

TRANSCRIPT of Remarks - HHH
Salesman of Year Luncheon
Minneapolis, Minn
April 15, 1969

Thank you, ^{STAN} Sam. Ladies and gentlemen, it was an honor for me, and especially an honor because this is really the first time that our club, SME, has been able to make an award of this type for the second time, and the reason we are doing it is because it is most desirable. Now, I am not going to say our guest needs no introduction. I am just going to say that he needs a little introduction, because the reason he is here is because I think he demonstrates and has two characteristics that we, as professionals, set up in people and hold in highest esteem. He has many others, but I will say this—that he has the positive thinking that every salesman has to have, and he has the perserverance that every salesman has to have. In visiting with him just a few moments ago, he did say that he might make a few remarks, and in so doing, he might be open to questions that you might have. Now, I would like to ^{PRESENT} have the Honorable Hubert H. Humphrey. Please rise and join me.

I would like to read you a proclamation, Mr. Humphrey. We hereby proclaim you, THE HONORABLE HUBERT H. HUMPHREY, to be Minnesota's "Salesman of the Year" for 1968. We sincerely believe the following characteristics, most highly prized by salesmen, are manifested in you:

1. Untiring enthusiasm and its application at all times to your purpose at hand.
2. The exceptional ability to seek out and understand the needs, problems and complaints of "your customers"—the people of the United States.
3. The application of plain hard work to achieve your goals and make the sale.
4. The determination and will to succeed in the face of discouragement and sometimes defeat.
5. A sincere interest and devotion to people and a willingness to serve them.

SALES and MARKETING EXECUTIVES of MINNEAPOLIS have chosen to honor you for a second time because of these attributes. Beyond these, your waging of a gallant, aggressive, dynamic campaign for the highest office of the land has brought most favorable attention to the State of Minnesota.

Furthermore, your conduct and activity in most recent months have served to bring greater stature to you as a Statesman, Educator, and Tireless Worker for the good of our country and its citizens, young and old.

We salute you and honor you for your contribution in attracting added recognition to the State of Minnesota and its residents.

SALES and MARKETING EXECUTIVES of MINNEAPOLIS
Stanley D. Smith, President

Thank you very much, Bob, Mr. Smith, and the officers of SALES and MARKETING EXECUTIVES of MINNEAPOLIS, MINNESOTA. You know, I couldn't help but reflect this, as I was listening to this proclamation, this citation must have been written before November 5. I have been sort of dumbfounded as to why I was selected as being a good salesman. Frankly, I missed. I was coming on good. I had my foot in the door, but something happened. But I am highly honored to be here, and as indicated, I was indeed here some five years ago. Many things have changed; I hope all of it has changed for the better. This is a very beautiful club house—much more luxurious, beautiful, and accommodating than when I was here on the prior occasion. Our audience is larger, and I am sure that the quality is better. The trouble is that five years ago I was celebrating a victory. This year you are just easing my pain, that's all. I am extremely grateful. Most of the pain, by the way, has left, if any of you are concerned about it.

I thought maybe today I would take a little time to visit with you about something personal and then a few observations on what I think is happening in our great country. Then, if you don't mind, some of you may have a question or two. The door is wide open. I have just left a class over at Macalester, and they worked me over but good. So you can feel perfectly free to ask whatever questions you would like to on any range of subject matters in which you have an interest, and I shall attempt, to the best of my ability, to give you at least a responsible response.

When I was traveling around the country as the Vice President, I would frequently

say to audiences, particularly college audiences, something like this: I would address my student assemblies because it was somewhat difficult during these recent years to always keep favorable contact with them. I would say—"You know, I am a refugee from a classroom. I use to teach at the University and at Macalester College." Of course, that was a long time ago. Then I would look around and see if I could find the President of the College or University, whether he was in or out, locked in or locked out; if he was there, or members of the Board of Regents were there, or the Dean or the faculty, I would look around and say, "Now, I want the President or the Board of Regents or the Dean to know that my teaching credentials are in good order." I mentioned this only because of the uncertainty and the precarious nature of elective political office, and then I would chuckle and laugh, thinking that was a big joke. May I say I was the best salesman anybody ever had—I convinced people that is where I belong. I have returned to the teaching profession, and I have returned here to our own great State, to our own fine University, to this splendid, private college, Macalester College, headed by one of the outstanding, I think, Presidents of a private college in our country, Dr. Arthur Fleming, and our University, under the very splendid guidance and direction of Dr. Malcolm Moos. Both of these men are old friends of mine, and interestingly enough, both of them, good, strong Republicans. Both of them were very active with the late beloved President Eisenhower, and yet, both of them truly very gifted and generous and unselfish public servants. So I feel that I am very lucky. I wanted to come home to Minnesota. This is my home. This is where my family is. There is nothing that is more out of place than a defeated candidate wandering around Washington trying to find a place for himself. Washington is the power city, and it is much more comfortable for the victorious. It provides some room, may I say, for those that are not, but if you really want to enjoy life, you have to go out and make your life, not wait for somebody to bring it to you. My life now consists of this teaching at the University, where I was all day yesterday,

and at Macalester College today and tonight. I was at Macalester College on Saturday, after having come back from being in Colorado, where I spent a day at the Adams State College at Alamosa, Colorado. I have given all of my time and effort now to education which is a job of salesmanship of ideas. I am a member of the Board of Regents of Brandise University, one of the great modern new Universities. This University is just about twenty years of age. It has as its President one of the outstanding lawyers and minds and philosophers and educators, Dr. Maurice Abrahm. I serve on that Board of Trustees or Board of Regents as an experience for me. I wanted to see what it is like at the other end of the spectrum, where you have to face up to the problems of management, administration and policy. This is one of these non-paying, non-dues paying, non-compensatory jobs, but it is a very wonderful opportunity. I also remember the Board of Fellows of Fletcher School of Diplomacy, which is a very wonderful school for foreign service. My work in Washington D.C. is the only work that I have remaining outside of meddling around in politics, which I am sure you expect me to do. Since we have some unpaid bills, I shall not see you at this moment on that matter. My work there is to serve as Chairman of the Board of Regents at the Woodrow Wilson International Center for Scholars. This is going to be a very great institution in our country. This is its first year as authorized by the Congress of the United States under special charter. It is a living memorial to the former late President Woodrow Wilson, and it will be a Center for Advanced Study for Students of Government, for government officials, at home and abroad. It will be associated with the Smithsonian Institute in Washington, which is a great graduate school in its own right, even though generally you speak of it as a museum, but it is really a center of education. I have had the privilege of fashioning this beginning structure of this great advanced studies institute. In due time we will build a center on Pennsylvania Avenue as part of the new development of Pennsylvania Avenue to fulfill the original plans of that great Capitol City. We will have some of the top scholars of the world in the field of government, public policy, monetary fiscal policy, social policy,

studying for one year under rather generous scholarships, men coming into the United States from abroad, learning here, having the facilities of our government in the great university complex of the City of Washington D.C. and other universities in cooperation. This is really fascinating. I give a good deal of time to this and have a board of some 13 regents. The government officials on that board are the Secretary of State, the Director of the Smithsonian, the Chief Archivist of the Government of the United States, the Director and Secretary of Health, Education, and Welfare. My Vice Chairman is Dr. Allen Nevins, one of the great historians of the world from the University of California. So we have got quite a job on our hands. Now, on top of all of that, I am associated with a great private company and am very proud of it, and that is the Encyclopedia Britannica and the Encyclopedia Britannica Educational Corporation—two companies in the publishing business and one of them, the one with which I have the most association and responsibility is the Educational Corporation. I am deeply interested in new techniques of education, and this company is but one of many which is involved today in audiovisual multimedia type of educational facilities. How do you bring learning precisely and quickly to students, particularly to those who are deprived, bring it to those who have been lagging behind, how do we enrich the curriculum or the curriculum of the seniors in high school or of the early years of college and even of preschool all the way up. We have just published what we call the Annals of America—a 34-volume set of all the papers and writings. The keys have been carefully edited in a 34-volume set. The writings and the keyed papers relate to the history of this great republic, and it is all on computers that show what is beginning to happen and how we are modernizing things. Let's say that you want to find out everything that this country ever did in the field of space research since 1492. You would punch the key, so to speak, you would work the computer, and it would pull it out in a print which takes about ten minutes, and then we put it on photoplates and we make you a book for classroom purposes. For example, we published recently three volumes on the "Negro in American History", that was a pullout right out of these 34 volumes, so that it is a relevant part of the

total picture of American life. It is a fantastic thing that we are able to do now. We are working now on library services where we will be able in the years ahead to have a library on what you call almost like microfilm, only it is a much more delicate process, and a 20-thousand volume library will fit into a case about this size, and if you want another book you just go over and put a quarter into the machine and pull a little slide and you will have a reading machine and you will get a whole book of some 600 or 700 pages on one little slide. It is just incredible what we are able to do. Just recently, to give you an idea of some of the things, I reviewed the films for this company, and I have top consultants that work with me. We have three films on Communist China--the first films that have been really developed of any significance because of the tight police patrol methods in that country. These films are put together by Swiss and Swedish and French photographers, and they are really remarkable. It is my first visit to Communist China without really being there. We have just done now with special cooperation with the Soviet Union, six films on the Soviet Union, on all aspects of life. We are doing some now on oceanography, which I have been deeply involved as Chairman of the Marine Science as counsel and Earth Resource Satellites showing what can be done from space to penetrate the earth and ascertain what is there, the underground water, rivers, plant disease, the total geological survey with earth resource satellites taken from 100 to 150 miles above the earth with century devices that we can detect exactly what the chemical composition is of the earth, what is there, whether or not there is plant disease, whether or not there are minerals, whether or not you could locate fish in the sea without going around looking for them. You can actually spot them and it is a great sense of direction to our fisherman. It is really fantastic. Now what does all this add up too--this knowledge explosion. This is what is really happening in the world today. You wonder what is the unrest. I have been talking to these student. I have been having a ball with these young people by the way. They are of top intelligence, some of them are arrogant in the sense that they approach you bruskiy, but they are

really a well informed generation. Information, however, does not always bring judgment. That comes with maturity, but they are really bright, and as I told this group this morning, it is only accidental in the sense that you are the product of better nutrition, the product of better communication, the product of better health standards, and therefore you are just a better generation in many ways. Don't destroy yourself. Just think of the assets that you really have. Well, this generation of students, with all of the dissent and all of the trouble that you see on the campuses today, is only indicative of the tremendous changes that have taken place of which you and I have been a part. You can really start with the period of World War II, the world will never be the same after World War II. It will never be the same after the Atomic Age. This is the 24th year of the nuclear age. The greatest miracle of our time is that we haven't had one single death from nuclear destructive power that is in the form of military power from nuclear weapons since 1945. Now we go around talking about all the mistakes that were made, and we are constantly reminded of our failures and our limitations, which is all right if you don't make it your whole life. I think a healthy nation, a strong nation, a healthy people must be willing to recognize their limitations. The worst thing a man could do or a person or a company is to cover up and pretend that there are no mistakes, no weaknesses, no limitations. That is not a sign of strength, that is a sign of weakness. Now we are perfectly willing to expose ourselves to the whole world with all of our limitations. I just don't want us to make it our whole way of life, because, while we have limitations, we also have some great assets. While we have had significant and catastrophic failures, we have also had some brilliant successes. What we need to do is to keep this equation in some balance. This is what we call our lifetime, our civilization. Since World War II, you remember the United Nations Conference of 1945, there were less than 50 nations. You go to the United Nations now, there are about 130—128 or 130, I have forgotten the exact number. But here even in nations there is

is still trouble within the nations that have become nations. There is a constant desire in this postwar period of what we call "emancipation"—it shows itself in separatism. Look at what is going on in Nigeria between Biafra and the federal government—separatism. Look at what is going on in Great Britain today, in Wales, Scotland and England—all this in that tight little island—the desire of almost to break away. Wherever you go, it is the same thing. We are sensing it here at home. Young people wishing to break away from the traditions of their parents, from the family, to break out from the rules and regulations that govern society. There is a restlessness—a format that is not used to the United States, believe me. The worst student riots have not taken place here—they have taken place in Japan, they have taken place in the countries of Europe, in Rome, they have taken place in Britain, they have taken place in Indonesia, they have taken place in India—all over the world. You have to ask yourself—what is it? There is an indigenous to the United States. Actually our system has been more stable than the others if you put it in the proper perspective. What I think it really boils down to is that for the first there is so much to know and so much that you are beginning to know, that we are incapable of adjusting ourselves to absorbing it.

We were looking at some film last night that we had taken on one of my visits to Asia. Now, I have been somewhat of a student of international relations, you know that. I have been in government a long time at least. I use to study over here at the University, got my degrees in these areas of government, international relations and American government. I thought I knew a little something, but I just didn't know anything. When I traveled to Thailand or Malasia or Indonesia or the Phillipines or Australia or Japan or Korea or India, these countries that I visited, what did I find out—how little I knew, and I came back really almost dissatisfied and frustrated because there was so much to know and so little time to know it and it is so important to know it. I realized all at once how inadequate I really was and how really insignificant all that I had learned really was. So this is part of what is really going on. Now you men are salesmen. You are selling new products. New techniques

have been developed to sell those new products, but more important is the technology that has developed these new products which is simply fantastic. We have the greatest technology in the world here in the United States. The technological gap between ourselves and the rest of the world is far more than you men believe. And namely, it is because we have poured money into research, because we have a competitive enterprise system, because we have the capital with which to take the risk, because we have a government policy, and it is a government policy and a tax policy which has encouraged this. So here we are with this tremendous new technology of the computer, of electronics, the space age, the nuclear age—here in your country. We don't even know how to correlate or how to coordinate the information. I heard a man say, "I want to get the exact figures." This is just about it. I was down at a seminar not long ago that in one year's material covered on biomedicine—just one little area in medicine—biomedicine—that the number of journals that are printed—if you could put them all in front of you and you had a fast reading course and were able to read three times the rate of a normal reader, you would have to spend 500 years, 24 hours a day, 365 days a year to read one year of published material. So we call the information "glut". So what are we trying to do now? We are working on systems to be able to refine this information to see how much is duplicated, how we can simplify, how we can break it down into a manageable, usable form, and this is what we call this great information retrieval system. Would you believe that the fellow you are listening to now started holding hearings in the Senate on that 14 years ago. I held hearings for ten years on that subject. Nobody paid a darn bit of attention to me—because it wasn't sexy, etc. Just like they have these big wide neckties now. I wish I had those that I had when I was mayor in Minneapolis. I was ahead of my times. I see a picture of me every once in a while that some of you fellows have around of me with one of those big neckties on, and that is the 1969 deal. All of the rest of the fellows were practically out of style just like I was. Well, we are now working

on this problem. How do we put this information into usable form? What does this add up to? Frustration. Half information, because we can't find all that we need on it. That's part of it. The change in industry, the impersonalization that is coming in today with bigness, and yet we can't be against bigness per se because bigness isn't bad; it's what does bigness do to the individual, or better yet, how does the individual adjust himself to that bigness. Take a look at our University. One of the biggest universities in the world. I was over there yesterday and I got off on some sort of a kick. I tell my young friends over there, "Look, I will deny anything that I said today tomorrow if I change my mind." So I just don't think there are absolutes. When new information comes, don't stick with the mistake that you made yesterday. Back away from it. Face-saving helps a little bit. Somebody said that the man that learns how to save face, may learn how to save mankind. I think there is something to that. None of us like to admit that we are wrong. So I start out right in the beginning with the students saying that I will most likely be wrong. If I am, I am going to deny that I said it, or if I do come back and say something tomorrow, it is simply that I told you it might be wrong in the first place. Well, here we are today with technology, science community that is almost beyond anything that the world ever dreamed of, and this has affected the lives of millions of people. Here we are with the urbanized society with really a rural orientation. There are very few of you here today that do not talk about those good old days back in your small town and on the farm. We really haven't learned yet how to govern ourselves in these great big enterprises called cities. Here are are with the great University that I was mentioning. Many times people think that it is too big, and yet a man said to me yesterday, "You know what a big University offers you?—variety, freedom of choice." But, we have to learn how to operate in it and to use this bigness in a way that it doesn't dwarf the individual and kill the spirit. Now many of you are with big companies. And today I met this morning in this City with the management of one of the biggest firms in this

City just to talk about this problem. They're a huge corporation. How do they get when they bring new talent into their company, how do they let their new talent feel they are really part of it, and that they are not just another number that gets a check, or that they are not just listed statistically? How do you get to feel that you are a person? That you count? That they notice you? That you are not a number? That they know you by your first name and they know about your family and they are concerned and that you are concerned about them, because those human relationships are still fundamental. And in this mad changing world in which we are going through now, in education, in industry, in science and in government and everything else, impersonality is the characteristic. We are trying to bring a sense of humanity and humaneness and individuality back into business, back into government, back into the University, back into the community. And every place in the world it is the same thing. People are literally walking up to the other man today and kicking him in the shin and saying, "Look at me. I want you to know who I am. Don't take me for granted. Don't put an IBM card on me, and if you do, at least don't fold or mutilate me. I am a person." This is part of the restlessness that we have today. Now having said that, let's quit on it. These are some of the problems. Ladies and gentlemen, the one thing that we never ought to sell short in this country is the resiliency, the flexibility, and adjustability and the basic verbiety and vitality of this political, economic and social system that is ours. More changes have taken place in the last 20 years than in the preceding 200, and we have adjusted ourselves to a better way. Changes in economics. There was a time 25 years ago, if you would have ever said to a business man that you ought to have cooperation between government and business as partners, they would have called you the worst kind of name they could think of--socialist, communist, what have you. That's all over. Today we now know that there has to be cooperation--the question is how? Everybody here knows that you can't meet bills of the city with government loans, and you surely can't do it with private industry alone. None of us can handle any of these problems alone. What we

are trying to work out now is a system in which we can pool our resources without losing our atomony or our independence. In other words, how do you become a member of a family and still be an individual personality and be a member of the community with a common goal and a common purpose without being devoured in the mass of the whole thing so that you lose your sense of person, individuality, or direction. That's the problem. I don't have a quick answer to it. The fact is, Americans are a very pragmatic and practical people. We are going to search around, we are going to try—it's the process of trial and error. We'll thrash around here for awhile and pretty soon we will find where it works one place, and we will start to apply that example some place else with whatever adjustments and added patience are needed. The most dangerous thing that this country could have is dogma and doctrine. What is needed is the conflict of ideas, openness of mind, and the openness of spirit, pride, to be willing to admit error, to be willing to try again, to realize that everything is a risk. Business is a risk, peace is a risk, war is a risk. What you have today, if you try to maintain it is a risk, to change what you have is a risk, and if you aren't willing to live dangerously, you're really not going to live at all. So I am reminded of what John Kennedy once said that, "peace and freedom are not cheap, that we here, the most of us, will live out the rest of our lives in danger, uncertainty and peril," and we will. There will not be a safe world, but it will be a world that challenges us. There will not be a safe America—but there will be an America that calls for the best from us. There will not be a comfortable existence for any of us, except if we work to make it so. And what is most important of all, is this great motivation. This is something that is in the people. It is hard to explain why or how, but it compels you to want to do better, to break your own record, so to speak, to set your own standards, to see if you can't achieve something a little bit better than you did last year. Now your companies that you represent ask you to do that in sales, for example. I happened to work for a company where somebody came in and said we had less well this year than last year, and I said I hope I never hear

that again. I was their Chairman of the Board, see, I can say things like that. I don't want to hear that again. Then they told me why. I said, "Excuses, excuses. So this is why you didn't do as well this year as you did last year. I want you to show me how you are going to do better next year than we did any year. Now if we don't make it, that's another question, but at least I want to have that goal, and I want us to use every bit of ingenuity that we have to teach those heights." I do not believe that everything is materialism. I do not think that this is a sick country or a sick society. I think it is a society that is roving to find a better way and not one that has lost its way. I think that this nation of ours today has unlimited talent yet to be discovered and much of it is amongst the poorest of the poor, the blackest of the black, the minority of the minorities—a whole gold mine, so to speak, of human work—and it needs to be brought forth. Like any other great discovery or any other great advance, it will come with pain and with cost and with trouble and with uncertainties. I always say about those first new planes that come off the line—I like to have somebody else ride them first. There is always what they call the bugs in them, isn't that right? So we have a modern aircraft company spending millions of dollars in test flights before they put you and I on one of those planes, and even then many of you say, "Well, it looks good, but I am going to wait and see how it works out the first year." Why? Because with change there is always that element of uncertainty. That doesn't mean that you stop, that you live in fear, doubt and suspicion. It means that you come to face with it. And I am talking to salesmen now—I love this State of Minnesota. Even when it is a tough winter. And I want to tell you that one of the things that I told you we needed before is that when we get alot of snow, instead of looking on it as a liability, we ought to advertise it as the greatest winter resort in the world. That is the way we ought to do it. I guess maybe I was associated with a Texan long enough to know that there are some things that you can brag on just a little bit. We have a great place up here, a great place in America. Bu the way, my feeling is that one of the reasons I encouraged my sons and my daughter to live here is that I happened to think that we represent the tomorrow.

I know we do, because government policy has to make its own. Where are you going to put the people? You can't crowd many more on the seaboards and have anything but trouble and chaos. I will tell you, my dear friends, if we took all saints, and I don't see too many here, and we put them in Long Island or in Manhattan, the saints would be like what it is in Harlem--the saints would act like what you see in there. Let me give you an astounding statistic. The density of population, this is a fact in which you have to consider in all countries, by the way, not just our own, the same density of population would apply to the other four burroughs of New York City as is to be found in Harlem, all 200 million Americans could be put on Manhattan Island. Now let me tell you something. One of the problems in our slums and ghettos is the terrible compactness of people. With the inadequacy of space, of streets, and playgrounds and green and open places, of jobs, of education facilities. I remember talking to the mayor of a great city, and he was a little bit disturbed because I said something like I just said. And he said, "Mr. Vice President (this is when I was Vice President--I like to remember those days), I took exception to the implication of your remark." I said, "What was that, Sir." He said, "You indicated in your remark that we did not give the same degree of police protection and sanitation facilities, garbage removal, etc. in the ghetto areas as we did in the middle income areas." He said, "I want you to know that we had as many police officers in the ghetto areas as we had in the best of the middle income areas, and we had as many garbage collections in the ghetto areas as we have in the middle income areas." I said, "That is exactly what I was trying to tell you. You have made the best argument for the troubles that you have. Because there are more people in one apartment in some parts of Brooklyn or Harlem than there are in Wright County where I live up here. The whole apartment has more people. I spoke to a rally in Brooklyn before one apartment and there were 16,000 people in that one apartment. In one apartment! I had quite a crowd. They were looking out the window and with my voice I was talking to all of them, with the loud speaker. Huge audience, and yet you think about three or four policemen

roving that area, when you may have needed one out of every four, and you needed a garbage collection not twice a week, but three times a day, in order to take care of the services that were required. This is a rambling thought--what I am trying to say is this--that in the days ahead, here in this great hinterland that we represent right here, with government policies that will encourage investment here, the building of our transportation, the improvement of our power supply, the development of our capital structure, the movement of top scientists and technologists and technicians and big industry into this area, we can have a place for people to live. Unless we have something like this, we are going to be like an old Mediterranean society with a strip of people along the East Coast and the West Coast and the great cities around the Great Lakes, and the rest of the country for all practical purposes devoid of population. There is no way that mankind can design any social system that will relieve the tensions and the alienation and the frustration and all that comes with mass population piled on top of each other. You are going to have to learn not only how to decentralize government, but more importantly how to, in a sense, gain the willingness of people to move to areas in which there is a new life available to them, just as once the pioneers moved across this country. That is why I say, if I were a 20-year-old fellow, and I were going to start out and try to build myself a business, I would say that I am going to pick some place between the Alleghenies and the Rockies, because just as surely as I look at you, that is where the room is, that is where some of the clean air is left, that is where a little of the fresh water is left, not much--we ought to be ashamed of ourselves in this State with our fresh water lakes, but that is where there can be a great economic development, a great social development. And with concerted directed policies between government and business, we can have these new cities of tomorrow. One of the reasons that I wanted to be President, was to develop a great new city for America. I have spoken to the present President about it. Our 200th Anniversary is 1976. Wouldn't it be wonderful if we could harness the resources of capital and management and science and technology,

of sociologists and anthropologists and planners and what have you, and build ourselves a city that would house at least half a million people—a city the way it ought to be. A city that modern technology can build. A city in which all races would live together. A city in which all forms of industry could be found, and cultural and university and educational facilities—don't think we can't do it. We have the time. It is only 1969. To 1976 is seven years. In seven years, my dear friends, we orbited the moon. My dear friends, in eight years we are going to put people on the moon. Now if this economy can put men on the moon, and in less than ten years we will have a station on the moon where people will live, don't tell me you can't build an American city if you want to, if you are willing to pay the price. We are thinking in that one project of 35 billion dollars of public funds. If we had the will, I could build you quite a city for 35 billion dollars to show how mankind could live. I really believe that we could demonstrate that much of what we think are human problems are the result of physical environment, and we could start to find a way to make for a better nation. You see, when you get me up here, you let my mind run loose and I just keep chattering about all this stuff. It is nice to be here with you. I hope I have sold you on a little something anyway. Thank you very much. (applause)

We have about five or ten minutes here if you want to take it. You can leave if anybody wants to leave. Anybody want to ask a question here?

Are you going to be the colorman for the Twins this year?

HHH: You know, I feel badly for the Twins. Last year I had no time to manage them. This year, I'm just going through this readjustment, but I assure you that the Twins will start doing better in June when I am home most of the time. I doubt if I will do much broadcasting; I recall there was some editorial comment on this. But I feel like much more of a free spirit. I really don't care what people think as much as I use to. I am most likely to have a few phrases and a few descriptive notes about the Twins. There is no reason why the Twins shouldn't win in this division, by the way.

I, of course, haven't had the chance to tell them how many innings they ought to pitch each pitcher, but as one who has kept close track, I have a pretty good idea.

Eddy: Should I save my Humphrey for Mayor or Humphrey for Senator button?

HHH: Well, just save them for a collection. Keep it ready. I don't know.

Question: Yes, Sir, I do somewhat of a lot of traveling on college campuses. Why can't we sell liberal arts students and others on the idea of business as good and as a basis of economy?

HHH: I have thought about this a great deal. Your question, of course, tells the sad story. The sad story is that when polled and analyzed and evaluated, the liberal arts students put the desire to go into business way down to the bottom of the list. I think there is a mixture of reasons for it. Over a long period of time, some of the leaders of business have gotten themselves boxed into a position that they ought not to have been in; namely, that they seem to oppose when they really didn't always oppose, but they seem to oppose some of the social developments that were necessary for the kind of economy in which we live. Maybe I am assuming that I know what kind of developments we ought to have and that is the problem with everybody in having positive statements. Most of our liberal arts students are deeply concerned about what they call the quality of life. Now, I just said to a group of them today that they have to expect to have some people compete with them, to contest their evaluations and their sense of values. The business community has not put its best foot forward in terms of the kind of a revolutionary force that business really is. I have talked in this city and in this community so much that you are tired of hearing it, but the fact is that the American business community initiated installment buying and consumer credit. Most of us would be living in teepees if it wasn't for the fact that we had this down payment and the kind of savings and loan and banking and different kinds of

loans that we can get for our homes, so that we can buy a home as a young couple and finally have the home paid for 30 years later. This is just coming to Europe now, you know. It is just beginning to move there. The rate of advancement in the American economy compared to any other economy is incredible. Even though our young people seem to believe that it is pretty sticky and that you can't fight the establishment, the fact of the matter is, that by the time you get involved in business today, you are part of the establishment in very short order. Furthermore, the American business community has been doing wonderful things in terms of human relations. But they don't want you to talk about it. I go around telling them, "What do you just keep talking about making money for? Everybody knows that is what you are trying to do. You don't need to remind people. You have got to make them understand that money is second rate and you are trying to do something else." I have been in politics long enough to know the difference between fact and imagery. I don't mean to be cynical about it. This National Alliance of Businessmen, some of you are members, I am sure, around here, this effort to employ the hard core unemployed. This is a difficult task. Many businessman has thrown his hands up in despair because he wasn't told in the beginning how difficult it would be. I use to meet with them regularly in Washington. Leo Bebe, who is the Director from the Ford Motor Company of our national effort. Now you have here in Minneapolis and St. Paul another effort of our National Alliance of Businessmen. This is American business going down to the hard core unemployed that no one before has been able to find a job for, that no one has been able to train for a job. In other words, every effort up to now has been a failure. We go to business, and we say now, "Here, we want to work with you. We have some government programs over here, we have a little money here," but most of the businessmen say, "We don't want that. Let us move on it." And they have been employing thousands; oh, of course, they didn't employ as many as they thought they would, but they employed a couple hundred thousand more than anybody

had ever done before, that are still on the job. And we now estimate that even with the government resources put into that program, that within 20 months, after a hard core unemployed person has been trained and put on the job, that the investment that has been made by industry and government is paid back through his earnings. I have had the NAB report myself. Not a government report, but a report from the businessman himself. This is what business is doing. American business abroad is looked upon as if they are a bunch of vandals, neo-colonists or colonial empire builders. When, in fact, American business abroad has brought more of the benefits to modern civilization to the people that it lives with than any of the indigenous enterprises. I am speaking now of the developing countries. The problem that business has had is that sometimes it wanted to be too poorly identified as just an American firm. Now some of our big firms, for example, the Sears and Roebuck Company, goes into Latin America and produces much of its products right in the country where it has its business. It has the joint management and it includes members of the local nationals on its Board of Directors, in their supervisory and management force, and it becomes a part of the community. We need to tell liberal art students about this. I have tried to tell them a little bit about it, and then I try to let them understand that it is the business community of this country in part that has made it possible for them to have a liberal arts education. You know, we are the first subsidized people—those of us who just came out of college, and I just got a working over on that the other day. But I looked right down at somebody, and I said, "Don't give me that subsidy stuff. You and I both got some of it. I got it at the University of Minnesota at the taxpayers expense. That little dribbling that I put in there for tuition wouldn't cover anything." The first person to get a big subsidy is a university graduate, and if you go into technical school or professional school, you really get a dandy—you don't pay for it. Some of the poorest people in this state pay to educate some of the richest, and some of the richest pay to educate some of the poorest. So we have a little extra responsibility. I told a group of students yesterday—they didn't want

any grading, they didn't want this or that, I told them that if they can convince the legislature that you have four years of dissertation with your girlfriend, that is fine, at public expense, but I don't think it is going to work. I think what we ought to do is to try to find out how we can get a better system of education by contact between student and student and student and teacher without demeaning the educational process and destroying its system of excellence and its system of standards. I am learning alot from these young folks. Let me tell you, they are good; they are not all wrong. Alot of them are very right, and they happen to shake some of us up, and a good shaking up is what you really need. I hate to interpret defeat running for the Presidency as a blessing, because it is very hard to exaggerate that much. I say that as long as I had to take it, I am glad that I am getting the chance that I am getting now, because I am surely learning alot. I really doubt that after having been in Washington for sixteen years, no, 20 years--sixteen years in the Senate, 20 years in Washington--really rather closeted in by public affairs and public life, I doubt that I would ever have had the chance that I am getting now to really sense what is really going on in this country today. In industry, as I said, I am with companies. For the first time I understand what it means when you are going to invest millions of dollars in a new project and the risk that you have to take. When you sit there and have to attach your balloon on the decision, and for the first time I am beginning to understand what these young people are really talking about at the University and their problems that they have been having with the faculty. Not all faculty, some. And the difficulty that the administration of a great college and university has of adjusting to a whole new set of facts. If they hadn't to do anything else but adjust to a new population, that is more than most people can take. Your university, with 47,000 students. When I was in that university in the late 30's, we had 15,000 students. Now, when you triple the population with increased costs, with all of the changes that have taken place, with all the new requirements, new

standards, just to operate it, if you never met anything else but change, it is a task almost beyond human capacity. But we are doing it. The great thing is that we are going to do it. And let me tell you while I have you on the hook here, and I have you trapped in, don't you let that university and college system down in this state. It is the best investment you will ever make. Don't you let a few people who cause a little trouble that you don't like get you to be thinking in terms of "well, they are no good, they are radicals, they are this and they are that," because you are just going to destroy yourself. That is a great university and it is not going to be destroyed by a handfull of militants unless you let it.

Question: Looking back over the presidential campaign, what would you have done different?

HHH: Well, everything you say relates to things I do now. I met this morning with a young man that's doing a paper on mass media, and he wanted to talk with me. Gee, it is great to talk with these young people that do this fabulous research. They are really good. There are two or three things that I think would have helped greatly. Number 1--the convention was very late. Let's not talk about what happened, for a moment, at the convention. The latest convention for any candidate, either political party, that was a nonincumbent in the history of the nation--in other words, the convention that nominated me got through nominating me the last day of August. I came home just before Labor Day. Every other nominee of a political party that wasn't a sitting president, an incumbent man, had his convention either in the second or third week of July, which gave him the necessary time to pick up the debris, to heal the wounds, to clean out the chaff that was unusable and set up his organization, to plan his media, to structure his campaign, and get a little rest. I must say that if I had it to do all over again, if they would have given me that convention in July, I wouldn't be here today. I really believe that. I really honestly believe that what we needed was time. We just couldn't get going. The month of September that we

should have had for active campaigning was the month that I had to use to raise money to buy media, to find people for an organizational structure, to go around and hold hands with people that had been cutting me up before, to forgive and forget, to try to bring people together which is inevitable in politics. It happens all the time. John Kennedy's convention in 1960 was the third week in July. Richard Nixon's was in the third week in July. Richard Nixon had all the last week in July and all the month of August to get ready for his first meeting when he went to Chicago and that very fine public demonstration of support that he had which was well organized, and all meetings are that are really well organized. And he had one month that what I call soft-sell TV, where he was on all the time, and one month to get his house in order, and one month to get himself in shape. Let me tell you, that when you have gone through what we went through last year, you didn't feel physically or emotionally in shape, and what else did we need. I think what else effected us was the convention itself. The public was fed up with riots, trouble and violence. Let me say that what the Republican Convention represented in Miami was balmy breezes, beautiful water and beaches, quiet confidence, orderly convention, nice looking people, no real problems, a convention with a normal amount of debate with candidates that were sort of hoping that something might happen, a little concern about the selection of a vice president, and then Mr. Nixon delivered what I thought was an excellent acceptance speech. To the public they (remainder of sentence was not audible)--tomorrow night we can look at the television and someone is killing somebody, somebody is beating somebody up or a riot. Of course, six people were killed in Miami--the television cameras just never got over to see that. Something you might ponder a little bit. Whenever the Republicans wanted to close off the trouble, all they had to have were drawbridges. It was like a medieval castle, you know. Their convention represented stability, responsibility, calm, confidence, order, direction. If I were standing out there, I would say, "Look at those lunatics." That is about what they said about us. So this is why I said we defeated ourselves. I tried at the last minute to give to you an acceptance

speech that I thought would put the pieces back together somewhat. Actually what happened inside of our convention was really historical. We changed the rules of the party, we abolished the unit rule, we democratized our party, we had legitimate debate over platform. You know as well as I do, and I am not trying to complain about it particularly, but I can't help but sound like it, but I don't really mean it that way. You can't live it over. It happened. It is done and past. The fact is that when Carl Stokes, Mayor of Cleveland, was nominating me, he got about one second on the television. The rest of the time was out on the street covering the riots--- that didn't help us. I don't blame people for being upset about that, but in the meantime, I had another important factor which was that the Democrats had a split in their party which was suicidal. I think they had to have some kind of a long divide, and I just happened to be around at the right time. Somebody said, "I am John the Baptist of the Democratic Party." I said, "You know what happened to him, don't you?" You know where his head was. I appreciated the honor, but I would rather be without it, just between us, to be honest about it. So if I could do it all over again, I would ask for one thing. Give me an earlier convention and we would overcome all of that. At least it would have been a fair scrap. That convention was set by a President who thought he was going to run for re-election. Once it was set and most of the machinery was set, the organization was set, I had no more to say about what went on in that convention than any other candidate, believe it or not. In fact, my own family had to stand in line to get their tickets every night to get into that convention, so they sure did play it fair. I was not for that quite fair play, I want you to know. I might add one other factor---money would have helped. We did get money at the end. We never had one single radio or television broadcast or ad until the 28th day of September. The main television topic that we had started on the 10th of October. This, my friends, is like being starved for 11 months, and then somebody says that we have an old fashioned Scandinavian smorgasbord, come on in and fill up and hope that you overcome the effects of malnutrition. There is only so much that

you can get on television in the last two or three weeks; there is only so much that the people will absorb or digest, or even permit themselves to look at. We can measure the fact of what we had on television time and on radio time and had the money for, we were coming on at a rate that was beyond human capacity, and the polls, except for the poll which was a telephone poll which showed us day after day picking up two, three and four points. I remember the last week of the campaign, going to the press plane (we had three press planes following us and I would go back and talk with the press, we were a little more open—I just figured I would visit with them) and they said, "How do you evaluate it, Mr. Vice President?" I said, "Well, gentlemen, it is five days before the election. I believe that this is a nip and tuck battle right now. I think that we pulled up. I feel it, I sense it, I have been in politics all my life. I know when I am getting defeated, and I know when I am starting to win, and I think that we have right now about a 45-55, maybe 48-52, maybe 49-51 chance to win. Believe it or not, they broke out in laughter. These fellows were friends. Some of these men on the press planes were the best friends I have. One of them came to me afterwards, bless his heart, and said to me, being a reporter of one of the top newspapers, "I wish you wouldn't do that, Mr. Vice President. We fellows like you, but you destroy your credibility when you talk like that." I said to this friend, "Max, let me tell you something. I believe as I believe my own name. The trouble is that you fellows have been reading your own copy so long you don't even sense what is happening. We are coming on like gangbusters, and I think it is time you started to report it. The last week of U.S. News and Newsweek had the following story—just check your records. I got one just to remind me of it. It says as follows: Democratic candidate will suffer the most humiliating defeat of any democrat in the 20th century. He will lose between five and six million votes. The headline was "Humphrey had possible 39 electoral votes, four for sure." How would you like to read that one week before the election. They believed it. Somebody says that they opposed me. To the contrary. The fellow that is the editor of that paper is a wonderful man.

These people were more my friends than they were Mr. Nixon's, if you want to put it on a personal basis, but they saw those polls and they just couldn't believe it-- if you don't think polls have an effect, just try to go out and raise some money. Now the folks here at home were generous. I actually refused for a period of time to put the pressure on to raise enough money because I thought we were going to take a drubbing even myself--talk about salesmanship. You have to believe in your product. I said to Mrs. Humphrey one time, I said, "Mom, if there were only two people left in this whole country, and if we were the only two, and if we had to ride one of seven bicycles, we would get out and do that." Because we are going to carry this message, but it doesn't look very good. How would you like to sit with some of your most intimate close friends, and say, "Look, you have to raise me 5 million dollars," while they are reading that you are 26 percent and 28 percent of the polls, when you are going to be beaten two to one. You have to have a lot of gall to ask people to do something for you like that. I knew it wasn't true. I knew that we were coming up, but I knew that the polls reflected what they told at the time, and don't anybody believe that these polls are rigged, they are not. All this conspiratorial stuff, that's for juveniles. The Gallop Poll is an honest poll, the Harris Poll is an honest poll. These people have got to be honest--this is their business. The trouble is that time is what counts. And in that period of time that you come out with good poll standing, and the people start to shift quickly as they did in this campaign, they can't tabulate it fast enough. That is why Mr. Singlinger's Telephone Poll is more accurate, and he was right on it the next morning. Honestly, I was expecting to have this whole crowd down on 1600 Pennsylvania Avenue. I expected to have this Executive Sales and Marketing Executive group meeting with me in the East Room of the White House, but, thank God, they referred me to the Golden Valley Country Club. (applause).

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Telephone: 861-1656

May 9, 1969

Mr. David G Gartner,
Ass't to Mr. Humphrey,
Hubert H Humphrey,
Washington, D.C. 20005.

Dear Mr. Gartner:

We are sending under separate cover, the $\frac{1}{4}$ inch reel of tape of Mr. Humphrey's talk given at the Sales & Marketing "Salesman of the Year" luncheon on April 15, 1969.

Enclosed are also two copies of the transcript of this speech as you requested in your letter of March 7th to Mr. Cahill.

Inasmuch as we also made some copies of the speech on Norelco Compact Cassettes, we are enclosing one of these also for your files.

You will note that the main speech came out very well, but the quality of the part with questions and answers was not up to par.

We hope this information is acceptable and will be enjoyed by those who listen to it and read it.

If there is anything else you wish us to do regarding this matter, please feel free to call on us.

This material is being sent to you at the request of the Sales and Marketing Executives of Minneapolis.

By the way, a Norelco Model 84 Dictating machine has just been ordered for Mr. Humphreys use at the Social Science department at the University of Minnesota.

Very cordially yours,
Dictation-Systems, Inc.,

Ray Bartholdi
Ray Bartholdi

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