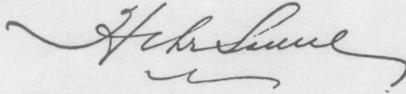


National planning association

October 9, 1951

A REPORT

TO: NPA MEMBERS



FROM: H. Christian Sonne  
Chairman, Board of Trustees

As NPA starts a year of intensified activity, I would like to bring you up to date on the Association's organization and activities, and to give you the highlights of discussion at the most recent semiannual meeting of the Board of Trustees.

1. ORGANIZATION

The Board gave special attention to strengthening the Association to carry forward a vigorous program. Several new officers and Board members were elected. The full list is attached at the end of this report, but for your ready reference the list of officers of the Board is given here.

CHAIRMAN: H. Christian Sonne

CHAIRMAN OF THE EXECUTIVE COMMITTEE: TREASURER: Harry A. Bullis  
Wayne Chatfield Taylor

COUNSEL: Charlton Ogburn

VICE CHAIRMEN: Marion H. Hedges,  
Frank Altschul, Clinton S. Golden, ASSISTANT CHAIRMAN & EXECUTIVE SECRETARY:  
Donald R. Murphy, Beardsley Ruml John Miller

SECRETARY: Arnold S. Zander ASSISTANT CHAIRMAN: Charles Tyroler 2nd\*

You will note that as Executive Secretary of the Association John Miller will head our administrative and staff work. I am glad to report that Theodore Geiger has recently joined the staff as Chief of International Research.

In public relations, Virginia D. Parker, our Editor, continues to carry on the staff functions for which she has been responsible. Howard P. Hudson is Liaison Officer, with special responsibility for radio programs.

\* On leave of absence as Special Assistant, Office of the Secretary of Defense.

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## 2. NPA'S PAST

NPA was established in 1934. It has a past of which we are proud. We believe it has a still more important future in helping this country surmount difficult barriers to achievement of our national aims.

NPA was organized by forward-looking men who felt that Americans urgently need to find democratic ways for planning if they are to avoid drifting into a situation that could lead to a totalitarian planned economy. They searched for ways to develop national policies based on the interest of the whole United States rather than on pressure from any one group.

Membership in NPA was opened to all persons and organizations who wanted to face our problems squarely and who were interested in furthering NPA'S principal objective —

To combine our efforts to the end that the American people may always have the highest possible cultural and material standard of living without sacrificing our freedom.

NPA has now built up an organization composed of balanced representation from agriculture, business, labor, and the professions. Time has tested the effectiveness of the methods we have developed for obtaining agreement from these diverse groups on the facts of a case, on common objectives, and on ways to attain them. Furthermore, NPA'S success has stimulated many public and private organizations to draw into their policy-making activities a similar cross-section of the major economic groups.

Approximately 150 statements, reports, and books on policy matters have been issued since establishment of NPA'S system of Standing Committees. Some of these have originated with the Standing Committees, others from Committees set up to study special subjects. In all cases they have been addressed to the broad public interest.

The recommendations made in these publications have been closely scrutinized by private and public policy makers and many have had a profound influence on thinking and action. It is also interesting that many of the conclusions have come to be widely reported and quoted by newspapers, magazines, radio services, professional and educational journals, and commentators.

A review of what has happened as a result of our key reports shows that NPA has pioneered in the solution of emerging problems and has strongly influenced the development of important national policies.

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NPA'S recent past has been saddened by the death of E. Johnston Coil, for many years Executive Director of the National Planning Association. The Board adopted the following tribute to his memory at its first meeting since his untimely death.

A Memorial to  
EVERETT JOHNSTON COIL  
(1907—1950)

Pursuant to a Resolution of  
THE BOARD OF TRUSTEES OF THE NATIONAL PLANNING ASSOCIATION  
Meeting in New York on June 26, 1951

Sudden death came to Everett Johnston Coil in his prime, shortly after his forty-third birthday. He died while at dinner on the evening of October 12, 1950, from an embolism following an operation on the veins of his legs. He was born in Mexico, Missouri, August 30, 1907. His parents, Dr. and Mrs. Paul Everett Coil, were members of well-known families. His mother was a niece of the famous Confederate General, Joseph E. Johnston. Mr. Coil's collegiate education was obtained at William Jewell College in Missouri, where he received an A.B. degree in 1928, and at Harvard, where he was given an M.B.A. degree in 1930. The following year he studied at Columbia University. In 1932-33 he was Associate Economist for the National Resources Committee, and the next year became Economist for the Rural Electrification Administration. In 1937 he began his real life-work in the National Planning Association, of which he was Executive Director.

E. Johnston Coil was an institutional leader. He helped shape the NPA which in turn brought him a medium of expression and a vehicle of reputation. It is true that an institution is the lengthened shadow of one man, but in democratic institutions such as NPA, many men contribute their talent and their ideas. The successful leader must without prejudice choose from these ideas to create a policy which mirrors the entire institution. E. Johnston Coil had such gifts. He was tireless in his never-ceasing pilgrimages from group to group and from individual to individual, infusing the organization into a working whole.

Mr. Coil quickly became a directing force in the development of the Association. In the ideas and ideals he brought to it, he was able to create a program of engrossing activities for which he seemed eminently fitted. Mr. Coil early saw the significance and value in bringing about cooperation of leading representatives of business, agriculture, and labor, which often resulted in unanimity in their resolutions. In this work he displayed his great talent and the NPA under his guidance developed a pattern that has been followed more and more by others.

It was Mr. Coil's comprehensive concept of our country's progress and future which supplied the stimulus that made this accomplishment possible. It was his enthusiasm and spirit which attracted to the National Planning Association many distinguished representatives of business, agriculture, labor, and the professions.

"E.J.," as we called him, had an engaging personality; he had scores of warm friends throughout the United States and in Europe. His feats of memory in recalling immediately the identity of innumerable persons and their associations were prodigious. He had an active and agile mind. In his own field of economics his thinking was never hidebound or reactionary. Throughout his life he was known for his liberal views.

Mr. Coil's activities for the National Planning Association constituted the work of three men, and that work was most capably performed with an energy that never seemed to lag. In the end it led to his physical and nervous exhaustion. He was courageous in his thinking at all times and he always held to his concept of America as a promising place for the good life.

### 3. THE TASK AHEAD

One of the main sources of the great strength which our country has developed during the last fifteen years is the growth of cooperation among its basic economic groups — agriculture, business, labor, and the professions. Their unity of purpose, boldly conceived in the common struggle against economic depression and expanded in the "battle of production" in World War II, was fortified in the successful drives for speedy reconversion at home and for recovery by our allies abroad.

Now, in the "cold war," this joint striving for common goals is meeting its greatest test. Our opponents are making every effort to create conflicts and exploit contradictions which they hope will eventually bring about the collapse of the democracies. A heavy strain will be placed by the sacrifices of this period on the relationships among groups and on the balance between group interest and the national interest. It is clear that in developing private and public policies we must improve the processes by which our economic groups work together and must strengthen the ethical framework in which they operate. Such improvement is necessary if this country is to generate the power and moral force needed to lead the free world to peace and increasing prosperity.

The NPA provides the only council table where leaders from agriculture, business, labor, and the professions join together, as private citizens, for continuous and concentrated work on problems of mutual concern. The Association accordingly realizes that a particularly heavy responsibility falls on it at this time for stimulating the development of areas of agreement among these groups on steps to achieve the goals most important to themselves and the American people. I would broadly define these goals as: greater production for defense and civilian consumption; economic stability; development of certain underdeveloped countries; organization for world peace; and the protection and expansion of individual liberties. We must reappraise and revitalize our moral standards if our goals are to be achieved.

The Association is strengthening its Standing Committees — its Agriculture, Business, and Labor Committees on National Policy, and its Committee on International Policy. It is adding new members — in many cases, younger members — who are taking an increasing role in the policy planning of this period. These Standing Committees are scheduling more frequent meetings for themselves and their joint policy groups. You may soon be receiving an increasing number of reports and joint statements from them.

Our Special Committees are also stepping up their activities. In addition to the Committee on the Causes of Industrial Peace under Collective Bargaining and the Committee of the South, there is now the Committee of New England — a joint effort by representatives of the major economic groups of that region to outline the policies and programs required for its more rapid economic development.

The NPA Steering Committee — a relative newcomer to our structure — has an important role in developing the broad outlines of our future program of work. This joint committee consists of the chairmen of the Standing Committees and other outstanding representatives of agriculture, business,

labor, and the professions who are willing to devote a day a month to its meetings. It not only provides guidance for research and planning programs within NPA, but also suggests activity to be undertaken elsewhere which has special significance to the nation as a whole and to its great economic groups.

Whereas the Agriculture, Business, and Labor Committees in earlier years tended to concentrate their efforts mainly on domestic questions, they have become increasingly aware that intelligent appraisal of the future requires constant objective analysis of domestic policies in relation to the world situation. This need promises to be greater in the years ahead, and the projects to be initiated by all of our Standing Committees will reflect this concern with the interdependence of actions taken in all democracies.

For example: A thorough study of a balanced program of expenditures for military aid and economic assistance to other countries undoubtedly will show that we may expect a severe strain on our economy for some years. We must find ways to get our economy on a sound footing to withstand the strain, but in doing so, we must maintain the freedom of the individual. This leads the Board of Trustees to consider a thorough restudy of the "national budget" concept — which would take full account of the changed international situation and the necessity for preserving individual dignity and freedom. This restudy would look more deeply than in the past into the implications of our foreign economic activities — their impact on this country and on the countries receiving our assistance; the idea of public and private capital in international development; foreign trade policies which would be most beneficial in the long run, etc.

#### 4. IN SUMMARY

The Board's main conclusion was this: NPA has a past of which we are proud, but we cannot rest on past achievements. We are convinced that we can continue to perform our important function successfully through the support and participation of leaders from agriculture, business, labor, and the professions. We confidently expect a future in which NPA will make a notable contribution to the achievement of democratic ways of life at home and abroad.

In this effort, we rely upon your continued help.

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