

relationship nor am I proposing any program of economic planning. I merely appeal to the ample supply of brains, imagination and courage which is here to solve this problem for Chicago...

“There is...a great opportunity on which local banks, insurance companies, dealers, brokers, investment advisors, and business men should be able to capitalize. Leadership to do it is here. It can be done in the same constructive way in which the Chicago Stock Exchange has led the way on its problems. I hope it is done. It is an affair of business, not of government. But you will find in us a strong ally and a faithful servant if you will lead the way.”

**Harold E. Stassen:
Toward a More Effective Democracy**

The Honorable Harold E. Stassen was governor of Minnesota when he addressed The Economic Club of Chicago on May 24, 1940, on the role of government in the economic life of the community.



“If democracy is to meet the challenges before it, then democracy must find the way to become more effective, without surrendering its basic principles and the basic rights of an individual, sovereign citizen.

“The answer to any new problem that arises, or the answer to those problems that now exist, is not to shrug our shoulders and say ‘Let the government do it.’ That is not the sound answer, if we are to be concerned with basic trends and future policies...

“The approach of government must, rather, be, as to a problem that arises: first and foremost, can the problem be solved by private enterprise and individual initiative without government, even

though it may take some time in the process of development and adjustment? Does there, upon analysis, appear to be a reasonable chance of the problem being solved, being worked out? And, if not, then not how much can government step in and take over the power, but how little power is it necessary for government to take in order to coordinate with the private enterprise and solve the problem? In other words, basically, government must be an aid to private enterprise and individual initiative, and not a substitute for them.

“Taking up specifically the problem of labor relations, we all recognize it is one of the very difficult phases arising from the high industrialization of this country. We recognize it as a problem and an obstacle through the loss that has been caused by strikes and lockouts and violence, a loss that has gone not only to the wage earners and their families and to the management and ownership and its stockholders, but also has gone out to the general public, and has been an obstacle standing in the way of the adjustment of social and economic problems and working out the sound basis for economic progress.

“We approached that problem in Minnesota a year and a half ago without any labor relations law at all upon our books. We had before us proposals such as the National Labor Relations Act and proposals, on the other hand, of a very extreme taking over of governmental power in order to crack down on labor. We approached it with the assistance of the best intelligence we could marshal from our educational institutions, from our industrialists, from our sounder labor leaders, in keeping with the basic thoughts that I have discussed with you, and that is how little power was it necessary that our State government take in order to be of aid in working out this difficult relationship of labor to capital in Minnesota—a relationship that had been more than strained for some period of time.

“We developed from that approach this labor relations law: First and foremost, the government would take unto itself no power to decide or to decree what the working relationships and wages

shall be between labor and capital in the State; that must be a matter for the determination by agreement of that partnership, but that instead, in an effort to be helpful, the government would say to both sides 'Before you strike, before you lockout, you must serve a notice on the State, and then you must count ten and take one day for each count,' and during that ten day waiting or cooling-off period the government, through its State labor conciliator, had this one simple power: that was to summon both sides to sit down around a table to see whether or not a peaceful agreement could be reached; no power to say to either side what they must agree to, but only the power to say to both: 'Before you injure the public and yourselves, you must engage in these conferences. You must feel that weight of public opinion and the mature and cooler judgment of your own views before you reach the point of either locking out or striking...'

"Since that law has been placed into effect we in Minnesota have not had a single major strike or lockout in the entire state. Thousands of employees have been involved in disputes that reached the point of notice of strike or lockout, but negotiations were satisfactorily and voluntarily concluded without the stoppage of a single industrial machine or the loss of a single hour's wages, and in those few minor disputes that reached the stage of strike or lockout almost invariably it was found that the parties had been brought so close together during the period of negotiations that the bitterness and violence did not flare up, and in a very short period of time agreements were reached...

"In taking over the government we found in another phase of its relationship some 64 different bureaus, boards, agencies and departments, all directly under the Governor. You men who are executives know that it is absolutely impossible for an executive to function with 64 agencies or heads of departments or divisions directly under his direction.

"We sought, in keeping with the concept of making democracy more effective, to pull these depart-

ments together and create twelve major departments with which the executive could keep in reasonable touch, and then install a state business manager as a Commissioner of Administration under the Governor, with centralized powers of budgeting, of state property control, of fiscal control and of supervision over the affairs of all departments. And through these simple processes of coordination, through bringing together the many widespread social welfare activities, security activities, the many widespread tax collection phases, and all of these heterogeneous groups that had existed, through that simple process, still in its very early stages because of the necessity of enacting it into law in the very first ninety days of the administration, we in Minnesota, through those processes, have so changed the operation of State government that we have reduced, without taking it out of welfare, the total budgets of the State by over ten millions of dollars and we have cut down the total indebtedness of our State by over nine millions of dollars, and right today we are not spending any more than we are taking in. We are running under an absolutely balanced budget.

**Nelson A. Rockefeller:
National Defense in Wartime**

As Coordinator of Commercial and Cultural Relations among The American Republics, Nelson A. Rockefeller addresses The Economic Club of Chicago on May 7, 1941.



"My position briefly is this: The people of this nation, through their president and their congress, have accepted the challenge of the free people of the world. They have made what I believe is an irrevocable decision from which there can be no turning back. The American people have declared their determination to produce such arms as are