

*Mr Kershner*

OFFICE OF THE VICE PRESIDENT

WASHINGTON

*Daniel Haughton - at your annual meeting*

Possible remarks by the Vice President at the  
National Management Association, Bd of Directors

*Monday Jan. 30, 1967 9:15 a.m.  
Marriott Twin Bridges Marriott Hotel*

It is good to see the emphasis which you are giving to local support by your members of youth opportunity.

Your booklet makes it clear that you folks have thought deeply about the principles which must underlie a successful effort of this sort. As I understand your resolution, you are going to reach out to those young people who have been denied hope and opportunity, and motivate them to prepare for specific jobs without being heavy-handed in doing so. This reaching out to them is the first step.

Then we need to get these young folks ready for a job, through training and education, and see that they have a specific job when they are ready and are put right in it.

And third, we need to follow through with them, on the job and after hours, to help them make the jump across the cultural and incentive gap which so often separates the third and fourth generation poor from the productive members of our society.

Your program shows that, as managers in the American free enterprise system, you also understand the explosion of

*Reach out - motivate*

*Ready for a job*

*Follow through on the job.*

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expectations which has occurred among the disadvantaged groups in our society. In my opinion, that explosion should mean two things, above all, to you and me as citizens and as managerial entrepreneurs -- and you know I am one of those too.

*Big task*

First, this means that the enormity of the job to be done means that the federal government alone or the state governments alone or the local governments alone can never do the whole job -- and shouldn't try to do it all.

We therefore must bring into principal partnership, with all the levels of government, the private groups which make up our society, and specifically including the profit-making groups, the businessmen and entrepreneurs.

Educating and training all our youth for jobs, my friends, is a big order, but it is the order which must be filled if any of our anti-poverty programs are to have enduring benefit. This is the basic job to be done.

In the budget message which President Johnson sent to Congress last week, he requested \$1.8 billion be spent in fiscal year 1968 for vocational education, work training and other adult or continuing education programs. That's a huge sum -- but let's keep these points in mind:

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First, we are a mighty and prosperous country with a gross national product approaching \$3 trillion a year. If we want to maintain this prosperity -- which has meant, for example, that our nation's output, last year, grew more than 5% for the third straight year, and that the average American's purchasing power is today almost one-quarter higher than it was only six years ago -- we can't afford not to do this job.

Secondly, while this seems like a big sum, remember that government can't do it all, and for every dollar of public investment for the purpose, we are going to have to have several dollars of private investment.

I am glad to join you in your effort, as you state it, to "link learning with earning," and I congratulate all of you for your emphasis on youth.

January 30, 1967

ADDRESS TO NMA BOARD OF DIRECTORS

by

Hubert H. Humphrey  
Vice President of the United States

Thank you Mr. Kershner and Mr. Atkins and members of the board of directors of The National Management Association, the extra board of directors we have here this morning and these fine young people. I see that I missed two or three and I hope I won't miss them as I leave, because meeting them is the bright spot of the morning for me. So you gather around afterwards and we'll ignore all the other folks and have ourselves a good visit.

When I was extended the invitation by Mr. Kershner to come here today, he said, "We realize this is short notice to a person who is in such great demand." (That flattery will get him every place, I want you to know.) "But hope that due to the nearness of the meeting to your office you might be able to meet with us for five or ten minutes." Well, I'm going to stay a little longer than that, but I was happy to accept your invitation because of the significance of this very fine organization, The National Management Association. I am well-aware of your nationwide organizational structure. I was told that you have over 250 affiliated clubs and 80,000 members stretched across this great country of ours. So this is the right place for me to be to talk to you about something I would like to have you do.

Now I didn't come here this hour of the morning to give you an oration. Frankly, I'm one of these persons who has a terrible time getting out of bed, but I like to stay up practically all night. Everybody is just a little different. Mrs. Humphrey gets up bright and early, and she's always telling me it's time to go home.

So we have a good system, you see. She gets me up, and I'm all the time telling her she ought to stay out a little later. That way we extend the day so that we have about 18 hours of good activity. My father, a businessman and an active man, used to tell me: "Stay out of bed son. Most people die there." And so I have been practicing that for quite a long time. I'm not sure what the outcome will be, but so far I feel all right.

I was very much impressed with the resolution adopted by your organization at its meeting of October 26, 1966. I'm well-aware that Mr. Daniel Haughton, who spoke at your Annual Meeting, took his scriptural lesson, so to speak, for the sermon of the day from some of the activity of our Youth Advisory Council on Youth Opportunity. He asked The National Management Association to join with others and in fact to take the lead in helping our young people, particularly those young people who have been disadvantaged and who simply haven't been able to join in with the wonders of this time in which we live. He asked you to help them find their way in the industrial, urbanized society of modern America.

I have here the copy of that resolution, and it was very gratifying to me because I've served for two years now as the chairman of the Youth Opportunity Committee of the President's Cabinet Committee on Youth Opportunity. Now I'd be the last person to tell you that the government does the job in youth opportunity, because it can't, it shouldn't and it doesn't. What we do in government is try to act as a catalyst. We try to act as a coordinating instrumentality. We try to put the prestige and the high offices of this government on the line to encourage others in the great American community to open up these doors of opportunity to our young people.

I like young people. That's why I'm here this morning. I can tell you quite candidly that there is no dearth of invitations. We get a hundred a day. I spent three and a half hours Saturday with my staff going through these invitations. I told a friend last night that the best thing that could happen to me would be for the airlines to just stop for two weeks so that we could all get caught up. We're overwhelmed at times with what you might call bids to go places, and we just simply don't know which ones to select, if any. But whenever I have an organization as interested as yours in young people, I take off and go, much to the chagrin of my staff who plan my life with great professional ability. And I suppose they are right, except, as I told them, "It's my life, and if I want to mess it up, why don't you fellows just get out of the way and let me do it?"

I happen to think a great deal of our young folks, and I know they are under tremendous strain and tension these days. Some of them have tremendous opportunities, sometimes even so much they don't know what to do with it. Others have little or no opportunity. What we have as a responsibility is to try to see to it that everyone has a chance in life, not that everyone has it easy in life. And that's what the promise of America is all about. Every man ought to have his golden opportunity; every man his chance to live, to work and to be himself. That's the way the poet of the 1930's, Thomas Wolf, put it. Every man ought to have his chance. And that's my philosophy. Not every man a free ride; not every man to have it made for him. To the contrary, every man to make something out of his life. Everyone a golden opportunity, and in this day and age, a golden opportunity sometimes means even more than opening the gates of opportunity.

We've been talking about opportunity a great deal in these recent days.

There's always been opportunity in our land, at least for most people. But the real way to decide the quality of a society is not what happens to most people but what happens to the least of people.

It's only a day since Sunday. I'm not particularly an over-religious person. I feel that politicians and public officers who run around being too pious are sometimes looked upon as being rather hypocritical. I think we are all about the same. I don't think one should necessarily play upon people's emotions or their religious convictions. But quite frankly, I think the real test of a society is what happens to individuals, not what happens to the mass. I don't think you can really tell the quality of a society by what happens to the majority, but rather by what happens to the majority and every other person. The difference between a totalitarian society and a free society is that we in the free society think in terms of individuals, of saving one life or two lives, not just the statistical averages.

There are no average men. I always hear these terms about the average fellow. Did you ever meet one? Did you ever tell a woman she was just average and see how far you got along? This is all right for statistical abstractions. It is all right for purposes of study. But when you get into real life in a society such as ours, you are talking about individuals. That's why I come to you this morning, because a government as big as ours, a nation~~x~~ as big as ours, has a very difficult time working with and identifying itself with individuals. Individuality comes at a neighborhood level. It comes at a business level. It comes at a group level, a fraternal or sorority<sup>r</sup> level. You have to deal in smaller groups in order to really touch the lives of individuals.

Now I said the word opportunity has been coming to the forefront. We've long

talked about life, liberty and the pursuit of happiness, life, liberty and property. And the French in their revolutionary period talked about life, liberty and fraternity. The word opportunity is rather unique to America.

I was in the Soviet Union in 1958, and I was the first man from a western country, from a democratic country, who ever appeared on Soviet television. And I'll tell you how I got on. I asked. When I arrived there as a Senator, I had 13 requests on that mission. I wasn't sent there by anybody. I didn't represent my government as such by any official representation. I went there as a United States Senator on a learning trip, primarily to study their hospitals, to study their children's hospitals, to study their cancer clinic, because I was chairman of the Sub-committee on Health and Scientific Research of the Congress.

When I arrived, I had a Soviet guide given to me. I didn't go as an official. I went under what we call the intourist program, which meant I was just a private citizen. I gave the intourist guide a list of 13 things I wanted to do. One of them was to meet Mr. Khrushchev. Another was to be on Soviet television and radio. Another was to visit a certain plant that I knew you weren't supposed to visit because it had been declared out-of-bounds. Another was to visit a certain scientific laboratory which was considered out-of-bounds.

When I presented those 13 requests, the man said, "Why this is impossible." I said, I just didn't believe that from what I heard about the way they did things in Russia, that anything was impossible. I said "I understand you Communists can do almost anything, so start with this list." And this is actually what happened. And everyday I would say to my guide, "Now what happened on my list?" and each day something would unfold. I even asked for the privilege of writing an article and

this is the only thing that was denied me on the list of 13. We had 12, and my government said at that time, "How did you ever get to that ball bearing plant?" I said that I asked. "How did you ever get to that radar plant?" I said I asked. And I got there.

I think you have to have a little initiative, you know. If I had been listening to people all of my life who told me what I shouldn't do, I'd still be back in Humphrey's Drugstore. Sometimes I think that wouldn't be so bad. One time when I wanted to run for Mayor of Minneapolis, a judge, a real philosopher, came up to me and said, "Young man, what in the world is the matter with you? I've always had a degree of respect for your judgment and intelligence, but do you know what happens to people who run for Mayor of Minneapolis?" I said no. "Well, they either go into oblivion or jail. Now what are you trying to do?" And I said, "Now I don't think that's necessary," and I ran and was elected; ran two times and was elected. I enjoyed every minute of it. Opportunity. I had no particular reason for being on that job, except that I decided I wanted it, went out to get it, had a lot of friends who helped me, tried to train myself for public service, and went after opportunity.

When I was in Russia, I was on this television show, and I was talking about our country. I had a man who was doing simultaneous translation, instantaneously, and he did it accurately because the Associated Press did everything by tape, and they even taped the whole broadcast right from the television set from their own homes. When I got to the word "opportunity," this fellow stumbled. He said to me afterwards, "You know, I had a difficult time finding the right phrase in Russian for that word." I thought, he didn't mean anything by it particularly; he just had a momentary lapse and had a difficult time. But I thought how symbolic, because if

there's one thing that characterizes the difference between a free society, free enterprise and a totalitarian society of collective enterprise, it is the word "opportunity." That's it. He stumbled over it.

Now we're engaged today in trying to open up the gates of opportunity to hundreds of thousands of people that have had them closed. We're trying to help the least of these. We're feeling it is better to administer than to be administered unto. I know these sound like very high sounding phrases, but you have to believe it, or you can't get it done.

I know that many of you are going to say what I said to myself many times: that if they really want opportunity, they can find it if its here in America. That's one of the easiest ways to push it aside, to push aside this problem of the hard core unemployed, of the minority, of the poor that just seems to want to stay poor and unemployed. Seems to.

I come from a family in which work was a virtue; in fact, my father used to deplore the thought of a vacation. Mid-western puritanical protestant stock, you know what I mean--where work was like Godliness, and you're supposed to work, work and work. I never got over it. I seldom know what to do with my time if I don't have work to do. So I have had, I think, many of the prejudices.

I've heard my own mother, my own dad, my own family say that if you really want to do something with your life, you can do it. And I've said it to my own sons, and my father said it to me many times when I used to ask him, "Why don't you give me a little help when I go to college?" I found out later on he had helped nine others go through college. Nine young people. You know what he told

me once when I knew that this was going on? He said, "You don't need it. Get down there and go to work; get yourself through school. These other people don't have your chance." He was trying to tell me they didn't have my ability. That was the way I was brought up.

You know I've been out around this country a great deal. I've traveled hundreds of thousands of miles, and I've been in every part of this nation in the last twenty years. I've seen people who do not know what opportunity is, and they wouldn't know it if they saw it. And I've seen people who are locked in a prison, a prison of their own indifference, their own apathy, their own bitterness, their own despair, their own frustration, a prison that's locked by the key of segregation or discrimination. And we have to open these doors, air out that prison and lead these people out who have been living in that darkness into the bright sunlight of opportunity. I need not tell any of you who have ever been in a dark cavern for a long time what happens to you when the blaze of sunlight hits your eyes. You're so dazzled that you want to turn back and go back into the darkness again. And this is exactly what happens to many people today. They have been locked up in the darkness of their own prisons, or the prisons of a social structure in which they found themselves, from whence they couldn't get loose. And they're now trying to break out, and many people are opening the doors and sometimes the doors stick. They're rusted shut, and it means that some people have to push on those doors to get them open.

And then even as the doors are opened, the people behind them will stand and look out. They have been locked in so long that they cannot even recognize the opening of the doors, and that is a fact. Most of us are the children of habit-- Pavlov's dog theory. When the bell would ring and the dog would know that the ringing of the bell meant that he was going to get meat, that dog would salivate.

Immediately the digestive apparatus would go to work, meat or no meat. Well, that's one of the basic lessons that we have learned, what we call conditioned reflexes. Most people have conditioned reflexes. This is why most people have good manners. This is why most people can take a great deal of pain, because they've been taught not to show pain. Conditioned reflexes.

Well, some people have conditioned reflexes that have taught them that they are supposed to be at the back of the bus, that they're not supposed to have this, and they're not supposed to have this. And even if it's there, they can't recognize it. So our task is to help them recognize it. That's where you come in. Now I've given you my philosophy. Let me get down to cases.

We have in this country of ours literally millions of people who are the victims of either their own lack of incentive, or motivation, or whatever it is. You can pass any moral judgment on these people, if you wish; that's your privilege. But whatever that moral judgment may be, the fact still remains that we have hundreds of thousands of young people that are unemployed, and they are unemployed and will continue to be unemployed unless they're trained; unless, first of all, they're motivated; unless they're prepared for a job, psychologically, emotionally, physically; unless they're trained for a job; unless they follow through on a job.

They're cripples. They're just as crippled as a mentally retarded child. They're just as crippled as a person who has been maimed, or a person who is a victim of paralysis or some other physical deformity. They're crippled emotionally; they're intellectually crippled people, and you have to rebuild these people. Now if they were physically crippled, you'd get busy, as we have hospitals for them. We have all kinds of organizations. The Shriners out in my home town have the

magnificent Children's Hospital. If you have a physical impairment, they take care of you. But there is emotional impairment, emotional crippling. There's crippling of the spirit that is even worse than the crippling of the body, and there are thousands of crippled spirits. I see them. It isn't very pleasant.

Now what difference does it make to you? Well, first of all, morally you can't ignore it. And one of the great things about our country is that despite our wealth and our prosperity and power, where we could ignore the plight of many, we don't. So when people start to run this country down, just remember this: no country on the face of the earth has ever been as deeply concerned about the well-being of each and every citizen as this country. No country has as many voluntary organizations doing voluntary service. And I think the real test of character in America is the fact that at the time of our greatest power and prosperity, we are concerned about those who have been left behind. We're reaching out, in other words, to those who need the helping hand of a friend, and we're making that friend not only government and industry, but individuals and voluntary organizations and churches and trade unions and what have you. Every part of our society. So we're reaching out today, and we need every American.

I know a number of people are getting kind of discouraged and disgusted in this country because it seems like every time anything happens in the world, we have to be involved in it. And I'm sure that many of you feel that people are very unappreciative. They are. I spend a good deal of my life being unappreciated; that's what I think. I work for other people all the time. That's my job, and if you expect to get appreciation in politics, you're just out of your mind. The fellow whom you help the most, frequently is the man who will turn his back on you.

And nations are not going to be extremely appreciative of what we do. We have to do what we do because it's the right thing to do it, and if you get some appreciation, be happy. If you don't, it's normal. If you get a little abuse, that's to be expected. The important thing is that we do what we ought to do. And frankly, we're doing it for ourselves.

Everything we do, in its real sense, we do for ourselves. You can't afford to live in a world in which the world is mostly hungry, sick and illiterate and expect for you to be well fed, happy and healthy. You cannot be an island unto yourself, not in this world. Hear that going above you, that plane? That changed the whole world. The communication satellite changed the whole world. The intercontinental ballistic missile changed the whole world. The space age changed the whole world. You can't isolate yourself. Forget it. You've had it. Even the movement of disease is a thousand times more rapid today than it was twenty years ago, because of the movement of people. There's no way that you can test everybody when they come back, you know, from some of these trips to Hong Kong or some far off place they've been. So we're in one neighborhood, and it's a smaller neighborhood all the time.

Now there are only about 200 million of us in this country. That's a small percentage of the total population of the world. That's about five percent. This five percent however, has about 40 percent of the wealth of the world, of the goods and services. Just keep that in mind. Last year we produced almost half the total gross national product of the world. We produced more in the U.S. than all of Western Europe put together, and Australia, New Zealand, Canada and Japan. That's how much we produced. The rest of the world had the crumbs, got the other half.

We produced about 47 percent of all the international gross national product. So what about these 200 million people. Well, there are about 200 million of us, but there are about 30 million who are not carrying their weight. Now, I don't know what your rules are around here, but I've been out to dinner with a few people and the six of us, three couples, go to dinner, and that means each guy picks up the tab for himself and his girl. Then somebody walks out to answer the telephone, may even leave the girl behind, you know. And you find out that the two of you who are left pick up the tab for the six. Somebody has to pay the bill.

Now if there are 200 million Americans and 30 million of them that are not productive but are drags on the economy, that's an extra load on you. And that's something within terms of normal limits of selfishness that you ought to want to correct, but more importantly, we need everybody to feel that he is a part of the society of which we are a member, proud of his American citizenship. And we're being watched.

I've often thought that if we think we can help to save the world, why don't we start doing it right at home? We're talking about waging war on poverty, and I've heard more speeches about that than about the international frontier. Closing the gap between the rich and the poor, waging the war on hunger, and I'm all for it. And I spend my time and effort trying to do something about it. But if we can't work out our problems among people that have a common citizenship and speak, with strange dialects at times to be sure, a same language, what makes you think you can talk to somebody in Afghanistan, or somebody in Asia or Africa?

Here's where we start. And whom do we start with? We start, I think, basically with our young people. And why? Because we can break them out of the pattern.

Some of these young people today are the children of families who have been on relief for three or four generations. It's become a way of life.

Now when we talk about dignity and self respect, we're talking about a job. Let's get down to cases. We're talking about education, we're talking about training, we're talking about social acceptance. Dignity and self-respect are empty phrases and empty words unless they take on meat and bones, unless they take on real positive meaning. You don't have any self-respect or any dignity if you've been a recipient all of your life, a supplement. You don't have any dignity or self-respect in a society that is known for its great institutions of learning if you've never learned how to read or write. Ladies and gentlemen, I've seen these youngsters, these young men and women. They can neither read nor write. I've seen them in America by the thousands. I've seen grown men 50 years of age trying to learn their A, B, C's right in one of our job corp camps in America.

You say, "Why don't they get a job?" What are they going to do? You've automated almost everything. They can't work in a filling station because you have to add. They can't work in a restaurant, at least to take an order, because you have to write. You can't have them work as warehousemen, because you have to be able to read. They can't work in a truck because they can't even tell when the gas tank is full. It's true.

So we're trying to change lives, and that's where we want you.

I'll show you what we're doing. I went into Chicago recently, down in the slum areas of Chicago. There are some folks here, I'm sure, from Chicago. I've been up to Philadelphia, over to Baltimore, into Cleveland, New York, these great

cities of ours. And by the way, a large number of our poor are not only in the city; they're in the rural America. Yesterday's Washington Post carried an article showing that rural America has a larger percentage of poor than the city, but they're spread out, and therefore it doesn't seem to be such a festering sore, so explosive, so filled with violence or potential violence, as our cities.

What do we have to do with these young people and the others? They're just as formed to modern life as if they came in from the bush country of Australia or Africa. A man or woman that came from a southern plantation where there was a paternalistic structure and that come to the cold, big, fast-moving brutal city where they never had to learn industrial habits, never have punched a time clock, never had to keep a bus schedule, are just as much a foreigner as if you brought them from the most distant point of the globe and planted them right down here in your home town. They're imigrants, only imigrants with less possibilities because they're the victims of a long tradition that does not fit this modern life. They come and they get lost. As a matter of fact, they literally disappear, for all practical purposes, from census rolls, from everything because they get into trouble, and they want to disappear.

Now we have to go out and find these people. I want you to know ~~what~~ we do now today. Anybody that has any ability, any capacity, can get a job today. That is a fact. I was in Chicago three weeks ago. There were 32 pages of ads for jobs-32! They're crying for them, and yet there are thousands of unemployed. It's a paradox-why? Because the unemployed do not fit the jobs. We sent 100 young men-this is an actual case-100 young men to a factory where they have 100 job openings, and they hired the 100 just as you would hire them this morning.

How many do you think stayed after the second day? Five-five out of a hundred. And what's the immediate reaction? They don't want to work. That's not true. Some may not want to. Many people don't want to work. Laziness isn't exactly one of the attributes of just a few people; we all kind of like to get out of work. But we sent a hundred and five stayed.

Now let's take another hundred. Here's what we do with them. First of all, to get another hundred we have to go out and find them. We have to find what we call community representatives from the poor neighborhood because you can't send a fellow out like you or myself; they won't talk to you. This is no place for a Harvard man or even a man from the University of Minnesota. You have to find people from the neighborhood that know these people, who are known not to be in cahoots with the police or with some other investigatory agency, because some of them have had some little brush with the law. You have to be like an insurance salesman. You have to sell opportunity, man by man, woman by woman, youngster by youngster. You wouldn't believe it, but it's a fact. The other ones have already been cleaned off. Anybody that will turn up voluntarily is already on the job.

So we go on out to the pool halls, the taverns, the back alleys, the youth gangs and recruit them one by one, and hopefully we bring them into what we call urban progress centers or opportunity centers in which all the many agencies of that community have a place. And they ought not to be too fancy, because that scares them off. Once when I wanted to refurnish our drugstore, my dad said, "Look son, we have a lot of farm trade around here. You get this place to looking like you want it and the only customer we'll ever get is somebody that comes in from Park Avenue, and they only arrive in our town once every four years. We treat people like they can come in and empty the oats out of their cuffs on the

floor. We sell a lot of products to them. We're not running ourselves a nice beautiful emporium, but a store for our customers." So you have to have a place for these customers that fits them.

Then what do we do after we recruit them? We interview them. Who does the interviewing? People in the area who are trained for it. They they're offered the opportunity to prepare themselves, to prepare themselves for a job interview. It takes two to four weeks, two to four weeks of intensive indoctrination.

First of all, you teach them to take a bath. Personal hygiene. I'm talking about 20-year old, 18-year old, 25, 30-year old people in America. You teach them, if you please, how to clean their faces, to keep their clothes reasonably good, so that at least they can talk to you and you can talk to them. Then you teach them not to be afraid of being interviewed. We have a simulated factory experience so that they go through what we call a simulated experience as if they had gotten a job. We teach them how to get on a bus from where they live to where they're going to go, and how to make that journey on schedule in the shortest period of time. That takes a week. We teach them consumer economics so that the first pay check that they get, they won't go down to a clip joint on the corner and start paying twice what something's worth simply because they can get it on time payments. We teach them the difference between decent normal credit arrangements and those that just fleece them out of their money.

And after two to four weeks of personal hygiene, basic testing and interviewing, simulated experience, we teach them how to punch a time clock, and it takes three days on the average to learn it--three days--so that you'll remember when you

come in there that morning~~x~~ that the first thing you do is punch that time clock. We teach them what to do in a coffee break, how to act. We teach them what ~~do~~ you do with the shop foreman, a union steward, because many of them will go to plants that are union shops. What do you do with the lunch hour? Do you really come back to work, or do you take it on the lam? We assign one man to ten or twelve as a coach, and we work with companies like your companies to get them to have a little patience and tolerance with these people and to give them some extra attention. And what is the result? Eighty-five out of a hundred stay-85 out of a hundred. We can do this at the average cost of about a thousand dollars per person. You say, "My goodness, that's peanuts compared to what it means to keep them on relief or to have them roaming the neighborhood."

And what is the result? Do they get the job? They do. They become self-respected. They become job payers. In the city of Philadelphia alone, one little organization known as OIC, started by Reverend Leon Sullivan, a Negro minister, has been able to add in one year, eight million dollars payroll to Philadelphia by training hard core unemployed youth that were in gangs in the worst of the areas of Philadelphia and put<sup>ting</sup> them to work. And they're on the job, they're paying taxes, they're tending to businesses and they start to change their environment.

You know, I think we've got things upside down in this country. We're trying to change the environment before we change the man. I think that once you start to change the man, he'll help to change the environment. Once the person begins to feel a sense of dignity and self-respect, he starts to lift himself. He doesn't want that filthy slum, and he'll change it one way or another, either through political action or through improving his own facility or moving to a

better area, getting a better environment for himself. This is what we mean by youth opportunity.

Now I want you to go home to your companies and your communities and ask your mayor what he's doing. "What do you have in line for a program this summer, Mr. Mayor?" Ask your governor. You can get to the governor. This can't be done in Washington; it's too big for any one group. What we do here is to appeal to business and to trade unions and churches and school boards and editors and radio and TV. We try to get the message out for opportunity, but it doesn't do any good just to holler, "opportunity." You have to make the system that provides this opportunity.

Go home and ask your school system, "Do you really have a school system here that takes care of this kind of problem?" Today we insist that we have a school system that takes care of the mentally disturbed in most communities, and hopefully, we'll have them in all communities. We're finding out that we can take mentally retarded in our schools, that we can train them so many of them can be self-sustained citizens. We find that in our schools we can provide special treatment and special courses for people who have speech handicaps. Why don't you ask them if we're starting to train people that seem untrainable? This is where industry comes in, because the customer, so to speak, needs your interest. The poor needs your help.

Ask you city whether or not they have a playground open this summer and whether it's lighted. Don't write me a letter and say, "There's been a riot in my city." Isn't it terrible that we have riots in our cities and then after the riots we decide to do something we should have done before the riots? In my own

city of Minneapolis there was a riot last summer. And the youngsters that were rioting said they didn't have any jobs. After the riot they found 2000 jobs for the young, and they only had 200 youngsters who took part in the riot. I think this is dangerous. I think it is dangerous for America to have the leaders of the riot be able to tell their followers that the way you get a job is to have a riot. I think what we ought to do is to work with the leaders who do not want riots and get some preventive medicine in on this thing and get the jobs available for the people who are trying to find those jobs and who are willing to work within the rules of fair play and law and order and produce results on that basis. But you know that most of the action that has taken place in this country has been after the fact.

We've got to light up our parking lots at night. Here's a big Company-Sears and Roebuck in Chicago-to give you an example. What did it do? It put big lights in its parking lot that it had for its employees. From 7:00 to 10:00 every night those lots, which were parking lots in the day time, were playgrounds for children at night. You need it. You need to find a place where they have not opened up the swimming pools.

You see, I feel this way because I told this board of trade here in Washington they'd most likely have some kind of social punishment for them. They didn't have one single lighted playground in this city until a year ago. That's a fact. They didn't have two public swimming pools. Now we have twelve lakes in Minneapolis, and I don't know how many swimming pools. I said that any little town in Minnesota has a lighted playground. My goodness, I live 30 miles outside of Minneapolis. We have 300 people in the town, and we have a lighted playground. You just aren't normal if you don't have a lighted playground out my way. There's

something wrong with you.

And yet here is the richest city in the world, right here. Right in this area where you are is the highest per capita income in the world. Far beyond anything that you know in your town, and the fewest number of playgrounds for the people that need them than any place in the world of comparable size. We just never got around to it. Well, they got around to it a little later. Somebody just tore the roof off a couple of times. Isn't that a terrible way to have to do things?

I went around last summer and pan-handled for a hundred thousand dollars to get those lights out of that old Griffith Stadium over here. They weren't very good, so no wonder the Senators lost those ball games. And a company gave us a fine deal. They were very generous. They went out and put lights up on playgrounds so we could have youngsters playing. We brought in 17 portable swimming pools--portable swimming pools. You can build new pentagons by the dozens around here, apparently. You just name it; we have more big buildings going up than you can count. But, somehow or another, we just don't have enough money to put in a swimming pool. Well, we finally got a couple of them open last year. If I sound a little bit sour on it, I am.

I think you have to put first things first. I don't think you prove yourself much of a dad if all you're doing is trying to get yourself a big car. I think you're justified as a parent by what happens in your children, not in your bank account. And I think you prove yourself to have a great city, not by the fact that you put up another motel, hotel, honky-tonk or commercial office building, but by what kind of city you have. What kind of schools do you have? What kind of churches do you have? What kind of homes do you have?

What kind of neighborhoods do you have? What kind of recreation do you have? What kind of care do you have for your people? If you have all of these things, then you're going to have pretty good business too.

Well, that's my message to you. I overstayed my time. I got all wound up in this. You can plainly see that I believe it very strongly or I wouldn't be here.

I want you to be emissaries for youth opportunity. I want you to go to your town and make it your first line of business when you get there, will you please. Ask your mayor, "What are you doing, Mr. Mayor, for the youth opportunity campaign this summer? What are you doing, Mr. Mayor, to assure me that this town will not explode? What are you doing this summer, Mr. Mayor, with the Chamber of Commerce, the school board, the churches, the trade unions, the voluntary organizations? What are you doing to see that our streets are safe, that young people are being employed? What are you doing in conjunction with private industry in this city to open up the gates of opportunity?" The time to do that is in February and March, because believe me, when May, June, July and August come, you can have plenty of trouble, unless you've done something to cool it off while it's cool.

(Following presentation of Leadership Award)

Well, my gracious, thank you very very much. This is simply wonderful of you, and I do want to thank you very very much. I know that when I sat down, I picked

up that little pamphlet, and all I should have said was "just read that."  
"Learn and Earn<sup>4</sup>." That's what they said. They changed the slogan from "Burn  
baby burn" to "learn baby learn, and earn baby earn," and it's true. A fellow  
told me the other day that we moved from protest to progress. These are wonder-  
ful sentences that people are learning, and you've done a great deal about it,  
Mr. Atkins. We surely want to thank you.

Now, I didn't mean to, but I got wound up here this morning. You never  
ought to invite me in the morning. I have no control over myself. There may be  
a question or two here. I know that I have another appointment, but they'll wait.  
They are in-office appointments, so that's all right. I boss them. Anybody  
have a question?

(Question): "Mr. President, Our city's in the process of attempting to get  
a school started for the unadjusted child. Seems as if this is in that very area  
you're speaking of under Title 3. Have there been any other requests?"

(Following the question): Yes, indeed, as a matter of fact, you are speaking  
of the aid to elementary and secondary education act. They're just beginning  
now in the country to find out potentialities and possibilities of this act.  
The whole purpose of this act is to give federal aid to those that really need  
it. It isn't so much a bail-out of a school district for a normal education  
program because most school districts take care of that. The American people  
have been very good about providing for their schools. But when we get into  
these tough problems, these personality problems, as we call them, we have the  
hard core problems. I guess somebody invented that term because it seems to cover  
a multiplicity of difficulties. We then come in with these federal aid offers  
and grants because those are the extras that most communities do not have the  
tax base to take care of, and they're the costly ones as you know. I mean it

costs a great deal. If you have a child in your family that's not normal, you know that's the costly one. She takes more love, more care, more time, more money, more of everything. You can see what we are trying to do, and it's possible.

The thing about it that gets me is that I see people literally born again. (I would have been a preacher except I was too sinful, I always figured I just didn't feel up to it.) I feel that you can change lives, and you do change them, and I have seen young people that were two years ago absolutely hopeless. You know, you could hardly stand them, and that's putting it mildly. And here they are today doing something real good

As a matter of fact, I went into an area of boys' gangs, and the leaders of those gangs are tough. But we've been able to get in and find the leader of that gang, and the fellow that's good enough to lead the gang has got something, you know. He's no stupid fellow. He's a genius character. The question is, how do you get that talent directed in the right course? We've picked the leaders out. We have special programs working with local groups. The Federal Government help in this is primarily financial, to help sponsor the kind of leadership that can find these people. And we go in there and we find that diamond in the rough, so to speak, and pull him out, and the same fellow who was leading the gang also knows how to dissolve it. He's clever enough that he can debate both sides of the question, you see.

I knew a little gang leader who was really tough. What is he doing now? He is a salesman. I saw a friend of mine the other night from Etna Life Insurance, said I just saw a fellow you ought to get, because if that fellow can sell insurance like he was selling job opportunities, he'll take your company over in about

six years. Good man.

Well, now I know you have a full day, and I am simply delighted to have this chance to speak to you. I hope that today we've been able to think a little bit. Now, you go home and really do something that is concrete. Just kind of stir it up a little bit at city hall when you get back there, will you? It's always fun to do that.



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