefferson, Hamilton, Franklin, Charles Sumner, John Marshall, and the Adamses have apparently passed from the politics to the Universities. In the national arenas we now have too many Tom Heflins, in the State too many 'Pa' and 'Ma' Fergusons and Mrs. Knapps, and in the city too many Bill Thompsons and Bossie Gillises and their less touted prototypes." (2) It must be remembered that the industrial phase of our civilization is still relatively young as compared with many of the learned professions, and second that industries have a very much higher number of laborers and unskilled and semi-skilled helpers than do the professions, very few of whom in their normal activities achieve something to the extent that the world blazes a beaten track to their doorsteps.

(1) Ogburn, Wm. F. - The Great Man Versus Social Forces, American Journal of Sociology
 (2) Carey, Henry R. - But Not One Cent for Leadership, Independent (July 9, 1928) 120:545

Extent to Which Leaders Follow the Same Occupation as Their Fathers

In this industrial age of specialized specialization with thousands of different occupations open to one and new ones developing constantly opportunity is provided for persons of the most diverse interests and aptitudes. This together with the ease of migration permits one to follow callings other than that of his father to a greater extent than ever before. Yet it seems that sons of fathers engaged in certain occupations "carry on" the occupation of their fathers or establish themselves in occupations like that of their fathers in significant numbers.

"Father's name in full" and "Mother's name in full" are among the items requested of those to whom personal data blanks are submitted by the Who's Who editors. In case the applicant's father is a Reverend, judge or doctor of medicine and he has noted it on the blank this information appears in the biographical sketch.

There are 788 persons listed in Who's Who who indicated that they were the sons of Reverends, 137 of whom are themselves Reverends or engaged primarily in religious work. Clergymen in the past have usually held a high social position. For many centuries it was the desire of most families to have at least one of their sons wear the robe of the church. The minister's study usually being in his house kept him in close touch with the family a greater part of the time than commonly prevails among men in other occupations. Possibly the religious exercises that members of many clergymen's families mutually participate in make such families more closely knit socially and cause

father and son to be considerably devoted to each other. These and other factors undoubtedly account in large part for the seemingly large proportion of preachers' sons who become preachers.

There are 288 persons whose biographical sketches state that their fathers were M.D.'s, 41 of whom are also doctors of medicine or otherwise engaged in medical work of some kind. Just as there are numerous examples of 3 and 4 generation "clergy" families just so are there also some examples of 3 and 4 generation "doctor" families. It is not easy to conjecture the forces that induce apparently large numbers of doctors' sons to follow in their fathers footsteps. The fact that doctors go about doing so much good in alleviating suffering naturally makes a strong appeal to humanitarian natures.

There are 43 persons who indicated that their fathers were judges, 6 of whom are themselves judges. There are 42 others who indicated that they were pursuing the same occupation as that of their fathers which, in the majority of cases, was officership in the army or professorship in a university.

Serving as apprentices at their father's trade is not a part of the folkways of this country. Nevertheless, a considerable number of sons in each generation will no doubt follow in their fathers' vocational footsteps, and more likely it will be those whose fathers occasionally express contentment regarding their lot in life.

Positions Held in Present Field of Major Economic Activity

In the present study in considering the number of positions held or occupations pursued by the nation's leaders 710 cases were analyzed, the first 710 men listed in "Who's Who in America" who are residing in United States. These men are residing in all but one (Wyoming) of the 48 states. The positions held were divided into two classes, namely, those held within his present field of major economic activity and those held outside of it. Each distinct promotion or change in rank or position was noted as a change in position as was each special change. The object of this two-fold classification was (1) to discover the average number of positions contemporary leaders have held in their own field of major activity and how the number of positions held in one's own field is related to various other social factors, and (2) to discover the average number of positions contemporary leaders have held and are holding outside of their own field of major economic interest and how the number of positions held outside of one's own field is related to other factors. This is intended to serve in part as a measure of extra-vocational activity and in part as indicating changes in major interest. Examples of positions held outside of one's field of major economic interest is that of a practicing physician who is a director of a bank and a national officer of a lodge. An inventor who was once a football coach and an actor, and a college professor who formerly preached and farmed.

The following table shows the number and per cent of leaders who have held various numbers of positions in their own field.

Leadership and Number of Positions Held in Own Field

Number of Positions Held in Own Field	Leaders	
	Number	Per Cent
Less than 3	179	26
3 to 6	356	50
7 or more	175	24
	710	100

One-half held from 3 to 6 different positions in their own field of major activity, a fourth (26 per cent) held fewer, and nearly a fourth (24 per cent) held more. The average person has held 4.7 positions in his own field. This indicates the dynamic changes in the industrial and professional democracy of America. There is always room at the top for qualified, trained men. How different from countries where an adolescent serves as an apprentice at a trade and which he follows throughout life. The less like a caste system an institution is the greater is the opportunity for advancement.

The single men have held fewer positions in their major field of operation than the married men, 3.6 as compared with 4.8. This is probably due in part to the single men being somewhat younger, in part probably, because the single men may be more satisfied with the position that they occupy on the occupational ladder, and partly to the fact that they have less of a social position at stake and so are not stimulated "ever onward and upward" by familial ties as married men frequently are.

Those in the larger towns and cities have changed positions

in their own field oftener than the leaders in smaller cities and towns, possibly because of the range from the lowest position to the highest position in most occupations in large cities being greater. The leaders in cities of 100,000 or more inhabitants have held an average of 4.9 positions, those in cities between 5,000 and 100,000, 4.5 positions and those in places of less than 5,000, 4.4 positions. Small places and cities do not provide opportunities to rise to such heights as the larger cities do. The big positions in smaller places and cities often have an over-supply of eligible applicants while the big positions in the largest cities go begging for big calibered executives, managers and administrators. There are more rungs in the occupational ladder in the larger cities than elsewhere due to greater specialization and therefore the average leader in the larger cities tends to hold a larger number of positions than those in the smaller ones.

There is apparently no close relationship between the size of place or city a person is born in and the number of positions he has held in his field of predominant interest. Regardless of the number of positions a contemporary leader holds he is quite as likely to have been born on a farm, town or small city as in a large city. Some selective processes, however, seem to operate after one is born. The more determined a person is to be a big success in the "eyes of the world" the more necessary it is, as a rule, to go to the larger metropolitan centers. Also the larger the metropolitan center the greater the number, variety and intensity of stimulation that one receives.

The extent of one's education does not seem to be related to the number of positions he has held. On the average those with little education and those with much education have held approximately the same number of positions in their chief occupation or profession.

The number of organizations a person belongs to seems to be quite generally associated with the number of positions that he has held. Those who have held less than three positions in their own field belong to an average of 4.7 organizations, those who have held 3 to 6 positions belong to an average of 5.4 organizations, and those who have held 7 or more positions belong to an average of 5.7 organizations. This relationship is very probably reciprocal and complimentary. By affiliating with a group and participating in its activities one's prestige is enlarged, his personality is developed his ego inflated and his social self enlarged for as James states, "A man has as many social selves as there are individuals who recognize him", and "as many different social selves as there are distinct groups of persons about whose opinion he cares"⁽¹⁾. To keep his economic self on a par with his social self would consequently lead him to greater activity, more enthusiasm and interest in his work which generally lead to promotions. The various social selves of an individual tend to balance each other, and, as he climbs high up the economic ladder he sees where group affiliations mean broader acquaintanceship and more social power.

It seems that the more positions one has held along the line of his major interest the fewer positions he has held or holds outside of his occupational line. Those who have held less than

(1) James, William - Psychology page 145

three positions within their own field average 2.1 positions outside, those who have held 3 to 6 positions within their own field average 1.3 positions outside, and those who have held 7 or more positions within their own field average only .7 positions outside. It may be that those with limited vocational experience compensate by a diversity of extra-vocational activity.

Positions Held Outside of Own Field

One-half of the leaders have held no positions outside of their present field of activity or hold positions outside of it at the present time.

Number and Per Cent of Leaders Who Hold or Have
Held Positions in Other Fields.

<u>Number of Positions Held Outside of Own Field</u>	<u>Number of Leaders</u>	<u>Per Cent of Total</u>
None	354	50
1 to 3	261	36
4 or more	<u>95</u>	<u>14</u>
Total	710	100

Somewhat more than 1/3 (36 per cent) have held or are holding 1 to 3 positions outside of their own field, and 14 per cent are holding 4 or more positions outside of their own field. The 710 leaders have held an average of 1.9 positions outside of their present one.

It is impossible to detect any degree of association between the number of positions held outside of their present field of activity and the extent or nature of their education, the number of organizations with which they are affiliated, or the size of the city in which they were born.

The leaders who are unmarried have not held as many positions in other fields on an average as have the married leaders, 1.2 positions as compared with 1.9 positions. The married man possibly is more state, national and international-minded and so affiliated to a greater extent than single men with

such secondary organizations. Also the married man having the wishes and ambitions of his wife to respect possibly finds his interests to be necessarily broader than those of the unmarried.

The leaders living in the medium and smaller-sized cities and towns have held or are holding more positions outside of their own field than the leaders in the large cities. In the larger cities are found the headquarters of national organizations manned by full-time officials so that extra-vocational opportunities do not exist for leaders of eminence to the extent that they do in smaller cities. Also opportunities to escape community responsibilities can be enacted more easily for leaders living in larger cities than for those living in smaller ones.

Chapter VI. - MEMBERSHIP IN ORGANIZATIONS AND INTER-GROUP RELATIONSHIPS.

The foregoing sections have disclosed some groups with which Who's Who leaders are consciously identified - such as state of birth, state of residence, place of birth and place of residence classified according to size, sex-group, age-group, marital-status group, educational group, and occupational group. There are other groups, some of which are more or less formal organizations among whom leaders appear relatively often, that remain for consideration.

Candidates for admission to Who's Who in America are asked to indicate on the information blank that is submitted to them the names of Professional Associations, Learned and Technical Societies, Fraternities, Secret Societies, Clubs, and Religious Denomination (if any) of which they are members or with which they are affiliated. Their political party affiliation is also called for. Likewise a request is made to indicate if they are directors or trustees of any educational or public institutions. Completeness in the listing of all such organizational and institutional memberships and affiliations is hardly to be expected of all persons. Such omissions, however, are no doubt about equally prevalent among the different classes and therefore do not bias general tendencies.

A multiplicity of secondary organizations characterizes the modern era. Associations were once largely circumscribed by space. Also they were largely confined to informal contacts of a visiting nature and primarily with kinsmen or near relatives. Today persons of similar interests, whether social, economic, civic, recreational, educational or what not, are united together, however widely separated they may be, and manage to carry on together as a mutual special interest group.

Extent of Membership in Organizations.

An attempt was made in this study to enumerate the Clubs, Lodges, Greek Letter Fraternities, Religious Denomination, City, County, State, Regional, National, International, and Foreign organizations with which each person in the 1926-27 edition of Who's Who is affiliated or of which he is a member. The sum total of such group memberships and affiliations is taken as indicative of the total number of group affiliations. The biographical sketch pertaining to membership in organizations of the late Luther Burbank, serves as an example. This sketch in the 1926-27 edition reads:

"Mem. Am. Pomol. Soc.; life fellow A.A.A.A.; hon. mem. Royal Bot. Soc. of Sweden, Calif. State Bd. Trade, Calif. State Floral Soc., Calif. Acad. Sciences, Italian Royal Agrl. Soc., Amer. Genetic Assn.; Life mem. Red Cross; hon. Pres. Chamber of Commerce, Santa Rosa; hon. Pres. Sonoma Co. (Calif.) Boy Scouts; hon. mem. Am. Playground Soc.; fellow Royal Hort. Soc. (London); Clubs: (Hon.) Rotary, Lions, Knights of the Round Table, Woodmen, Elks, Shriners, Moose, Canadian Camp (New York) Campfire Girls, Bohemian, University, Sigma Xi, etc."

A total of twenty-five organizations are listed in this instance. Quite a number of these memberships are honorary memberships. It is an indication of the high esteem held by his countrymen and even by those in foreign countries of his contributions to mankind. Practically all outstandingly eminent leaders are proffered honorary members in some organization.

The 24,942 men in Who's Who are affiliated with a total of 123,712 such groups, or an average of 5.04 per person, - the median being 7.1 groups. The 1,973 women are affiliated with a total of 5,736 groups. The average woman is therefore affiliated with 2.9

groups and the median woman with 3.0 groups. These totals and averages obviously would be much higher if every local formally organized group, such as Parent-Teacher Association, athletic club, hunting club, study club, and past-time club, with which every person in Who's who is affiliated were given and included.

There are apparently 3,035 men, comprising 12.2 per cent of the entire coterie who are apparently unaffiliated with any significant secondary group. A somewhat larger percentage of the women (28.0 per cent) specified "zero" group affiliations. Ten and seven tenths per cent of the men are affiliated with one organization, 9.3 per cent with two, 10.0 per cent with three, 9.9 per cent with 4, and so on. Six hundred and fifty-five or 2.6 per cent are affiliated with as many as 15 or more organizations, three of whom are affiliated with more than forty groups. Group affiliations are apparently less common and less extensive among women than among the men.

Table 10. - Number and Per Cent of Who's who Leaders Who are Affiliated with No, One, Two, etc. Organizations, Classified by Sex.

Total no. of organizations with which affiliated	Men		Women	
	Number of Persons	Per Cent	Number of Persons	Per Cent
0	3035	12.2	532	28.0
1	2661	10.7	318	16.1
2	2325	9.3	192	9.7
3	2498	10.0	208	10.6
4	2458	9.9	190	9.6
5	2139	9.4	158	8.0
6	2105	8.4	118	6.0
7	1756	7.0	81	4.1
8	1307	6.0	50	2.5
9	1024	4.1	36	1.8
10	890	3.6	24	1.2
11	614	2.5	16	.8
12	466	1.9	12	.6
13	340	1.4	3	.2
14	249	1.0	5	.3
15 and over	655	2.6	10	.5
Total	24,942	100.0	1973	100.0

Leaders are members of three times as many organizations as laymen. The 24,942 Who's Who men in United States are members on an average of 5.04 organizations, the 447 Who's men residing in Michigan of 6.23 organizations, and 5,725 randomly selected men, or laymen, in Michigan are members of only 1.79 organizations on an average.

Organization membership averages slightly higher among the Who's Who men in Michigan than among the Who's Who men in the country as a whole. Churches and lodges seem to attract laymen while clubs, Greek Letter Societies, Foreign, International, National, State and Regional organizations seem to attract leaders. Organization membership averages higher among leaders than among laymen for each type of organization, excepting lodges and churches. Lodge membership and church membership averages slightly higher among laymen than among leaders due apparently to the fact that annual dues or contributions to these organizations are usually comparatively small and to the fact that every community usually has a liberal assortment of both of these organizations.

Membership in City and County organizations averages slightly higher among the leaders than among laymen. Membership in State, Regional, National, Foreign and International Organizations and in Greek Letter Societies and in Clubs average very much higher among the leaders than among laymen. Apparently a person's organizational affiliations tend to keep pace with the breadth of one's interests. Local-minded persons tend to restrict their affiliations to local groups while international-minded persons find satisfactions in international groups.

Table 11. - Membership in Organizations, Classified By Number of Organizations of Which a Member

No. of organi- zations of which a member	County	State	Foreign	Greek	or Letter	Nat- ional	Inter- nat'l.	Prater- nity	Dodge	Club	Church	Total
0	20,221	18,907	12,876	22,686	17,168	20,032	13,091	12,957	136,898			
1	3,065	4,032	4,293	1,463	4,273	3,325	3,360	11,985	36,018			
2	1,114	1,354	3,152	442	2,274	869	2,885		12,090			
3	333	435	2,138	197	813	336	2,296		6,598			
4	100	141	1,232	88	260	126	1,467		3,454			
5	37	44	635	28	94	35	948		1,841			
6	14	15	299	21	34	10	649		1,042			
7	6	11	100	7	2	3	405		594			
8	0	1	90	2	1	2	276		372			
9	1	1	40	3	1	2	202		255			
10 or more	1	1	7	10	0	2	353		374			
Total	7,176	9,026	29,312	3,831	13,087	7,091	42,164	11,985	123,712			
Average	.29	.36	1.17	.15	.53	.28	1.66	.48	5.04			

447 Who's Who Men Residing in Michigan

0	328	297	183	399	264	340	191	201	2,203
1	80	113	95	32	88	76	58	246	790
2	25	30	63	6	53	20	53		230
3	11	5	41	4	31	8	45		145
4	2	1	26	3	7		32		71
5	1	1	17	0	1		25		45
6			12	0	3		13		30
7			2	1			8		11
8			3	2			8		13
9			1			1	2		4
10 or more			4				10		14
Total	176	197	696	91	338	181	890	346	2,785
Average	.39	.44	1.56	.20	.76	.34	1.99	.35	6.23

5,733 Representative Michigan Laymen

0	4,470	5,072	5,398	5,729	5,668	5,080	5,532	1,929	37,268
1	1,165	57	314	3	31	1,712	304	3,804	7,430
2	78	4	21	1	4	649	75		832
3	20					220	1		241
4						71	1		72
5						20			20
6						6			6
7						3			3
8						2			2
9 or more									0
Total	1,361	65	356	5	39	4,127	481	3,804	10,236
Average	.24	.01	.06	.00	.01	.72	.08	.66	1.79

*Excluding clubs.

Possibly more significant than extent of formal organization membership is kind or type of organizational affiliations. Clubs, particularly social luncheon clubs have made a phenomenal growth in the present generation. Lodges, now totaling about 800 different kinds as far as names are concerned, tho relatively new, are somewhat older than Luncheon Clubs as mediums of developing social brotherhood. Greek Letter Fraternities, are relatively young, being an integral part of modern higher education and an important phase of the extra-curricular life of college students. Every occupational and professional group has its national organization. Commercial and industrial associations in United States alone number approximately ten thousand.

The organization or institution that more people throughout history have formally joined, and supported in terms of time and money has been the church. The church may be said to be the progenitor of secondary group activities. As specialization took place in the associational activities of life fraternities, lodges, trade and special interest organizations and clubs sprang into being. Church membership of the nation's leaders may therefore, well be considered in considerable detail after a rather brief description of the affiliation of leaders in lodge, Greek Letter, Club and other organizations.

Membership in Clubs

Over 1/2 (51.6 per cent) of the men and almost 2/5 (38.0 per cent) of the women in Who's Who are members of one or more clubs which are usually either civic-luncheon, educational-luncheon, social-luncheon, or economic-luncheon in function. The first 825 persons listed in Who's Who are affiliated with 440 different clubs. This gives some perspective of the importance that clubs play in the life of Who's Who leaders. A larger number of the nation's notables, men as well as women, are affiliated with clubs than with churches, lodges or Greek Letter Societies. The editors of Who's Who more than 25 years ago observed that club membership was conspicuous among the nation's notables and remarked, "The club has become so important a feature of American life that the list of clubs to which a man or woman belongs is a significant item of individual tastes and environment."⁽¹⁾ The men in Who's Who belong on an average to 1.7 clubs. Considering only the men who are identified with some club their average number of clubs is 3.2. The averages for the women are somewhat less, .8 and 2.1 respectively.

Table 12. - Number and Per Cent of Who's Who Leaders Who are members of Clubs, Classified By Number of Clubs of Which a Member, and by Sex.

No. of clubs of which a member	<u>Men</u>		<u>Women</u>	
	<u>Number of cases</u>	<u>Per Cent</u>	<u>Number of cases</u>	<u>Per Cent</u>
1	3,360	26.1	250	33.3
2	2,885	22.4	226	30.1
3	2,296	17.9	182	20.3
4	1,487	11.6	71	9.5
5	948	7.4	27	3.6
6	649	5.0	13	1.7
7	405	3.2	6	.8
8	276	2.1	2	.3
9	202	1.6	1	.1
10 or more	353	2.7	2	.3
-----	-----	-----	-----	-----
Total	12,861	100.0	750	100.0
Ave. all persons	1.7		.8	
Ave. club members	3.2		2.1	

*Who's Who, 1903-5 edition, Page 11.

Three thousand three hundred and sixty or 26.1 per cent of the men who are identified with some club are members of but one club, 2,885 or 22.4 per cent are members of two clubs, 2,296 or 17.9 per cent are members of three clubs, etcetera. There are 353 men or 2.7 per cent who are members of ten or more clubs. Of the women who are club members 280 or exactly $1/3$ are members of but one club, 30.1 are members of two clubs, 20.3 per cent are members of three clubs and so on.

Of the men who indicated that they were members of some club 4,181 or 31.5 per cent specified membership in golf or country clubs, 790 stated that they were members of Rotary clubs, 460 indicated membership in Chambers of Commerce or Commercial Clubs, 297 specified membership in Kiwanis Clubs, 67 in Lions Clubs, 53 in Exchange clubs, and 27 in Knife and Fork Clubs. Practically all of the principal clubs in the larger cities, which number between 50 and 100 in some of the large cities, are represented in Who's Who by one or more of their illustrious members.

The influence of a particular club upon its members was expressed by the late University of Chicago President, in the following words:

"We have, at the University, what is called the Quadrangle Club, and one of my colleagues remarked to me a few days ago that this social club was the most valuable asset the University had from a scientific point of view. At noontime, the physicist, the chemist, the botanist, the historian, and the astronomer sit down around the same lunch table and there is no constraint and no program. A chance remark of the historian brings the botanist and the chemist into the discussion and perhaps before they have finished their luncheon each one has gathered from his colleagues something which has helped to correct the one-sidedness of his thinking or to suggest an entirely new line of thought. The mere fact that one can, with little effort or none, learn the latest thought of investigators in remote or similar lines of thought serves to broaden our horizon, increase our points of contact and stimulate our thinking."(1)

Many other clubs exert possibly equally socializing influences.

(1) Burton, Ernest D. - The Business of a University, Univ. of Chicago Alumni Pamphlet No.1.

Membership in Secret Societies or Lodges.

Four thousand nine hundred and ten men or $1/5$ (19.7 per cent) of the total number of male leaders indicated membership in some lodge. The average number of lodge affiliations per person for these 4,910 men is 1.44. Almost $3/4$ (71.8 per cent) of them indicated membership in only one secret order, usually the Masonic order, 17.7 per cent indicated membership in two lodges, 6.9 per cent in three lodges, 2.7 per cent in four lodges and one per cent in five or more lodges.

More men indicated membership in the Secret orders of Masons, Elks, Knights of Pythias and Odd Fellows than in the other fraternal orders. Practically $9/10$ (88.4 per cent) of the men who indicated membership in some lodge indicated membership in the Masonic order. There are 4,340 men who indicated that they were Freemasons. The number of Freemasons in United States in 1926 was 3,126,161*. This indicates that one in every 720 Freemasons in this country is in Who's Who and that a member of the Masonic order is about twice as apt to be recorded therein as the average person.

There were 812 men or 16.7 per cent of all those who indicated membership in lodges who stated that they were members of the Elks. The membership in the "Elks" in United States in 1926 was 823,452**. This indicates that one in every 1,002 of them is recorded in this

* World Almanac, 1927 page 414.

**World Almanac, 1927 page 415.

biographical volume, or a slightly higher proportion than prevails for the general population.

Membership in the Knights of Pythias Lodge was mentioned by 529 men or by over 1/10 of all those who specified affiliations with lodges. Four hundred and twenty-four or 8.6 per cent claimed to be "Odd Fellows", fraternally speaking. One hundred and ninety-one or 3.9 per cent specified membership in the "Woodmen" fraternal orders, 110 claimed to be "Moose", 54 "Bnai Briths", 40 "Eagles", 35 "Red Men", 26 "Knights of Malta", 16 "Eastern Stars", 15 "Knights of Maccabee", 11 "Grangers", 4 "Ouls", 3 "Leers", and 407 who claimed membership in other orders, usually the higher Masonic orders, the "Knight Templar" and the "Shriner".

Membership in Greek Letter Societies.

Slightly more than 1/3 of the college men in Who's Who indicated Greek Letter Fraternity affiliations. This includes Greek Letter Societies of all kinds, both honorary and non-honorary, or social. Of the 21,306 men in "Who's Who in America" who attended college, 7,774 or 36.4 per cent indicate membership in some Greek Letter Fraternity, and average of 1.7 per Fraternity man. The majority, 4,275 or 55 per cent, indicate membership in only one Fraternity, 2,274 or 29 per cent specify affiliations with two Fraternities, 810 or 10 per cent with three Fraternities, 280 or approximately 4 per cent with four Fraternities and 152 or 2 per cent with five or more Fraternities. The relation of membership in honorary Greek Letter Societies to leadership was indicated in the section pertaining to education.

Other Organization^s Affiliations

Besides clubs, lodges, churches and Greek Letter societies, there are trade, professional, recreational, educational and other types of organizations to which people belong. Some of these organizations are confined to a city or county as a city or county medical association, some are state or regional in the scope of their activities as a state or tri-state medical association, others are nation-wide in the breadth and scope of their activities, and some ~~are~~ international ^{in character} ~~programs~~. Some are affiliated with organizations in foreign countries. The list of commercial and industrial organizations of the United States compiled by the Bureau of Foreign and Domestic Commerce of the United States Department of Commerce ⁽¹⁾ in 1926 totals "approximately 9,000 made up of 1,199 interstate, national and international, 1,130 state and 6,449 local organizations" which are "strictly commercial and industrial organizations" as all governmental, educational, professional, civic, agricultural and religious organizations were eliminated.

The Research Division of the National Education Association has compiled data on membership in several professional and technical organizations and made the following computations. They state that the membership in the American Medical Association numbers 91,792 or 62 per cent of the 148,644 physicians in United States in 1926. The membership in the American Bar Association totaled 24,751 in 1926. This is about 20 per cent of the total number of lawyers in the country in 1920. The mem-

(1) Domestic Commerce Series No. 5, page IV

bership in the National Education Association was given as 170,053 in January, 1927. The estimated number of teachers in this country for the year 1926-27 was 891,555 so that about 19 per cent of them were members of the N.E.A.

Almost $1/5$ (18.8 per cent) of the men listed in Who's Who are affiliated with either city or county organizations, nearly $1/4$ (24.2 per cent) with either state or regional organizations, slightly less than $1/2$ (48.3 per cent) with national organizations, and nearly $1/10$ (9.2 per cent) with either foreign or international organizations. The women in Who's Who belong to these same respective regionally classified organizations to a slightly less extent than do the men, the percentages being 16.8, 16.9, 39.7 and 5.4 respectively.

Nearly $2/3$ (65.0 per cent) of the men mentioned in this volume are identified with one city or county organization and slightly more than $1/3$ claim membership in two or more state or regional organizations. Slightly less than $2/3$ indicated affiliation with two or more national organizations and a trifle more than $1/3$ with international organizations. The distribution of the membership of the women between one, and two or more organizations is practically the same for the women as it is for the men.

Table 18. Number and Per Cent of Who's Who Leaders
 Affiliated with Other Organizations, Classified by Sex
 and by Number of Organizations.

Men											
Number of Organizations of Which a member:						Per Cent					
Number of Persons											
City	State	Na-	Foreign	City	State	Na-	Foreign	City	State	Na-	Foreign
County	ional	tional	nat'l	County	ional	tional	nat'l	County	ional	tional	nat'l
1	: 3065	: 4032	: 4293	: 1463	::	65.0:	66.2:	68.6:	64.9		
2	: 1114	: 1364	: 3132	: 442	::	23.6:	22.5:	26.2:	19.3		
3	: 363	: 435	: 1138	: 197	::	8.1:	7.2:	17.7:	8.6		
4	: 100	: 141	: 1232	: 88	::	2.1:	2.3:	10.2:	3.9		
5	: 37	: 44	: 635	: 38	::	.8:	.7:	5.5:	1.2		
6 or more	22	: 29	: 590	: 43	::	.4:	.5:	4.8:	2.1		
Total	: 4751	: 6035	: 12060	: 2286	::	100.0:	100.0:	100.0:	100.0		

Women											
1	: 204	: 213	: 312	: 85	::	61.5:	63.8:	59.8:	79.4		
2	: 94	: 84	: 239	: 11	::	28.3:	28.1:	30.5:	10.3		
3	: 21	: 28	: 135	: 5	::	6.3:	8.4:	17.2:	4.7		
4	: 6	: 6	: 45	: 5	::	1.8:	1.8:	3.6:	4.7		
5	: 4	: 3	: 25	: 1	::	1.2:	.9:	3.2:	.9		
6 or more	3	: 0	: 27	: 0	::	.9:	.0:	3.8:	.0		
Total	: 332	: 334	: 753	: 107	::	100.0:	100.0:	100.0:	100.0		

Officership in Organizations.

All organizations are engineered by officers, usually a president, a vice-president, a secretary and a treasurer.

Approximately 2 per cent of the total number of men in the biographical register of leading Americans are officers of either city or county organizations, 3 per cent of either state or regional organizations, and 4 per cent of either foreign or inter-national organizations. Considering only the men who are members of these regionally classified organizations we find 10 per cent of them to be officers of either county or ~~city~~ ^{state} organizations, 12 per cent of either state or regional organizations, 6.4 per cent of national organizations and 3.3 of either foreign or international organizations. The proportion of women who are officers of these same respective organizations is in most instances not appreciably less than it is for the men.

As a rule, those who specified officership in some organization are officers in but one organization. However, an appreciable proportion are identified with two and with three or more organizations in the capacity of an official.

Table 14. - Number and Per Cent of Who's Who Leaders Identified with Organizations as Officers, Classified by Sex and by Number of Organizations of Which an Officer.

<u>MEN</u>									
Number of Or- ganizations of which an officer	:	Number of Persons				:	:	Per Cent	:
	:	City	State	Foreign	City	State	Na-	Foreign	
	:	or	or Reg-	or In-	or	or	or Re-	or In-	
	:	County	ional	al	ternatl	County	ional	ternatl	
1	:	398	: 618	: 754	: 69	:: 84.0	: 84.3	: 74.1	: 90.8
2	:	67	: 93	: 192	: 6	:: 14.1	: 12.7	: 18.9	: 7.9
3 or more	:	9	: 22	: 71	: 1	:: 1.9	: 3.0	: 7.0	: 1.3
Total	:	474	: 733	: 1017	: 76	:: 100.0	: 100.0	: 100.0	: 100.0
<u>WOMEN</u>									
1	:	20	: 29	: 54	: 10	:			
2	:	1	: 2	: 4	: 1	:			
3 or more	:	0	: 1	: 1	: 0	:			
Total	:	21	: 32	: 59	: 11	:			

Church Membership

A larger proportion of people undoubtedly affiliate with some religious denomination than with any other single type of organization. The church is one of history's oldest institutions. In United States slightly more than 1/2, 53.7 per cent of the people 13 years of age and over are church members.* The exact definition of church membership varies, depending upon the constitution and practice of the church or denomination under consideration. The Federal Census instructed each church to report the number of its members.

"According to the definition of member used in that particular church or organization. In some religious bodies the term "member" is applied only to communicants, while in others it includes all baptized persons, and in still other bodies it covers all enrolled persons".

In this analysis of the association of denominational affiliation and leadership church members under thirteen years of age are excluded. This makes comparisons between denominations reasonably comparable. Data is not available relative to the number of church members twenty-one years of age and over for the various denominations. Since some denominations have relatively many adherents between 13 and 21 years of age and others relatively few, comparisons between denominations are not strictly comparable.

The women in who's who are generally adherents of the same

* The Federal Census estimates the population of the United States to have been 117,135,817 on July 1, 1926. Assuming the same proportion of population to have been 13 years old and over in 1926 as in 1920, namely 72.06 per cent, results in a population of 84,408,070 above 12 years of age at the time the 1926 Federal Religious Census was taken.

The total church membership in United States is 54,624,976 according to the 1926 Religious Census, of which 82.96 per cent were 13 years of age and over. This gives a church membership of 44,935,264 and a non-church membership of 40,472,606 above the age of twelve.

religious denominations as the men in Who's Who and is evidenced by the following figures:

Church Membership By Principal Religious Bodies, of Who's Who
Men and Women

<u>Religious Bodies</u>	<u>Who's Who Men</u>	<u>Who's Who Women</u>
Adventists	21	1
Baptist	1048	36
Catholic, Roman	573	36
Christian	67	2
Christian Scientist	107	18
Congregational	1428	100
Disciples of Christ	220	6
Episcopal, Protestant	2680	275
Evangelical	27	1
Friends	92	7
Latter Day Saints	31	5
Lutheran	290	2
Methodist	1833	35
Presbyterian	2490	121
Reformed	101	7
Unitarian	671	36
United Brethern	30	0
Universalist	69	5
All others	177	7
Total	11,947	740

The coefficient of correlation between denominational affiliation of men and women is $\pm .88 \pm .03$ indicating that the association between the two factors is significantly close. We are interested primarily in the relative proficiency of the various denominations in producing eminent and nationally known leaders and in the forces accounting for such variations as may exist.

Thirty-seven and five tenths per cent of the men and 37.5 per cent of the women in Who's Who specified membership in some religious denomination. Table 15 shows that 12,687 of the leaders in Who's Who claim membership in some religious denomination. This means that 28 per 100,000 church members and 35 per 100,000 non-church members attain national distinction, as evidenced by membership in this biennial biographical record. Thus a slightly larger number of non-church

members than of church members are recorded in Who's Who.

No doubt there are some purposive omissions and commissions on the part of some persons when filling out their biographical sketches. It may be that some of the notables felt that there was little or nothing to gain but possibly something or much to lose, possibly in the form of prestige, if a knowledge of their church affiliation become public property. Such persons may have refrained from stating their denominational allegiance. This may be true of a few of those who are members of some of the ultra-liberal or of the ultra-conservative denominations. It is probably equally likely that some of the notables who are not church members at present felt that there was little or nothing to lose but possibly something to gain by mentioning affiliation with some denomination with which they were formerly identified.

The difference between church members and non-church members in their relative representation in "Who's Who" is not great. There is however a great variation in the relative number of national leaders between the adherents of the various religious denominational.

From table 15 it will be noted that there are 138,749 persons in United States 13 years of age and over who in 1926 were adherents of the various Adventist denominations, 22 of whom had attained sufficient notability to be listed in "Who's Who". This indicates that 16 out of every 100,000 Adventists in United States attain national eminence. Two of the 8,132 adventists living in Michigan are listed in "Who's Who", a rate of 25 per 100,000*.

In spite of the fact that Michigan is a rather small sample for

*Michigan is too small an area on which the rate per 100,000 can be determined accurately. For example, had only one of the 8,132 Adventists in Michigan appeared in "Who's Who" the rate per 100,000 would then be 13, and had 3 of them been listed the rate would then have been 37. Due to the smallness of the sample (Michigan) "zero" rates are credited to some religious bodies.

determining accurate rates of attaining national prominence among adherents of various religious denominations, yet the rate of eminence in Michigan parallels surprisingly closely the rate for United States as a whole and indicates that Michigan as a sample is a good representative sample of the whole of United States in this respect. The coefficient of correlation between the total Who's Who church membership in United States and the total Who's Who church membership in Michigan is $+ .94 \pm .02$, an unusually high degree of association of more than ordinary significance and reliability.

Table 15. - Church Membership By Principal Religious Bodies

<u>Religious Bodies</u>	<u>United States</u>		
	Number of Church members 13 yrs. of age and over 1926*	Number in Who's Who	Rate per 100,000
Adventist	138,749	22	16
Baptist	7,905,768	1,084	14
Catholic, Roman	13,358,392	609	5
Christian	134,732	69	51
Christian Scientist	202,678	125	62
Congregational	863,180	1,528	177
Disciples of Christ	1,279,786	226	18
Episcopal, Protestant	1,372,005	2925	213
Evangelical	528,898	28	5
Friends	92,892	99	107
Latter Day Saints	476,615	36	8
Lutheran	3,740,489	292	8
Methodist	7,264,364	1910	26
Presbyterian	2,165,560	2611	121
Reformed	524,135	108	21
United Bretheran	360,214	30	8
Unitarian	59,550	727	1221
Universalist	54,243	74	136
All others	4,413,024	184	4
Total	44,933,864	12,567	23

* Computed from United States Religious Census, 1926.

Michigan

Adventist	8,132	2	25
Baptist	77,581	16	21
Catholic, Roman	291,718	7	1
Christian	1,601	3	187
Christian Scientist	8,338	0	0
Congregational	41,488	56	135
Disciples of Christ	13,774	0	0
Episcopal, Protestant	46,122	79	171
Evangelical	30,351	1	3
Friends	817	1	122
Latter Day Saints	8,601	0	0
Lutheran	216,082	0	0
Methodist	40,073	31	77
Presbyterian	64,773	54	83
Reformed	48,100	2	4
United Bretheran	6,493	0	0
Unitarian	634	19	2937
Universalist	1,101	2	122
All others	90,128	3	10
Total	1,300,332	276	20

The rate of eminence varies considerably between the various religious denominations, being 1221 per 100,000 for the Unitarians, the highest, followed by 213 for the Episcopalians, 177 for the Congregationalists, 136 for the Universalists, 121 for the Presbyterians, 107 for the Society of Friends, 62 for the Christian Scientists, 51 for the adherents of the Christian Churches, 26 for the Methodists, 21 for the members of the Reformed Churches, 18 for the Disciples of Christ, 16 for the Adventists, 14 for the Baptists, 8 for the Latter Day Saints, Lutherans and United Bretheran and 5 for the Evangelicals and Roman Catholics.

There are 120 or more times as many Unitarians in Who's Who in proportion to their number as there are Roman Catholics, Evangelicals, Latter Day Saints, Lutherans or United Brethern. Episcopalians, Congregationalists, Universalists, Presbyterians, and Friends (Quakers)

are other church adherents who appear in "Who's Who" in much larger relative numbers than the average church member, or than the average non-church member - in fact three times as often or oftener than the average church member, and 21 times as often or oftener than Roman Catholics and ~~Ev~~angelicals.

Many factors no doubt contribute to the great variation in the relative number of leaders of national prominence among the various religious bodies. A small part of the difference may be due to some denominations having relatively more members between 13 and 21 years of age than other denominations. The difference, however, seems to be primarily due to other factors, principally certain social forces, such as difference in extent and nature of education, extent and diversity of group and inter-group affiliations, and nature of the philosophical and social content of denominational teachings.

The close association in church membership between Who's Who men and women has already been noted. Table 16 shows the number of church members 13 years of age and over and of Who's Who leaders in each of the principal religious bodies, classified by sex. The rate per 100,000 of each religious body represented in Who's Who is also given.

Forty-four Adventists(men)per 100,000 men appear in Who's Who. In proportion to their number Unitarian men are the most numerous of any religious body. There are 2979 Unitarian men per 100,000 men of this faith recorded in Who's Who followed in order of relative rank by the Episcopalians, Congregationalists, Universalists, Presbyterians,

Friends, Christian Scientists, Methodists, Reform Church Members, Disciples of Christ, Adventists, Baptists, Latter Day Saints, Lutherans, United Bretheran, Evangelicals and Roman Catholics.

The relative ranking of the women in Who's Who is in general much the same as that for men. The principal exception is that among the women of the Christian Science Church, who rank next to the Unitarian and Episcopal women. There are 174 Unitarian women per 100,000 women of this denomination sufficiently prominent to attain biographical mention in Who's Who, followed in order of relative rank by the Episcopalians, Christian Scientists, Congregationalists, Universalists, Friends, Presbyterians, Christians, Reformed Church members, Latter Day Saints, Methodists, Adventists, Baptists, Disciples of Christ, Roman Catholics, Evangelicals, Lutherans and United Bretheran.

Table 16. Church Membership by Principal Religious Bodies,
Classified by Sex

<u>Religious Body</u>	<u>Men</u>		
	<u>Number of Church members 13 years of age and over</u>	<u>Number in Who's Who</u>	<u>Rate per 100,000</u>
Adventist	47,561	21	44
Baptist	2,891,189	1,048	36
Catholic, Roman	6,010,523	573	10
Christian	53,641	67	125
Christian Scientist	48,243	107	222
Congregational	526,470	1,428	437
Disciples of Christ	508,789	220	43
Episcopal, Protestant	547,217	2,680	484
Evangelical	226,667	27	12
Friends	40,669	92	226
Latter Day Saints	217,136	31	14
Lutheran	1,571,765	290	18
Methodist	2,694,686	1,856	69
Presbyterian	961,567	2,490	254
Reformed	249,166	101	41
United Bretheran	144,367	30	21
Unitarian	22,521	671	2979
Universalist	18,393	69	375

Women

Adventist	90,400	1	1.11
Baptist	4,193,209	36	.86
Catholic, Roman	8,446,090	36	.86
Christian	75,078	2	2.64
Christian Scientist	72,215	18	24.93
Congregational	526,882	100	18.83
Disciples of Christ	722,200	6	.83
Episcopal, Protestant	738,013	275	37.26
Evangelical	288,870	1	.35
Friends	49,814	7	14.05
Letter Day Saints	225,822	5	2.22
Lutheran	1,863,965	2	.11
Methodist	3,969,803	35	1.39
Presbyterian	1,402,106	121	8.63
Reformed	304,949	7	2.30
United Bretheran	203,554	0	.00
Unitarian	52,128	56	174.30
Universalist	31,352	5	15.96

A number of other workers have made this same discovery regarding the relative abundance of Congregationalists, Universalists, Episcopals, and especially of Unitarians, in Who's Who, the "Hall of Fame" and in other halls of honor, and the relative scarcity of members of certain other denominations.

Dr. C. C. Little recorded the denominational affiliations of the lawyers, medical men, scientists, authors, editors and writers appearing in "Who's Who" whose names began with A, M and W, with a view of seeing what influence religious preference had upon liberality and achievement. He claimed that if religion exerted no influence there should be approximately the same percentage of each denomination in "Who's Who" as there is in the general population. He, however, found wide variations. Says Dr. Little,

"Unitarians, Episcopals, Congregationalists, Universalists, and Presbyterians are among the groups far more numerous in 'Who's Who' than would be expected on the basis of the proportion of the population which they form. Baptists, Methodists, and Catholics are distinctly less numerous than would be expected if there was no correlation between denomination and distinction in the fields above mentioned".(1)

(1) Little, C. C. - The Disappearing Personal Touch in Colleges - Scribners, (Nov. 1926) Vol. 80, pp. 470-1.

In commenting on the reasons for these tendencies Professor Little states,

"It is perhaps worthy of note, however, that among the three denominations proportionately less represented in 'Who's Who' two have strong fundamentalist wings or parties and one is frankly fundamentalist in its philosophy and teaching."(1)

Will Rogers seems to have observed the association between education and denominationalism and comments on it in his usual characteristic way by saying,

"You just can't educate a Baptist, you can't educate him, 'Cause when he's educated he ain't a Baptist any more. Anas for the Methodist - you just can't tell no Methodist nothin'. But take Episcopalians, Presbyterians and Christians, and when they's educated they is still Episcopalians, Presbyterians and Christians."(2)

No doubt a considerable number of adherents of the orthodox and so-called fundamentalist religious sects become attached to liberal denominations as they acquire higher education. Quite a number of the members of Unitarian churches were once members of Baptist, Methodist, Lutheran, Adventist, and other congregations, but who acquired more education than the average Baptist, Methodist, Lutheran or Adventist thus necessitating denominational realignment in order to avert personality conflicts.

William S. Anent of Scripps College, Claremont, California noted the denominational preferences of 2,000 persons scattered throughout the 12th edition of "Who's Who in America". His compilations and computations led him to generalize as follows:

(1) Ibid.

(2) Anent, Williams S. - Religion, Education and Distinction, School and Society, Sept. 24, 1927, Vol. 26, p. 399.

"In proportion to the total church membership the Unitarians have forty times their quota in 'Who's Who'; the Episcopalians 7.40 times, the Congregationalists 5.52, the Friends 4.67 and the Presbyterians 3.17 times their quotas. All the other churches fall below their quotas with the Roman Catholics and a large group of minor sects registering less than twenty per cent of their quota according to church membership." (1)

In general Mr. Ament's findings are in accord with those in this study. Mr. Ament divided the total Catholic population, as compiled by Dr. H. K. Carroll for the Christian Herald, 1923, and found in the World Almanac for 1927 by two in order "to place it on about the same basis as the largely adult membership of the Protestant bodies". This obviously gives a decided advantage to the Catholic constituency since the Federal Religious Census of 1926 shows 71.78 per cent of the members of the Roman Catholic church to be 15 years of age and over instead of only one half.

The study of Ellsworth Huntington and Leon F. Whitney lends support to the tendency already mentioned. Taking the religious affiliations of the men in the 12th edition of Who's Who and comparing their results with the size of the different denominations as given in the Year Book of the Churches for 1925 they find the United Brethren, Evangelicals, Lutherans, Brethren, and Roman Catholics have only from 3 to 8 persons in "Who's Who" for each 100,000 adherents. Then at a far higher level than these denominations, and the Mormons, Disciples, Adventists, Reformed, Baptists, Methodists and the Jews appear the Presbyterians with 62 men in every 100,000 adherents, the Congregationalists with 115, the Episcopalians with 116, and the Universalists with 1185. They found the contrasts even greater for the women than among the men. They find, for example, that

(1) Ibid., pp. 400-1.

"A Unitarian woman is 200 times as likely to be in 'Who's Who' as is a Roman Catholic woman, and over 30 times as likely as even a man among the 'United Brethren'".(1)

They explain the variation in denominational representation by stating,

"The Unitarians are the product of a prolonged process of selection which has been preeminently intellectual. Only a thoughtful person in whom the intellect dominates the emotions is likely to be attracted to that rather cold, self-contained creed."(2)

Clarke found among the American men of letters relatively many Unitarians, Congregationalists, Friends and Universalists and relatively few Methodist Episcopalians, Baptists, and Roman Catholics.(3)

It appears that every study that has been made of leaders that Unitarians predominated in point of relative numbers over any other religious denomination and in some studies such as this one, the Unitarians are more abundant than all other religious denominations combined. What are the causes underlying this phenomenon.

The United States Religious Census of 1916 shows that the average salary of pastors in the Unitarian churches was very much higher than in any other denomination. Next to the Unitarians, the General Conventions of the New Jerusalem and the Jewish Congregations, the salaries of pastors in the Universalist and Protestant Episcopal denominations averaged very much higher than those in other denominations. Ministers like other leaders and workers are usually paid according to their worth or the value of their services. The higher average salaries among Unitarian preachers would indicate relatively excellent services from them.

(1) Huntington, Ellsworth and Whitney, Leon F. - Religion and Who's Who - American Mercury, (Aug. 1927) Vol. II. pp. 438-443. See also - Builders of America.

(2) Ibid.

(3) Clarke, E. L. - American Men of Letters - page 81.

(4) U.S. Religious Census, 1916, Bulletin 142, pp. 72-73.

The most distinguishing marks of Unitarianism today are its

"insistence upon absolute freedom in belief, its reliance upon the supreme guidance of reason, its tolerance of difference in religious opinion, its devotion to education and philanthropy, and its emphasis upon character, as the principles of fundamental importance in religion".(1)

The Unitarian church is unique in never having adopted a creed ~~now~~ required of members or ministers profession of a particular doctrine. Their emphasis is upon need rather upon creed - upon personal religion, moral advancement, and civic and social reform rather than upon predestination, redemption, vicarious atonement, miraculous conception, infant damnation, reincarnation, transubstantiation, original sin, regeneration, redemption, penance, resurrection, eucharist, extreme unction, premillennial and imminent coming of Jesus, auricular confessions, divine healing, eternal punishments and rewards, and sanctification.

Unitarianism is essentially a philosophy of human welfare thru education and this no doubt accounts for the fact that it appeals to the educated and rational-minded people, the realist, scientist, and lover of facts. What is true of Unitarianism is more or less true of Congregationalism, Universalism and Episcopalianism.

(1) United States Religious Census, Religious Bodies, Vol.II, p 1386.

Inter-group Affiliations of Men Leaders.

To what extent do male adherents of the different religious bodies affiliate with other organized groups? An attempt is here made to answer this question as far as the 11,770 Who's Who men who are members of the 18 previously mentioned religious bodies are concerned.

The Unitarian leaders belong to an average of 6.57 organizations, the Episcopalians to 6.50, the Universalists to 6.40, the Congregationalists to 5.88 and the Presbyterians to 5.80 organizations. The adherents of the other religious bodies belong on an average to fewer than 5.80 organizations. It appears that the denominations with relatively many prominent national leaders are the very ones whose members are identified with considerably more than an average number of secondary groups. Reciprocal influences are no doubt at work. That is, the relative liberalness of those denominations which permitted its adherents to join organizations without being circumscribed by restrictions has caused members of such churches to multiply the number of their social selves thereby leading towards prominence, and the diversity of interest and liberal-mindedness of the members of these denominations paved the way towards reknown for them.

A relatively small percentage of Universalists, Unitarians, Episcopalians, and Congregationalists are members of only one organization. Comparatively many Episcopalians and Unitarians are identified with 12 or more formally organized secondary groups.

Episcopalians and Unitarians tend to be members of relatively many clubs as a rule, averaging 2.39 clubs for the former and 2.21 clubs for the latter. The averages for all other denominations are less. The coefficient of correlation between the rate per 100,000

church members per denomination in Who's Who and average number of club affiliations is $+ .91$ indicating a marked degree of positive association between the two factors. Sixty-five and nine tenths per cent of the Unitarians belong to one or more clubs. The Episcopal church is the only denomination having a larger percentage of its notables identified with one or more clubs. Seven and six tenths per cent of the Unitarian leaders are members of seven or more clubs. Of the notables among the Friends as high a per centage and of the Episcopal leaders a higher percentage are members of seven or more clubs. Nineteen and eight tenths per cent of the Unitarian leaders are members of Golf or Country Clubs. A somewhat larger percentage of the Episcopal and Presbyterian leaders are members of Golf or Country Clubs. As members of Chambers of Commerce or Commercial clubs or of Rotary or Kiwanis clubs the majority of followers of the various religious faiths are as likely or more likely to be members as are the Unitarian leaders, 2.1 per cent of whom belong to Chambers of Commerce, 2.4 per cent to Rotary clubs and 1.2 per cent to Kiwanis clubs.

Lodges are not one of the favorite organizations of the Unitarian leaders as only 19.8 per cent are members of one or more lodges. Lodges seem to appeal to the Universalist leaders, as 47.8 per cent of them belong to one or more lodges, and to the Christian Scientists, Disciples of Christ, Methodist and Christian leaders. As many as 4.5 per cent of the Christian leaders and 3.2 per cent of the Disciples of Christ leaders are members of four or more lodges. The Elks Lodge appears to fascinate the Universalist, the Christian and the Disciples of Christ, leaders, as 13.0, 7.5 and 6.7 per cent respectively are members of these orders. The Knights of Pythias Lodge also seem peculiarly attractive to the notables of these same three churches.

Table 17. Church Members (Men) of Principal Religious Bodies In Who's Who and The Extent and Nature of Their Affiliation With Various Organizations, and with Other Factors.

Religious Bodies:	Number of Persons	Pct. mem. of 1 or more organizations, besides the church	Ave. No. of organizations of which a member	Pct. mem. of 1 or more clubs	Ave. no. of clubs of which a member	Member of Country or Golf Club	Member of Chamber of Commerce	Member of Rotary Club	Member of Kiwanis Club	Pct. mem. of 1 or more Lodges	Pct. member of Elks Lodge	Pct. member of Knights of Pythias	Pct. member of Masonic orders	Pct. member of I.O.O.F. Lodge	Pct. mem. of 1 or more Greek Letter Soc.	Pct. member of Phi Beta Kappa	Pct. member of Sigma Xi	Pct. member of county or city organization	Pct. member of state or regional organization	Pct. member of National Organization	Pct. member of Foreign or International organization	Pct. officers of county or city organizations	Pct. officers of state or Regional organization	Pct. officers of National organization	Pct. officers of Foreign or International organ.	Pct. with less than a college education
Adventist	21	47.6	3.1	23.8	.66	4.8	9.5	.0	.0	.0	.0	.0	.0	.0	9.5	.0	4.7	4.8	9.5	23.8	.0	.0	.0	.0	.0	28.6
Baptist	1048	81.9	4.9	44.2	1.15	15.0	1.7	5.6	3.4	34.4	5.3	5.5	31.3	5.6	40.6	13.2	4.7	13.6	23.3	42.2	4.8	1.7	4.0	3.0	.4	20.6
Catholic, Roman	573	65.8	4.1	44.0	1.45	15.7	1.9	1.7	.2	9.9	4.5	.4	.0	.2	12.4	2.3	1.2	13.1	16.6	30.9	8.0	.5	.9	2.1	.7	43.5
Christian	67	86.6	5.2	46.3	.92	19.4	1.5	7.4	1.5	38.8	7.5	10.4	38.8	10.4	32.8	6.0	4.5	11.9	35.8	46.3	4.5	3.0	10.5	7.5	.0	28.9
Christian Scientist	107	94.4	5.2	64.5	1.76	19.6	1.8	2.8	4.7	45.8	3.7	6.5	43.0	1.9	34.6	8.4	5.6	13.1	15.9	37.4	1.9	.9	.0	1.9	.0	43.0
Congregational	1428	90.6	5.9	55.0	1.55	17.1	3.8	4.6	1.4	24.9	3.4	1.8	22.6	1.7	46.5	10.0	10.6	18.1	25.4	57.4	6.7	2.2	4.0	3.7	.2	17.3
Disciples of Christ	220	87.3	5.4	49.5	1.22	15.0	2.7	9.1	3.2	44.1	6.7	7.0	32.6	5.2	37.7	9.1	5.0	11.4	25.5	42.3	5.5	.5	4.5	2.3	.0	24.5
Episcopal, Prot.	2650	91.1	6.5	69.0	2.39	26.8	2.3	3.1	.5	23.8	5.0	1.9	21.9	1.1	36.9	11.2	3.9	22.1	26.9	51.4	8.4	2.0	2.8	4.0	.2	32.6
Evangelical	27	66.7	3.9	37.0	.88	11.1	.0	3.7	.0	14.8	.0	.0	14.8	.0	18.5	7.4	.0	.0	7.4	37.0	3.7	.0	.0	7.4	.0	25.9
Friends	92	90.1	5.5	48.9	1.72	14.1	4.3	2.2	1.1	15.2	2.2	1.1	14.1	2.2	38.0	9.5	9.8	18.5	22.8	59.8	7.6	2.2	2.2	5.4	.0	26.1
Latter Day Saints	31	77.4	4.9	38.7	.81	12.9	6.4	16.1	.0	6.4	3.2	.0	.0	.0	32.2	.0	9.7	9.7	25.8	51.6	3.2	.0	6.5	.0	.0	35.5
Lutheran	290	69.0	4.2	35.5	1.00	8.9	2.4	4.5	2.4	21.0	3.4	2.8	18.3	1.4	22.4	8.3	2.1	14.8	21.4	41.0	7.9	2.1	2.4	1.4	.0	25.5
Methodist	1855	86.8	5.2	46.4	1.12	14.8	2.4	7.0	3.6	42.4	5.0	5.8	38.6	5.2	43.2	15.4	5.3	15.4	25.3	47.0	4.9	1.5	3.8	2.9	.1	21.7
Presbyterian	2490	88.6	5.8	58.0	1.83	22.6	2.1	5.7	2.1	30.5	4.3	3.7	27.9	2.4	40.8	3.0	5.0	19.2	27.4	47.7	5.9	1.8	3.5	3.7	.1	22.9
Reformed	101	81.2	4.7	48.5	1.43	12.8	1.0	2.0	1.0	22.8	5.0	2.0	16.8	2.0	45.5	4.7	3.9	14.9	15.8	36.6	5.0	.0	2.0	.0	.0	11.9
United Bretheran	30	46.7	2.6	10.0	.16	6.7	3.3	6.7	.0	13.3	.0	.0	13.3	.0	13.3	6.7	10.0	10.0	26.7	26.7	3.3	.0	.0	.0	.0	6.7
Unitarian	671	91.1	6.6	65.9	2.21	19.8	2.1	2.4	1.2	19.8	2.4	.9	17.9	.6	37.8	4.7	8.6	25.5	28.6	57.2	9.8	2.4	3.7	4.9	.6	22.8
Universalist	69	95.7	6.4	59.4	1.81	18.8	5.8	14.5	2.9	47.8	13.0	7.2	40.6	13.0	47.8	8.8	2.9	21.7	30.4	47.8	3.0	.0	4.4	4.4	.0	18.8

Forty-three per cent of the Christian Science leaders claim membership in the Masonic order, followed in order by 40.1 per cent for the Universalists, 38.8 per cent for the Christians and 38.6 per cent for the Methodists. The Universalist and the Christian leaders also seem to have strong proclivities to join the Odd Fellow lodge as over 1/10 of each specify membership in it.

Over forty per cent of the Universalist, Congregational, Methodist, Presbyterian and Baptist leaders signify affiliation with one or more Greek Letter Societies. A tenth of the Congregational leaders state that they are members of three or more Greek Letter Societies. Practically 1/4 of the notables of the Reformed church indicate affiliation with the Phi Beta Kappa Society. The percentage for the Friends in this respect is 19.5, the Congregationalists 19.0 per cent and the Universalists 18.8 per cent. Over a tenth of the Congregational leaders specify affiliation in the Sigma Xi fraternity. The percentages of United Brethren, Friends, Latter Day Saints and Unitarian leaders who are members of the Sigma Xi are almost as high as for the Congregational leaders.

One-fourth (25.5 per cent) of the Unitarian leaders are members of county or city professional or technical organizations. This is a higher proportion than prevails among the notables of other religious faiths. Over 1/5 of the Episcopal and Universalist leaders are similarly affiliated. Twenty-eight and six tenths per cent of the Unitarian leaders are members of State or Regional professional or technical organizations in which respect they are exceeded only by the Universalist and the Christian leaders. Over 1/2 (47.2 per cent) of the Unitarian leaders are members of National organizations. The Friends, Congregational, Latter Day Saints, and Episcopal are the only other religious bodies more than half of whose leaders are affiliated

with national organizations. Practically a tenth of the Unitarians are members of Foreign or International organizations and in which respect they rank above all other religious groups.

As a rule the more liberal and democratic religious bodies have larger proportions of their nationally prominent adherents acting in official capacities in County, City, State, Regional, National, Foreign and International organizations.

Of the United Brethren leaders only 6.7 per cent and of the Reformed Church leaders only 11.9 per cent have less than a college education, the two lowest, while of the Christian Science leaders 43.0 per cent and of the Roman Catholic leaders 43.4 per cent have less than a college education, the two highest in this respect.

There seems to be a fairly marked degree of positive association between the relative number of prominent leaders in religious bodies and the percentage of church members affiliated with various organizations. The coefficient of correlation between the rate per 100,000 church members (men) per denomination of national prominence, which may be characterized by the symbol, D, and the per cent who are members of City or County organizations is +.62; that between D and per cent who are members of national organizations is +.44; that between D and the per cent who are members of Foreign or International organizations is +.52; that between D and the per cent who hold official positions in city and county organizations is +.41; and that between D and the average number of clubs of which a member is +.51.

All of these quantitative expressions of degree of relationship are positive and indicate that the denominations whose members tend to restrict their formal group affiliations thereby limit the expansion of their personality, the number of their social selves and thereby their opportunities for achievement of national recognition or attaining

positions of national prominence sufficient not to merit biographical mention in Who's Who.

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SUMMARY AND CONCLUSIONS

Leadership is a universal human phenomenon. The social qualities, the group affiliations, and the inter-group relationships of contemporary leaders in all fields of human activities has never been comprehensively studied. The "Who's Who in America" functions as a biographical reference work of supposedly the "best known men and women of the country", the "most notable living Americans in all parts of the world - the men and women whose position or achievements make them of general interest". The 1926-7 edition with 20,915 biographical sketches serves as a reasonably satisfactory list of American leaders and in adequate number.

The leader-producing areas of the country, as far as Who's Who leaders are concerned, are Massachusetts due largely to Harvard University and its influences, and the District of Columbia due to the fact that it is the nation's most diversified service center. In general, there is no consistency between the different sized cities in the relative production of achievers.

The emigration of Michigan-born leaders to other states is three times that of the emigration of Michigan-born general population to other states. Eighteen per cent of Michigan-born general population have migrated to other states, whereas 75.5 per cent of Michigan-born Who's Who leaders and 60.8 per cent of Michigan-born R U S or Agricultural leaders have migrated to other states. Leaders and laymen both tend to migrate to the same states tho leaders are less restricted by propinquity.

The immigration of American-born leaders into Michigan is $2\frac{1}{2}$ times that of the immigration of American-born general population into Michigan. Of the American-born population residing in Michigan 24 per cent of the general population are natives of other states, whereas

62 per cent of the American-born Who's Who leaders and 48 per cent of the American-born R U S leaders in Michigan are natives of other states. The immigration of American-born migrants into Michigan, both leaders and laymen, tend to be from the same states - Ohio, New York, Illinois and Indiana.

Male leaders are 12 times as numerous as female leaders. The median age of the men is 59.6 years and of the women 57.3 years. The proportion of leaders to total population is many times higher for the older age groups than for the younger age groups. The number of eminent men per 100,000 male population increases fairly regularly and gradually with each successive age group up to and including the 90 to 94 year age group.

A very slightly greater proportion of the nation's male leaders are married or have been married than of the nation's laymen of the same age. A very much smaller proportion of the nation's female leaders are married than of the nation's general female population of the same age distribution. Leaders do not marry at as early an age as laymen. The median age at marriage is 29.0 years for the men and 26.6 years for the women who merited mention in Who's Who.

Over 3/4 (84 per cent) of the leaders attended college and over 2/3 (69 per cent) graduated from college. A college graduate is about nine times as likely to attain national recognition as one who is not a graduate. Students graduating from college with honors (1/6 to 1/10 of the graduating class having the highest scholarship averages) are three times as likely to become leaders of national importance than other college graduates. Many who attain the scholastic honors of membership in the Phi Beta Kappa Society are about 17 times more likely to attain sufficient achievements in after

life to merit who's who mention than is the average man, indicating that scholastic leadership in college is closely associated with leadership later in the affairs of the everyday world.

Both the professional people and those engaged in public services become nationally known characters in larger numbers than their proportion in the total population. Men engaged in professional service appear 20 times and women 7 times as often in who's who as their **numerical** ratio in the gainfully employed population. Specialized specialization characterizes the majority of the notables. Professionalization and eminence are closely associated.

Leaders are persons with numerous and diversified organizational affiliations and memberships - one-half of the men designate membership in some religious denomination, 1/2 specify membership in one or more clubs, 1/5 in one or more fraternal orders, 1/3 of the college men indicate Greek Letter Fraternity affiliations, 1/5 with some trace, technical, professional or other organization that is city or county-wide in scope, 1/4 with similar organizations that are state-wide or regional in the breadth of their activities, 1/2 with national organizations, and 1/10 with foreign or international organizations. Leaders are identified with about **3** times as many secondary groups as laymen. Unitarians appear among the leaders in very much larger relative numbers than persons of any other denominational allegiance. The Episcopalians, Congregationalists, Universalists, and Presbyterians also attain national prominence in relatively large numbers. Leadership among adherents of religious bodies is significantly associated with number of formal organizational affiliations, particularly clubs, and with City, County, National, Foreign and International organizations.

Thus the nation's most prominent leaders are predominantly men; middle-aged or older, college educated, engaged chiefly in professional services, working in the larger metropolitan centers, and very much joined with their fellowmen in a multiplicity of diversified types of organizations. Leaders are social contact makers. They have adapted themselves to a wide range of social relations. They are less isolated and less individualistic than the average layman.

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