

PRESIDENT'S ADDRESS

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Our industry, during the next few years, will experience some of the most drastic and revolutionary changes ever to occur in its history, and it will definitely result in the survival of only the most fit.

For some time we have been experiencing the effects of labor shortages and a scarcity of good skilled labor, which will become much more acute as the years progress.

To survive and surmount these difficulties, it will become necessary for us to tax our ingenuity to the utmost, and it will most decidedly be to our advantage to be teachable and observant of the methods of management and operation of other industries, which we may come in contact with, and to emulate their success by adopting that which may be of value to us in curtailing time and costs of production.

To accomplish these things, we must observe, think, plan, decide and act. How many men do you know who observe? How much do you trust their observations? When we say observe, we mean gather facts. How do men gather facts? By travel, by reading, by talking with other men. How many men have systematic ways of filing facts for future references? How many men spend their whole lifetime in gathering statistics, in reporting facts? Do you usually go to these men for advice when wanting a decision? Or, do you go to that person who, having seen and observed these facts or reports, thinks about them? How many men do you know who think? When we say think, we mean putting "two and two together."

Having observed and thought, how many plan? Plan, this way and that way, and again some other way. As has often been said, "There are a thousand ways to do anything, but just one best way."

So, before we can do anything or even decide to do anything, we must observe, then think and plan. As Lord Francis Bacon has said, 'This may be the work of many,' but to decide which is the best plan is usually the job of the leader and he can't make many mistakes or he will no longer be a leader.

There is little in the modern world which compels obedience. There are a hundred ways to get around any course without open revolt, if the decision of the leader is not accepted. It must be wholeheartedly accepted; the logic must appeal, or it is one of those decisions which become meaningless, no matter how loudly they are proclaimed.

And then having observed, and thought, and planned, and decided, why is it that we just jog along on our own quiet way and nothing happens? Because again, how many men do you know who will act? Not tomorrow, or next week, or when and if so and so happens in the future, but now, this instant, with all the strength that is in them?

Have you ever seen the batter in a ball game? The ball is thrown, he watches it intently, he observes, he thinks what it and he will do, he plans if he should bunt it, hit a grounder, or try for a home run. He decides that 'is is a strike and not a ball, and that he had better hit it with all his might. He acts and we hear the sharp crack of the

bat on the ball. We see the furious dash for the base, legs flying, arms pumping, the utmost in action. We, all of us, love to watch this sequence. We watch it again and again and never weary of it. We make national heroes of those who can observe, think, plan, decide and act all in a few seconds, at once, and on the instant

How many men do you know who observe, think, plan, decide and act, in other words, play ball every time you meet them?

These are the cardinal virtues which we should and must adopt in these times for our own salvation and that of our industry and I might add, for the salvation of the Nation as well.

Let us strive to rise above the common level of man, ever remembering that in the Trial Balance of Life, "It isn't the job we intended to do or the labor we've just begun that puts us right on the ledger sheet, it's the work we have really done. Our credit is built upon things we do, our debit on things we shirk. The man who totals the biggest plus is the man who completes his work. Good intentions do not pay bills, it's easy enough to plan. To wish, is the play of a stupid boy, to do, is the job of a man."

PRESIDENT VANDERBROOK. The first topic on our program is a symposium on "The Propagation of Spruce." At this time, I would like to have Dr. Robert P. Meahl come forward and moderate this panel. Bob, I will give you my gavel and allow you to introduce your own panel members

MODERATOR MEAHL (Pennsylvania State University, Univ. Park, Pa.): I am very happy to have this opportunity to appear before you again and discuss the propagation of spruce.

As you will note from your program, we are to have a review of the literature followed by three people who will discuss the various aspects of spruce propagation. So, very briefly, I would like to go over some of the literature which we might find related to the propagation of spruce.

Dr. Meahl presented his paper on the "Propagation of the Genus *Picea*." (Applause)

PROPAGATION OF THE GENUS PICEA

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The genus *Picea*, or spruce, is one of our important evergreen groups. Many species are valued for their use in reforestation, lumber and pulpwood, Christmas tree production, and general ornamental or landscape use. The most efficient methods of propagation are then of primary importance to the nursery industry. The three primary methods of propagation are by seed for those species which will come true, and either grafting or cuttings for those which will not. These three areas will be considered separately