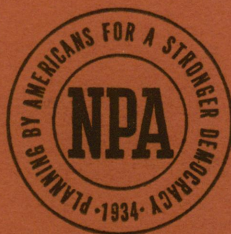


A REPORT TO MEMBERS
ON
JOINT MEETING
NPA'S ANNUAL
OF
AGRICULTURE
BUSINESS
LABOR
and
THE PROFESSIONS



DECEMBER 1947
WASHINGTON, D.C.

NATIONAL PLANNING ASSOCIATION

A Non-Profit, Non-Political Organization, Established in 1934

Devoted to Planning by Americans in Agriculture, Business, Labor, and the Professions

800 21st Street, N. W., Washington 6, D. C. Telephone: District 8766

OF THE ANNUAL JOINT MEETING

December 8th and 9th, 1947 • Statler Hotel • Washington, D.C.

PRE-JOINT SESSIONS

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BACKGROUND TO NPA'S 1947 JOINT MEETING

52 Most NPA members need no introduction to NPA's Annual *Joint Meetings*—why and how we hold them. For newcomers to the Association, however, it may be helpful to explain the significance of these *Joint Meetings*, where the NPA Board and Standing and Special Committees work together as a Committee of the Whole.

94 These meetings represent one of NPA's most valuable contributions to democratic planning. Their value does not lie primarily in the recommendations on national policies which result from the meetings—no matter how useful those recommendations may be. Their unique contribution is in the process of the work. It lies in the demonstration that American citizens from different backgrounds and of varied interests can get together to plan workable programs in the over-all national interest.

72 It was back in 1934 when a half-dozen men who had a common interest in public affairs and their country's future formed this Association. Their aims, and the way in which they started to carry them out, slowly attracted others. The first recorded list of NPA members numbered not more than one hundred forward-looking individuals who were hopeful that responsible citizens could jointly work out reliable techniques for democratic planning.

In 1934 a good number of Americans were beginning to recognize that we needed to find ways to plan in a democracy—that planning was necessary if we were to avoid a totalitarian state, where citizens have no voice in what happens in their country. And they were convinced that democratic planning is possible.

The depression had made more people pay attention to their national problems; they had been through a bad time. But the country still tended to break up into pressure groups, with differences between business and labor, capital and government, policy-makers and administrators, the engineers and the economists, the scientists and the sociologists.

NPA's first Board of Trustees and its earliest members were worried over the dangers of group conflict. They steadily sought ways to make people recognize that no group, working alone, could solve the problems confronting the nation.

During the fourteen years since NPA was founded this concern has continued. The tendency to break up into pressure groups is still one of the most gravely disintegrating forces in our national life. It was obvious from NPA's start that the way to work was to encourage persons with diverse backgrounds and interests to come together



"CITIZENS WITH DIVERSE BACKGROUNDS GET TOGETHER. . ." Conversation before the opening session was interrupted for a picture of Standing Committee members—Management Engineer Robert Heller from Cleveland, Missouri Farmer Thad Snow, American Friends Service Committee's Clarence Pickett, and Labor Leader Lazare Teper of New York City.



Newly-elected Board member, Laird Bell, is congratulated by Agriculture and Business Committee Vice Chairmen, Joseph W. Fichter and Philip B. Stull.

regularly to agree on common objectives, to seek the facts, in order to arrive at mutually acceptable solutions to national problems. Developing such a mechanism sounds simple, but it has taken a long process of trial and error to develop the workable system now used in NPA.

One of the first steps was to enlarge our Board of Trustees so that it now cuts across many fields: agriculture, business, labor, the professions—with many members who have had government service. Working with the Board are Standing and Special Committees.*

These committees are *working* committees. Their members are drawn from many geographical regions, and from varied fields within each economic group. They meet separately for intensive work throughout the year, as well as in joint session; but each member serves and speaks only as an individual, rather than as a formal representative of his organization, his company, or any other group with which he may be affiliated.

The Committees are:

The Agriculture Committee on National Policy (founded early in 1943), representative of farm organizations, the food processing industry, single-farm operations, plus agricultural experts from the universities.

The Business Committee on National Policy

*—See Board Members on page 2; Standing Committee Members on pages 31 and 32; Special Committees on pages 15 and 19.

(founded in 1942), representative of a cross-section of American commerce and industry—from raw materials to finished products to retail goods.

The Labor Committee on National Policy (founded in 1942), including national and state officials of the American Federation of Labor, the Congress of Industrial Organizations, the railway brotherhoods, and other unions.

The Committee on International Policy (founded in 1943) includes agricultural, business and financial, labor, and professional leaders experienced in foreign affairs.

The Committee of the South (founded in 1946) made up of Southern leaders, active in agriculture, business, education, finance, government, industry, labor, and the press.

The Advisory Committee on "The Causes of Industrial Peace Under Collective Bargaining" (founded in 1947), composed of labor leaders, business leaders, and professional consultants.

A small research and administrative staff assists the Special and Standing Committees, and the Board. In addition, well-qualified, outside specialists are called on for occasional NPA jobs.

It was a combination of all these groups which came together for NPA's 1947 *Joint Meeting* to:

1. Review what had been accomplished by NPA during 1947.
2. Study current, critical national and international issues.
3. Lay plans for NPA's 1948 program.

1947 HIGHLIGHTS OF THE JOINT MEETING

The 1947 *Joint Meeting* was well-attended by NPA members, and by guests who were invited to some of the working sessions and the final dinner meeting.

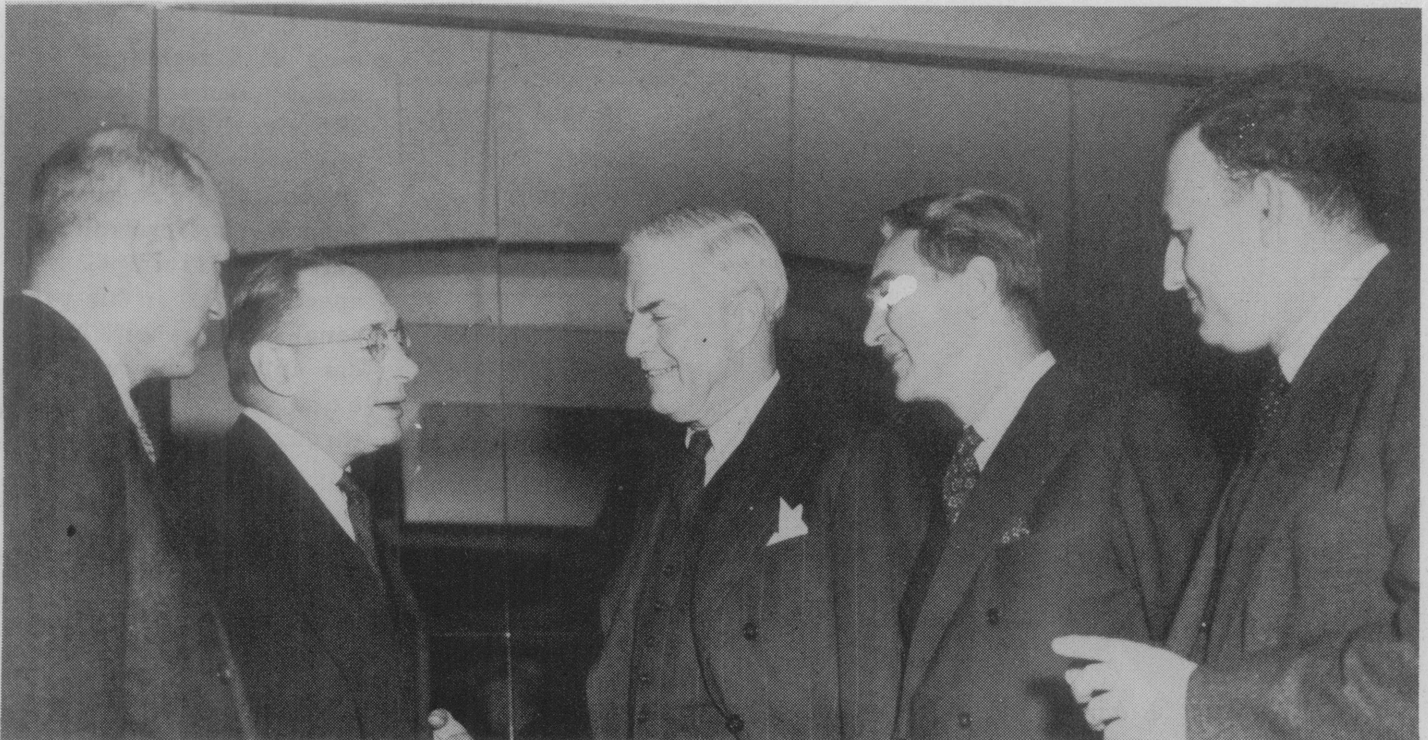
During the two-day sessions NPA members considered many national problems. After sifting ideas and facts, there were three subjects on which they decided to concentrate their immediate attention.

1. Ways to administer a program for effective U.S. aid for reconstruction in Europe. This led to prompt issuance of a Joint Statement and establishment of a *Joint Subcommittee on European Recovery*, to study the Marshall Plan as it develops, to report regularly to the Board and NPA Committees, and, when necessary, to propose appropriate action.
2. Ways to stem inflation and to create a more stable economy. There was established a *Joint Subcommittee on Present Inflationary Aspects of a Full-Employment Economy*, to inquire into the subject and to report to the Board and Committees on problems requiring solutions and on possible action.

3. Ways to assure that moral and human values form the basis for all national policies. The Board unanimously approved a statement of NPA's *Principles and Objectives*, reiterating NPA's belief that private citizens in a democracy have a duty to help in the national search for workable solutions to America's major economic, political, and social problems; and it assigned to a Subcommittee the task of preparing a draft of a statement on *The Ethical Aims of a Free Society*.

The members, in addition, heard a number of formal and informal reports on work underway or projected by Committees of the Association.

At the 1947 meeting the Board announced its decision to award annually a gold medal to the individual—in or out of NPA—who has made an outstanding contribution through the science of planning to the betterment of American life. It also announced the first in a series of Certificates awarded in recognition of distinguished and devoted service to the work of the Association and, through it, to the public interest.



Taylor, heading a "drafting" Subcommittee, as described by Wayne Chatfield Taylor, amuse International Committee Chairman Frank Altschul, new Board Member William L. Clayton, NPA Chairman Sonne, and Labor Committee member Teper.

NPA'S FIRST ANNUAL GOLD MEDAL

Marion H. Hedges, well-known labor leader and one of the founders of the Association, received the first annual award of the NPA Gold Medal.

H. Christian Sonne, Chairman of the NPA Board, made the award at the Dinner Session on Tuesday, December 9th, before NPA members, and guests from Congress, the executive agencies, and professional organizations.

In making the award Mr. Sonne said that Mr. Hedges has pioneered in the planning field—a profession which represents a relatively new approach to the practical solution of our economic and social problems. “That this field is rapidly maturing, the

Board believes, is due primarily to the unselfish efforts of men like Marion Hedges, who have put their responsibilities as citizens ahead of their personal interests.”

Mr. Hedges' nomination was presented to the Board by an Awards Committee composed of Board members Morris Llewellyn Cooke, management consultant; Guy Emerson, Chairman of the Executive Committee of John Price Jones Corporation, and Theodore W. Schultz, Professor of Agricultural Economics at the University of Chicago.

The Awards Committee called attention to Mr.

Hedges' accomplishments over the years in developing better human relations and in advancing the planning movement. It noted especially his varied services in the labor movement and as special consultant to numerous public agencies and private organizations, and his long and ardent espousal of planning as a technique for making democracy more effective. That effort has not been restricted to his services in NPA, but has been at the forefront of all his writings, his speeches, and in his personal contacts with leaders in government and economic groups throughout the country.



Marion H. Hedges receives congratulations and a certificate from Chairman Sonne, pending the striking of NPA's first Gold Medal.

EXTRAORDINARY ACHIEVEMENT

NPA'S FIRST CERTIFICATE OF

James C. Willson, Director of Curtiss-Wright Corporation, was named, at the dinner on December 9th, as recipient of the NPA Scroll, the text of which appears in the adjoining column.

In announcing this first Certificate of Extraordinary Achievement, Chairman Sonne explained that Mr. Willson was unable to attend the *Joint Meeting* this year due to ill-health. His advice was missed by all NPA members who had been accustomed to working with him at earlier meetings.

The Certificate was presented, after the meeting, to Mr. Willson in New York City by three of his close associates in NPA—Mr. Sonne, Charles J. Symington, and Beardsley Ruml, chairman of the Business Committee to which Mr. Willson has given unstinting service.

The Awards Committee emphasized Mr. Willson's arduous work and foresight during the war in helping to develop NPA's usefulness as a post-war planning organization. "Under heavy pressure to carry on an urgent war production job, he never lost sight of the problems which his country would face when the shooting war was won."

A Tribute

to

James C. Willson

Member, NPA Board of Trustees

Member, Business Committee on
National Policy

Member, NPA Executive Committee,
1944-1946

Chairman, NPA Finance Committee,
1944-1946

*In recognition of his distinguished and devoted
service to the work of*

The National Planning Association

and through the Association to the public interest, the Board of Trustees, by virtue of a joint resolution of the Agriculture, Business, Labor, and International Committees in executive session, award, as a symbol of the Association's gratitude and admiration, this NPA Certificate of Extraordinary Achievement.



James C. Willson confers with Business Committee Chairman Beardsley Ruml and Board Chairman Sonne at last year's *Joint Meeting*.

EUROPEAN RECOVERY

NPA'S WORK ON

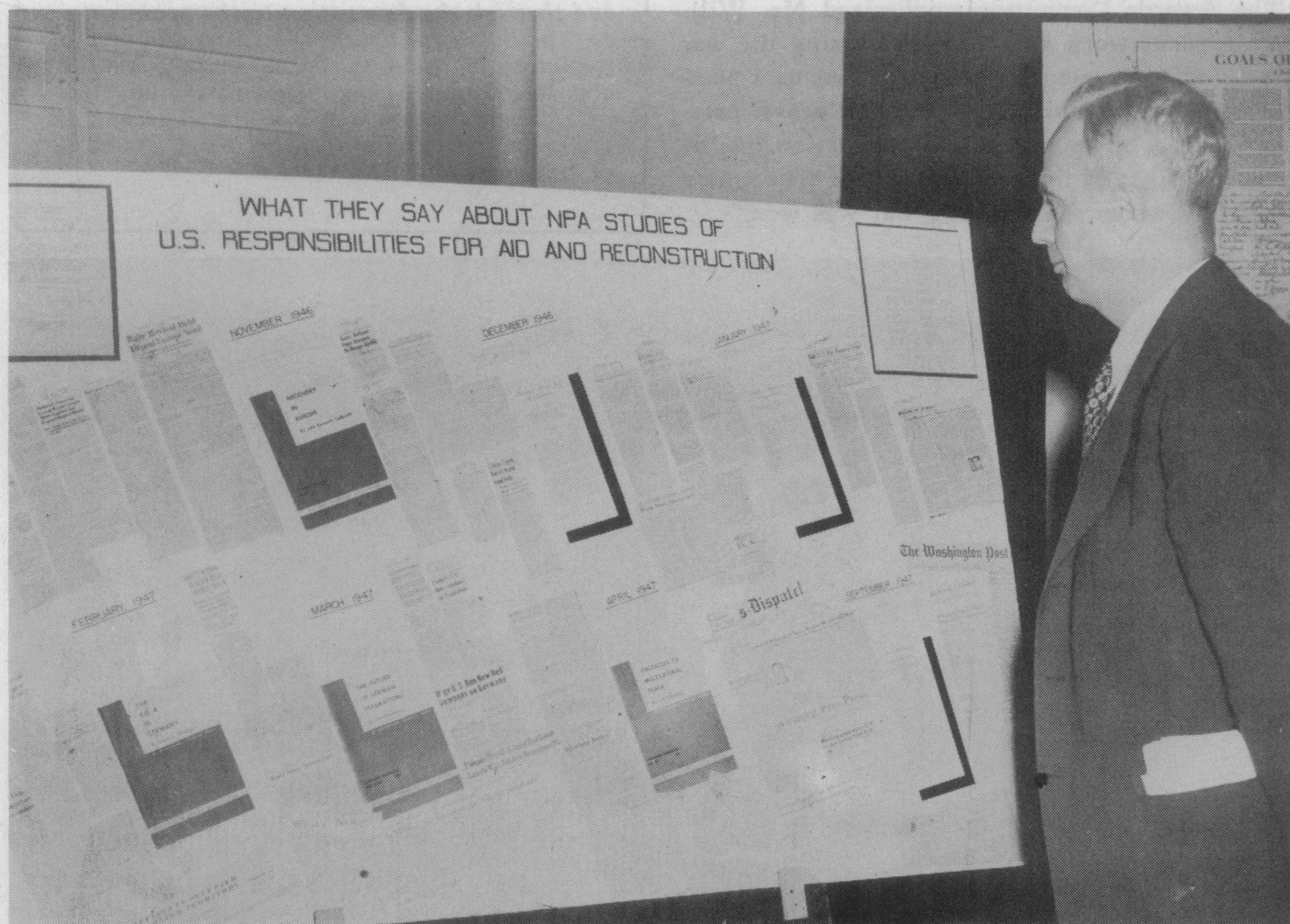
Throughout the Joint Sessions the NPA members concentrated attention on the Marshall Plan and its administration. In opening the Monday afternoon session, Chairman Sonne pointed out that NPA has always stressed that "What happens to the economy of the rest of the world has a direct influence on the economy of the United States. Our responsibilities for assisting the rest of the world toward rehabilitation and recovery have been the subject of joint statements by Board and Committee members and of technical studies under the sponsorship of the Standing or Special Committees. And this subject will continue in the forefront of NPA's activities until the need has been removed."

Past Activities on European Recovery

A look at NPA publications will show the extent to which the Association has urged cooperation

among nations to solve economic and social problems affecting the long-range peace and stability of the world. If those reports dealing only with problems of European recovery are singled out, there is still an impressive list:

The series of studies on European Relief and Rehabilitation, prepared under the Direction of Board member Clarence E. Pickett, Executive Director of the American Friends Service Committee, published during the period 1942-1944, consistently stressed the over-lapping of interim relief and long-term measures for recovery. Each of these reports—*Relief for Europe, Food for Europe after Victory, UNRRA: Gateway to Recovery, Clothing and Shelter for European Relief, and Europe's Uprooted People*—emphasized that joint planning among nations was required to assure that short supplies were used for relief purposes



Clarence E. Pickett studies a poster showing public support of NPA recommendations on U.S. policy for aiding European recovery.



Part of the Joint Subcommittee on the Administration of the Marshall Plan—Messrs. Hedges, Burgess, Lubin, Heline, Gulick and Taylor—just prior to joint consideration of their proposed statement.

in a way to stimulate the longer-range restoration of Europe's own productive capacity.

In May 1946 the International Committee initiated a *Special Project on European Reconstruction*, with the generous cooperation and support of the American Friends Service Committee. The NPA Committee began a series of studies to determine what "political, economic, and social policies must be pursued if Europe as an entity is to achieve some measure of well-being." In this Project special attention is given to the effect of European recovery measures on the U. S.

Three reports, in the Planning Pamphlet series, prepared by individual experts at the request of the Committee, have been issued since initiation of the Project. These are: *Recovery in Europe*, December 1946; *The Big Four in Germany*, February 1947; and *The Future of German Reparations*, March 1947.

In January 1947, the Committee issued a unanimously approved statement, *The Goals of Bipartisan Foreign Policy*, calling for a "broadly conceived economic policy—both domestic and foreign—designed to reenforce the political aspects of our foreign policy."

Following developments during the Summer of 1947, when European nations rallied to Secretary Marshall's suggested Plan, the International Committee issued *America's Vital Interest in European Recovery*, urging support of the Marshall Plan. When that statement was issued the detailed esti-

mates of what was needed from the United States and our abilities to supply those needs were not available. But the Committee's conclusions in regard to support of the Plan were borne out by discussions at the *Joint Meeting*, as well as by the detailed analyses of European and U. S. official reports—which were made for the Committee in a report to be published in February 1948—*The Marshall Plan*, prepared by Sidney S. Alexander of Harvard University.

Action Taken at the Joint Meeting on European Recovery

At the first joint working session, Monday afternoon, Wayne Chatfield Taylor read a proposed Joint Statement on "The Administration of the Marshall Plan," drafted by a Joint Subcommittee of which he was chairman. The Subcommittee, he said, had made its statement "after careful study of alternative proposals for administration."

Members of the Joint Subcommittee, in addition to Chairman Taylor, were:

- | | |
|-----------------------|---|
| From Agriculture..... | Oscar Heline, President, Farmers Grain Dealers Association of Iowa |
| | Theodore W. Schultz, Professor of Agricultural Economics, University of Chicago |
| From Business..... | Eugene Burgess, Vice President, General Mills, Inc., Minneapolis |
| | Robert Heller, President, Robert Heller and Associates, Cleveland |



Following his talk at the opening session, William L. Clayton hears the comments of Agriculture Committee Schultz. Chairman Sonne listens in the background.

From Labor.....Marion H. Hedges, Washington
Ted Silvey, Congress of Industrial Organizations, Washington

From the International Committee...Luther H. Gulick, President, Institute of Public Administration, New York City
Isador Lubin, Head of Confidential Reports, Inc., New York City

Mr. Taylor pointed out that members of this Subcommittee were all men with "long and detailed experience in the operations of our Government—either as a result of personal participation in its activities, or because by nature of their other duties, they had become real students of government administration." That was especially important, he said, in working on the complicated aspects of machinery for administering an international program.

The NPA members discussed the Subcommittee's proposed draft all of Monday afternoon. Based on these discussions the Subcommittee revised the proposed Joint Statement and had the new draft ready for discussion at the opening of the Joint Session on Tuesday morning. That draft was unanimously adopted as a Joint Statement by members present at the meetings. The 6-page statement, *The General Principles and Adminis-*

tration of the Marshall Plan, was subsequently released to the public on December 12th.

A New Subcommittee on European Recovery

During the course of the discussion of the statement, a motion was made by Agriculture Committee member Harry B. Caldwell for the establishment of a *Standing Joint Subcommittee on European Recovery* to examine all aspects of the European Recovery Program as it develops, and to keep the NPA Board and Standing Committees regularly informed so that they may make detailed recommendations when such action seems desirable. The NPA members voted to maintain such a Standing Joint Subcommittee, and Chairman Sonne has asked the drafting Subcommittee on the Administration of the Marshall Plan, to continue as the new Standing Joint Subcommittee.

Speakers on European Recovery

The members were fortunate in having off-the-record talks from two men, distinguished in public life and fully informed on the current European situation and on official thinking about the Marshall Plan.

The Honorable William L. Clayton, former Under Secretary of State for Economic Affairs, at the luncheon session on Monday, explained his conception of the purposes of the Marshall Plan; told of his experiences in Europe while serving as our Government's representative during preliminary discussions with European nations which were working out ways to cooperate under the Plan; and gave his reasons for believing that this country must do everything in its power to "help Europeans help themselves."

The Honorable Willard L. Thorpe, Assistant Secretary of State for Economic Affairs, presented to NPA members and guests at the concluding dinner session on Tuesday evening, an insight into the way policymakers and technicians in the Government are going about their planning job for the European Recovery Program—how they are attempting to "estimate ahead so that there will be real understanding of its character and magnitude."



Guest speaker, Willard L. Thorpe, Assistant Secretary of State for Economic Affairs.

A FULL-EMPLOYMENT ECONOMY

NEW NPA SUBCOMMITTEE ON INFLATION IN

At NPA's *Joint Meeting*—as in almost every gathering of Americans today—inflation and ways to stop it were discussed at length.

Chairman Sonne opened the Monday evening session, which included an off-the-record address by Dr. Edwin G. Nourse, chairman of the President's Council of Economic Advisers, and comments by one of NPA's members on ways to stem inflation.

"Times have changed," Mr. Sonne said. "For example, at our *Joint Meeting* in 1944, when we discussed a draft of the forthcoming NPA report on *National Budgets for Full Employment*, we talked about a full employment economy at a national income of \$140 billion. We spent a long time discussing what we thought this country should do to guard against unemployment, against depression, and what we could do to prepare for full and continuing employment under a peacetime economy with the unheard-of income of \$140 billion.

"Since 1944 the income has shot up. William Clayton today talked to us about a national income of \$230 billion a year. Some people say we have inflation. Some say we have 'good times.' A good many people are saying we should 'do something,' but few have come up with an acceptable answer of what to do.

"Even if part of our estimate of the postwar situation was off the mark, I believe that our *National Budgets* study had many good effects. Not least was that it contributed to the thinking which led to enactment by Congress in 1946 of the *Full Employment Act* which created the President's Council of Economic Advisers and the Joint Congressional Committee on the Economic Report of the President.

"One job of the President's Council is to suggest what to do about inflation. . . . We are fortunate in having the Chairman of that Council, Dr. Edwin G. Nourse, to give us his views on a problem which, no doubt, gives him and his fellow members many sleepless nights. . . ."

The Job of the Council of Economic Advisers

Dr. Nourse, in an informal, direct talk to "fellow professionals," described the function of the Council as he conceived it, the jobs immediately facing it, and the difficulties of performing a conscientious,

objective job while presenting practicable national programs without regard for political or administrative loyalties.

After his remarks on the over-all job of the Council, Dr. Nourse presented his personal views on the present state of the nation and some of the ways for improving our economic situation.

Joint Sessions on Inflation

In opening the working sessions on inflation, Mr. Sonne, pointed out that each of NPA's Standing Committees on National Policy had issued brief statements during 1947 which dealt with prices. Each of these, he pointed out, had been widely acclaimed by the public because of their stress on citizen-responsibility for helping to stop runaway prices.

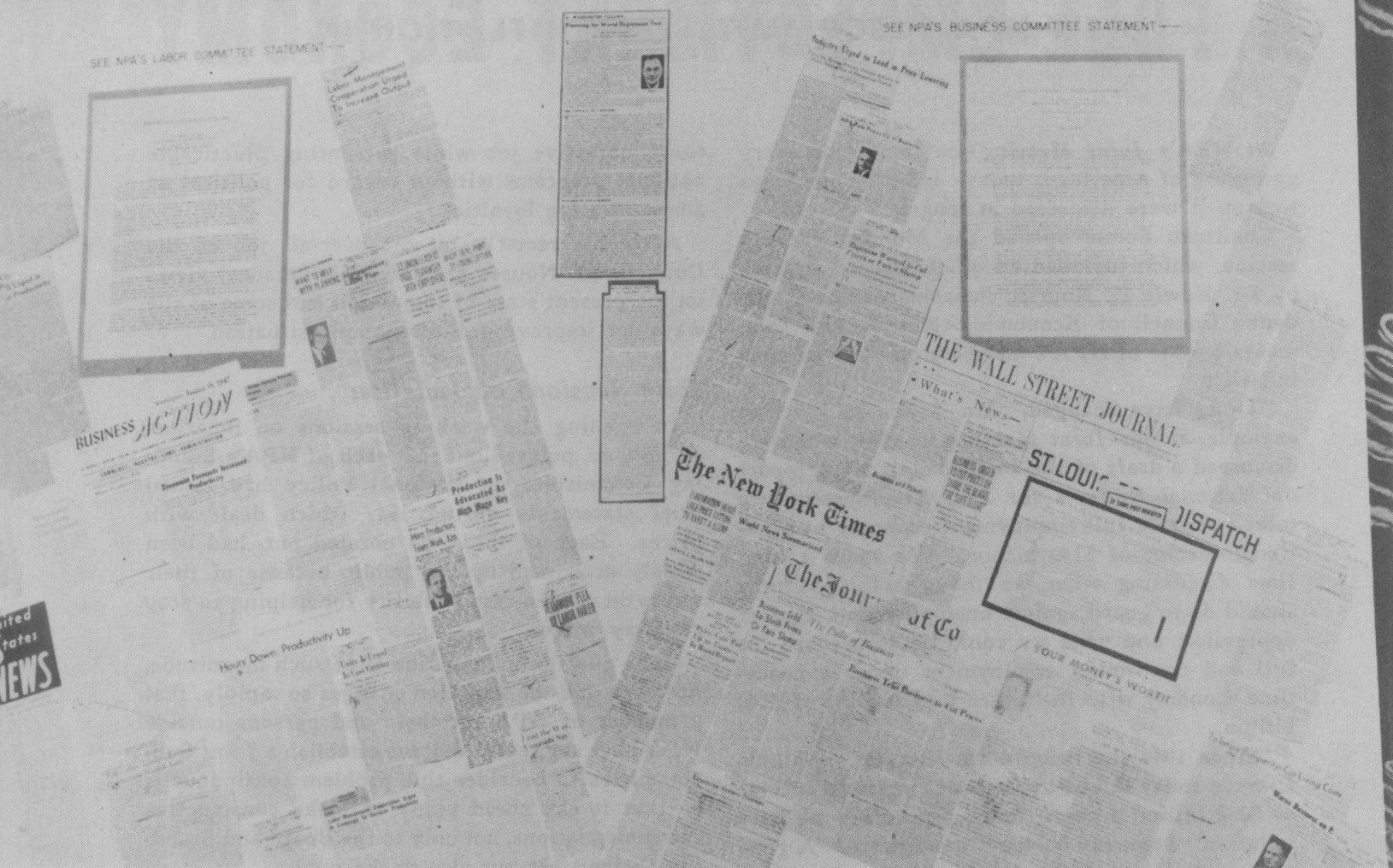
"The question of inflation is of such magnitude, however, and the situation changes so rapidly, that a number of NPA members and persons outside NPA have suggested that we establish a Joint Subcommittee to consider this problem continuously, so that it can stand ready to make constructive recommendations, not only to the Board and Standing Committees but also to the public.

"To look into the advisability of forming such a subcommittee Theodore W. Schultz—Board member and former Chairman of the Agriculture Committee—was asked to hold a meeting of a few NPA members and to report at the Joint Sessions."



Edwin G. Nourse, guest speaker, with Chairman Sonne before the session on inflation.

HOW TO GET MORE PRODUCTION ... LOWER PRICES



The Business Committee statement *The Role of Business in Orderly Price Adjustments* and Labor Committee statement *Management-Labor Cooperation in Cutting Costs* attracted favorable attention in the nation's press.



Theodore Schultz is questioned by Morris Cooke on the job before the new NPA Joint Subcommittee on inflation.

Dr. Schultz, in reporting on his discussions with NPA members, mentioned the obvious fact that there is a great deal of controversy on the subject of inflation. In presenting the highlights of preliminary discussions he pointed up the areas where disagreement—as well as agreement—might be expected. He expressed his conviction that there is an imperative need for intensive study of inflation with all its related problems.

"The inflation problem is bigger and more serious than many of us realize. It has been running longer than we anticipated. . . . It is hard for all of us to get this problem in focus, to gain the necessary perspective.

"This is true because of several past mistakes. I have no intention of commenting on these or blaming them on anyone. They come pretty close home to us in the National Planning Association, however, as they do in other places."

Dr. Schultz spelled out "four common mistakes" which he believed have been generally made:

"(1) When the war ended we expected and prepared for deflation. The expectation that we would have unemployment was general. This probably was a result of the shock of the 'thirties, which has conditioned our minds. In any case, we made decisions which were urged, by and large, by conservatives and by less conservative people — by business, by labor, and agriculture. . . . We fed a lot of fuel to the inflationary blaze. . . .

"(2) We have become victims of a doctrine of unlimited production. This, again, is partly because of our experiences during the great depression, and partly because of the great expansion made in agriculture, industry, and manufacturing during the war. We have been feeling that it is still possible to close the gap between goods and services and the money supply by simply bringing up the goods and services. . . . The idea that we can close this gap just by jumping production is causing us to get this problem out of focus. . . .

"(3) I hesitate to list this mistake, because it is a complicated subject which needs detailed discussion. I would call it 'over-reliance on fiscal policy.' We have failed, however, to see two things: (a) We have failed to see that democracy comes to a point where it will not take higher taxes, even though higher taxes tend to relieve inflation; (b) We have believed that it was possible to get expenditures down by means of reducing the national budget. Perhaps we might be excused on this point because we failed to foresee what generally has come to be known as the 'cold war.' . . .

"(4) We have greatly neglected the monetary side of the problem. The money supply is great . . . but, we have neglected to use monetary policies," probably because "they were discredited when too much was claimed for them in fighting deflation in the early 'thirties. I think that this will continue to be an obstacle to gaining true perspective for fighting an inflation through monetary policies. . . .

"It seems to me terribly important that NPA re-examine its position on the postwar economic situation; that we see to what extent we can all throw off the spell of the great depression which, I think, has tended to warp all our thinking so that it has been difficult to size up inflation with all its force. . . .

"We ought not to err further in believing that the answer is just 'more production.' Most of us would readily agree we have reached the limits of fiscal policy. When we come to monetary policies, we will differ greatly. Then, I think we will endeavor to agree on the extent to which interest rates should go up, and the like, the raising of reserve requirements, deciding which means should be truly employed in some bold fashion. . . ."

Some NPA members said they agreed with most of the points Dr. Schultz made, but would differ

with a few. Many expressed opinions and put forward theories which the Chairman urged them to elaborate later for more detailed NPA study.

The consensus was that there is widespread misunderstanding and disagreement of the extent of unbalance in our economy at present. It is a full-employment economy, but it is characterized by inflationary pressures which should be examined.

A unanimous vote established the *Joint Subcommittee on Present Inflationary Aspects of a Full-Employment Economy*. The Subcommittee's job will be to search for the facts on inflation and deflation, fiscal and monetary policies, the national debt, investment and credit, how to get more balanced production, etc., and to report their conclusions and recommendations to the NPA Board and Standing Committees for whatever action seems necessary. Members of the Subcommittee are:

From Agriculture	Donald R. Murphy, Editor, <i>Wallaces' Farmer and Iowa Homestead</i> , Des Moines Theodore W. Schultz, Professor of Agricultural Economics, University of Chicago
From Business	William L. Batt, President, SKF Industries, Philadelphia Philip B. Stull, Vice President, Hercules Powder Company, Wilmington
From Labor	Solomon Barkin, Director of Research, Textile Workers Union of America, CIO, New York City Boris Shishkin, Economist, American Federation of Labor, Washington



Solomon Barkin (on the right), member of the Joint Subcommittee to study inflation, talks with R. B. Wolf of the Committee on the "Causes of Industrial Peace," and Wallace Clark, International Committee member.

PROGRESS ON WORK UNDERWAY

THE CAUSES OF INDUSTRIAL PEACE

At the 1946 *Joint Meeting* NPA's Board and Standing Committees, on suggestion of Clinton S. Golden, approved initiation of a special inquiry by NPA into *The Causes of Industrial Peace under Collective Bargaining*. Steps were taken immediately to set up an Advisory Committee composed of leaders in the labor relations field from business, labor, and the professions, with Mr. Golden serving as Chairman and general overseer of the job of establishing working procedures.

By June of 1947 the preliminary planning had been completed. Co-Directors of the Project had been appointed—Joseph Scanlon of Massachusetts Institute of Technology, and Charles R. Walker of Yale University, and the Project announced to the public. By August over 1,000 nominations of firms having records of good labor relations had

been submitted to NPA as possibilities for investigation. These were screened; questionnaires sent to several hundred firms; returns studied by the Project's Advisory Committee; and eight firms selected for intensive field study. Before completion of the inquiry 15 firms will be studied.

Members at the 1947 *Joint Meeting* received a progress report from Co-Directors Scanlon and Walker. In addition they had the opportunity of talking with several members of the Advisory Committee and the Project's field workers.

Mr. Walker described the bases for selecting certain companies for study as follows—"Our studies are limited in this way: We are not trying to find out for the United States *all* the causes of industrial peace; we are not studying industry-wide factors or nation-wide factors; we are studying companies on the local level—companies important in themselves or companies in important industries. We are studying companies that are not too small—those which have at least 1,000 employees. We are selecting companies geographically spaced—north, south, east, and west—so far as possible."

Nearing completion are three of the eight reports on companies studied to date. These are being checked by the Advisory Committee, and Mr. Walker expressed the hope that they would be ready for publication shortly. He noted that the names of all companies are confidential until their case-studies are publicly released.

Mr. Scanlon described a few of the difficulties the investigators are running into: "It is pretty hard to define what we are talking about when we talk about *peace*. Peace in one spot does not seem like peace in another. We are learning a lot about patterns of human behavior. . . .

"Some of the firms and unions did not know what they were getting into when we started the studies. . . . When we asked for specific data it was not always easy to get. In some instances, they seemed to think that was none of our business. If they said 'we get along', they felt that should be enough. . . . Nevertheless, in most instances, we have been able to get all the things we think are necessary. . . .

"In each of the firms we have studied so far there seems to be some unique situation. For in-



"... It is easily the most important study of labor relations being made today. It is one of the most important ever made in America. . . ." according to Max Hall of the *Associated Press*.



Herbert W. Payne and Charles R. Walker get a firsthand report on Donald B. Straus' case-study on the causes of industrial peace.

stance, in one place they will point out that they have developed jointly a seniority committee and have found in that area of collective bargaining ways and means of disposing of difficulties. In another situation, they may say that they have developed a joint committee to take care of working standards, or a joint committee on job-evaluation, or one that takes care of the problem of technological change. . . . We are going to study such exceptions in the hope that when they are all put together we might have a pattern that could cover all phases of the collective bargaining relationship. . . . It is an interesting job, but it is not easy."

The members of the Advisory Committee are:

- | | |
|---|--|
| CLINTON S. GOLDEN (Chairman),
Chief Labor Adviser,
American Mission for Aid to
Greece,
Athens, Greece | ALVIN E. DODD, President,
American Management Association,
New York City |
| E. WIGHT BAKKE, Director,
Labor and Management
Center,
Yale University | JOHN T. DUNLOP,
Associate Professor of Economics,
Graduate School of Business
Administration,
Harvard University |
| J. DOUGLAS BROWN, Director,
Industrial Relations Section,
Princeton University | SANDER GENIS, Vice President,
Amalgamated Clothing
Workers of America,
Minneapolis |
| EUGENE BURGESS,
Vice President in Charge of
Industrial Relations,
General Mills, Inc.,
Minneapolis | FREDERICK H. HARBISON,
Executive Officer,
Industrial Relations Center,
University of Chicago |
| STUART CHASE,
Georgetown, Connecticut | MARION H. HEDGES,
Washington |
| PHILIP J. CLOWES,
Congress of Industrial
Organizations,
Knoxville | L. CLAYTON HILL,
Scarsdale, New York |
| WALTER L. CHRISTON,
Yonkers, New York | LAWRENCE E. JOSEPH, Vice President,
Blaw-Knox Company,
Pittsburgh |
| WILLIAM H. DAVIS, Lawyer,
Davis, Hoxie and Faithfull,
New York City | |

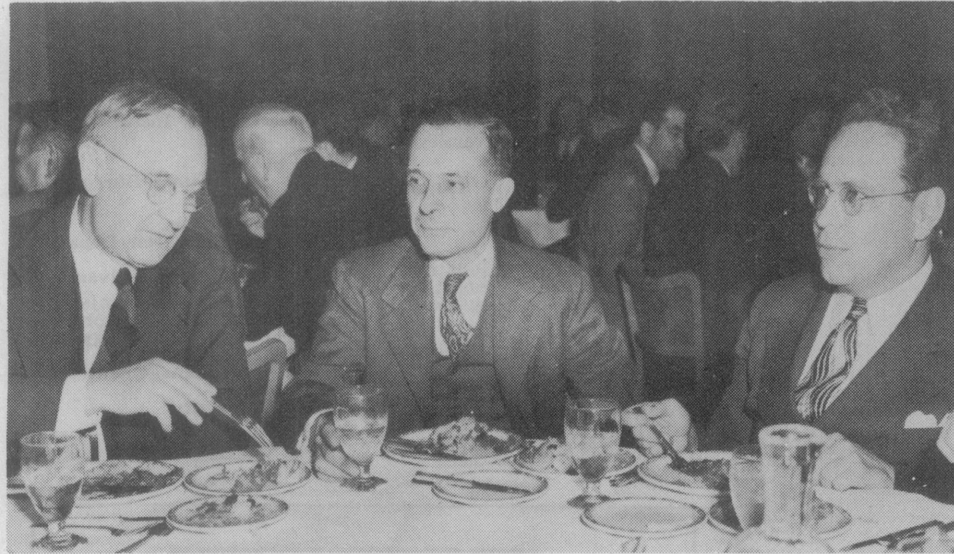
- | | |
|---|--|
| CLARK KERR, Director,
Institute of Industrial Relations,
University of California | ERIC PETERSON,
General Secretary-Treasurer,
International Association of
Machinists,
Washington |
| FRED A. KRAFFT,
Director of Industrial Relations,
Midvale Company,
Philadelphia | MRS. ANNA M. ROSENBERG,
New York City |
| WILLIAM M. LEISERSON, Director,
Labor Organization Study,
Johns Hopkins University | JOSEPH N. SCANLON (Project Co-Director)
Industrial Relations Section,
Massachusetts Institute of
Technology |
| DOUGLAS MCGREGOR,
Industrial Relations Section,
Massachusetts Institute of
Technology | LOUIS STARK,
New York Times Bureau,
Washington |
| EARL MCKAY,
Director of Labor Relations,
Wheeling Steel Corporation,
Wheeling, West Virginia | GEORGE W. TAYLOR,
Industrial Research Department,
University of Pennsylvania |
| ERIC NICOL,
West Los Angeles, California | CHARLES R. WALKER (Project
Co-Director), Director,
Research in Technology and
Industrial Relations,
Labor and Management
Center,
Yale University |
| HERBERT W. PAYNE, Vice President,
Textile Workers Union of
America,
New York City | R. B. WOLF,
New Canaan, Connecticut |



CLINTON S. GOLDEN, who conceived this Project and so ably launched it, was appointed in the Fall of 1947 Chief Labor Adviser, American Mission for Aid to Greece. From Athens, however, he is maintaining close relations with the Committee and the Project staff. The following excerpt from a recent letter was read to the meeting.

"... This project is very close to my heart, as you know. It means more to me than anything else I have ever engaged in. I want you to know that I am available for any long-distance advice which you may require, and I hope you will continue to send me daily reports of your progress. I have the utmost confidence in the ability of the Committee, and I know it will do a fine job. If at anytime the Committee members feel they need me, I promise to come back—by air if necessary, as much as I dislike flying. . . ."

SOME MEMBERS AND GUESTS ~



C. O. Hardy, Staff Director of the Joint Congressional Committee on the Economic Report, dines with A. Ford Hinrichs—one of the founders of NPA and former Commissioner of Labor Statistics—of the Kiplinger Washington Agency, and Leon Keyserling, Vice Chairman, Council of Economic Advisers.



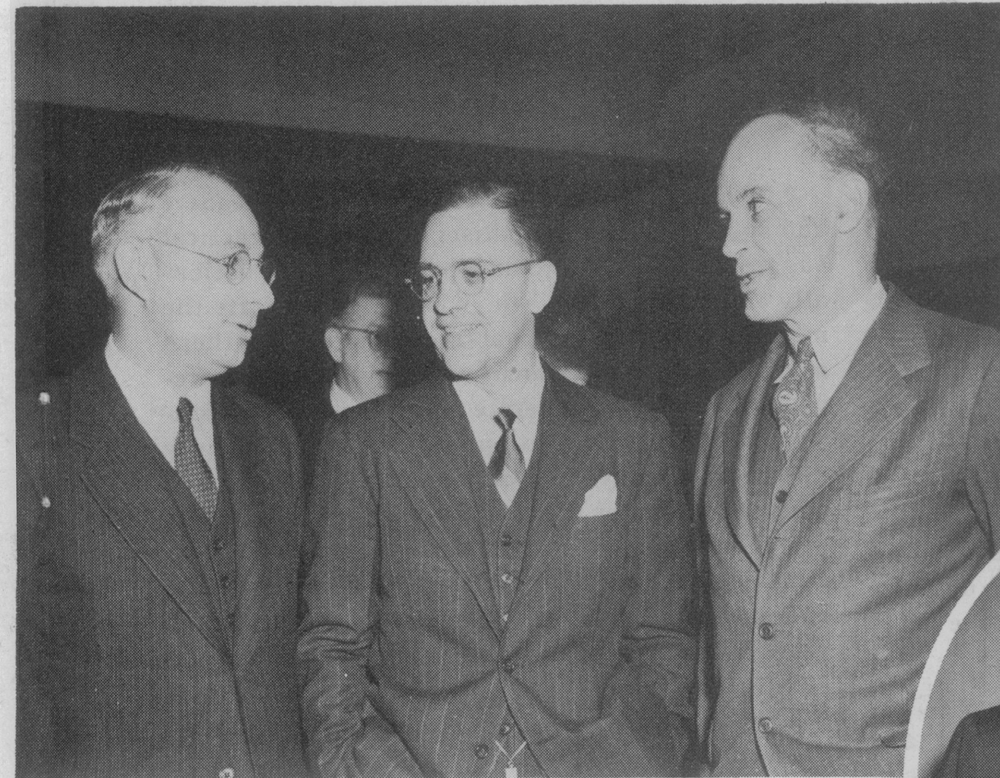
Charlton Ogburn, the Board's counsel since 1944, chats with Trustee Morris L. Cooke and Labor Committee Member Florence C. Thorne.



William O. Douglas, Associate Justice of the Supreme Court, with John Sherman Cooper, Senator from Kentucky, at the concluding dinner of the *Joint Meeting*.



Guy Emerson, NPA Trustee and Business Committee Member, goes in to dinner with John H. Fahey, then the Federal Home Loan Bank Administrator.



A Washington cross-section at the NPA dinner—Lyle Belsley, Secretary, National Security Resources Board; John Corson, Director of Research of the *Washington Post*; and Ernest S. Griffith, Director, Legislative Reference Service, Library of Congress.



Harry B. Caldwell, Master of the North Carolina State Grange, and Frank App, President of the Northeastern Vegetable and Potato Council, are charter members of the NPA Agriculture Committee.



New Board Member, Arnold Zander, and Labor Committee Member Nelson Cruikshank, with Guest Ben Cherrington, Chancellor of the University of Denver.

PROGRESS ON WORK UNDERWAY

THE NPA COMMITTEE OF THE SOUTH

It was in 1945 when NPA's members jointly began discussing the economic development of the South and that region's relationship to the rest of the national economy. Their discussions led to initiation of the NPA Committee of the South in November of 1946.

Former Governor J. Melville Broughton of North Carolina is chairman of the Committee, initially made up of 57 Southern leaders from agriculture, business and industry, education, labor, the press, the professions. Dr. Calvin B. Hoover, Chairman of the Economics Department of Duke University, is Director of Research for the Committee.

During the 1947 *Joint Meeting*, some Committee members held an informal meeting, and William Davlin, NPA staff consultant to the Committee, in the absence of Chairman Broughton, made a report on current activities, which was supplemented by remarks from several other Committee members.

"Working objectives" of the Committee are:

1. Through consultation among Southern leaders, and between them and leaders of the NPA National Policy Committees, to develop areas of agreement on problems and programs—public and private—directed toward the economic expansion of the South.

2. Through collaboration by Southern leaders and subject-matter specialists, to develop practical suggestions for public and private action, nationally and in the South, which will (a) facilitate the mechanization and diversification of Southern agriculture and the transitional adjustments therein involved; (b) accelerate sound business expansion and industrialization, in order to multiply non-farm employment opportunities and expand market outlets for the raw materials and foodstuffs of a more diversified Southern agriculture; (c) extend health, education, welfare, and other public and private services as a requirement for economic growth and the general well-being of the South.

The Committee has initiated a series of study projects and it has a group of working Subcommittees. As a means of developing participation in its work throughout the region and of stimulating further study, most of its research is farmed out to technicians in existing Southern institutions.

These studies, briefly described by Mr. Davlin, are:

1. A study of the economics of cotton, which attempts to visualize what an efficient Southern agriculture would be like and appraise it in terms of labor requirements and other problems outside the field of agriculture, by *Dr. Frank J. Welch*, Committee member.



Following a Committee of the South meeting some of the Southerners pause beside the display showing typical newspaper stories on the Committee's activities. Messrs. Blake, Welch, McLemore, Thomas, Snow, Hoover, Palmer, Davlin, and Martin.

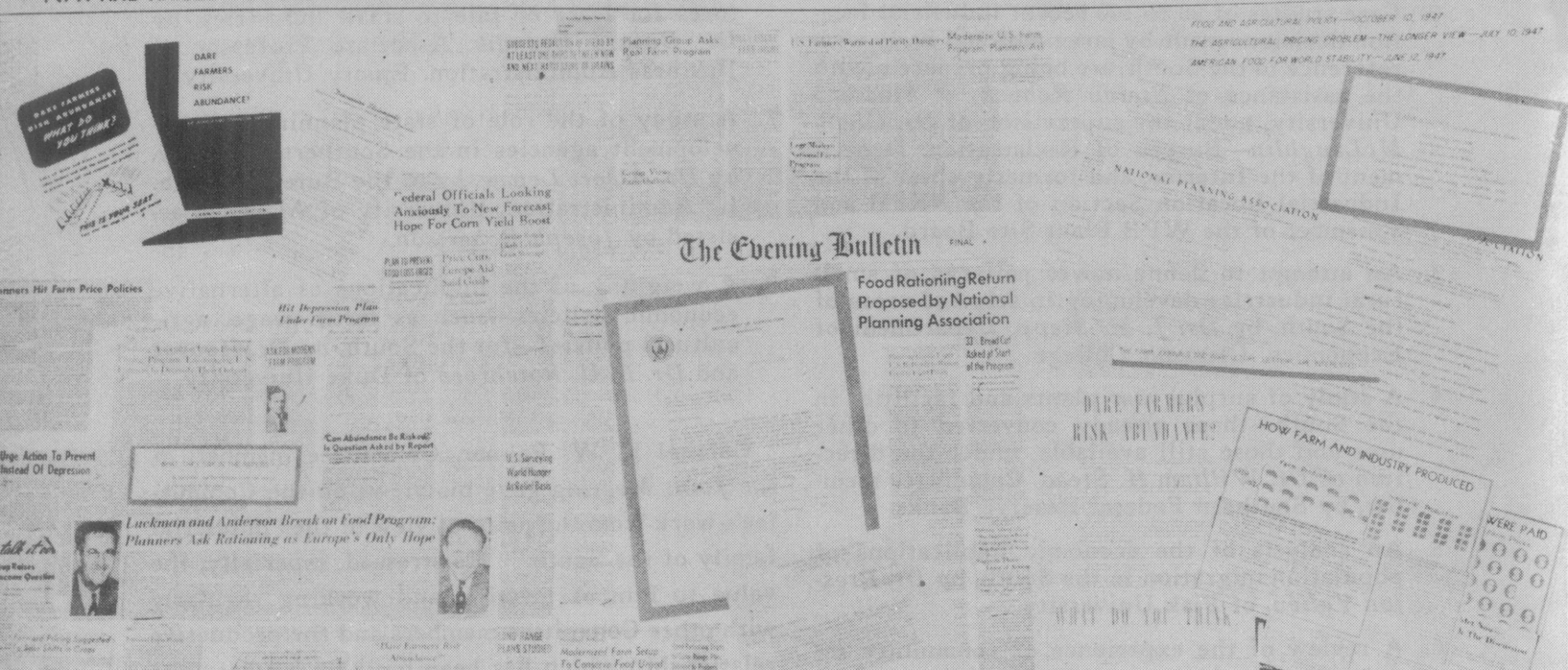
2. Case studies of 90 to 100 recent industrial location decisions made by large national firms with reference to the South, are being prepared, with the assistance of *Stefan Robock*, of Harvard University, under the supervision of *Dr. Glenn McLaughlin*—Bureau of Reclamation, Department of the Interior, and formerly chief of the Industrial Location Section of the NRPB and a member of the WPB Plant Site Board.
3. An attempt to define newer patterns of small rural industries developing in selected areas of the South, by *Dr. J. M. Stepp*, Department of Economics, Clemson College.
4. A study of surplus war plants and facilities in the South—those already converted to other uses and those still available, under the direction of *Dr. William H. Stead*, Committee member, by Southern Federal Reserve Banks.
5. An analysis of the economic implications of population migration in the South, by *Dr. Preston Valien*, of Fisk University.
6. A review of the experience of community industrial development organizations—groups formed locally to pool capital to build structures for lease or sale to small industries, by *Dr. Buford Brandis*, Associate Professor of Business Administration, Emory University.
7. A study of the role of state planning and development agencies in the Southern economy, by *Dr. Albert Lepawsky* of the Bureau of Public Administration, University of Alabama, assisted by *Joseph Robertson*.
8. A weighing of the implications of alternative economic policies—such as tariff, wage, agricultural policies—for the South, by *Dr. Hoover* and *Dr. B. U. Ratchford* of Duke University.

Colonel E. W. Palmer, Committee member, at the *Joint Meeting* gave his views on the Committee's work from the point of view of the "industrial family of the South." He stressed, especially, the value to him of meeting and working regularly with other Committee members and the productive relationship which has been built up between the "non-technical and technical" members.

MEMBERS OF THE NPA COMMITTEE OF THE SOUTH

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|--|---|---|
| J. MELVILLE BROUGHTON (Chairman), Former Governor of North Carolina, Raleigh, North Carolina | FRANK P. GRAHAM, President, University of North Carolina, Chapel Hill, North Carolina | FREDERICK D. PATTERSON, President, Tuskegee Institute, Tuskegee, Alabama |
| WILL W. ALEXANDER, Chapel Hill, North Carolina | JOHN TEMPLE GRAVES, Author and Columnist, Birmingham, Alabama | RAYMOND R. PATY, Chancellor, University System of Georgia, Atlanta, Georgia |
| FRANK BANE, Executive Director, Council of State Governments, Chicago, Illinois | FELIX GRISETTE, Committee for Economic Development, Raleigh, North Carolina | CLARENCE POE, Editor, <i>The Progressive Farmer</i> , Raleigh, North Carolina |
| GOULD BEECH, Editor, <i>The Southern Farmer</i> , Montgomery, Alabama | W. A. HAMBRIGHT, Secretary-Treasurer, Spartanburg Production Credit Association, Spartanburg, South Carolina | WALTER L. RANDOLPH, President, Alabama Farm Bureau Federation, Montgomery, Alabama |
| LLOYD C. BIRD, President, Phipps-Bird, Inc., Richmond, Virginia | ROBERT M. HANES, President, Wachovia Bank & Trust Company, Winston-Salem, North Carolina | PAUL D. SANDERS, Editor, <i>The Southern Planter</i> , Richmond, Virginia |
| WILLIAM RHEA BLAKE, Executive Vice President, National Cotton Council, Memphis, Tennessee | GEORGE W. HEALY, JR., Managing Editor, <i>New Orleans Times-Picayune</i> , New Orleans, Louisiana | ROMEO E. SHORT, Vice President, American Farm Bureau Federation, Brinkley, Arkansas |
| D. W. BROOKS, General Manager, The Cotton Producers Association, Atlanta, Georgia | S. T. HENRY, Assistant to the President, McGraw-Hill, Inc., Spruce Pine, North Carolina | THAD SNOW, Farmer, Charleston, Missouri |
| WALTER J. BROWN, President and General Manager, Station WORD, Spartanburg, South Carolina | EVELYN HICKS, Vice President and General Manager, Station WTNB, Birmingham, Alabama | C. C. SPAULDING, President, North Carolina Mutual Life Insurance Co., Durham, North Carolina |
| PAUL CHAPMAN, Dean, College of Agriculture, University of Georgia, Athens, Georgia | GEORGE WATTS HILL, Durham, North Carolina | WILLIAM H. STEAD, Vice President, Federal Reserve Bank, St. Louis, Missouri |
| DONALD COMER, President, Avondale Mills, Sylacauga, Alabama | LUTHER H. HODGES, Vice President and General Manager, Manufacturing Division, Marshall Field & Co., Spray, North Carolina | EDGAR B. STERN, New Orleans, Louisiana |
| EDWARD J. CONDON, Assistant to the President, Sears Roebuck & Co., Chicago, Illinois | CHARLES S. JOHNSON, President, Fisk University, Nashville, Tennessee | GEORGE STOCKING, Department of Economics, Vanderbilt University, Nashville, Tennessee |
| A. W. DENT, President, Dillard University, New Orleans, Louisiana | HAYDEN B. JOHNSON, Executive Director, Tennessee State Planning Commission, Nashville, Tennessee | RAYMOND D. THOMAS, Dean, School of Commerce, Oklahoma A. & M. College, Stillwater, Oklahoma |
| CHARLES G. DOBBINS, Newspaperman, Montgomery, Alabama | ROBERT S. KERR, Former Governor of Oklahoma, Oklahoma City, Oklahoma | MARCEL J. VOORHIES, Vice President and General Manager, American Sugar Cane League, New Orleans, Louisiana |
| WILLIAM O. DOBBINS, JR., Director, Alabama State Planning Board, Montgomery, Alabama | DAVID A. LOCKMILLER, President, University of Chattanooga, Chattanooga, Tennessee | D. W. WATKINS, Dean, Clemson College, Clemson, South Carolina |
| LOULA DUNN, Commissioner, Alabama Department of Public Welfare, Montgomery, Alabama | ROSCOE MARTIN, Director, Bureau of Public Administration, University of Alabama, Tuscaloosa, Alabama | FRANK J. WELCH, Dean, School of Agriculture, Mississippi State College, State College, Mississippi |
| NATHANIEL DYKE, JR., Dyke Bros., Little Rock, Arkansas | FRANK McCALLISTER, Director, Georgia Workers Education Service, Atlanta, Georgia | A. L. M. WIGGINS, Undersecretary of the Treasury, Washington, and President, The Bank of Hartsville, Hartsville, South Carolina |
| CHERRY L. EMERSON, Dean of Engineering, Georgia School of Technology, Atlanta, Georgia | RALPH MCGILL, Editor, <i>The Atlanta Constitution</i> , Atlanta, Georgia | M. L. WILSON, Director of Agricultural Extension Service, U. S. Department of Agriculture, Washington, D. C. |
| MARION FOLSOM, Treasurer, Eastman Kodak Company, Rochester, New York | PRICE C. McLEMORE, Farmer, Waugh, Alabama | |
| L. P. GABBARD, Head, Department of Agricultural Economics and Sociology, Texas A. & M. College, College Station, Texas | E. W. PALMER, President, The Kingsport Press, Kingsport, Tennessee | |
| CHARLES H. GILLMAN, Congress of Industrial Organizations, Atlanta, Georgia | | |
| GEORGE L. GOOGE, American Federation of Labor, Atlanta, Georgia | | |

MADE SOME SUGGESTIONS



MORE PROGRESS ON WORK UNDERWAY REPORTS

20

1. Approval of a report on *The Level of Farm Living in the United States*, prepared by Dr. Lowry Nelson, and of an introductory statement of the Committee which had been drafted by Mrs. Raymond Sayre—for publication early in 1948.
2. Approval of a manuscript, pointing out the farmer's long-term choice—to expand consumption or to control production, for publication in the Spring as an Agriculture Committee report.
3. Announcement of publication plans for a report by Dr. Murray R. Benedict on *The Agricultural Research and Marketing Act of 1946*, to be released early in 1948.
4. Authorization of the appointment of a Subcommittee to make a thorough study of rural housing. This decision followed discussion of facts on rural housing brought out in a talk before the Committee by the Honorable Charles Brannan, Assistant Secretary of Agriculture.

THE LABOR COMMITTEE'S PLANS

Vice Chairman Marion H. Hedges, over-seeing Committee activities during the absence of Chairman Golden, said his Committee would hold its next meeting at the NPA headquarters early in March. The Committee will give final consideration to a series of essays, prepared by 15 of its members on *Why I am in the Labor Movement*, with a view toward recommending to the Board their publication as a report of the Labor Committee. Also on the Committee's agenda for early March is consideration of a project on the relationship of labor to popular education.

ACTION TAKEN BY THE INTERNATIONAL COMMITTEE

Chairman Altschul said that International Committee members met preceding the Joint Meeting, to consider the manuscript on *The Marshall Plan*, prepared for the Committee by Dr. Sidney S. Alexander of Harvard University. The report was approved for publication.

Mr. Altschul in reporting to the Joint Sessions explained that this document is designed to describe in simple terms the basic concepts lying behind the European Recovery Program and to summarize and analyze the vast amount of data which have been issued in the report of the Paris Committee on European Economic Cooperation and in our Harriman, Herter, Krug, and Nourse reports.

The Committee also approved plans for going ahead rapidly with the work of its *Subcommittee on the Export of Technology*. This Subcommittee was appointed because it was recognized before the end of the war that American technical know-how would be a major key in the reconstruction of a war-torn world.

The Subcommittee, under the chairmanship of Wallace Clark, has developed a comprehensive statement of its problem. It now expects to work with the International Committee in setting up a Special Advisory Committee on Technological Export to develop a constructive national policy.



Labor Committee members Shishkin, Fraser, Peterson, and Lyon preview one of the essays on "Why I am in the Labor Movement."



The International Committee meets at the NPA Annex to discuss the Marshall Plan and the export of technology.

HOW DISTRIBUTE THE GAINS FROM INCREASING PRODUCTIVITY?

The Joint Subcommittee on Distribution of the Gains from Increasing Productivity was set up in December 1946, under the chairmanship of Leon Henderson, NPA Board member and Chief Economist of the Research Institute of America. The Subcommittee hopes to discover a pattern of distribution that will balance consumption and production and lead to the investment required for progressively higher living standards.

The Subcommittee has an Executive Secretary and Research Director—Roderick H. Riley, on the NPA Staff, who has met with the full Subcommittee and individually with Committee members during 1947. He discovered early in his investigation that the Subcommittee had a major job to do in clarifying “the concepts involved in a study of productivity as related to wage-price-profit policies and, in particular, to clear the way for laying a practical foundation for policy formation at the firm and plant level.”

Because of the technical nature of this phase of the Subcommittee's assignment, it is drawing into its deliberations additional technicians to help develop a sound definition of the basic concepts on which the Committee's findings will be based.

In addition to Chairman Henderson, members of the Subcommittee are:

From Agriculture..... John D. Black, Professor of Agricultural Economics, Harvard University
Allan B. Kline, President, American Farm Federation, Chicago
James G. Patton, President, National Farmers Union, Denver

From Business..... Frank W. Abrams, Chairman of the Board, Standard Oil Company (N. J.), New York City
Harry A. Bullis, Chairman of the Board, General Mills, Inc., Minneapolis
Fowler McCormick, Chairman of the Board, International Harvester Company, Chicago
Elmo Roper, Marketing, New York City

From Labor..... Solomon Barkin, Director of Research, Textile Workers Union of America, New York City
Clinton S. Golden, Chief Labor Adviser, American Mission to Greece, Athens, Greece
Marion H. Hedges, Washington
Boris Shishkin, Economist, American Federation of Labor, Washington



Quentin Reynolds and Earl Benjamin, with a long background of NPA meetings, have some pointers for Harry W. Culbreth, new member of the Agriculture Committee who is attending his first *Joint Meeting*.

From the International Committee . . . John Kenneth Galbraith, Member, Board of Editors, *Fortune*, New York City
Isador Lubin, Head of Confidential Reports, Inc., New York City

JOINT SUBCOMMITTEE ON THE ANNUAL WAGE

The Joint Subcommittee on the Guaranteed Annual Wage and Full Employment grew out of a recommendation made by the Business Committee in October 1944, and one of its members, Alexander Calder, President of the Union Bag and Paper Corporation in New York City, is chairman. The Subcommittee expects to issue a report during 1948 which it believes will be of widespread interest to management and labor, and to the general public. The report has been written by Mr. Calder, with the assistance of Dr. James L. Knipe. It evaluates various annual wage proposals and analyzes their implications to the American economy—socially, politically, and economically.

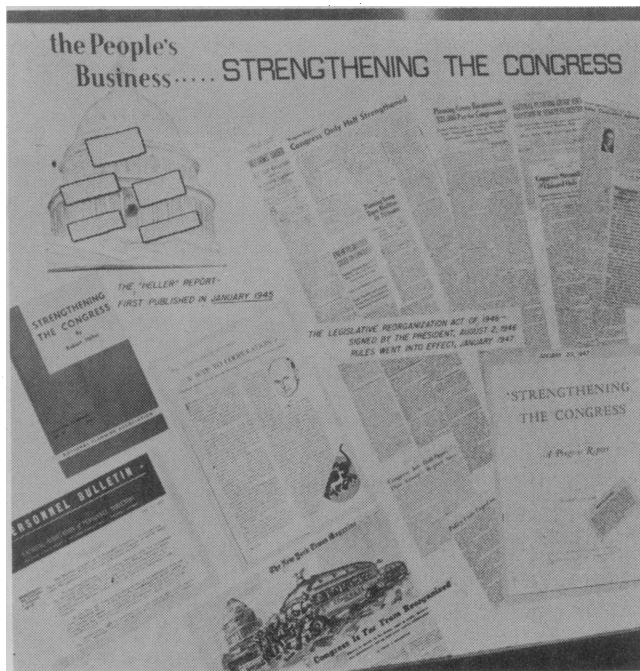
Members, in addition to Mr. Calder, are:

- From Agriculture Joseph Fichter, Master, Ohio State Grange, Columbus, Ohio
Donald R. Murphy, Editor, *Wallaces' Farmer* and *Iowa Homestead*, Des Moines
Paul D. Sanders, Editor, *The Southern Planter*, Richmond
- From Business Robert W. McChesney, President, Harry Alexander, Inc., Washington
P. B. Stull, Vice President, Hercules Powder Company, Wilmington
- From Labor Katherine Pollak Ellickson, Assistant Director of Research, Congress of Industrial Organizations, Washington
Marion H. Hedges, Washington
Eric Peterson, General Secretary-Treasurer, International Association of Machinists, Washington

JOINT SUBCOMMITTEE ON HEALTH TO PUBLISH REPORT

Joseph W. Fichter, Chairman of NPA's Joint Subcommittee on Health, announced that *Good Health is Good Business* was being sent to the printer. This Subcommittee report is a short summary of the book-length manuscript of a technical study, made for the Subcommittee by Dr. Eleanor Poland, dealing with the economic effects of adequate

quate medical care. *Good Health is Good Business*—like the more technical study—includes chapters on a 10-year program to eradicate tuberculosis, a hospital construction program, infant and maternal care, sanitation, and an examination of medical care programs in agriculture and industry. The pamphlet also will include, Mr. Fichter said, a series of discussion questions on medical care.



" . . . A very carefully considered effort by citizens, actuated by unselfish desire for better government, to suggest certain tangible steps which would, in the spirit and the wording of the recommendations, *Strengthen the Congress* . . ."—*Washington Evening Star*.

"STRENGTHENING THE CONGRESS"

NPA's most widely distributed pamphlet is *Strengthening the Congress*, prepared by Business committee member, Robert Heller and issued in 1945 with the approval of NPA's Standing Committees. This report is generally credited as an important base for the development of the new congressional procedure which were incorporated into the Legislative Reorganization Act of 1946.

This year Mr. Heller was asked to give NPA members an informal account of the way he thinks the new legislative procedures are working.

Mr. Heller said the work he began in 1944 at the instigation of NPA's Business Committee had so interested him that he is continuing, as an individual, "to plug away at this job" until "the goal is accomplished." The goal, he said, "is to achieve a Congress that can effectively discharge its obligations to the people. We have gone a long way: That goal is at least in sight. . . ."



William L. Clayton is welcomed as a fellow Board member by Finance Committee Chairman Thomas Roy Jones and Vice Chairman Frank Altschul.

BOARD OF TRUSTEES THE ANNUAL MEETING OF THE NPA

On the agenda at the Board's meeting on December 9th, were: the NPA program for 1948, with authorization for any new studies and projects; the question of establishing annual NPA awards for outstanding service in NPA and the country as a whole; election of new members; and discussion of a draft of a brief statement of *NPA's Principles and Objectives*.

Action on the first two items may be judged by information given elsewhere in this report. On the last two the Board took the following steps:

Upon recommendation of Mr. Schultz, the Chair-

man of the Board's Nominating Committee, the Board unanimously elected:

LAIRD BELL, lawyer of Bell, Boyd & Marshall, Chicago, and member of the International Committee since September 1947.

L. S. BUCKMASTER, President, United Rubber, Cork, Linoleum and Plastic Workers of America, CIO, Akron, and NPA Labor Committee member since December 1946.

WILLIAM L. CLAYTON, former Under Secretary of State for Economic Affairs.

FRANK P. FENTON, International Representative of the American Federation of Labor, and Labor Committee member since its creation in 1942.

DAVID J. WINTON, Chairman of the Board, Winton Lumber Company, Minneapolis, and newly-elected member of the Business and International Committees.

ARNOLD S. ZANDER, International President, American Federation of State, County, and Municipal Workers, Madison, and Labor Committee member since December 1946.

After thorough discussion the statement on *Principles and Objectives*, reproduced in this report, was unanimously adopted, with the suggestion that it be read later in Joint Session to obtain the reaction and suggestions of Committee mem-



Board Treasurer William L. Batt has served two terms as NPA Chairman—1941-42 and 1943-44.

bers. It was prepared by the following members of the Subcommittee, of which Marion H. Hedges and Wayne Chatfield Taylor were co-chairmen:

Frank Abrams, Chairman of the Board, Standard Oil Company (N. J.)

Guy Emerson, John Price Jones Corporation

Clinton S. Golden, Chief Labor Adviser, American Mission to Greece (by means of correspondence)

Fowler McCormick, Chairman of the Board, International Harvester Company

Donald R. Murphy, Editor, *Wallaces' Farmer and Iowa Homestead*

Elmo Roper, Marketing

Beardsley Rumml, Chairman of the Board, R. H. Macy and Company

"Complete satisfaction with the Subcommittee's output on this assignment on principles and objectives" led the Board to ask that it undertake another important drafting job—preparation of a proposed policy statement on *The Ethical Aims of a Free Society*. The Statement should stress "the NPA concept that all economic planning, domestic and international, must be based on human values; that the guiding principles of democracy, respect for the usefulness and integrity of the individual, must be revitalized."



Vice Chairman Hedges and Secretary Fraser just before the Board meeting debate the wording of a sentence in NPA's *Principles and Objectives*.

NPA'S PRINCIPLES AND OBJECTIVES

STATEMENT BY THE BOARD OF TRUSTEES

Free Americans Have the Duty and the Ability to Shape Their Own Future

The National Planning Association is an organization in which citizens use private resources and personal initiative to help in the national search for workable solutions to America's major economic, political, and social problems. They meet, not as spokesmen for organizations or groups, but as individuals.

This Private Planning for the Common Good Is a Road to Human Freedom

If we are to have a people's government, in a people's economy, planning must never become the vested interest of any one group, private or public. Broad and vigorous participation by all citizens is essential. Freedom is more than a heritage—it is a new challenge to each succeeding generation.

Free Men Want a Voice in The Creation of Plans

We, as Americans, reject a planned society in which plans are imposed from above or from abroad. We reject a planless society where everybody grabs for what he can get without regard for the common good. We believe in cooperative planning in all activities and at all levels of enterprise, private and public.

We in NPA Believe:

- In the protection and promotion of the integrity and dignity of the individual.
- In an enterprising economic system—competitive in fact as well as in name—with private business and industry and agriculture operating as the primary means for providing jobs and producing goods and services.
- In cooperation of agriculture, business, labor, and the professions in using the ever expanding fund of human understanding and scientific knowledge to increase their common respect, their productivity, their standard of living, and their satisfaction in doing worthwhile work in a skillful way.
- In intelligent performance by our Government of its constitutional functions in meeting our increasingly critical national and international problems.
- In cooperation with other nations in the organization of world peace and assistance to

friendly nations in speeding their economic recovery and the freedom and efficiency of their peoples.

Working Together Helps Break Down Barriers to Understanding

The National Planning Association brings together many leaders from sometimes rival economic, political, and social fields to work toward common objectives. Thus, in NPA leaders of Agriculture, Business, Labor, and Government learn to know each other, gain respect for and understanding of each other's views, and strengthen their conviction of the interdependence of all Americans. New stress must be laid on all human bonds and ties if we are to survive the competition and assaults of unfriendly ideologies.

Planning Rests on Respect for Facts

The National Planning Association seeks realistic solutions to emerging problems which affect the welfare and the security of the American people. We know that often, when the facts are established, points of controversy disappear and conflicting groups are able to reach agreement on practical action. NPA seeks to gather all the available facts and to work toward a solution in the light of the facts.

National Planning Is a Challenge To the Best in America

We live in a time which as never before calls for the best use of America's resources—human, material, and moral. The appeal of the National Planning Association is to men and women with the courage, integrity, sense of duty, ability and social conscience which great responsibilities require.

We Can Build A Better World

The National Planning Association is fully aware that freedom can perish in group conflict. In wise compromise lies the strength of democracy. The start which the American people have made proves the limitless promise of free men and women working toward a freer world. The world is not finished. If we want a better world, we must work together for it.

THE MORAL FOUNDATION OF OUR NATIONAL POLICIES



Mr. Pickett recently received world-wide attention as recipient for the AFSC of the Nobel Peace Prize. Chairman Sonne said, "We are proud of him and we are delighted that we can count on him as NPA's friend and staunch supporter."

To many members who attended all the sessions of the 1947 *Joint Meeting* the most impressive and heartening item on the agenda was the last—when Clarence E. Pickett spoke on *The Moral Foundation of Our National Policies*.

Chairman Sonne introduced Mr. Pickett, a member of NPA's Board of Trustees since 1943 and a founder of its International Committee.

Mr. Pickett did not have a prepared statement. He said he simply wanted to talk along informally to see if it were possible to throw light on this new people who aspire to political supremacy may do... face new responsibilities.

"I have never lived in a time when there seemed to be as much anxiety on the part of good people; an anxiety that sometimes merges into fear.

"I think I can understand that. This country has suddenly, without plot or plan, reached a new position. The State Department did not lay a deep-seated plan to land us in the middle of the world as its most powerful nation. It just happened to us; and here we are.

"We do not quite know how to live with these facts. Most of us have a sense of moral urgency and profound personal and group and national integrity which we don't know how to express.

"I begin to see it more clearly when I think in very simple terms." Mr. Pickett then described his reaction, while a Kansas farm boy, when his father in a very difficult situation unhesitatingly made the "right choice" on a moral issue which deeply affected the family's material prosperity. Mr. Pickett said that he has prized that moral decision by his father all his life as "the richest heritage that a boy could have. Moral values begin to emerge, not when you discuss the philosophical meaning of morality, but when the people see it, when they understand it, and when they would give anything to be a part of it. . . .

"The moral and human values are especially important in administration of the European Recovery Program. That is because—if I understand the Europeans right—there is a good deal of anxiety on their part. . . . They fear that if we do appropriate funds we may dominate them, that, with our skill and our emphasis on planning and technology, we may forget that human spirits and human lives are the central value. . . .

"The Frenchman, Italian, or German, or whoever he may be, wants to be considered a man with human instincts and moral integrity. I will grant that the pressures exerted upon many peoples in many countries have all too often stamped out most decent moral instincts and left the one of self-preservation—the cry for food and shoes and clothing and a bit of heat.

"But we, as a privileged group of people, must not take advantage of people in that frame of mind. We must have the patience to understand and share their spiritual and psychological difficulties. We must not bid for their political loyalty. Human nature is at its worst when it is put on the auction block. . . .

"Our great job is to find the ways to take the words *morality* and *spirit* out of the area of the philosophers' discussions and get them down into the warp and the woof of conduct. . . . If we can do this, then I do not worry much about what the people who aspire to political supremacy may do. . . .

"People like you who are here—most of you men and women with a good deal of responsibility in your jobs and communities—can bring about significant demonstrations that things can be done without any other concern except that they are morally right.

"If you do, we will start a new climate, a moral and spiritual climate, in which great programs of mutual assistance can thrive and come to a happy realization."

. . . *The audience rose and applauded* . . .

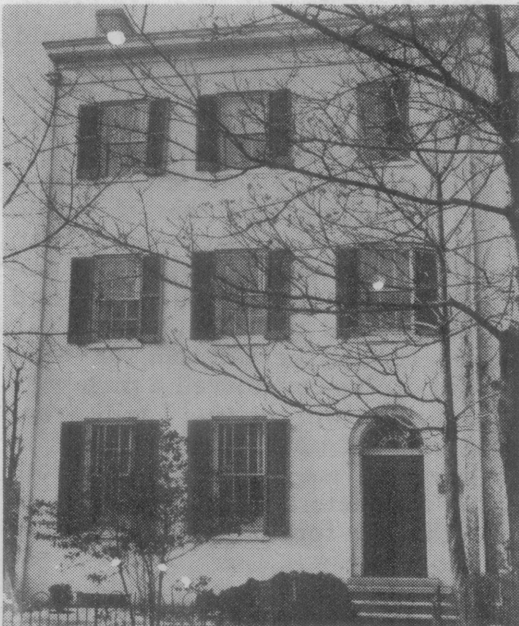
HEADQUARTERS **ADDENDA ON** ACTIVITIES

The central staff's job in NPA is to provide administrative, research, and editorial services to the Standing and Special Committees, and information and clearing services to all NPA members. Its aim is to facilitate the exchange of ideas among members and non-members in private and public life.

Staff members are frequently asked how they operate this clearance job, and how they manage to keep so many Committee and Board members

working so hard. The obvious answer is that our members believe in the value—to themselves and to their country—of what they are doing in NPA.

The following introduction to some of the staff and the indications of the jobs they do will give a quick picture of the mechanics at the NPA headquarters. It will give an idea of how a central staff composed of only 24 workers attempts to keep abreast of the work which flows from over 300 Board and Committee members.



THE NPA OFFICE. . .

at 800 21st Street, houses the Director, the Assistant Directors, the Editor of Publications, the Administrative Assistant to the Director, and the Radio Information Specialist, with their secretarial and clerical assistants. Also the small, but selective, NPA library is here.

THE NPA ANNEX at 816 21st Street has two meeting rooms—one for as many as 25 people; the offices of staff members on special research projects and of the Accounts Secretary; the files and mimeographing room.

E. J. COIL, NPA'S DIRECTOR since 1937. . . .

is directly responsible to the Board for all NPA's operations. He works with the Committees and the Staff on details of fund-raising and budgeting, programming, administration, research, public relations, writing, and editing. In addition much of his time is given to meetings with NPA members or with persons in other organizations with related activities.



JOHN MILLER, ASSISTANT DIRECTOR since 1943. . . .

heads NPA'S research program; is in charge of the work of all Standing Committees, their Subcommittees and Joint Subcommittees; plans and attends their meetings, has charge of their projects; directs staff research required for them.

Here Mr. Miller and Committee Reporter VIRGINIA KEIMIG give NPA'S Radio Specialist, HOWARD HUDSON, the highlights of Committee activities, on which a radio program may be based.



CHARLES TYROLER, 2nd, ASSISTANT DIRECTOR since 1946. . . .

is in charge of membership relations and financing. He also works on programming, public relations, and in developing and administering special projects of which "The Causes of Industrial Peace Under Collective Bargaining" is an example.

At the right, with his assistant, **MARGUERITE MacMAHON**, Mr. Tyroler gives a reporter from Labor Press Associates background on work in the "Causes of Peace" Project.

VIRGINIA D. PARKER, EDITOR OF PUBLICATIONS since 1936. . . .

also acts as Special Assistant to the Director on public relations and distribution of NPA publications.

Here she goes over galleys on "The Marshall Plan" with Assistant Editor **JEAN GRABILL** (left), who doubles as NPA's librarian.



MARY MOORE MOLONY, ADMINISTRATIVE ASSISTANT TO THE DIRECTOR since 1942. . . .

acts for him in assuring that all office activities run along smoothly,—that the work with the highest priority comes first. Among her jobs are personnel management, administrative service to Special Committees and Projects, and writing and editorial assistance.

Here, Mrs. Molony goes over arrangements for a forthcoming Labor Committee meeting with **VICE CHAIRMAN HEDGES**.



RODERICK RILEY, Executive Secretary of the Joint Subcommittee on Distribution of the Gains from Increasing Productivity, confers with Statistician **LAURA ROSEN**.





HELEN B. FISHBACK, ACCOUNTS SECRETARY since 1941. . . .

has the trying job of holding expenditures within the budgets of special accounts—12 at the present time. In addition, she supervises filing, purchasing, and operations in the mimeographing room.

Shown at left, she takes the first completed copies of a “rush” job being assembled by **NANCY MARSH** and **VIRGINIA JOHNSON** and run by **E. C. SMITH**.

KEYS TO NPA'S CLEARANCE JOB WITH WORKING MEMBERS THROUGHOUT THE COUNTRY. . .

a steady flow of letters—telephone—telegraph—as well as the mimeograph machine.



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