

Notes on the History of Marketing in Chiropractic

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Color Code:

Red & Magenta: questionable or uncertain information
Green: for emphasis

Topics:

Burton Shields Company	Jim Greggorson
Dale Carnegie	James F. McGinnis, D.C., N.D.
George Shears/G-P-C	R.S. Marlow, D.C.
Jimmy Parker/PSPS	Shaklee
Johnson Twins	Sid Williams/Dynamic Essentials
Kramer buildings, circa 1960	Thurman Fleet/Concept-Therapy
Napoleon Hill	Voice for Health/Earl Powell
PSC Printery	

Sources:

Gossett, Glendalyn Marlow (daughter of Dr. Marlow); 3627 Oak Cluster Lane, San Antonio TX 78253 (210-679-7389)
Marlow, Carl R. (80 yr old son of Dr. Marlow); 5900 Forest Cove, San Antonio TX 78240 (210-684-2818)
Marlow, Ellenor F. (daughter of Dr. Marlow); 811 Jackson-Keller Road #8, San Antonio TX 78216-7145 (210-344-4042)

Chronology:

1916 (April 29): *Fountain Head News* [5(10)]:

-letter to BJ from R.S. Marlow DC of San Antonio, who is in Davenport (p. 7):

Dear Doctor:-

Just a line to again thank you for the copy of "An Invisible Government." I have carefully read it, and I am no doubly appreciative of it - first, because of your kindness in giving me a copy, and secondly, because of the opportunity of reading your very able efforts along the line dealt with therein.

This book is a power, and I do not see how any Chiropractor could read this work, and give it his serious thought, without feeling, yes, KNOWING that he has a most effective weapon with which to fight for the future of Chiropractic, if he will but just seize the opportunity and use it to the best advantage NOW.

I am certainly in sympathy with Brother Loehr's plan to get a copy of this book into the hands of every Chiropractor in the different states through the respective Alumni Associations, and while we have as yet no Texas Alumni, or does anything legislative seem imminent there at this time, I shall take this matter up with the Texas students here, in an effort to get a copy in the hands of every chiropractor in the state. Meanwhile, I remain, Most respectfully yours,...

1918 (June 8): *FHN*[A.C. 23] [7(39)]:

-letter to BJ from R.S. Marlow DC (p. 8):

Dear BJ: San Antonio, Texas, May 22, 1918

The S.O.S. call has by no means failed to find a responsive chord in my make-up, and would have written you sooner, had I not thought I had a student for you for May 1st enrollment, but who has been scared off on account of present conditions.

See the P.S.C. sink! Well, I should guess not, so far as my humble assistance is able to prevent, and here is my plan for pledging you TWO STUDENTS during 1918-1919:

First, for the present need buy a scholarship myself, and if unable to dispose of it for September 1st enrollment, donate it to some worthy *CHIROPRACTIC* material. The enclosure herewith to take care of this transaction.

Second, send you ONE student during 1919 or forfeit to The P.S.C. \$250.00 in cash, the said sum to be payable between May 1st and September 1st of said year.

Further assuring you of my hearty co-operation in ever ay possible for the good of our great Cause and for the love of dear old P.S.C. and its tireless workers, I remain, *CHIROPRACTICALLY*,...

1918 (July 6): *FHN*[A.C. 23] [7(43)]:

-letter to Mabel Palmer DC from R.S. Marlow DC (p. 14):

Dear Doctor: San Antonio, Texas, May 14, 1918

Since starting to read, a few minutes ago, Dr. BJ's notice of your forth coming Anatomy, I have been in continuous action - first, finished reading the announcement; immediately reached for my check book; wrote a check for Ten, which is enclosed, and am now at the typewriter writing this letter.

Have often wondered (wishing at the same time for such a work on Anatomy as I felt you only could write) why you did not give us a text setting forth your years of experience and knowledge on this subject. Now that your work is promised, I shall look forward to its completion with the keenest interest and anticipation.

With best wishes for your continued great work, and with kindest personal regards, I remain, Very respectfully,...

1918 (Aug 10): *FHN*[A.C. 23] [7(48)]:

-among Texas DCs listed in "FHN Chiropractors' Directory" (p. 15) is:

R.S. **Marlow**, 504 Eager St., San Antonio

1921 (June): *The Chiropractor & Clinical Journal* (17[6]) includes:

-full page ad for "**Shields & Hopkins** Co., B.T. **Shields**, Mgr., 38 South meridian Street, Indianapolis, Indiana" (p. 44); company describes itself as:

PUBLISHERS OF:

THE HEALTH BUILDER - A monthly office magazine for mailing to patients.

TO REACH THE FOUNTAIN OF HEALTH - Is a six-page, two color, handsomely illustrated folder, of proper size for small envelope insert.

TURNING LOOSE THE POWER INSIDE - An illustrated six-page folder for insert in a small envelope.

THE STORY OF NEIGHBOR HENRY - This is a reprint of a remarkable "case" story, which appeared in the Modern Woodman. A four-page folder, envelope insert size.

NERVE-EASE VERSUS DIS-EASE - This is a four-page folder for small envelope, composed of little talks on Chiropractic.

HEALTH - Another four-page folder for a small envelope, with Disease Chart.

CASE RECORD CARDS - Size 4x6. These cards we believe are the simplest on the market, made up after analyzing more than twenty different styles.

ADJUSTMENT CARD NO. 1 - Space to punch 36 adjustments.

ADJUSTMENT CARD NO. 2 - Provides for only twelve adjustments, and carries the months and days on the face side.

COURTESY CARDS - The patient uses this card to introduce a friend. An intensely effective way to tactfully induce boosting.

PLATELESS EMBOSSED BUSINESS CARDS - Without cost for engravers' plates. To all appearances an engraved card. The stock is two-ply, kid finish wedding bristol.

KEEP SMILING CARDS - Printed in blue, the color of cheer and optimism. You furnish copy for the back.

"DISEASES" - Their origin, prevention and cure or "The Science of Living" by Alfred Walton, M.D., D.C. A cloth bound book 6.25 x 9 inches, 146 pages. We recommend it for the Chiropractic library.

1921 (Dec): **UCA Directory** lists J.M. McLeese DC as NSC grad living in Eagle Pass TX; R.S. Marlow DC (PSC grad) at 504 Eager St., San Antonio; 264 UCA members in TX; Stone & Littrell not listed

1924 (Mar 28): Johnson & Johnson twins of Denver write to **BJ** to thank **BJ**, Mabel and Dave for recent educational tour through Denver; note general approval of **UCA's** Model Bill (**FHN** 1924/AC29 [May 3]; 13[19-20]:8)

1924 (Sept 6): **FHN**[A.C. 30] [14(1)]:

-letter to BJ from R.S. Marlow DC (p. 8):

Dear Doctor: San Antonio, Texas, Aug. 7, 1924

Your letter received a few days ago re the infringement on the Neurocalometer. I had previously read carefully, WHY B.J.-?, and have since read the two latest **FHN's** (thanks for same) wherein you go further into the matter.

By heck, you are RIGHT, *BJ*, on your leasing plan of the Neurocalometer over the straight-out sales plan, and it seems to me that the wisdom of your action on this pint should be immediately obvious to all who have the interest of Chiropractic at heart. I believe it is going farther to purify the profession than any other one thing has done, and you know better than anybody else that the profession needs purifying and needs it badly.

It is my hope, in the infringement matter, as I wrote you some days ago, that all these may be quickly and effectively dealt with, and I have every confidence that you also KNOW where you are in this matter, and that each infringement will get all that is coming in due time.

I am looking forward with great anticipation to getting back to *THE PSC* once more, and expect to be there on the morning of the 24th. So expecting to see you then, I remain with best wishes to all,

Chiropractically,...

1924 (Sept 13): **FHN**[A.C. 30] [14(2)]:

-letter to BJ from R.S. Marlow DC (p. 3):

Dear Doctor: San Antonio, Texas, Aug. 21, 1924

I received your good letter of the 11th, and I appreciate more than I can tell you in mere words the thoughts it contained. It was a real hearthrob to me, *BJ*, and I want you to know that I am with you "teeth and toe nails" in this storm you are now weathering and which you are going to successfully weather, emerging to a pinnacle where nobody can ever dare question your leadership in the great cause you have so long championed.

We are leaving tomorrow for the lyceum, and will see you then. So, with love to all, I am, as ever,

Chiropractically,...

1924 (Oct 11): **FHN**[A.C. 30] [14(4)]:

-letter to BJ from R.S. Marlow DC (p. 8):

Dear Doctor: San Antonio, Texas, Sept. 23, 1924

I am kept very busy since I came home, and although I found my business more or less disrupted by being away, I would not

take anything for the time spent at this lyceum and the Dear Old *PSC*, and I am sure that every other worthwhile chiropractor feels the same way about it. I want to be counted on in every way to help see that your program goes over the top, and goes over big.

I am highly elated over the results I am getting with the Neurocalometer. It's a wonder, and you will hear some more from me along this line. This being all for this time, I remain, with all good wishes,

Chiropractically,...

1924 (Oct 25): **FHN**[A.C. 30] [14(6)]:

-letter to O.W. Castle of Enterprise OR from R.S. Marlow DC (p. 6):

Dear Doctor: San Antonio, Texas, Oct. 11, 1924

I am in receipt of your letter of some days ago, asking my opinion of the _____ and of the Neurocalometer.

Replying, will say that ai M not able to give you any information whatever as to the merits or demerits of the _____. I understand that the _____ has an instrument by that name, but I have never seen it, and therefore, as stated above, do not know anything about it.

I do know, however, what the Neurocalometer is, having one in daily use in my practice. It is a marvelously efficient instrument and does ALL that is claimed for it. As I understand the efficiency of the Neurocalometer in comparison with other machines, it has no peer in its field and it is my candid opinion that it has no equal. As I understand the patent situation to be in favor of the neurocalometer I should not, were I not a lessee of one, want to purchase any other than it, even if I were NOT absolutely sold to its supremacy in its field and its value to the Chiropractic profession.

Personally, I would not hesitate to urge all chiropractors who are eligible to the Neurocalometer, to lease one at the earliest possible time. I would add further, in this connection, that if we cannot be guided in this matter by the hand of the man who has made Chiropractic what it is, when he tells us that the Neurocalometer IS right, then to whom are we to turn for advice? Who has more to lose than he, if the Neurocalometer WERE wrong?

Price too high? Postively no, when you consider what it will do for the sick; for Chiropractic and for YOU. I hope that you may become a Neurocalometer Lessee. meanwhile, I remain,

Chiropractically yours,...

1925: the **Chiropractic Research & Review Service** (another name for the Burton Shields Company) at 238 S. Meridian St., Indianapolis publishes **Chiropractic Statistics** pamphlet, which is printed by the "Steele-Ross Press" (from National College Special Collections; in my FCER folder); these data were re-published in Burton Shields' 1929 pamphlet, *Health Through Chiropractic*:

-"SUMMARY" notes:

This report covers 99,976 cases reported by 412 chiorpractors in 110 specific conditions. These cases resulted as follows:

84,571 or 84.59% Recovered or greatly improved.

14,554 or 14.56% Condition unchanged.

851 or 00.85% Died

The death rate, equivalent to 8.5 per 1,000 compares with a general death rate of 12.3 per 1,000 throughout the United States for the year of 1923, the last year for which final figures are available, Deducting 1.15 -- the death rate from accident, homicide and suicide the national disease death rate was 11.15 per 1,000 under all forms of treatment. 8.51 under Chiropractic, the latter rate being 23.7% the lower.

- subsequent pamphlet pages present case series data according to condition, starting with "ACNE" and ending with "UREMIA"
- 1926 (Sept 4): BJ organizes Chiropractic Health Bureau (CHB); R.S. Marlow DC is member of first Board of Control, Ben Overton DC is Texas representative to first Representative Assembly (I.C.A., 1951)
- 1926: 2-page handout from Burton **Shields** Company includes "Editorial" dated Wednesday, 6/2/26, entitled "Stealing Thunder," and published in the **New Haven Union** (Connecticut)
- 1926: 2-page handout from Burton **Shields** Company entitled "Confirmatory Evidence in 1895...in 1926", quotes from the **New York Herald-Tribune**, dated 5/24/26
- 1927 (July 14): annual meeting of the **KAC** held in conjunction with the **ACA's** annual convention at Brown Hotel in Louisville KY; discussion re: **The Ethical Practitioner**, a publication from Burton Shields Co., of Indianapolis; **Lillard T. Marshall** elected to **KAC** Board of Directors and re-appointed to **KAC** Legislative Committee (Minutes of the **KAC**, Palmer/West Archives); BJ Palmer attended this Louisville conference (Palmer, 1931a, p. 10)
- 1928: **CHB Directory** lists 43 members in TX; R.S. Marlow is member of Board of Control; R.L. Nimmo (PSC grad) at Paducah TX
- 1928 (May): **Bulletin of the ACA** [5(3)] notes:
-from the **Denver Post**, March 27, 1928 (p. 23):
SPEARS LOSES IN NEW FIGHT FOR LICENSE
Leo Spears, Denver chiropractor, lost the fifth round of his fight Tuesday, to escape cancellation of his license to practice in Colorado....
Revocation of **Spears'** license was ordered by the medical board as a result of an advertisement he published in a Denver paper accusing the veterans' bureau of responsibility for the death of an ex-service man. The **Denver Post** refused to print the ad.
- Colorado Chiropractic Association (pp. 23-4):
...adopted a resolution to raise standards of admittance to practice from 18 months, now required by state law, to a minimum of 27 months in an approved Chiropractic school and at least 3,500 45-minute periods in classroom work.
The separation of Chiropractic affairs from the state medical board also will be sought. A resolution was passed favoring establishment of a Colorado state board of chiropractic examiners to regulate practice, license applicants, impose penalties and function toward the profession similarly to the medical board in regulating medical practice....
Insertion of a specific minimum of education was hotly contested.
One faction favored adoption of an amendment in place of the minimum which would allow the board to 'grant licenses to any graduate of an approved school of chiropractic'.
This division was led by Dr **CW Johnson**, Denver, while those favoring the insertion of a specific minimum raising standards were Dr **HG Beatty**, president of the Colorado Chiropractic University, Denver, and Dr Claude E Beck.
- 1932 (Jan): **Journal of the International Chiropractic Congress [JICC]** (1[2]):
- ANGEL** first appears on the cover of the **JICC**, and will continue to appear on all future issues
- the patient booklet, **Health Through Chiropractic**, originally published by the ASC (see 1929), is now advertised by the Burton Shields Company at 238 South Meridian St, Indianapolis; **ANGEL** appears on front cover (p. 15)
- 1932 (July): **JICC** (1[8]); prints Burton Shields Company of 238 S Meridian St, Indianapolis ad for NCA convention in Detroit (August 1-6) at Books-Cadillac Hotel; includes **ANGEL** and caption:
Visit our booth and get one of these logotypes of the Chiropractic Emblem FREE. No Strings. Use it on you Advertising, stationery, Etc.
- 1932 (Sept): **Journal of the ICC** [1(9)] includes:
-Editor **LM Rogers** DC discusses **NCA** convention (p. 4):
...We cannot pass this opportunity without a word of praise for Drs. W.L. **Sausser**, W.C. **Schulze**, L.J. **Steinbach**, C.W. Johnson, **Stanley Hayes** and Mr. **Arthur Holmes**, all of whom had wonderful and timely messages for the field.
- 1932 (Oct 18): letter to **Carl S. Cleveland** DC from **James E. Slocum** DC at Webster City IA, president of the **International Chiropractic Congress**, who discusses scope of adjusting (**i.e., adjusting extremities in addition to the spine**) (Cleveland papers, CCC/KC):
Dear Doctor:-
I just receive a letter from Doctor Spears telling me that it will be impossible for him to be with us in Denver. **This eliminates your "foot technique" worry.**
Incidentally, Dr. Cleveland, I am committed to the thought that "foot technique" or any adjustic technique on any other articulation of the human body is just as much chiropractic as anything you can say, teach or do about the back-bone. I am a chiropractor when it comes to practice by hand only, but for the past eight or ten years, I have practiced a correction of any articulation in the human body that is subluxated. Granted without further argument that my practice is at least eighty per cent of the time on the spine, but just the same when there are subluxations in other articulations that inhibit the flow of nerve energy, I am going to take care of them and before my own reasoning power and comprehension, I am just as much of a chiropractor, and perhaps more so than one who fails to do that duty.
Don't misunderstand me. I am not trying to be mean or sarcastic, but I am telling you that the above is the kind of chiropractic that was PRACTICED, EMPHASIZED, and TAUGHT by the MAN WHO DISCOVERED this wonderful principle. From the day B.J. Palmer took hold of the reign down unto this moment, he has sought in every possible way to constrict and limit the chiropractors field and the marvelous principle discovered by his father.
Sometime ago I indicated my attitude in a letter to Dr. Julander who was making an honest effort to get me behind B.J. and his program by the following statement:- "You have developed chiropractic along the fundamentals emphasized by B.J. Palmer and you are satisfied. You are a chiropractor and should be proud of that fact. I have developed chiropractic along the lines and fundamentals pronounced by D.D. Palmer and I am a chiropractor just as much as you are and I am proud of the fact." While the above is not entirely applicable to you, yet in the sense that you have confined your teaching, **research** work, investigation and practice ENTIRELY to the spine, it does apply. B.J. has further limited this principle to three vertebrae of the upper cervicals.

They are to be adjusted just once in the while. Will the schools and profession follow? I doubt it?

You know, Dr. Cleveland, it has fallen to my lot to try to mold the thought of the chiropractic profession and teach them what D.D. Palmer really thought chiropractic to be. I have put on many lectures on this question all over the country. It was this subject that the boys at the Lincoln College insisted on my appearing before their home-coming to present. I should like to have the opportunity some day of going into the books and records and showing you that the concept of vertebral subluxation is not the fundamental principle of chiropractic as taught and discovered by D.D. Palmer. If you could see, during corn-shucking time for instance, the number of men that come into this office who do not need an adjustment on the spine, but shoulders, elbows and hands, and they walk out of here many times well right then, I am sure you would be surprised.

I think I have said enough in this letter to place myself before you clearly, not as an opinion but as a matter of absolute conviction. I think you and I understand each other well enough that we know we can go to the mat and thrash this proposition out and make a decision on the basis of which one of us hold in his possession the facts. This I would be very pleased to do. I have made the attempt several times to get B.J. to debate this question and he will not do it now nor never and when you take a look at the facts, you will understand the reasons why. I trust that at some future date we will be able to discuss this question from every angle and arrive at a mutual conclusion. I think it well that our leaders in the profession understand each other and have a clear concept of what our fundamentals are that they may be guided into the right channels on **research** work.

Now as to your statement concerning a cataract operation, or foot adjustments, or anything of the kind, remember this first:- You are chairman of the program committee. I appointed you to that position because I have confidence in you and I know that you are enthusiastic and will go the limit to do the right thing. Because my authority might supercede your's is no reason why I would be inclined to so exercise it. If you think it is wrong to follow some of the suggestions I have made, then we are not going to do it. Dr. **Kolar** does not want to put on the operaton anyway. Speaking of Dr. **Kolar**, I want to present this thought, i.e.- he does not have anything for sale and it was going to be purely a demonstration from the angle of helping us draw a larger attendance. I believe that is the reason why you wanted B. McFadden and Tilden, neither of which are chiropractors. They possibly would put on demonstrations before they had finished that would not be chiropractic. For your further information, Dr. Hender made the statement at the conclusion of Dr. **Kolar's** lecture in Des Moines, which covered a period of two hours, that it was one of the finest chiropractic lectures he had ever heard sinc

I think it will be well that you continue him on the program on neurology as he knows it like no other man in the chiropractic profession. What he knows about it is much the consequence of his own **research**. Dr. Hull of Des Moines made the observation that Dr. **Kolar** gave every chiropractor at least fifty dollars worth of information if he had brains enough to appreciate it. I think this is sufficient on this part of the discussion.

It has been impossible to find time to write the Johnson twins, but we are going to do so today. Just as soon as I hear from them I shall let you know.

I do not have your recent letter before me right now so if I have passed up something in replying to it I will write you at a later date.

I was glad to find a few minutes to talk with you the other evening. I have gotten many inquiries concerning the fee to be charged. I think we should announce that fact in the next issue of

the JOURNAL. If there is any way that I can help you out, please let me know.

With kind regards, I remain, Most Sincerely Yours...

1932 (Oct 22): CS Cleveland writes to **R.S. Marlowe** (Cleveland papers-CCC/KC):

Dr. **R.S. Marlowe**
San Antonio, Texas
Dear Doctor:

As Chairman of the Program Committee of the International Chiropractic Congress, it falls to my lot to arrange the Program. It is difficult to build a strictly Chiropractic Program when some people have different viewpoints. However, I believe we have a Program that contains much real Chiropractic.

To make the program better, I would like to have a lecture by none other than Dr. **R.S. Marlowe** on "How To Build a Practice". The Convention is at the Hotel Muehlebach, Kansas City, Missouri, November 13th to 17th inclusive. I believe that you will be able to make many valuable contacts and be able to render our profession real service with such a subject.

Many chiropractors, as you know, are totally ignorant of how to properly advertise and present their message to the public. You are a Master in that field.

Looking forward to seeing you at our convention, I am, Yours most sincerely,

Chairman, Program Committee, INTERNATIONAL
CHIROPRACTIC CONGRESS

P.S. Please wire acceptance collect to save time.

1932 (Nov 7): letter to CS Cleveland from RS Marlow DC of San Antonio TX, PSC grad in 1916 (Cleveland papers, CCC/KC):

Dear Doctor:

You will pardon the delay in answering your letter of the 22nd ult., inviting me to appear on your International Congress Program in Kansas City this month. Press of office duties coupled with a slight indisposition for some days due to a cold, have cause me to neglect my correspondence during this time.

I regret that I cannot accept your invitation, and wish to express to YOU my deep appreciation for your part in this matter. If I should accept all of the invitations I now have before me from various states asking that I appear before their different Associations and Societies, I should have to close my offices and do nothing for the next several months but travel around from state to state. Obviously, this would not pay dividends for me, for even IF these groups were willing to pay (which they are NOT) only a nominal sum for such trips I would still be in the hole so far as my own Institution is concerned. Therefore, I must decline to accept all of these, except in such instances where I can conveniently or without too much disruption, go, and in which instances I am glad to do so.

So with my very best wishes for your meeting and with the hope that many of these will quit their anti-chiropractic and come to the greatest development of the day -- the SPGH-NCM-HIO Chiropractic procedure. Some will never, but I still have hope for YOU and many other good men in the congress who are conscientious and seeker after truth. These cannot but eventually come. I remain, Sincerely yours....

1934 (Jan): *The Chiropractic Journal* (NCA) [3(1)] publishes:

-W.C. **Schulze** MD, DC's (President of the National College of Chiropractic) article "The new year may mean much to every one of us!", in which he recalls a visit to the Egyptian pyramids, and (pp. 8-9):

This study of "The Great Doctors" teaches me ever so much, provided, of course, I read it with instinctive urge "to find out", with "the deep and cultivated look" of the true doctor, rather than with the bigoted mind of that practitioner of the healing art, whether he be chiropractor, surgeon, medicine man or naturopath, who takes **authority for truth rather than truth for authority**. Listen, my gentle reader, to a verbatim quotation following the recital of the legend of Aesculapius being slain by Pluto because of his supposed or expressed claim that **he could bring the dead back to life**. This legend gives fine expression to the view that the healing art is essentially presumptuous, that "the physician errs by interfering with the course of nature."

...Why not bring the presumptuousness of the larger group in the healing art down to this year of our Lord 1933, when a doctor of Chiropractic was hauled into a court of justice in Milwaukee. Why? Because he had been incompetent or injured his patients? No! Exactly the contrary was true and the "presumptive" votaries knew it. So they prayed the court to "put this chiropractor in irons" because "he calls himself a doctor", notwithstanding that he has a state license.

Happily, the world moves, slowly to be sure, but steadily. Justice, not presumption, ruled in that Milwaukee court and Dr. Masch was honored by the failure of the iniquitous attempt of one set of doctors against a numerically smaller but more meritorious group....

And so, from time immemorial, the apostles of might vs. right, and of authority vs. truth have oppressed mankind. But, as in the Milwaukee case above cited, **the broad, well-founded principles of Chiropractic have gradually become recognized by courts and people as a worth-while addition, not a cure-all**, to the healing arts. Why? Because we practice the recoil, the condyle-occipital, the **Lincoln**, the **Spear's**, the Johnson Twins, the toggle, the **National**, the Hole-in-One, the **Logan**, the **Hurley** or any other technique? No! These and others to come are incidental to technical development, to be sure, but they are not heaven born and final. There'll be others in a year or two. Have patience! But do they make or mar us in the eyes of the people? Think a moment. **Give yourself the benefit of a good cerebral adjustment** and you'll say, certainly not! Neither populace, press, judiciary, in fact not a mother's son or daughter outside our own bigoted, subsidized, fighting-mad groups gives or cares a continental about any of our technical details. No! The thing that IS making us is that press and populace are finding, through daily contact with us, as patients or neighbors, that we are worth-while, sensible, normal, rational and cultured **doctors** of Chiropractic, and not foolish, abnormal, ignorant and uncouth fanatics as they may have formerly supposed us to be....

And then there used to be school **fighths**. **How puerile!** As if old Father Time were not on the job. Trust him. He'll attend to schools which should be closed or should never have opened. He doesn't shout about it, it's true, but oh! how relentlessly he works!

Well, let us forgive and forget! Let us from now on follow the splendid principles of Chiropractic under its most generous definition. I urge the following new standard for 1934: In things certain, unity; in things doubtful, open-mindedness. And with it let us keep smiling and **thinking**. The world is full of folks who need your help and mine. They prefer all their healing in the most painless, pleasant, bloodless way. You and I have it in our power, with painless, knifeless, drugless, natural methods to cure, improve or help them. Is there any finer calling? All you and I need, for abundant professional and financial success, is to strive more and more toward improving ourselves. Let us look like, talk like, act like, and altogether be like good DOCTORS of Chiropractic!

1934 (Oct): *The Chiropractic Journal (NCA)* [3(10)] includes:

-**photo** (l to r): W.C. **Schulze**, M.D., D.C., C.O. **Watkins**, D.C., K.J. **Hawkins**, D.C. and James **Slocum**, D.C.; Watkins was the organizer and **Schulze**, **Hawkins** and **Slocum** the presenters for the **NCA's** Northwest Circuit of state convention speakers/educators (cover)

-rear cover displays ANGEL and caption:

The Official Emblem

The **NCA** emblem expresses the highest and noblest ideals of the profession. Conceived by artist M. McDonald of Columbus, Ohio, and perpetuated by Burton Shields Co., this emblem signifies the idea of physical humanity rising to sublime perfection in the white light of Chiropractic truth and knowledge. It represents the spirit of Chiropractic leading public consciousness upward toward the truths of healing and the attainment of higher physical standards. Its adoption by State Societies everywhere is urgently requested in order that the words "Chiropractic" and "Health" may be uniformly recognized and accepted as synonymous terms by peoples throughout the world. Members of the **National Chiropractic Association** will be presented with a beautiful reproduction of this official emblem at an early date.

-no mention of the American Society of Chiropractors

1934 (Dec): *The Chiropractic Journal (NCA)* [3(12)] includes:

-**"Public Relations Counsel - Selling Your Services with ADVERTISING; Number Eight of a Series of Articles by M.H. Williams of the Burton **Shields** Company, Indianapolis, Indiana"** (pp. 17, 36-7)

1935 (Jan): *The Chiropractic Journal (NCA)* [4(1)] includes:

-Maurice H. Williams of **Burton Shields Company** of Indianapolis authors ninth of a series of papers, "You may be a genius, but co-operation and militant action get results" (pp. 26, 51)

1936 (Jan): *The Chiropractic Journal (NCA)* 5(1):

-**"What Chiropractic Has Accomplished in Health Restoration; A summary of a nation-wide survey involving nearly 100,000 cases (93,039) made by the Chiropractic Bureau of Research and Review, Indianapolis"** (pp. 23, 42)

-letter to editor LM Rogers DC from F. Lee Lemly DC of Dallas says (p. 27):

I wish to express my appreciation for the beautiful reproduction of the NCA emblem. It is very effective and I am delighted to place same in my reception room.

What a power we could wield if we had ten thousand of these emblems and members throughout the United States. I hope the day will come when this will be true, and I sincerely believe that we are well on our way.

-letter to editor LM Rogers DC from Ollie M. Zimmer DC of Chicago says (p. 27):

Just received the beautiful framed emblem of our association and it is certainly just splendid. The coloring is such an improvement over the silver and black of our last one, and the frame sets it off so wonderfully. Thanking you for it...

-publishes ad from Burton **Shields** Company of Indianapolis which includes wall plaque with chiro ANGEL (price \$1.50) and *Health Through Chiropractic* (p. 49)

- ad from Burton **Shields** Company vends brochures, magazines, "Stationery and Office Equipment," wall charts, textbooks, signs and the "airless table pad" (p. 59)

1936 (Jan): *NCA's The Chiropractic Journal* (5[1]) includes "What chiropractic has accomplished in health restoration: A

summary of a nation-wide survey involving nearly 100,000 cases (93,039) made by the **Chiropractic Bureau of Research and Review**, Indianapolis" (pp. 23, 42); lists diagnoses and "Percentage of recovery" for dozens of disorders; notes:

Only the most common ailments are listed here. **Lack of space** prevents giving the entire range of conditions successfully handled by Chiropractic methods. This information was compiled by the **Chiropractic Bureau of Research and Review** and is available in printed form through **Burton Shields Co.**, Ind.

1936 (May): **The Chiropractic Journal (NCA)** [5(5)] prints:

"Our official emblem should be nationally publicized by the profession" by **Harry K. McIlroy** DC, chairman of the **NCA Bureau on Public Information** (pp. 12, 34):

...The National Chiropractic Association adopted the emblem at the Pittsburgh convention in 1934...

...A few years ago our emblem received much publicity through magazines and newspapers when the American Society of Chiropractors publicized it throughout this country and in some foreign lands. The Chiropractic Journal was among the first to adopt the emblem and has extensively publicized it for several years, not only in the United States and Canada, but in many foreign countries as well...

...Every doctor who has given any considerable thought to publicity methods will promptly see the value and recognize the merit of ONE original and outstanding emblem as a psychological factor with the public...

...Wisconsin officially adopted the emblem following the Pittsburgh convention...

...The Indiana Association adopted the emblem several years ago and has recently decided to use it as a membership certificate, similar to the manner in which the NCA uses it with the exception that it will be signed by the President and Secretary with the year-date in bold face type....

...The International Chiropractic Congress also adopted it a number of years ago...

...Dr. Leo Spears, of Denver, has displayed the emblem beautifully in extensive newspaper advertising...

...The cuts in various sizes may be purchased at little cost from The Burton Shields Company, Indianapolis, and I am reliably informed that it will be placed on all educational material purchased from them, upon request, without any extra cost...

1936 (Aug): **The Chiropractic Journal (NCA)** [5(8)]:

-ad for Burton **Shields** Company encourages DCs to visit to the "Home of The Burton **Shields** Co." during the NCA convention in Indianapolis; notes company has "19 Years Serving Doctors of Chiropractic with Printing and Publishing; Educational Literature" (p. 45), which suggests company was founded in 1917

1936 (Nov): **The Chiropractic Journal (NCA)** [5(11)]:

-"News Flashes: Texas" (p. 31):

CONVENTION A GREAT SUCCESS

The twenty-first annual convention of Texas Chiropractors was held October 9th and 10th in the Plaza Hotel, San Antonio. About 300 were in attendance. Harmony prevailed throughout. Out of state speakers were Judge A.W. **Ponath**, Dr. K. Leigeros, Dr. Percy Remier of the PSC and local speakers included Dr. J.R. **Drain** and Dr. R.S. **Marlow** of San Antonio. It seems that all factions in Texas are about to get behind one program. All realize the need of working together, particularly in an effort to educate the public. **Some fifty are under arrest here** at the present time. If many of these prosecutions result in verdicts of guilty Texas may expect a wave

of arrests to follow, hence the need for co-operation of all factions. Dr. F.L. Charlton, Austin, was elected president; Dr. R.S. Florence, Tyler, Vice-President; Dr. A.E. Coston, Dallas, re-elected secretary-treasurer. Galveston was selected for the 1937 convention city. - Reported by Dr. M.B. McCoy, State Director.

1937 (Jan): **The Chiropractic Journal (NCA)** [6(1)]:

-ad for Burton **Shields** Company promotes chiro-angel wall plaque (p. 51)

-ad for Burton **Shields** Company promotes **The Health Builder** magazine for patients (p. 55)

1937 (July): **The Chiropractic Journal (NCA)** [6(7)]:

-ad for Burton **Shields** Company suggests "FANS are always effective Advertising... when it is hot" (p. 49)

1937 (Aug): **The Chiropractic Journal (NCA)** [6(8)]:

-ad for Burton **Shields** Company promotes NCA convention in Grand Rapids MI during July 25-30, 1937 (p. 45)

1938 (Jan): **The Chiropractic Journal (NCA)** [7(1)]:

-"Profit Paragraphs for Chiropractors" by Burton **Shields** Company (pp. 36-7)

1938 (June): **The Chiropractic Journal (NCA)** [7(6)]:

-ad for **The Health Builder** monthly magazine for patients by Burton **Shields** Company (p. 43)

1938 (July): **The Chiropractic Journal (NCA)** [7(7)]:

-"SOMETHING ENTIRELY NEW" (p. 40):

The Burton **Shields** Co., Indianapolis, Ind., has decided to proceed with the publication of the book, "What Chiropractic Is Doing." This will be a valuable sales help to any chiropractor. Nothing like it has ever been published.

The book will contain about 300 pages of magazine size (9x12 inches) attractively bound. It will contain many testimonials showing what Chiropractic has done for nearly every type of disease. Interspersed with the testimonials will be plenty of powerful and convincing selling arguments for the chiropractor. Other material of interest to the profession, including the celebrated Rockefeller case, will make the book a genuine compendium of Chiropractic.

A copy should be on the table in the waiting room of every chiropractor.

Write the Burton **Shields** Co., Postal Station Building, Indianapolis, Ind., for more information.

-ad from Burton **Shields** Company for "The Examine," a booklet given to the patient (p. 41):

The doctor has an intangible service to sell to his patients. The patient doesn't get something he can hold, see, or take with him. If in addition to the service he has something concrete to represent it, he acquires the satisfaction of "value received."

The EXAMINARE supplies that need and satisfies that human trait. Utilize this powerful emotional appeal and it will help you to get greatest advantage by causing your pleased patients to mention your service. The EXAMINARE helps keep old patients reminded.

If you do not have a copy of our "Profit Paragraphs" for June, send for one as a full explanation of how to use this effective EXAMINARE is described therein.

1938 (Aug): **The Chiropractic Journal (NCA)** [7(8)]:

-ad from Burton **Shields** Company for **What Chiropractic is Doing** (p. 47):

The New Book-

What Chiropractic is Doing

Is in Process of Completion

To the many schools, sanitoriums and clinics that have cooperated in making suggestions and supplying material, we give our sincere thanks.

It was intended to have the book ready for distribution for the national Chiropractic Convention in Toronto. We could have done so by confining the book to our original plans. Its scope has been greatly broadened. More features added. Some articles demand care in verification so that it will now require until October 1st, to complete it.

A Parade of Chiropractic Achievements

Pictures and articles on Chiropractic schools, sanitoriums, clinics as well as successful cases handled will be included. **All schools and sanitoriums are invited to send us details and photographs of their institutions.** The book will be a Big Parade of achievements substantial enough to impress the public with the importance of the profession. It will contain technical articles but on the whole it will be a SALES MANUAL for the prestige, reputation, size and responsibility of the profession rather than specific methods.

Any Doctor of Chiropractic can use it to advantage.

The Book Itself

It will have around 200 pages. Bound in heavy board with an artistic duo-tone cover makes it exceedingly attractive. 9x12 inches in size. A good grade paper and inviting typography that is easy to read. Profusely illustrated with maps, diagrams and charts. More than 250 testimonials from Chiropractic patients, half of them accompanied with photographs. A wide variety of ailments and conditions given in these testimonials carefully indexed and cross-indexed for ready reference. A neat, new type binding that permits flat opening - no spiral. The price will be in the neighborhood of \$3.00 or \$3.50.

1938 (Nov): *The Chiropractic Journal* (NCA) [7(11)]:

-ad from Burton Shields Company for *What Chiropractic is Doing* "Now On The Press" (p. 41)

1938: *What Chiropractic is Doing* is published by Burton Shields Company, includes listing of dozens of insurance companies that compensate for chiropractic care

1939 (Jan): *National Chiropractic Journal* [8(1)]:

-ad from Burton Shields Company for *What Chiropractic is Doing* (p. 49)

1939 (Feb): *National Chiropractic Journal* [8(2)]:

-letter from Burton T. Shields to Loran M. Rogers, D.C. (p. 59):

Splendid Anniversary Issue!

Dear Dr. Rogers:

The splendid anniversary issue of The Chiropractic Journal just reached me. I went through it page by page. You deserve to be commended for the way you have developed that publication. The cover is done splendidly. I notice a number of ads that appear to have your handiwork in them. It is further observed that you have 74 pages. It is growing nicely under your promotion. All in all, you have provided a publication worthy of the profession, and we here in the office have passed it around, with nothing but good comments coming your way.

1939 (July): *National Chiropractic Journal* [8(7)]:

-ad from Burton Shields Company promotes chiro-angel emblem (p. 47)

1939 (Aug): *National Chiropractic Journal* [8(8)]:

-ad from Burton Shields Company for *What Chiropractic is Doing* (p. 41)

1939 (Aug 31): letter from Maurice H. Williams of the Burton Shields Co. in Indianapolis to CS Cleveland, includes pamphlet with classic photo of CS palpating lady; also many undated Burton Shields pamphlets [?which may be much earlier?] (in my Burton Shields folder; from Cleveland papers, CCC/KC):

Here are a couple of the new folders we are distributing in September. Thought you would like to see one of the samples in advance of our regular mailing.

We consider this a most attractive folder. Without any intent of flattery, the cover illustration and the subjects came out splendidly. Your position achieved exactly what we hoped for, namely an easy atmosphere that will not discourage a prospect who may have thought the Chiropractor a "back-breaker."

Mr. Shields, says he appreciates your willingness to help. He wonders if you could use 1,000 of these folders? If so, send us the copy you want in the card imprint space and we'll be mighty happy to send them with our compliments.

Best of wishes for a prosperous school season now about to begin.

1939 (Oct 4): letter to CS Cleveland from C.J. Overton DC in Jackson MS, Sec'y-Treasurer of the NCA National Council of Chiropractic Roentgenologists, of which Waldo G. Poehner DC is president and Oliver Cromwell DC is Vice-President; enclosed is Burton-Shields pamphlet with CS Cleveland's photo on cover (Cleveland papers, CCC/KC):

Dear Dr. Cleveland:

The change of secretaries made it necessary to have new certificates and stationery printed. Getting this work done has delayed our getting your certificates mailed out to you, but rest assured that we will get them out just as soon as the printer gets them to us.

If there are any questions that you would like to ask or anything that we can do that will help you in your X-Ray problems, do not hesitate to call on us. Yours sincerely....

1939 (Nov): *National Chiropractic Journal* [8(11)]:

-ad from Burton Shields Company promotes free marketing materials provided free to DCs (p. 37):

To every Chiropractor who hasn't as much practice as he thinks he should, this package is important.

It contains actual samaples of all our promotional literature, printed office forms, stationery and information about several office accessories, with prices.

Our catalog has been discontinued in favor of this method. It will be a help to any Chiorpractor in planing an advertising program. In many instances, there are suggestions how to use different pieces.

It costs us more than a dollar to send it to you, it will cost you a one cent postal to get it. Only one package to each office.

1940 (Jan): *National Chiropractic Journal* [9(1)]:

-ad from Burton Shields Company promotes free marketing materials provided free to DCs (p. 47)

1940 (Mar): *National Chiropractic Journal* [9(3)]:

-ad from Burton Shields Company promotes *The Health Builder* patient magazine (p. 43)

1940 (Aug): *National Chiropractic Journal* [9(8)]:
-ad from Burton Shields Company promotes *The Health Builder*
patient magazine, claims circulation of 200,000 homes (p.
41)

1942: *How to Increase Practice and Profits* published by Burton
Shields Company is a spiral bound book of 112 pages sold for
\$2

1943: Logan mentions "Marlow Office Procedure (Logan,
1943)

Correspondence:

1997 (Oct 2): Letter from George T. Fleet mentions:

I spoke with Dr. Woodie regarding Dr. Marlow. I can't tell you
some of what he said because it borders on libel, but I can tell you
this:

"Marlow had a sign over his clinic door which read HEALTH
TURNS TIME BACKWARD. He was considered a good salesman
and he had patients from all over the world. He had one room
where he held the patient on the table until he sold a series of
treatments. I took my mother there for a headache (in 1930) and
Marlow said a vertebrae was out and it would take 6 months to
correct it for a fee of \$600.00. I took mother to TCC where
treatments were \$4 a month."

Woodie knew nothing of Marlow's salesmanship course. He
had never heard of it. Also, Woodie mentioned that Marlow had a
son. I didn't pursue that. There is a Roy Marlow in the local
phone book (210-493-8847), I seriously doubt that he is the son.
Perhaps Dr. Drain's son will recall Marlow...

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