



School of Law

# **HOW WEST LAW WAS MADE: THE COMPANY, ITS PRODUCTS, AND ITS PROMOTIONS**

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# HOW WEST LAW WAS MADE: THE COMPANY, ITS PRODUCTS, AND ITS PROMOTIONS

Ross E. Davies\*

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Only in American law is West not primarily a geographical term. When we lawyers think of West we tend to think first of West Publishing Company—the preeminent source of printed law books since before we were born and of electronic law databases in recent years.<sup>1</sup> But despite its importance to the development and dissemination of American law, West itself is a creature most of us do not know much about; we know only its products. That is not our fault, because there is only a little bit of information available, and much of that little bit is hard to find. This Article offers some perspective on the roots of West, the publishing company, and of its primacy (or at least the primacy of its brand) in the consciousness of modern American lawyers.

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\* Professor of Law, George Mason University School of Law; Editor-in-Chief, *The Green Bag, An Entertaining Journal of Law*. Some parts of this Article are adapted from parts of Ross E. Davies, *West's Words, Ho!: Law Books by the Million, Plus a Few*, 14 GREEN BAG 2D 303 (2011). Thanks to Cattleya Concepcion and Paul Haas. Copyright © 2011, Ross E. Davies and *Charleston Law Review*.

1. Yes, West was acquired by Thomson Reuters in 1996, but the brand and its identity have survived that development. See *Company History*, THOMSONRUETERS.COM, [http://thomsonreuters.com/about/company\\_history/#1990\\_1980](http://thomsonreuters.com/about/company_history/#1990_1980) (last visited Jan. 15, 2012); *Company Information About West, a Thomson Reuters Business*, WEST.THOMSON.COM, <http://west.thomson.com/about/default.aspx> (last visited Jan. 15, 2012).

I. BACKGROUND:  
WHAT DO WE KNOW ABOUT WHAT WEST WAS?

There is a chicken-and-egg quality to West's great and durable success in law publishing. The puzzle—or one-half of it, at least—is captured nicely in Bryan Garner's capsule history of West's most famous book, *Black's Law Dictionary*,<sup>2</sup> which was first published in 1891.



*"Home Establishment of the 'National Reporter System.' (river front)."*<sup>3</sup>

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2. BLACK'S LAW DICTIONARY (1st ed. 1891).

3. *Home Establishment of the "National Reporter System"*, 1 CORNELL L.J.

What happened is that Henry Campbell Black's dictionary took the field and became incontestably supreme, partly because of his comprehensiveness, partly because of his academic standing, and partly because he had the good fortune of publishing his work with West Publishing Company.<sup>4</sup>

A roughly converse set of explanations covers the history of West, which incorporated as West Publishing Company in 1882.

What happened is that in the late 19th and early 20th centuries, West took over the law publishing field and became incontestably supreme, partly because of the comprehensiveness of its law reports, partly because of its standing as a producer of quality products, and partly because it had the good fortune of publishing works such as *Black's Law Dictionary*.<sup>5</sup>

So, what is it going to be? Was West a company that happened (through some combination of good luck and good judgment) to pick the best products to make and market? Or was it a company whose production and marketing made its books bestsellers? (Put another way, was West successful because of *Black's* and other books, or were *Black's* and other books successful because of West?) This Article concludes that both are true.

It is unlikely that West will ever publish answers to these questions about its formative years. It has not done so yet, despite having access to an indisputably available and sympathetic publishing house. Perhaps that is because the institution's knowledge of its own history is incomplete (there was, for example, a seemingly messy and unhappy transition from old guard to new about a century ago, during which access to memories of early days may have been lost)<sup>6</sup>, or because there are trade secrets to

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99 (1894).

4. Bryan A. Garner, *Preface to the First Pocket Edition* of BLACK'S LAW DICTIONARY, reprinted in BLACK'S LAW DICTIONARY vii (3d Pocket ed. 2006). Garner is the current editor-in-chief of *Black's Law Dictionary* and (even more surely than was Black in his own time) the most influential contemporary scholar of American legal language.

5. WILLIAM W. MARVIN, WEST PUBLISHING COMPANY: ORIGIN, GROWTH, LEADERSHIP 2 (1969).

6. See Robert M. Jarvis, *John B. West: Founder of the West Publishing Company*, 50 AM. J. LEGAL HIST. 1, 11–12, 19–22 (2010) (quite rightly bemoan-

be protected (which might itself be a secret), or because the organization lacks the exhibitionist impulses that seem so nearly universal nowadays (which it would not want to exhibit), or for some other, even more obscure reason. The company has published one history—William Marvin’s 1969 book, *West Publishing Company: Origin, Growth, Leadership*.<sup>7</sup> But even Marvin, whose maximal access to company records might reasonably be inferred from his status as worshipful semi-official company historian,<sup>8</sup> was unable to get hold of much primary source material to work with.

The founder, the four original partners, and the incorporators are no longer living and all original records of the earliest days apparently were discarded years ago, as the business expanded at a rate that made all available space too valuable to retain mere historical papers. Descendants of the founders are widely scattered throughout the country and while some information has been obtained from them in the form of recollections and comments from their forebears none seems to have retained, if in fact they ever did possess, written or printed records of the early days.<sup>9</sup>

A few resourceful modern scholars—notably Robert C. Berring, Robert M. Jarvis, and Thomas Woxland—have done an admirable job of unearthing and analyzing what can be found.<sup>10</sup> Their studies have shown, among other things, that West—led by John B. West throughout the company’s rise in the late nineteenth century and into the early twentieth century—was unique in its commitment to comprehensive publication of all available law (for example, regional and federal case reporter series) along with systems designed to enable lawyers to speedily search and

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ing the meager public information about John West, founder of the West Publishing Company and an important figure in American legal history).

7. MARVIN, *supra* note 5.

8. What else can be said of the relationship between an author who writes and a company that publishes, “the main factor that resulted in such exceptional uninterrupted success and growth was *top management*”? See *id.* at 2.

9. *Id.* at 23–24.

10. See generally Robert Berring, *Full Text Legal Research: Implications for the Future*, 14 CAN. L. LIBR. 186 (1989); Jarvis, *supra* note 6; Thomas A. Woxland, “Forever Associated with the Practice of Law”: *The Early Years of the West Publishing Company*, 5 LEGAL REFERENCE SERVICES Q. 115 (1985).

sift those vast volumes of legal data (for example, the Key Number system).<sup>11</sup> In contrast, West's nineteenth century competitors tended to favor limiting full publication to the most important and useful law (to be supplemented by specialty digests and other secondary resources), with law publishers (of course) deciding what law was important enough to merit full publication.<sup>12</sup>

American lawyers, it seems, preferred to decide for themselves which law was most important and most useful, and so they gravitated to West's products.<sup>13</sup> West, like Black, made the right comprehensive call when it went through the trouble and expense of putting everything into its standard products, because it turned out that nineteenth century American lawyers—like modern American lawyers—wanted it all and they wanted it now.<sup>14</sup>

All of which suggests that the Black-West parallel drawn above holds. The work of Berring et al. indicates that the answer to the first of the two questions asked above—"Was West a company that happened (through some combination of good luck and good judgment) to pick the best products to make and market?"—is yes. John B. West's definitive statement in 1889 of his company's plans and ambitions—

It is one of the greatest merits of the National [Reporter] System that it gives all the cases. Some of our critics [that is, the other law publishers] call it the "Blanket System," and we are disposed to accept the analogy. No policy of insurance is so satisfactory as the blanket policy; and that is the sort of policy we issue for the lawyer seeking insurance against the loss of his case through ignorance of the law as set forth in the decisions of the highest courts.<sup>15</sup>

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11. See Berring, *supra* note 10, at 186; Jarvis, *supra* note 6, at 8; Woxland, *supra* note 10, at 118–20.

12. Berring, *supra* note 10, at 186–87; Jarvis, *supra* note 6, at 8; Woxland, *supra* note 10, at 119–24.

13. See, e.g., Robert C. Berring, *Full-Text Databases and Legal Research: Backing Into the Future*, 1 HIGH TECH. L.J. 27, 31 (1986); Jarvis, *supra* note 6, at 1; Woxland, *supra* note 10, at 115.

14. See, e.g., Bob Berring, *Ring Dang Doo*, 1 GREEN BAG 2D 3, 3–4 (1997); Berring, *supra* note 10, at 186.

15. *A Symposium of Law Publishers*, 23 AM. L. Rev. 396, 406–07 (1889).

—and the results of those plans (the reporter and Key systems, the comprehensive panoply of related products, the consistent and dominating commercial success of West over the decades) speak affirmatively for themselves.

## II. FOREGROUND: WHAT DID WEST SAY ABOUT WHAT WEST WAS?

But what about the second question—“Or was it a company whose production and marketing made its books bestsellers?” That is perhaps a harder one for a modern observer to answer definitively. After all, the best sources of information—the people who made and sold those products (West’s employees and agents) and the records of their work (the records that William Marvin says “were discarded years ago”)<sup>16</sup>—are all literally dead or gone.

There are, however, at least two other sources—one obscure, one in plain sight—that suggest West itself viewed its production and marketing capacities as valuable not only in their own right, but also as features worthy of promotion to their customers.

The first, obscure source is a promotional pamphlet titled *Law Books by the Million: An Account of the Largest Law-Book House in the World, the Home Establishment of the National Reporter System and The American Digest System*.<sup>17</sup> It was published and distributed by the West Publishing Company in 1901, but has since all but disappeared from the shelves of law libraries.<sup>18</sup> It is reprinted in its entirety below in Appendix A from pages 248–75. *Law Books by the Million* is not the only pamph-

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Comprehensiveness, one might say, is not just a feature of American law publishing, it is a persistent underlying value in American law.

16. MARVIN, *supra* note 5, at 23.

17. WEST PUBLISHING COMPANY, *LAW BOOKS BY THE MILLION: AN ACCOUNT OF THE LARGEST LAW-BOOK HOUSE IN THE WORLD, THE HOME ESTABLISHMENT OF THE NATIONAL REPORTER SYSTEM AND THE AMERICAN DIGEST SYSTEM* (1901), reprinted in Ross E. Davies, *West’s Words, Ho! Law Books by the Million, Plus a Few*, 14 GREEN BAG 2D 303 (2011).

18. WorldCat lists just four copies. See *Law Books by the Million*, WORLD CAT, <http://www.worldcat.org/title/law-books-by-the-million-an-account-of-the-largest-law-book-house-in-the-world-the-home-establishment-of-the-national-reporter-system-and-the-american-digest-system/oclc/011161294> (last visited Jan. 15 2012).

let-portrait ever put out by West,<sup>19</sup> but it is the best, especially for purposes of understanding the business West was in and how that business was conducted during the company's conquest of law publishing. *Law Books by the Million* provides a readable, charmingly enthusiastic, and richly detailed and illustrated narrative of the processes West used to create and disseminate its products in the late 19th and early 20th centuries—that is, during in the early years of those simultaneously democratizing and costly, mutually reinforcing revolutions in American law: the expansion of the bar and the legal information explosion.<sup>20</sup>

The second, obvious source is West's early advertisements and promotional items. The record of its early years survives only in exemplary fragments, but those fragments are links to West's ongoing, ever-diversifying marketing campaign.

Back in the early twentieth century, when *Law Books by the Million* was released, not everyone was happy about the availability of millions of law books, or about publishers' promotion of their numerous products. For example, in a March 1902 speech sponsored by the Law Association of Philadelphia, Pennsylvania Supreme Court Chief Justice James T. Mitchell rosily recalled the legal culture of his youth:

Law books then were not mere merchandise. The legal world had not yet surrendered to the manufacturer and the book-maker, nor would any publisher have dared, even if he could truthfully do so, to send out, as more than one does now, boasting circulars that he makes law books by the million. Books were written by men who had a call to write, and who sought in that way to pay their debt to their profession.<sup>21</sup>

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19. See, e.g., WEST PUBLISHING CO., THE ROMANCE OF LAW REPORTING (1934).

20. See generally LAWRENCE M. FRIEDMAN, A HISTORY OF AMERICAN LAW 463–500 (3d ed. 2005); LAWRENCE M. FRIEDMAN, AMERICAN LAW IN THE 20TH CENTURY 29–43 (2002); Robert C. Berring, *Legal Research and Legal Concepts: Where Form Molds Substance*, 75 CALIF. L. REV. 15 (1987).

21. James T. Mitchell, *Historical Address*, in ADDRESSES DELIVERED MARCH 13, 1902 AND PAPERS PREPARED OR REPUBLISHED TO COMMEMORATE THE CENTENNIAL CELEBRATION OF THE LAW ASSOCIATION OF PHILADELPHIA, PENNSYLVANIA: 1802–1902, at 13–15 (1906).



**PUBLISHED WEEKLY,**  
**By John B. West & Co.,**  
 60 W. Third Street, ST. PAUL, MINN.  
 Terms \$3.00 per annum in Advance.

**Rates of Advertising.**

	Spa.	1 w.	2 w.	3 w.	4 w.	3 m.	6 m.	1 y.
1 Sq.	.75	1.30	1.90	2.45	6.00	11.65	22.50	
2 Sq.	1.50	2.60	3.60	4.50	11.80	22.50	34.25	
3 Sq.	2.10	3.75	4.90	6.00	17.25	33.00	65.25	
¼ C.	2.65	4.70	6.15	7.50	21.50	41.25	81.50	
1 C.	5.00	9.00	11.80	14.45	42.40	81.80	162.25	

1 sq. consists of one inch of the column.

We can Supply Seals of any Size or Design.



NOTARIAL SEALS, for any County, \$6.75.  
 JOHN B. WEST & CO.

*Advertisements in 1 The Syllabi, Oct. 21, 1876, at 1 & 7.*

As we know with hindsight, though, in 1902 it was already too late, thank goodness, to return to a world in which only the right sorts of people were practicing law and writing law books that were generally inaccessible to the hoi polloi.<sup>22</sup> Indeed, by the time Chief Justice Mitchell gave his speech, the revolution had been gathering steam for at least a generation.<sup>23</sup> And for most of that time, West had been in the business of marketing itself. In fact, much of even the first issue (in October 1876) of West's first regular publication, *The Syllabi*, consisted of advertising for a variety of products sold by West, from books to seals to advertising space.<sup>24</sup>

West's marketing program eventually expanded to include nifty, informative pamphlets. The first shorter version of what would become *Law Books by the Million* was published in 1893 under the title *A Description of the Home Establishment of the National Reporter System, with some account of the business of the West Publishing Company*.<sup>25</sup> It received a friendly notice of its

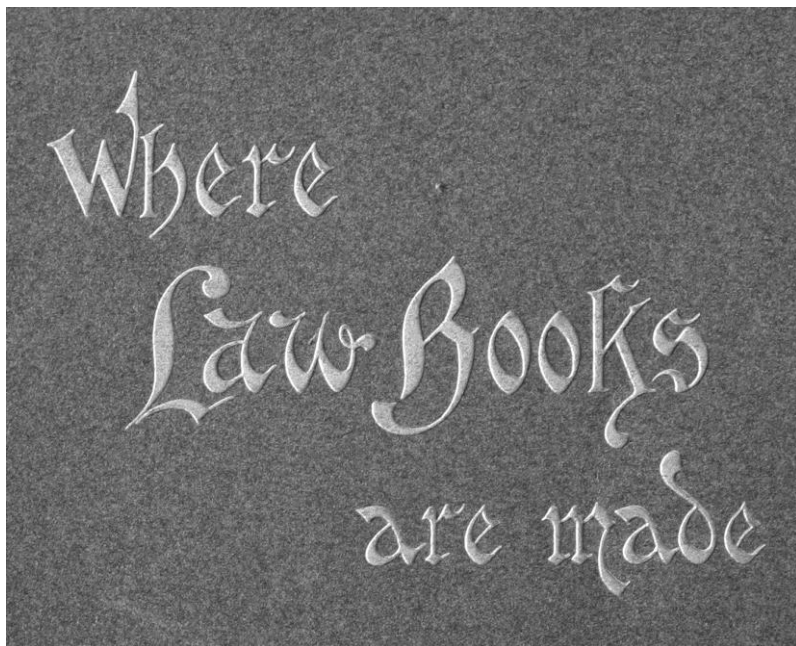
22. Compare, e.g., *id.*, with BARBARA BABCOCK, WOMAN LAWYER: THE TRIALS OF CLARA FOLTZ (2011).

23. See Berring, *supra* note 14, at 31 n.19 ("The literature bemoaning the volume of published cases is vast. A personal favorite is High, *What Shall Be Done with the Reports*, 16 AM. L. REV. 435 (1882).").

24. In a nod to its own legacy, West did republish the entire six-month run of *The Syllabi* in 1991.

25. See WEST PUBLISHING CO., *A Description of the Home Establishment System with Some Account of the Business of the West Publishing Company*

own in *Publishers' Weekly*,<sup>26</sup> as well as the kind of compliment clumsy or lazy editors sometimes pay to work they like: the *Cornell Law Journal* published a large chunk of the pamphlet (without attribution) in its inaugural issue in June 1894.<sup>27</sup>



Cover of “*Law Books by the Million*” (West 1901).

By 1901, if not earlier, West was distributing its promotional materials with the savvy diversification of a modern direct marketer. *Law Books by the Million* was available both as a free-standing booklet attractively bound in gray cardboard with the words “Where Law Books are Made” embossed in silver on the front cover (that is the version held by the Library of Congress),

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(1893).

26. See *Literary and Trade Notes*, PUBLISHERS' WEEKLY, Mar. 4, 1893, at 398.

27. See *The Home Establishment of the “National Reporter System”*, 1 CORNELL L.J. 99 (1894). The *Cornell Law Journal* was a short-lived predecessor (the June 1894 issue was its only manifestation) to the more durable *Cornell Law Quarterly*. See Ray Forrester, *Introduction to Volume 50 Cornell Law Quarterly*, 50 CORNELL L.Q. 1 (1964).

and as an “insert in: Northwestern reporter. Vol. 87, no. 8 (Sept. 28, 1901)”<sup>28</sup> (that is the version in the law library at Washington & Lee University).<sup>29</sup> The story of West told in *Law Books by the Million* emphasized the care with which each book was made, the speed and accuracy of its order processing, and the skill and professionalism (and quality of life) of the people who performed that work.<sup>30</sup> The pamphlet was, essentially, an effort to sell West books by selling customers on the processes and people by which those books were made and distributed.

Then, as now, West did have plenty of competition, of course, including other clever marketers. The Edward Thompson Company was probably the most clever. In the 1890’s, Thompson was placing unusually entertaining cartoon advertisements in law magazines.<sup>31</sup> And, in what surely must qualify as one of the most entertaining law book promotions of all time, Thompson commissioned the “Pleading and Practice Grand March” to promote its *Encyclopædia of Pleading and Practice*.<sup>32</sup> The sheet music was arranged by composer George Bishop for performance on a parlor piano (making it easy for lawyers to enjoy at home) and wrapped in a handsome cover featuring a parade of law books in which Thompson’s *Encyclopædia* rides in front in magnificent carriage.<sup>33</sup> The march is reprinted in its entirety below in Appendix B at pages 276–81.

West did not limit itself to advertising and pamphleteering. It was an early user of surveys sent to prospective customers to build interest and patronage. See, for example, the postcard re-

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28. *Law Books by the Million*, WORLD CAT, <http://www.worldcat.org/title/law-books-by-the-million-an-account-of-the-largest-law-book-house-in-the-world-the-home-establishment-of-the-national-reporter-system-and-the-american-digest-system/oclc/011161294> (last visited Dec. 11, 2011).

29. See *id.*

30. See *infra* Appendix A.

31. See, e.g., Grosvenor P. Lowery, *John K. Porter* 4 GREEN BAG 353, 395 (1892); *The Superior Court of the City of New York* (1855), Walter Clark, *The Supreme Court of North Carolina*, 4 GREEN BAG 401, 451 (1892); 4 GREEN BAG 457, 499 (1892).

32. THE ENCYCLOPÆDIA OF PLEADING & PRACTICE (William M. McKinney, ed., Northport, Long Island, N.Y., Edward Thompson Co. 1895).

33. See Spencer Layton, *Madonna Writing for Lexis? Legal Advertising Invokes a Cultural Trend in the Late Nineteenth Century* (2006) (unpublished seminar paper) (on file with author).

produced on page 242 (which must have been distributed in late 1905 or early 1906), inviting law students to vote for or against an “honor system” for exam administration. The results of the balloting were not, as promised, “published in the Spring issue of the *American Law School Review*,” although a collection of comments by leading law teachers about honor codes was.<sup>34</sup>



Furthermore, West plainly discovered long ago a fundamental marketing truth that it continues to act on today: customers like knickknacks. In days of yore, the company passed out goodies ranging from desktop thermometers (pictured on page 241), to bridge playing card sets packaged in miniature volumes of the *United States Code Annotated* (pictured on page 243), to paperweights crafted to look like medallions with Chief Justice John Marshall’s profile on one side and the West Key Number System key on the other, pictured on page 244. (Was it some West employee or contractor with a sense of humor who selected Redislip® brand playing cards to go in the mini-USCAs?).

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34. See *Should the “Honor System” be Adopted in American Law Schools?*, 1 AM. L. SCH. REV. 369 (1902–1906).

Place a  
One-Cent  
Stamp  
Here

## Post Card

Alfred F. Mason, Editor  
American Law School Review  
West Publishing Co.  
St. Paul, Minn.

## A QUESTION FOR LAW STUDENTS

### The Honor System

At the meeting of the American Bar Association held at Narragansett Pier in August, 1905, the President of the Association, Hon. Henry St. George Tucker, closed his address with a strong appeal for the adoption of the "Honor System" in conducting examinations in all American law schools. Mr. Tucker said:

"It is a system by which the young man at the very beginning of his legal education is brought to realize that in the crucial test to which he is subjected by examination for graduation he is not to be watched as a suspect or guarded as a felon, but he is to be allowed to work out his own salvation and his own examination with a simple reliance by those in authority, on his pledged honor, that it will be done without assistance from any source. If at the very threshold of his professional education and all through it, for three years, he realizes that a system of espionage is necessary to keep him from doing wrong, and that adopting the Spartan idea he may be guilty of any theft, if only he

omits the sin of detection, what must be the effect upon him when the system is withdrawn and he is ushered into the broad fields of his professional life, with no one then to watch him in his dealings with his client and with no eye upon him except the Eye that never slumbers nor sleeps?"

By some it is claimed that in schools where the "Honor System" has been adopted it has worked like a charm in creating a manly sentiment of honor and integrity and a corresponding scorn of chicanery and deception, not only during the period of examination, but in all the paths of college life, and while occasionally some are found to violate its rules, they are, under the system, summarily dealt with by the student body without the aid of, or even consultation with, the faculty, and are thereby compelled to leave the institution in disgrace, while their punishment and their example tend to deter others who may be weak.

There are always two sides to every question, and some law school professors do not believe that the substitution of student control of examinations for faculty control would prove a success.

What is the opinion of the law student himself on this question?

## To Law Students

Students in all law schools are urged to express their opinions in the form of a vote on the following question:

**Would the "Honor System" in connection with conducting examinations prove successful in your school, or, if it is now in effect, is it a success?**

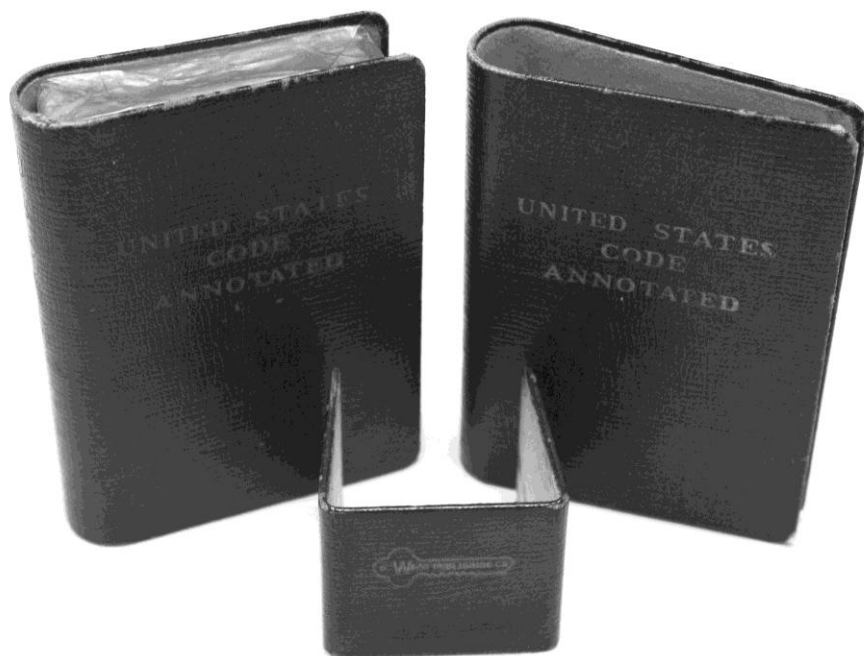
Yes	No	
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Signed by.....

Name of School.....

The results of the vote will be published in the Spring issue of the American Law School Review.

*(Please detach and mail this Card)*





And so, surely, from the point of view of West itself during its formative years—in the eyes of the people who appeared in and published *Law Books by the Million*, and created and distributed all those paperweights and playing cards—the answer to the second question—“Or was it a company whose production and marketing made its books bestsellers?”—is the same as the answer to the first: Yes.

### III. MERCHANDIZING MATERIAL

Roughly a century later, environmentally friendly biodegradable “Westlaw Next” travel mugs are the promotional treasure du jour—as legions of law students, practitioners, public servants, professors, and members of other West constituencies know from recent personal experience.<sup>35</sup> There is probably a book’s worth of history, entertainment, and wisdom in a full collection of 100-plus years’ worth of West Publishing Company tchotchkes. It remains as true today as it was when Edward Thompson was commissioning “Pleading and Practice Grand March” that West has vigorous and creative competitors. These days, Lexis-Nexis is surely the strongest, at least in the on-line law business, and so it should come as no surprise that West recently used cupcakes

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35. See, e.g., Greg McNeal, *Westlaw Next and the Magical Westlaw Mug*, THE FACULTY LOUNGE: CONVERSATIONS ABOUT LAW, CULTURE, AND ACADEMIA (Sept. 2, 2010), [www.thefacultylounge.org/2010/09/westlaw-next-and-the-magical-westlaw-mug.html](http://www.thefacultylounge.org/2010/09/westlaw-next-and-the-magical-westlaw-mug.html).

(pictured on page 247) to market Westlaw Next, while Lexis-Nexis has been known to deploy cookies (pictured on page 247) to promote its products.<sup>36</sup>

Despite its acquisition by a larger corporate entity in 1996, West's promotional flare persisted, obviously undimmed. Consider, for example, the West-ern style announcement in January 2000 on its Westlaw website of the online availability of the laws of the United Kingdom:

This royal throne of kings, this sceptered isle,  
This earth of majesty, this seat of Mars,  
This other Eden, demi-paradise,  
This realm of laws computerize(-d)

Well, we can't all be Shakespeare. But now we can all access the laws of the United Kingdom on Westlaw. Access the United Kingdom Law Reports database UKL-RPTS for official transcripts of judgments from United Kingdom courts.<sup>37</sup>

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36. See Al Dente, *It Crumbles*, 7 GREEN BAG 2D 285, 285 (2004) (reviewing the Lexis-Nexis cookies).

37. Compare WESTLAW, www.westlaw.com (Jan. 10, 2000) (statement on website's welcome window), with WILLIAM SHAKESPEARE, KING RICHARD II, act 2. As all good lawyers know, little new work in the law is ever entirely new, and so it may be that West was inspired by the earlier work of an old competitor, the Bancroft Whitney Company. Here is the story, as told by Professor Richard Sloane:

An Oakland, California lawyer wrote to the Bancroft Whitney Company on receipt of their new California Code for Civil Procedure:

'Press on the work, in evolution,  
Till th' annotated Constitution  
Stands forth beside the four fine Codes—  
And then I'll write you no more odes.'

—Wm. R. Davis.

Bancroft Whitney was touched and assigned its resident poet to reply:

'We just received your timely ode,  
As you received the Pom'roy Code  
At first we thought it rather rash,  
Until we saw your check for cash.  
The Civil Code will soon appear,  
And then the Penal ends this year,  
Except with Notes the Constitution  
Will end just now the evolution.'



Or picture, if you will, what happens when someone visits the West corporate website (west.thomson.com) today, and searches the site for “stress toys.” Click on the links, it’s fun.<sup>38</sup>



From *The Syllabi* to stress toys, with *Law Books by the Million* and its ilk somewhere in between, West’s long program of self-promotion symbolizes and, to some extent explains, the evolution of the law-book publishing business and its relationship to the bar. The same up-to-the-minute website that features the Stress Toys Videos also boasts, in an echo of *Law Books by the Million* that is also a reminder of what matters most to a company that has been producing law books for more than 130 years, “West annually publishes more than 66 million legal books and 500 CD libraries.”<sup>39</sup>

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But later on when laws are fixed  
 In places that are not so mixed,  
 The Code Political, without flaws,  
 Completes the work with General Laws.’

—F.P.S.

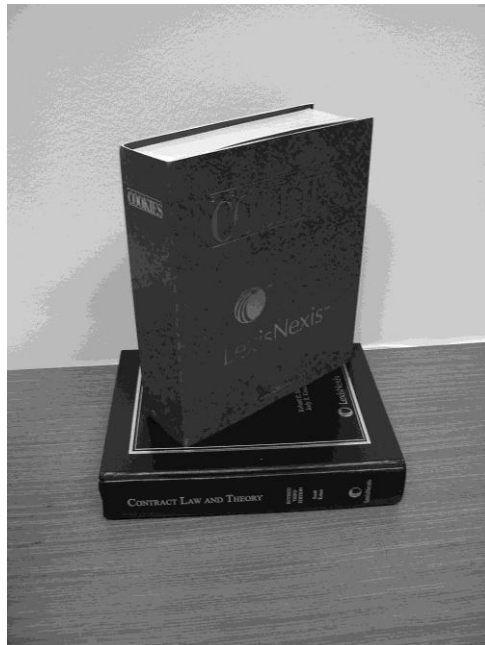
Colloquium, *Bicentennial History of American Law Publishing*, 69 LAW LIBR. J. 576, 586 (1976) (quoting *Notes*, 35 AM. L. REV. 882, 902 (1901)).

38. See *Stress Toy*, WESTLAW, west.thomson.com/westlaw/advantage/stress-toy/demo1.aspx (last visited May 18, 2011); *Stress Tax in Paradise*, WESTLAW, west.thomson.com/westlaw/advantage/stress-toy/demo2.aspx (last visited May 18, 2011).

39. *About Us*, WESTLAW, west.thomson.com/about/default.aspx (last visited May 18, 2011).



*The cupcakes pictured above were frosted orange and white—the theme colors of Westlaw Next—before they were eaten by the author and his colleagues in the faculty lounge at the George Mason University School of Law earlier this year. The cookies that were in the Lexis-Nexis box pictured at right were eaten by a food reviewer. The fact that he ate all of them might be an indication of the success of the promotion.*



APPENDIX A

LAW BOOKS BY THE MILLION (WEST 1901)

AN ACCOUNT OF THE LARGEST  
LAW-BOOK HOUSE IN THE WORLD,—  
THE HOME ESTABLISHMENT  
OF THE NATIONAL REPORTER SYSTEM  
AND THE AMERICAN DIGEST SYSTEM

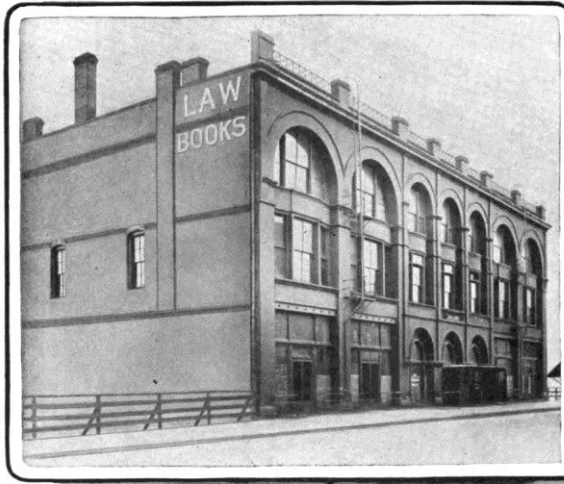
*West Publishing Co.*

*The West Publishing Co. presents its compliments  
to the members of the Bench and Bar of America,  
and extends to them all a hearty invitation to visit  
its building and offices, in St. Paul.*

A trip through the building always proves to be an unexpected revelation of the magnitude and of the interesting character of the business which is carried on in the home establishment of the National Reporter System. This business is one which the New York Nation declares “makes St. Paul, for at least one purpose, the intellectual center of the United States.” It is the business of applying the most advanced methods of law publishing, on the most extensive scale, to the body of judicial decisions which is of the greatest practical importance to the active part of the legal profession of the country.

If you, to whom this booklet is addressed, come to St. Paul, we shall be very glad to see you, and to take you through the building. In the meantime, these pictures will serve to give you an idea of what we would have to show. Perhaps they may induce you to come! It is incidentally interesting to see how it comes about that a Western house should be at the head of the law publishing business, not only of this country, but of the world.

THE BUILDING,—THIRD STREET ENTRANCE.

THE BUILDING,—BACK VIEW, SHOWING  
HILLSIDE.

The West Publishing Co.'s building is built, not upon a hill, but upon the side of a hill. It is an advantageous position for a manufacturing establishment carrying hundreds of tons of heavy machinery above its foundations, but it does not make as impressive a building from the front as it would if all of its nine stories were above the street level. This modesty prepares a surprise for the visitor, who finds himself descending and still descending, to floor below floor, all lit with floods of strong southern sunshine, whereas logically (i.e. from the logic of the Third Street entrance)

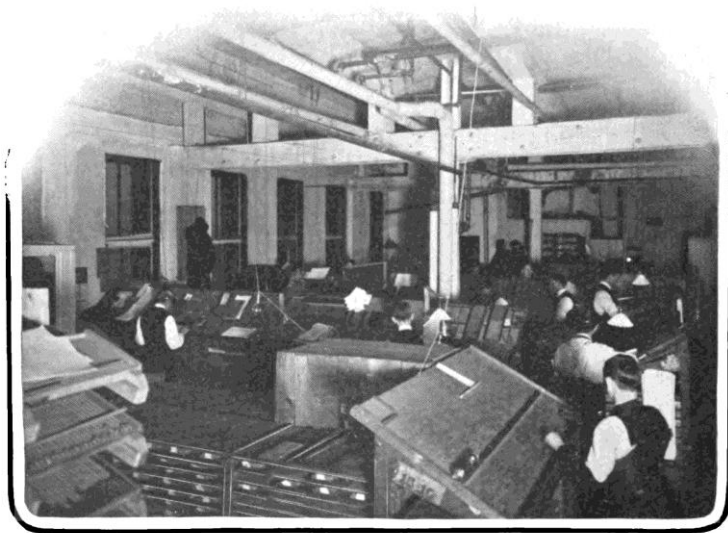
they ought to be plunged in underground darkness. This arrangement is of great advantage in the matter of light for the storage rooms and it brings the general offices and sales-rooms (which are necessarily placed above the departments operating heavy machinery, and which are actually on the sixth floor) to the street floor in front; while the furnace room, requiring carloads of coal, and the storage-rooms, taking in carloads of paper and stereotype metal, are easily accessible from the railroad tracks in the back yard.



A SECTION OF THE PROOF-READING DEPARTMENT.

If the visitor begins his tour by taking the elevator to the top of the building, he will be led first to the proof-reading department, which occupies the entire ninth story. This is a superimposed story, not seen from the street, known to the jovial occupants as the "Roof Garden." Here there are twenty separate rooms for isolated proof-readers, besides long common rooms in the center for related work. The proof-reading on law books is very much more exacting than ordinary proof-reading. It is done by trained experts, and the minuteness of their scrutiny would be a revelation to the ordinary proof-reader, no less than to the general reader, who takes typographical perfection for granted,—though any one familiar with type knows that more natural de-

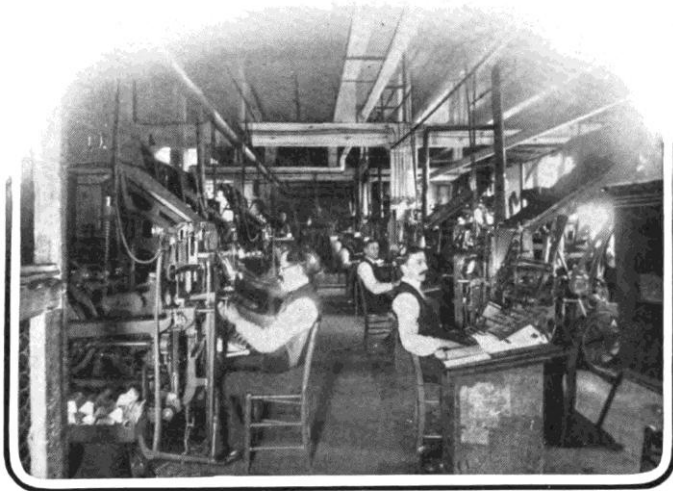
pravity inheres in those blocks of metal than in any other inanimate creature known. Every page is read twice, by different readers, trained in familiarity with legal phraseology. The rules regarding the "style" and make-up of the matter make a good-sized volume, but they are a necessary guide in unifying the work of so large a number of individual workers, reading hundreds of pages every day.



ONE END OF THE COMPOSING ROOM.

The composing room occupies, with the adjoining stereo-type room, the entire eighth floor. The spacious room, with its rows after rows of printers' "cases," its fonts of perfect type, its orderly lines of expert workmen, and its complete appliances of the latest and most approved sort for handling work expeditiously and to advantage, is a revelation to a man familiar with the ordinary printing office. The compositors are an exceptionally intelligent set of men, dignified and workmanlike in appearance. Bookwork is a different thing from newspaper work, and legal bookwork is of the higher grades of that. Some of the men have been in their present positions fifteen and twenty years,— a fact which has its bearing upon the high standard maintained. The capacity of this department is almost fabulous. The American Digest of 1898 contains 17,000,000 ems, or about 34,000,000 separate letters,— mat-

ter which would fill about 25 volumes, if set like the ordinary State Reports or text books. It would take one average compositor over seven years to set it, but it was handled here in about two weeks, without interruption to other current work. For the year ending Aug. 31, 1900, the output was 254,000,000 ems, which would be the equivalent of from 300 to 400 volumes of ordinary law reports, or say 800 to 900 books of average literary size,— two or three every working day of the year. The combination of tremendous speed with a high grade of work is something that could be attained only in this exceptional sort of an establishment, where each man is an expert and the men are many. The work done sometimes in one day here would keep an ordinary print-shop of ten or fifteen handwork men occupied for a year.

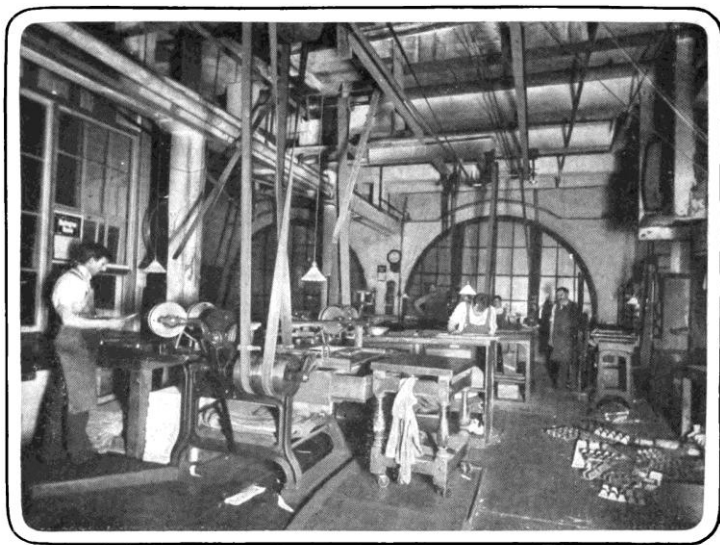


TYPESETTING MACHINES.

One important element in the attainment of this speed is, of course, the development towards perfection of typesetting machines. These elaborate pieces of mechanism have only within the last few years become practicable, though the dream of them has hung before inventors for over a century. Recent developments have succeeded each other so rapidly that expensive machines which six or eight years ago were the best of their kind, and cost fifteen hundred dollars to two thousand apiece, are to-day worth the price of old iron only.

The Linotype, of which there are 16 in this room, all in active operation (and during the larger part of the year busy night as well as day), casts lines of "type" in the shape of small metal bars, by means of a little pot of molten metal hidden under its innumerable attachments. If we were to attempt to do by hand composition the work which is here handled by about 30 men with the use of the Linotype, it would require the building of an additional story capable of accommodating 150 workmen.

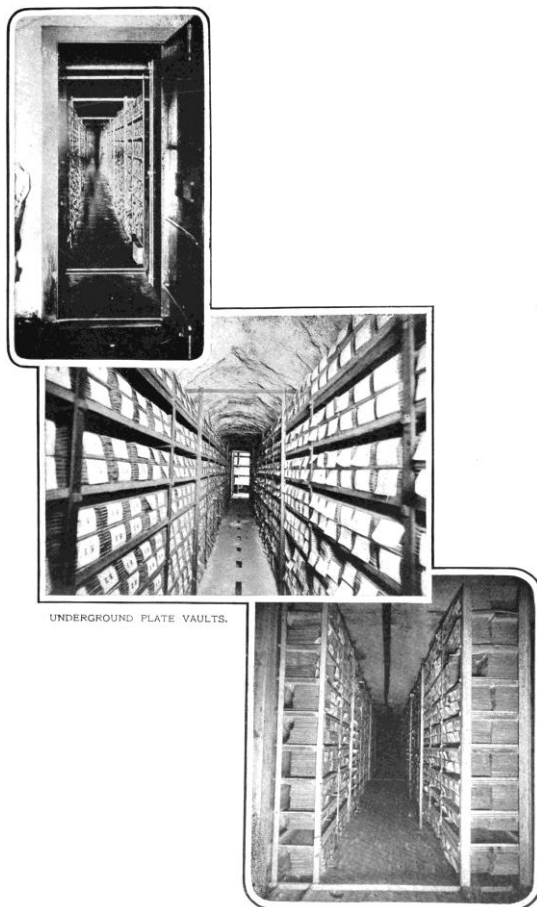
The processes of stereotyping are among the most picturesque of the printing business. Here are kettles of molten metal, waiting to be turned into "plates" to print from; here are wheels and saws and knives that trim and shape the solid metal as easily as though it were cheese.



THE STEREOTYPING ROOM.

A mold of the type-page is made of stereotyper's paper which is beaten down, wet, into the type form, and then baked hard. From this the metal plate is cast, and from these plates, not from type, the book is printed. After the first printing, the plates are stored away in underground vaults, and preserved for the reprint editions which are constantly called for.





UNDERGROUND PLATE VAULTS.

*These storage vaults, used exclusively for the preservation of the metal plates, which constitute one of the valuable assets of a great publishing house, are burrowed into the sandstone of the hillside, and, though they open out on the press-room at their entrance, their course runs 80 feet below the surface of the earth,—five stories down from the front entrance. Here the plates are filed away, page by page, and volume by volume, in exact order, at hand instantly when wanted, yet safe from fire, flood and cyclone. The vaults are nearly a quarter of a mile in length, containing over 2,500,000 pounds of stereo plates, the metal of which is worth at market prices over \$150,000, and which represent an original cost for manuscript and composition of over \$3,000,000. Only those plates are preserved which are needed for reprinting, and some are always in use to meet the demand for back volumes.*



A GROUP OF EDITORS.

The editorial department is naturally the most interesting to a lawyer, for here he sees the actual process by which "the law as it is" is put within his reach. It occupies the entire seventh floor of the building. Here are the editors, the revisors, the digesters, and the annotators, each of them a lawyer first and an experienced "law-writer" next. To bring together and train this efficient corps has been the work of years; and as a body there is not another to match it. The tests given applicants make it certain that only lawyers of more than average ability, and with special mental aptitude for this class of work, are engaged in this very important position. A lawyer of scholarly tastes and abilities finds a more attractive field in legal literary work than in the competitive struggle which awaits him if he enters the practice, and the rewards, if less dazzling, are more assured.

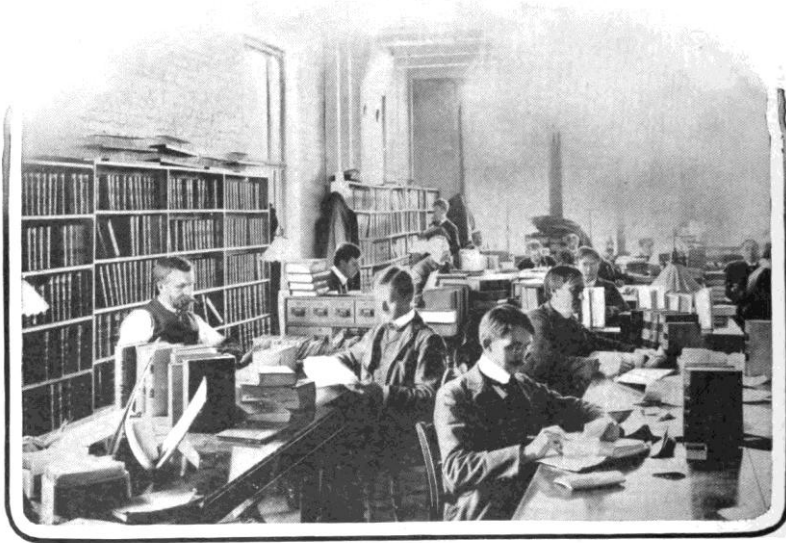
Instead of being left to follow individual whims and theories, the editors act under an elaborate code of Instructions, which is the outcome of experience in reporting over 275,000 cases. No report is published until it has been carefully examined and revised. The general recognition of the excellence of the editorial work upon the Reporters is amusingly illustrated by some leading law journals, which often adopt, not only the text of the opi-

nion from the Reporters, but headnote and statement of fact as well, without taking the precaution to indicate that they were only borrowers, and not sponsors.

The editorial standard, placed high at the beginning, has been constantly advanced, and the question of expense is never considered when the editorial integrity of a piece of work is concerned. The adherence to this policy has justified such comments as the following from the late Thomas G. Shearman of New York City, author of *Shearman & Redfield on Negligence*: "The American Digest is so far superior to any other digest which has ever been published, either in America or England, as really to admit of no comparison."

In the digests, the advantage resulting from the uniform methods possible to a corps of co-workers is manifest. The Century Digest, for instance, would not be a possibility on any other basis. It is coming out at the average rate of nearly a volume a month, each volume being equivalent to a digest of one hundred volumes of reports; and the distribution of these hundreds of thousands of digest paragraphs is made according to a scientific and logical classification of the law, which has been carefully worked out down to the smaller subdivisions of the subjects. The "American Digest classification" has been recommended by the American Bar Association for universal adoption by digesters, as the best basis for a uniform classification of the law.

The Century Digest editors are grouped in a room by themselves. The manuscript material, written on slips for easier classifying, is stored till wanted in a fire-proof room in the Annex, where it is in the charge of a corps of clerks, who send to the editors at any time any special section that may be needed. Every assistance is given to the editors in the way of clerks, stenographers, and all sorts of ingenious mechanical appliances.

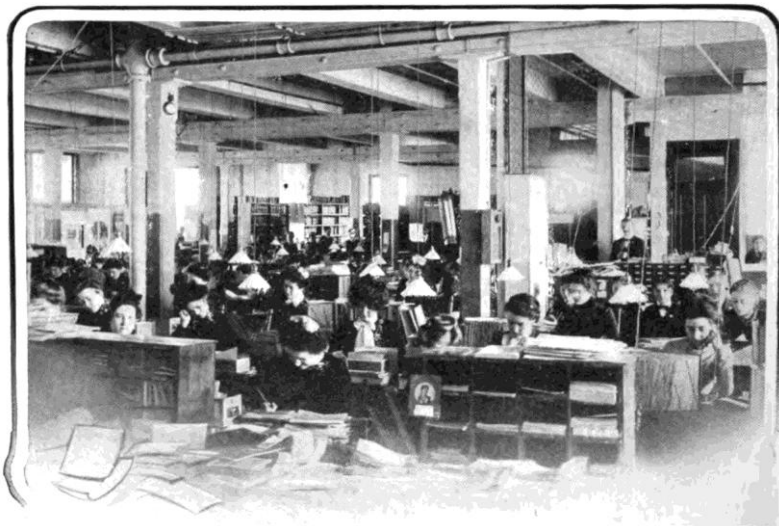


EDITORIAL ROOM OF THE CENTURY DIGEST.



FIRE-PROOF STORAGE ROOM FOR CENTURY DIGEST MANUSCRIPT.

In this department of assistants are the “verifiers,” who examine every citation to make sure that title, volume, and page are correctly given; the copy preparers, who go over the manuscript to see that they are typographically ready for the printer’s unreasoning acceptance; the record keepers of various sorts, copyists and assistants, acting under the direct orders of the editors,— numbering in all over 150 persons, mostly young women. There is, necessarily, much detail connected with the handling of the opinions preliminary to publication. They come here from all the states in manuscript form,— a form of “report” with which the legal profession was very familiar before the “advance sheets” of the Reports were thought of, and they must be recorded and sent to the editors in turn, and checked at every stage of progress toward the printed report. This department is as thoroughly organized and as fully equipped as any in the building.



THE CLERICAL CORPS CONNECTED WITH THE EDITORIAL DEPARTMENT.

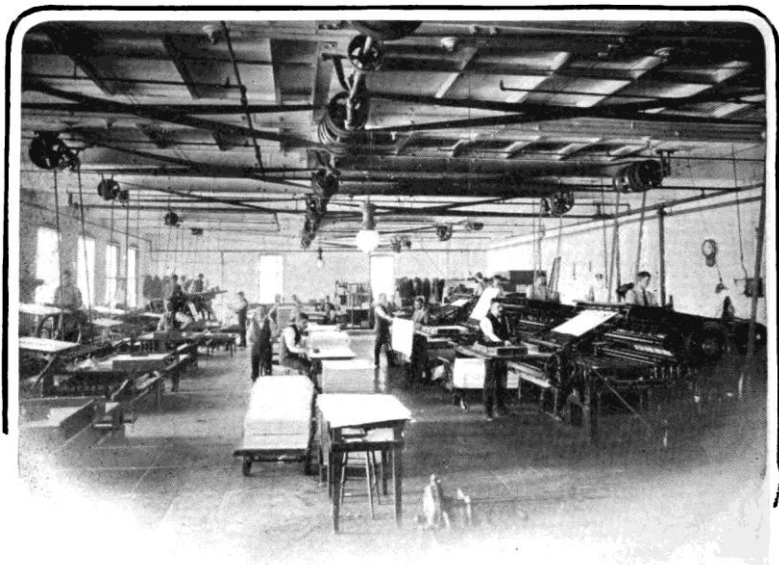
The editorial library, which is in constant requisition, is probably one of the most completely equipped reference law libraries in the country. All citations of cases, whether in a decision, note, statement, or elsewhere, are verified before they go out in print by a reference to the original volumes or from carefully compiled tables. Thousands of errors in the manuscripts are

corrected in this way annually. Every lawyer will realize the importance of this work from a memory of time and patience wasted by "miscitations."



THE EDITORIAL LIBRARY.

The press-room, where the actual printing is done, is down on one of the lower floors,— a large, airy, and well-lighted room, specially built and fitted up for the accommodations of these busy and heavy machines, which are kept running both day and night during a great part of the year. Here tons of blank paper are taken in, and turned out as printed records of judicial decisions, to affect, directly or indirectly, the personal and property interests of our 76,000,000 persons.

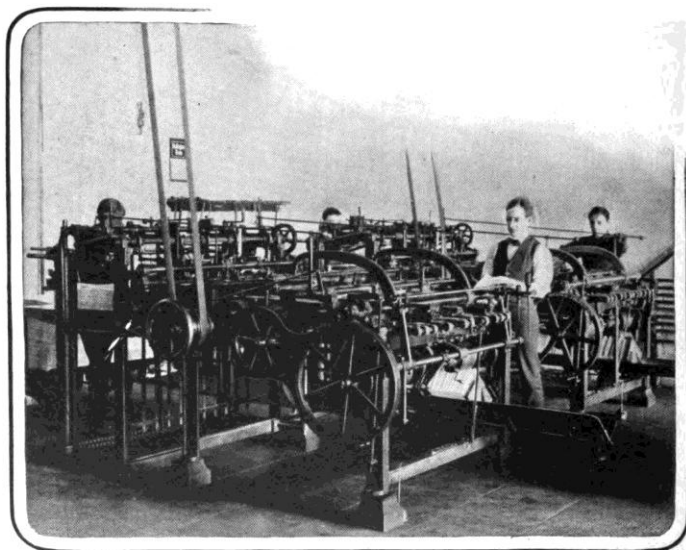


LOOKING ACROSS THE PRESS ROOM.

The importance of perfect appliances here is made clear when the pressman explains that carelessness in his department would spoil a piece of work to which every other department might have contributed its best. In fact, from the pressman's point of view, neither the paper manufacturer, nor the typesetter, nor the printer who sets the type, nor the laborious proof-reader, nor ever the august tribunal which promulgated the opinions, is quite so important a factor in producing the perfect law book at last as the man who sees that the forms "register" all right, and that the ink does not "smooch" or the fresh pages "offset."

The automatic folders, which take the sheets of paper, each with 32 printed pages on it, from the presses, and fold them exactly and with marvelous rapidity into the "signature" required in the book, are wonderful pieces of mechanical ingenuity. A pile of the printed double sheets from the press is laid upon the table, and the wheels are started. At once a rubber finger, which works with a comical imitation of consciousness doubles up a corner of the top sheet, and pushes it on until it is caught by the revolving belts, and shifted on to be suspended over what looks like the mouth of a small maelstrom of machinery. There it is sucked own

into a tangle of wheels and belts and rods and blunt knives, and what happens to it there no man knows; but when it escapes at last it is not torn to ribbons at all, but the two sheets are separated and neatly folded by four distinct folds, and the 32 pages have found their consecutive arrangement.

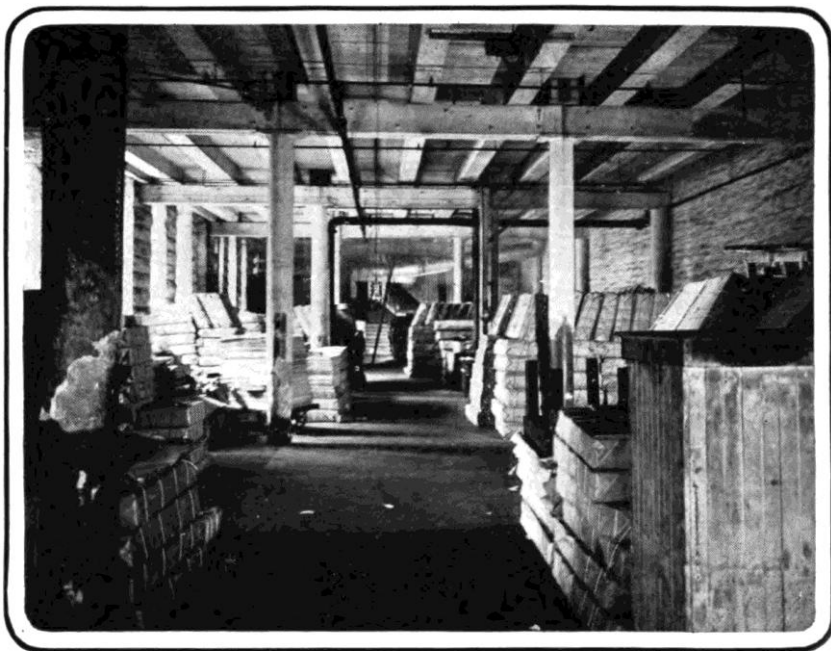


AUTOMATIC FOLDERS.

Adjoining the press-room is the store-room for the paper. Bales and bundles of paper, and bales and bundles beyond that again. They are brought in here at the rate, on an average, of a carload every five days,—and of course taken out to feed the sturdy appetite of the presses at about the same rate of speed.

Our paper is made specially for us (and has been for nearly twenty years) by one of the largest millers of the country. It is a rag paper,—which means that it is a superior paper. Wood-stock papers, owing to the cheapness, are very commonly used, even in books where one would not expect them; and the processes of manufacture often give them a superficial finish which makes them look as well as rag paper,—at first. But it is impossible to give them the wearing qualities of the more costly rag paper, and the books will unfailingly show the difference in time.



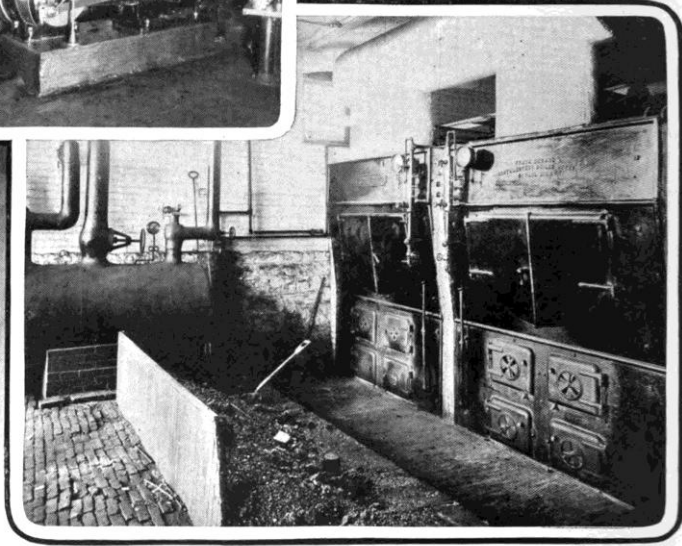
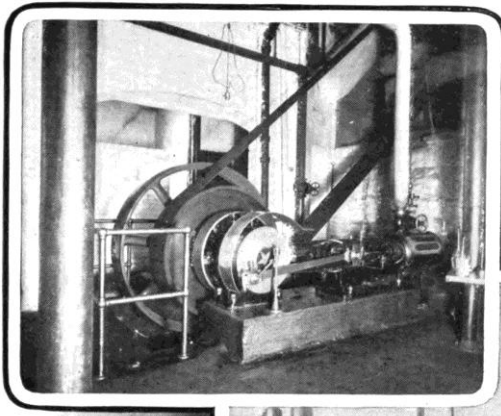


STOCK ROOM FOR PAPER.

On the lowest floor of all are the boiler and engine rooms. This engine has for years sent the power for machinery to all the manufacturing departments, and now stands waiting to throw itself into the breach if at any time there should be a failure on the part of the electric motors with which the building has been newly fitted. The boilers supply steam to heat all parts of the 3½-acre building, with its many miles of steam pipes.

Turning to reascend, we stop at the bindery on the fourth floor, where we find tables and tables and tables crowded with books indifferent stages of undress. The wire stitchers, "smashers," trimmers, hydraulic presses, etc., are all interesting examples of modern machinery; and watching them in operation makes clear the various processes, from the folding of the sheet to the polishing of the label, by which the printed paper is transformed into the familiar sheepskin-covered volumes. Twelve hundred and seventy-five of these were turned out in one day, recently, as a regular day's work.

IN THE ENGINE ROOM.



IN THE BOILER ROOM.

Among the remarkable machines here are the sewing machines for books, which take in the folded sheets, and turn out books all sewed, knots tied, ready for the "smasher." One of these sewing machines will turn out 200 books while an expert hand-sewer turns out 40, and, what is even more important, it does superior work. This is not always the case with the new invention. There is generally some compensating disadvantage in the character of machine work to avenge the hands from which the work has been taken, but in these machine-sewed books the advantages are all on one side. The work is firmer, more durable, and better in every way. Eight threads are used, and they are so interlocked that, even if one section be torn out of the book, the

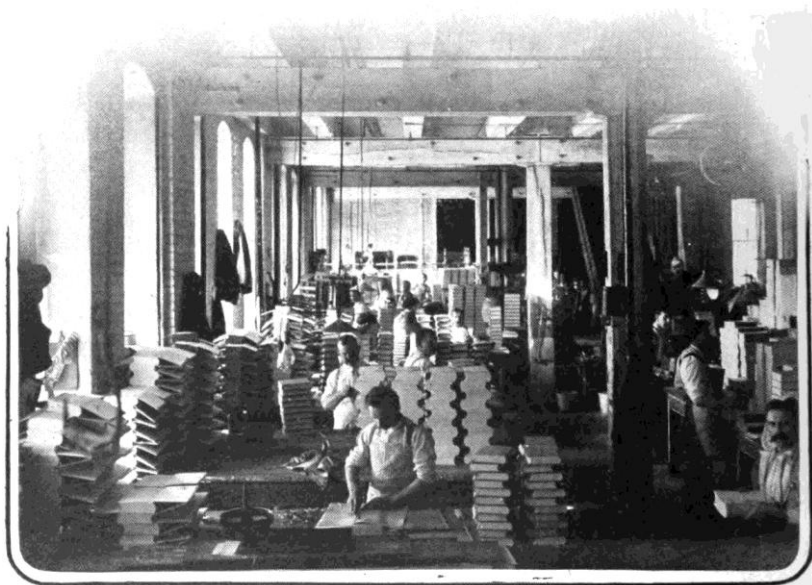
adjoining sections are not loosened. The advantages of a method of sewing that allow a book to be opened to the full without breaking is manifest in such heavy volumes as the American Digest. Statistics give the poorest sort of an idea of the facts, and it doesn't mean much to us when we are told that 5,000 to 6,000 sheep resign their skins every month in favor of the National Reporter System. But we are impressed in spite of ourselves when we learn that the waste clippings make a carload for the paper mill every three or four weeks.



SEWING MACHINES IN BINDERY.

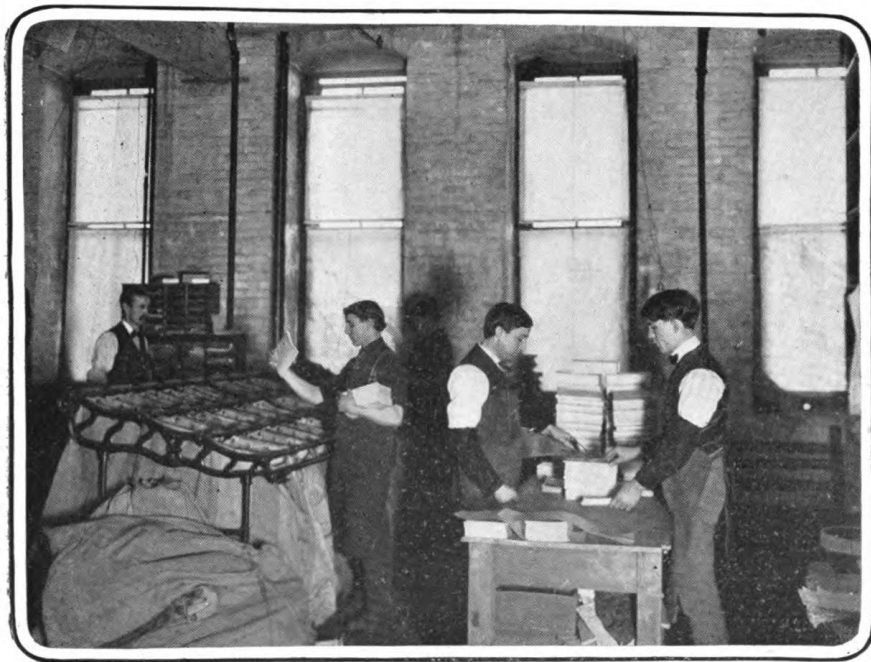
It may be properly mentioned here that the books bound in the West Publishing Co. bindery are all bound in solid sheep,—not in skiver. Skiver is sheepskin that has been split and stretched. It costs much less than sheep, and has about one-third the durability of the solid leather. Of late years it has come into surprisingly wide use as a covering for law books, appearing even on books issued by publishers of the highest standing, though it is quite possible that the contracting binder is the responsible person in such cases. It is more than probable that the disrepute which has fallen upon sheep binding in certain localities, leading

to the experimental substitution of canvas and other bindings, is due to the use of skiver. If the books bound in *this* bindery do not prove durable, that will be evidence of the intrinsic weakness of solid leather. But that evidence has not yet come in.



PUTTING THE COVERS ON LAW BOOKS.

The mailing room shows the methods by which the advance sheets are distributed to subscribers. There are ten of these separate issues every six days, each to go out without delay to its own constituency. The loads of pamphlets ready for mailing come down in a chute from the bindery above, and the mailing clerks at a long table stamp the subscribers' names and addresses on them from long strips of printed names which might almost serve as an attorneys' directory of the United States. Then they are wrapped and dropped into the waiting pouches of one of the regulation mail racks furnished by the postoffice. This rack holds one or more mailbags for each state. They are locked and forwarded directly to the United States mail cars, and by this means the delay of sorting them at the postoffice is avoided, and several hours gained in their distribution over the country.



MAILING THE WEEKLY ISSUES.

The advance sheets sent out from this room average over a ton a day.

This department is also the pamphlet stock room, where the back numbers are stored. From the resources of this room any lawyer can secure, by return of mail, a printed copy of any case published in the entire Reporter System,— and that means any of the 275,000 latest decisions of the country. The fee is 25 cents! This is a different situation from that which existed a few years ago, when copies of cases could only be obtained in manuscript form from the court records, and the fee for a single opinion might easily run up to from \$5 to \$10.

In the shipping department the books for which orders have been received from the office above are wrapped for mailing or boxed for express or freight shipment. They average from two to six tons per day throughout the year, and go to every state in the Union, and not infrequently to other countries as well.



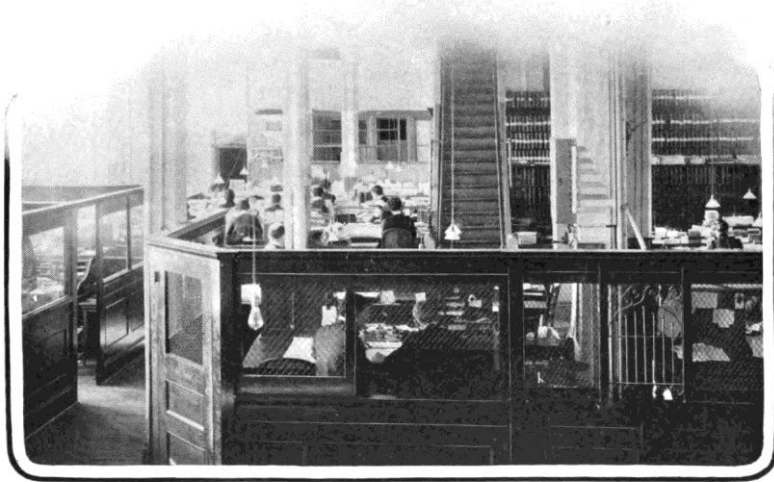
THE SHIPPING DEPARTMENT.

The office details of attending to the mail orders of the business include reading and replying to from 500 to 1,000 letters every day; recording orders and shipping the books; and following the "live" accounts on our ledgers with some 30,000 customers, scattered over the whole country.

The permanent records of the office include a card list of correspondents, in a cabinet of 33 double drawers; a "financial standing" cabinet, for the guidance of the credit department in accepting orders from new and old customers; a cabinet of maps, one state to a drawer, showing by a system of colored pegs where the agents of the company are traveling or are to be sent in the future; and of course the usual equipment of ledgers and other books, necessary for recording the sales and accounts, which range from 25 cents to several thousand dollars.

To keep these details in order requires a force of about a hundred clerks, grouped into the sales, bookkeeping, collection, and correspondence departments.

The book stock is in connection with the Sales Department and fills rows of shelves occupying nearly the entire front of this floor. The stock is always changing, and is always full.



OVERLOOKING THE BOOKKEEPERS.

It is impossible, after going over the building, to avoid a retrospective glance. The business was begun in 1876 in the corner of one basement room. The present building contains 3½ acres floor space, and is too small for comfort. It began with no capital. The paid-up capital stock is now \$1,050,000. It began with no market, and had to make its reputation as it went along. It is now known, by report at least, to practically the entire bar of the country, and counts among its regular customers and subscribers the large majority of the book-buying element in all the states. It gives steady employment to more than 500 persons, and it does not take long for the business transacted by them to run into seven figures.

A development so rapid and substantial is out of the ordinary. It is due to the fact that the company has had something out of the ordinary to offer; and as a matter of fact its managers are prouder of the work that it has done for the legal profession of this country than of its record for dividends. Dividends might be earned in any business, but it is not often that a private business can work incidentally a great public good. This had been notably done in the two chief publications of the West Publishing Co.,— the National Reporter System and the American Digest System.



A ROW OF OFFICES.

The National Reporter System has unquestionably revolutionized the whole plan of law reporting, and there are many lawyers still in active practice who can recall the old conditions, and compare them with the new. The decisions of most of the states were published, in those days, in the local series known as the State Reports, but there was no systematic control of the matter. Sometimes the state reporter was a salaried official, sometimes he was a private editor, sometimes he had a subsidy from the state for the publication, sometimes he owned the copyright,—and increased his profits by making small volumes with few cases. Almost invariably, the publication was several years behind the courts. With the best intentions, the reporter would have to hold the opinions until a sufficient number had accumulated to make a volume; and often this period was lengthened by customer or carelessness so that the first authorized publication of a decision — which was authority from the day of its filing — might not come until from five to ten years after its rendition. The whole matter of current reporting was in a state of confusion and uncertainty which made it as difficult to find precedents as it was hazardous not to find them. The late decisions were traps for the unwary; and manuscript copies were expensive.



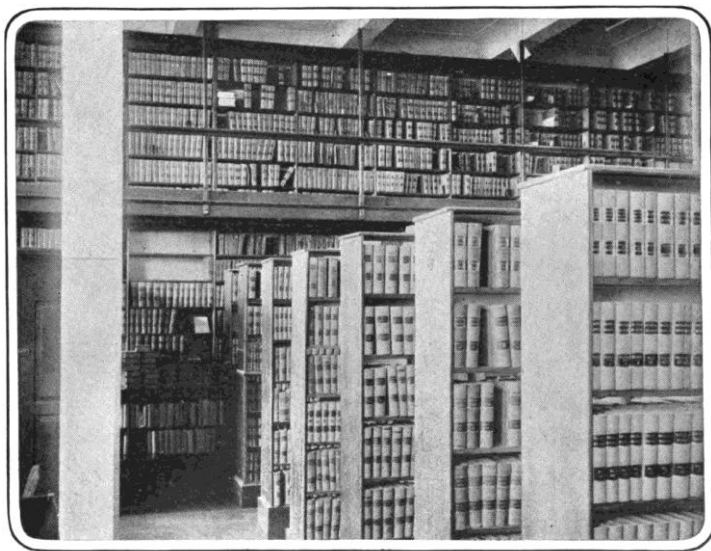


TAKING CARE OF MAIL ORDERS.

The establishment of the Northwestern Reporter was the establishment of a method in reporting which signaled a new order of things, although it covered only a group of Northwestern states, and the National Reporter system, bringing all the courts of the country under the same system, was not completed till some years later.

This revolutionary idea was simply to report the decisions from a group of states in one "Reporter." This insured a sufficient volume of matter to make possible the weekly publication of "advance sheets" in pamphlet form. It also insured a clientele, embracing the bar of several states, which justified the low subscription price of \$5 a year. (The decisions of a single state could hardly be supplied to the limited purchasers afforded by a single state for that amount.) It is this combination of states, and cooperation of subscribers from distinct jurisdictions, which explain the utility and success of the Reporters, and which distinguish them from all previous attempts to furnish current case-law promptly and at a low price. The Reporters have brought about prompter publication and lower prices even in the "official series"; and, by taking the equivalent Reporters, it is now possible

for a lawyer to cover the same range of reports as before at about one-fourth the cost, or to make the same amount of money go four times as far. And, from the professional standpoint, the immediate and full publication of decisions from all the scattered jurisdictions has led to the harmonizing of judicial rulings, and has saved much of that "conflict" which is the greatest embarrassment of the bar,— and of the bench. The Reporters stand for prompt, systematic, exhaustive, economical, and reliable law reporting.

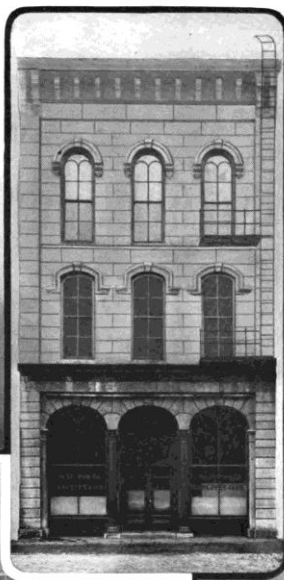


GENERAL LAW BOOKS STOCK.

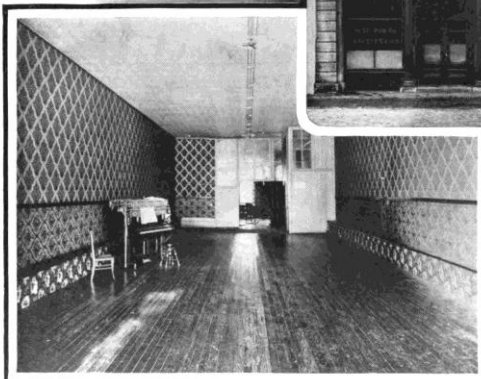
What the National Reporter System has done in the field of reporting, the American Digest System has done in the field of digesting. This System covers the whole field of American judicial precedents,— and it is the only enterprise which undertakes to do so. The Century Edition, in one series of fifty volumes, gives a systematic digest of all law points in all reported American cases from the earliest times down to 1896, under one alphabetical arrangement of subjects. The current edition of the American Digest supplements the Century by covering the current decisions subsequent to 1896 on the same plan; and this edition is supplemented, in turn, by the Bimonthly Digest, issued as a stout pamphlet every two months.

The West Publishing Co.'s list includes also several sets of Reports, reprint or new; text-books; statutes, digests, and other law books. A full descriptive list will be furnished on request. The number of volumes actually put out into the hands of the lawyers justifies literally the caption of the account, "Law Books by the Million."

FRONT OF THE CLUB HOUSE.



CLUB HOUSE—MAIN HALL.



THE LADIES ROOM IN THE CLUB HOUSE.

## THE CLUB.

The West Publishing Co. Employes' Club is not a part of the official business of the corporation, yet it will probably be as interesting to visitors as any other department. It represents one of the latter-day efforts to give the laborer something more than his stipulated hire in recognition of his human place in the general scheme of things.

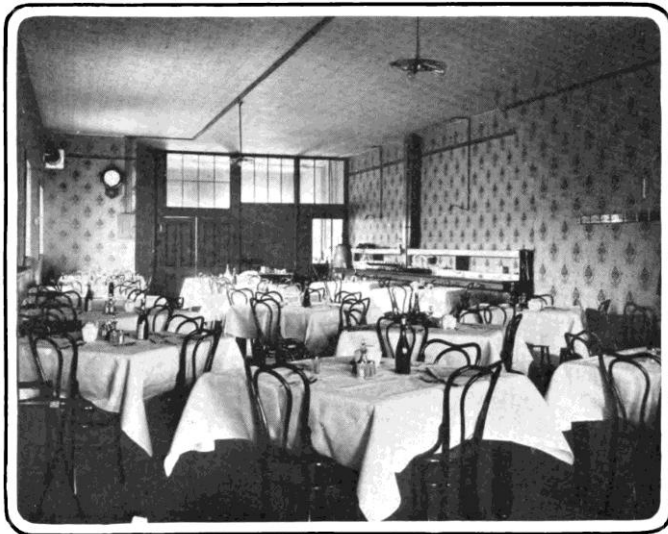
In the summer of 1900, the company rented a three-story building directly across the street from the office establishment, and placed it, rent free and furnished, at the disposal of this club, formed exclusively of employes in the business, and including nearly the entire force,— though of course membership is neither enforced nor urged. It is a voluntary association formed for the purpose of establishing a better acquaintance among the employes themselves. The Club elects its own officers and directors, makes its own By-Laws, and pays its own current expenses from its monthly dues and earnings.

The Club building contains three floors and a basement. The first floor is the general assembly room, and is used for general gatherings, dancing, etc. In the summer it is used for the storage of bicycles during business hours.

At the rear of the first floor is the Ladies' Room, fitted up with easy chairs, couches with cushions, a piano, and other accessories to enable weary girls to make the most restful use of the noon hour. A girls' club holds fortnightly meetings here.

The second floor includes a reading room, equipped with all the current magazines and important journals; the restaurant, fitted up to serve "meals at all hours"; and, in the rear, the kitchen. Of course it is used chiefly for midday luncheons. The equipment is of the best. The management of the restaurant is in the hands of the Club, and is on the co-operative basis, prices being made barely high enough to cover the cost. Members thus get the benefit of the economical management.

The third floor is fitted up as a smoking room for the men, and is equipped with pool and billiard tables, tables for whist parties, etc. A whist club meets here every Saturday evening, and the other tables are in constant use every noon and evening.



THE CLUB RESTAURANT.

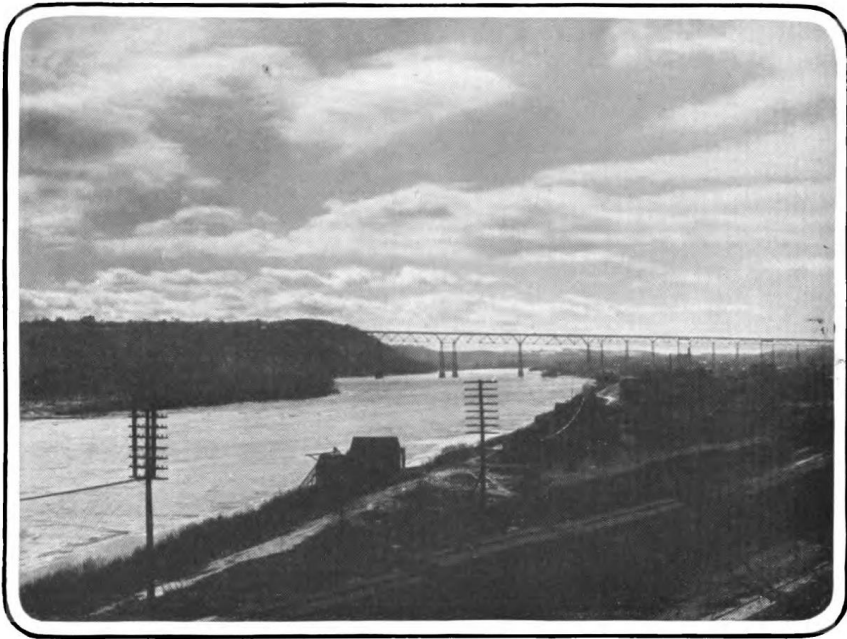
A CORNER OF THE CLUB READING ROOM.



THE BILLIARD ROOM.

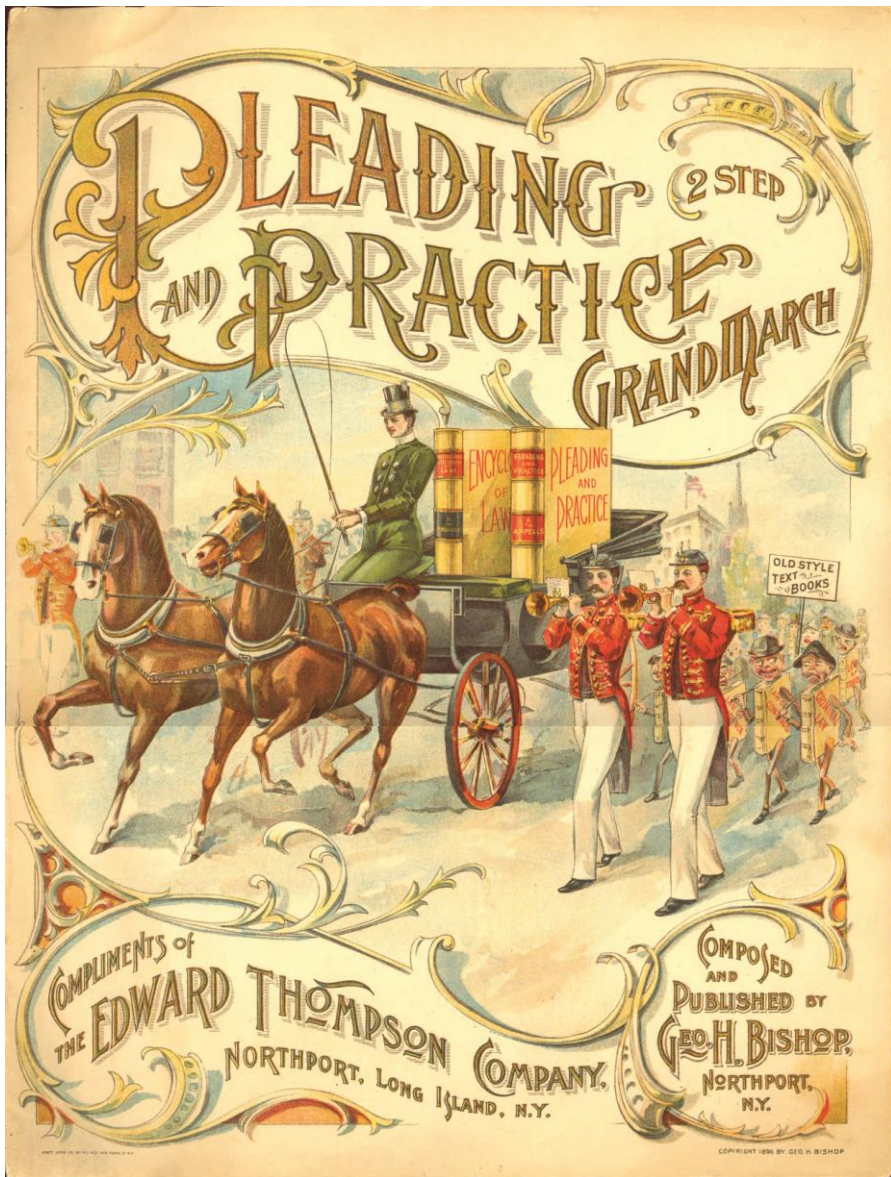
A gymnasium for boys in the basement is one of the things looked forward to.

The rooms are in constant requisition by club members for evening parties, and the constant use of the different facilities afforded by the building is the best proof that it has happily filled a real need, and that it has a future of material usefulness,— and perhaps of something more.



VIEW UP THE MISSISSIPPI RIVER, AS SEEN FROM THE WEST  
PUBLISHING CO. BUILDING.

APPENDIX B:  
PLEADING AND PRACTICE GRAND MARCH  
(EDWARD THOMPSON 1896)





1

# LEADING PRACTICE

AND 2 STEP

## GRAND MARCH

TEMPO DI MARCIA

COPYRIGHT 1896. BY G. H. BISHOP

G. H. BISHOP

The musical score is presented in four systems, each containing a treble and bass staff. The key signature is one sharp (F#), and the time signature is 2/4. The notation includes various musical symbols such as notes, rests, and dynamic markings like 'z' for accents. The title 'LEADING PRACTICE AND 2 STEP GRAND MARCH' is written in a large, ornate, decorative font at the top of the page. Below the title, the tempo 'TEMPO DI MARCIA' and the copyright information 'COPYRIGHT 1896. BY G. H. BISHOP' are printed. The composer's name 'G. H. BISHOP' is also printed at the bottom right of the page.



2

The musical score is written for piano and strings. It consists of six systems of staves. The piano part is in the left hand, and the string parts are in the right hand. The key signature is one sharp (F#) and the time signature is 4/4. The score includes various musical notations such as notes, rests, and dynamic markings. The first system shows the piano part with a series of chords and the string part with a melodic line. The second system includes a first ending bracket and a forte (f) dynamic marking. The third system features a woodwind entry marked '8 Va.' and a piano (p) dynamic marking. The fourth system continues the woodwind part. The fifth system shows a woodwind part marked '8 Va.' and a piano part with a first ending bracket. The sixth system concludes with a piano part marked 'P' and a woodwind part.

8 Va.

f

8 Va.

8 Va.

1

2

8 Va.

1

2

P

3

1 2

8 Va

*f*

This musical score is written for piano on a yellow background. It consists of six systems of music, each with a treble and bass staff. The key signature has one sharp (F#). The score includes various musical notations such as eighth notes, quarter notes, and chords. There are first and second endings marked with '1' and '2'. A section marked '8 Va' begins with a forte (*f*) dynamic. A page number '3' is located in the top right corner of the score area.

4.  
8Va

8Vb

ff

8Va

8Va

1 2

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