

Of course, by comparison to the big corporations, many of these plants in question are insignificant in size. In the aggregate, however, these smaller industries constitute one of America's biggest institutions. Over a period of years, they have developed to a point where innumerable towns and communities have depended on them for their very existence, and for a considerable percentage of consumer goods, the enjoyment of which has given to our American people the highest standard of living in all the world.

Their threatened elimination from the economic set-up, therefore, assumes importance too great to be visualized readily, or to be discounted. If they or a great number of them, pass out of the picture, it has been estimated by the National Association of Manufacturers that at least 3,000,000 persons now working would be unemployed within six months, unless some method is found to place vitally important defense work with these plants. Tied up so closely with this as to be absolutely inseparable from such a development would be the question of civilian morale. For civilian morale, as you well know, could be the deciding factor in any war in which we might be forced to engage, just as in the final analysis, it was the deciding factor in the rout of Germany's armies during the last great World War.

We have been hearing and reading a lot lately about the question of army morale. Much thought and attention has been given to this question by authorities in Washington and by those charged with the training of the millions of men now under arms. Certainly you can't very well have morale in the Army, however, without a corresponding morale behind the lines at home. To achieve this civilian morale, it is going to be necessary to retain workers in industry, and to keep plants going that will supply employment throughout the length and breadth of America, as well as in the large centers of employment.

While every thought is being given to the development of our war industries to the point where they may be adequate to supply our own needs, as well as to make possible quickly the promised material aid to Great Britain and other harassed countries, public officials generally, and leaders in business and industry have not lost sight of the fact that there is bound to be a post-war period.

Further it is recognized that this post-war period needs attention now, if we are to escape far worse conditions than those which throttled the world in the depths of the depression of the early 30's. It is certain that if our post-war economy is to be maintained at anything like the required level, we cannot permit the many thousands of smaller industries to be abandoned or even seriously curtailed, because to them we will have to turn, in great measure, for employment and production which will be necessary for peace-time rehabilitation and re-adjustment once the war-time industry ceases.

It is to be admitted, therefore, and I think every sensible business man and woman realizes, that there are indeed serious times ahead for America and for our own State, even though we never fire a gun.

There are serious and busy times ahead for our civilian populations, too, if the firing does begin. Never was there a war such as this one! Never before, even when barbarians of the Middle Ages overran Europe, was their a more