

1) Wharton School (Nov-66)
Labor Relations Council

Dr Taylor - Gent.

Delightful opportunity visit
with you

Dr Geo Taylor - old friend

major contributor -
developed Collecting - Am.
[GM empire - early by UAW

Plaza & Prudhoe - seeing him
many times -
his - and also can

2) Fold stands open option
Dr Taylor investment -

most attractive -

speculate any ~~subject~~

Empire - overly sensitive

Narrow subject

217 Colt - Berk Cooper

Gen Collect Party - unhappy
250-300

Byron - 8500 - largest on assets

yr file - Fitter

Dr Kennedy

Sen Rich Potts with Sp

were paid - Woff Corp

nLRB - imp for Potts

3) Think out Ford
share thoughts with you

*

What labor + management
do - to make collective

Buy - more Polished
+ Responsible

Process -

Can be decisive in
~~market trends~~ →

how free society

Can meet problems ?

+ rising opportunities ?

Tomorrow →

~~potential → external volatility~~

Process -

4) Met Mr. Kuch

invited by Mrs. E

Unit

Barb discuss

Chief Forbes Ann Cpl

(not present GM)

Try to explain to Mr. K

rose diff

Told Barb unity
Free unity

Told her unity unity unity

Barb -
Free unity unity unity

5) Mr K

Other dogmatic Monist

Confident -

Confront women, Future

Hasty and Pure us

Believe - free Society -

Composed - complex + complex

unstable - Even Pure Groups

incomplete - Accounting

~~too~~ And Not Purpose

above, War

done can from + hundreds

(6) Confident prove

Mr K
wrong

I believe - we can -

fund common demands
not Purposes

There is action -

not is Responsibilities

show - concern

hope - open

come forth

(*) NAU delight - Phoned
PR story - (JK - Hot line -
demol -

7) Communism

distorted absolute

essentially unworkable

morally wrong -

based false doctrine -

man - class - system -

microscopically ~~total~~ prisoner

Class struggle -

~~defining matter~~ -

To ^{us} drive up Security

-----*

~~A~~ Man K

Told me UAW union -

were wage slave -

with low ch

Part
and

Told her - / Wm - sun center - Ben
24 - held 200 ch -

8)

Comment -

can't escape the

dogma past

This is also part of

our problem

Collect Burg -

~~too often~~ -

John Management Relative

take place -

narrow frame work

of Past.

does not reflect new realities

of Present.

9) We reject the
Crisis
drama -) the
class struggle
based upon the demands, actively

But we have not.

Comprehended the new
Task Revolution
new demands, Ever abundant

that ~~is~~ afford
free labor & free movement

the historic opportunity
to create new forms

ever + social cooperation

so that together - harness

tools) abundance - rest rest while community =

10) In a Technological Society
where the rate of change
moved forward with
the thrust, jet propulsion

the Basic framework

Job - my Relations

has ~~been~~ remained

unchanged

will

~~at~~ few new ideas

and few innovations

have found acceptance

11) ~~12~~ No matter how

painfull —

there is an urgent need

~~to~~ ~~act~~ ~~for~~ ~~an~~ agony

reappraisals, ~~to~~ ~~be~~ ~~done~~

~~for~~

basic Job - Man

Relationship

Old concepts that

reflect a kind of

Model T Mentality

will not cope new

problem — new demands

of Technical Society ^{Challenges} ~~to~~ get

of the computer the social system —

12)

↓ below
Labour + Management.

must draw a larger

circle around the

area, than basic

relationship -

the more narrow

and Collect Party

relationship - must

reflect their circle

of the Broader

Relationship
~~Relationship~~

13) Within this larger circle

John + Mary —

~~circle~~ must establish

a creative Community

Partnership —

working together, Community

finding answers to problems

1 Whole Community.

Such

~~The~~ relationship —

in a creative Community

Partnership —

~~will~~ will provide broader perspective

and put creative Partnership relationship.

→ proper focus.

14)

Suggest - several areas

creative community partnerships

must assume responsibilities

1) Civil Rts -
equal opportunity

joint effort)

labor & management

is essential -

and ~~then~~ their
The joint influence is greater

than sum, the separate
efforts

15)

In his letter we think

Men + women, good will

very nice - great - color

feel free

work together -

search - related + required answers

light vision

vision

find - apparently related -

search data right

vision - related

Better + Blotter -

strongly opt. Better

then used film

Free Sunday

16) Isba & Mung

walk together

couple & comparison

must

hosted dry

judy arrow

charter - color

→ Street City can 2 of opply

Is - my - change

stop → eight off
→ in end
→ Wang

① Speed off → over ~~distance~~ discontinuity
inst optures 7 divides

→ ST - apparent

16a) Let + my join
Way Told war
Against Poverty
Land Plenty

Protect Trust

DNP — 730-40 Pop

30 mil

pop. <u>None + then</u>
mt? <u>Pop</u>
<u>and</u>
pop <u>are</u>

Can be
Two Ess or Moral defence
Privity America

More destruction than John

JFK - Work - Top - 55
reb - Ess - Spill

→ Citizen Crusade Against Poverty

→ Min wage - 2⁰⁰ -

Welfare - work full time

UAW
Ford
Ft
Welfare
up

17) Rebuild Citizens → Corp. Senator
Too busy
People busy

Ch of Dist City Met
Jur Authority

Don't take paper

Law my - County

Rebuild Dist

→ Traffic - Prob - not U.S.
Recent
South
man
Frank

Law & Water Pollut

These actions

→ Broader Base of Gov - my future
Collect Bay more objectives - Proposals

18) ^{How} Collect Party Relationship
interest + capital Power

Send Basic Principles

1) Lib + Moy = more common
conflict
need understand
Freedom undeniable

Free Id - Free money -
neither free - Learn to Cooperate
defend free society
free world

2) need raise collect Party
power struggle - corruption
evr press groups

To offer
Facts
I hope
Part Evr
has cut
Collect Party Be
it enough . Evrr Facts
use, Evrr Power

19) 3) Both separate responsibilities
share - It responsible
whole Community
transacts - sep Rep

4) Total Security
and Peace .
above justice

Free Security - by product
Env & social justice

5) Free Security -
Some Collect Policy -
and social Justice, Env Morality

→ Peace - 1941 -
GM - 312 - P 4 - 15
FL 25,001

20) 6th

~~Responsible~~
L. My Relationship

requires - Continuous

dialogue -

Broad sweep, Problems

(
manage crisis
Bring →

→ Jt Study Comm Auto had
step right direct -

hope more usefull 1967
my

Expand this concept -
Monthly - top level policy
decisions - not new ones

21) 7th Man advice

~~to~~ discrepancy
Problems essential
+ goals ~~the~~

Job & Job -
Prod * Job

Man advice

discrepancy

emotional adjustment

8th - Need to have
Courage + inventiveness
to explore - new ideas

obstacles - judge - new to
substance - source

22) 9th
need to recognize

20th Tech Revolut

new + changing framework

Collect Party
relationship

need also to recognize

new Group, workers

higher education

different attitudes work

emergits - Ellen Keen

* new ideas

1969 - Basic Demand

abolish the Fife Syst

But operated } disruptive
Eco unstable } Era - 20th Tech

monetary breakdown

White Collar
Blue Collar

23)

~~Review study~~ Autonomous Common ^{report}

And - Lab - Action Condy

17 -

Permit - suggest study

More toward -

Further Ann Ann

months - study - 10 - 12h

Lab + May - return

discuss - how

Problem, system economic
inter-system Free world
Economic

Common Market

EFTA

24) U5 + Canada

Ant Agent

UAW -
Plead for can
→ Ch. Board

Problem, Agent

Abstract - best way defined

- on cost
- on can
- on market

Part for and not

New objective for Profit Share

→ (Agent, Product, Pay) or hand - Force

~~Basic problem~~ - Agent

Common for Market

only for market you would

connect - free Enterprise System

25)

We must strengthen

system -

~~making~~ by more

equitable

destructive) if fruits

Ever just - Ever money -

5? - T. - 400 Pith -

by making -

more	and
800	1400

Private des

more compatible -

Public needs

Paris difference Collect Party

→ Party - before facts

How do - determine
relative equity -

worker

stable

even

39
A.C.
Cottrell

26) Corp - Executive -

Base salary - of fact

Bonus - off fact -

GM - ~~last~~ years

largest fact

Delayed - material

determine - where equity

3 yr advising facts

★ Stop high delayed wordinals

We will ultimately -

recognize this fact -

I hope - get them.

as little pain as possible -

27) I have - unlearned faith

free men.

free institutions

Believe next, just

... equal challenge

~~We~~ must demonstrate

~~to show~~ as much

initiative - inventiveness

in them & sound sense

Type A

For - them & sound -

know why -

provide - sound direct

+ their purposes - to take

the how -

1) Mexico City (auto cont Nov 1966)
my good friend & wife - very water

Company men. Fidel Velazquez
~~Company men~~ Antonio Hernandez

→ ~~then~~ Minister, I don't know
but this is - Minister must
nearly Elect Process

Mexico Nat Autonomous Council.

Compan negotia - friends

Good once again

stand of solid, Mexico

+ meet with
friends + Trade
colleagues

1st Bring - warmness fraternal

meeting, friendship & Solidarity

1 1/2 me - auto when - me UAW - Canada

11 me when, in MF - all over the world!

Handwritten notes on the right margin, including "1st", "2nd", "3rd", "4th", "5th", "6th", "7th", "8th", "9th", "10th", "11th", "12th", "13th", "14th", "15th", "16th", "17th", "18th", "19th", "20th", "21st", "22nd", "23rd", "24th", "25th", "26th", "27th", "28th", "29th", "30th", "31st", "32nd", "33rd", "34th", "35th", "36th", "37th", "38th", "39th", "40th", "41st", "42nd", "43rd", "44th", "45th", "46th", "47th", "48th", "49th", "50th", "51st", "52nd", "53rd", "54th", "55th", "56th", "57th", "58th", "59th", "60th", "61st", "62nd", "63rd", "64th", "65th", "66th", "67th", "68th", "69th", "70th", "71st", "72nd", "73rd", "74th", "75th", "76th", "77th", "78th", "79th", "80th", "81st", "82nd", "83rd", "84th", "85th", "86th", "87th", "88th", "89th", "90th", "91st", "92nd", "93rd", "94th", "95th", "96th", "97th", "98th", "99th", "100th".

2) Always good Property - many
have opportunity and many times, and

~~and~~ Freedom
Ref. -

& to senses the spirit of
the Contingent Minimum Period

Both own Countries -

From - Revolutionary struggle

for Pol Freedom

Pol bandage - right Pol Self Interest

Both Countries - Labor Movement

part, Contingent Revolution

~~say~~ struggle - for the best

for full measure Econ and social justice + A deputy

3) Salute of friend Munier

Liberal Movement -

very significant
contribution -

Great Progress

Munier has made

recent history

Munier has been sharing Example
and free people working together
with liberal & sound progress

~~contribution~~

frameworks) political -

freedom -

4) Free Labor Movement.

stands opposed to

Communism - and all forms

of Totalitarianism - all Dictatorships

Military Dictatorship -

Dictatorship right or Left -

all involve the same Spirit

We are committed to

a world -

all people - can have

more bread + more freedom

where - workers - bread is not enough

but social changes -

5) Line most interesting
most fought ground
human history

Best question
Challenges - both solidary
+ security
Urban Family

to what purpose -
Commitment 20th Cent Trust Point

So we harmonize
Urban Moderns, Mutual work
& ~~social~~ Self Destruct

work - Trust - Urban + People well countries

Harmonize Planning Urban to + Fresh
Urban Poor People & ~~Planning by Streets~~

6) The only war ^{worker, worker} ~~the~~
want to wage -

The only war that
people could can warm

the war against poverty

the war against hunger + disease

the war against oppression

the war against social inequalities

Let us join hands

in fraternity & solidarity

to wage this war together.

7) → computed and ...
To day - 95? as set

Five history would also

Creation + prod made -

evolve mystery, ...

next 20 yr - ^{Tech} 250 yrs

Harmon new tools ?

Ac & Tech

need of Harmon family

Use Tech

Put man moon -

Use Tech - Put man on face earth

Good ways - good thing - and on

Edison child - Ac & Day old age

78) Centuries -

Tools, products made

more people sell

more rich people.

For work - thing

Tool of Ac & Talk

Tool Even Abundance -

Issue problem, A Family

all people - every.

show People, Abundance

~~People & Tool - even - work~~

~~stop work~~

7a)

Abraham Lincoln

that are present

Civil War - own slavery

Am - run $\frac{1}{2}$ free
 $\frac{1}{2}$ slave

would - can not survive

Peace + Freedom seen

would $\frac{1}{2}$ strong
 $\frac{1}{2}$ weak

Unity

Answer Ted - Am + Tech

all people everywhere

show Belong, even better

9) This history meeting
Brings ^{us} together today

Disagreements
~~Autism~~

Member ~~Group~~

Autism Workers Council

effort to develop -

more effective democratic Tools

Member ~~Autism~~ ~~Workers~~

work together - one effort

in Member

Together - build - friendship
united

> Solidarity
with Aut. workers

10)

Salute + Congratulate

Men auto workers -

for honor take Hite Ship

Many - fellow auto workers
are in free world

Japan auto work - 200,000
Conrad

German work Conrad

European work and Conrad

Why - ~~auto~~ workers.

IA - N Am - USA and

Europe - are - need work together

but Praxis -

11) We need work together

Dart Basin -

Corp deal with -

operates Dart Basin

GM - Ford - Chevy - ~~Chrysler~~

no 25 Corp - Dart Corp

plants all over world

Lead - Profit no pattern

→ Put one guy work right month

need - solving + cooper

solve our Problems

12)

~~That is why.~~

Just May —

The Auto Div — IMF

called 1st meeting

World Auto Council

for GM - Ford - Chrysler - Subaru - Plymouth

Delayed from Auto Plants

I am managing -

Europe - Australia - Japan

U.S. & Canada -

attended

Advised Dealers, Japan -

plenty - fresh - output
with input -

13)

~~Japanese Anti Wh -
for Council~~

~~from Anti Wh - fund and~~

~~other Council -~~

~~It must be made clear
Name Antism Wh Council~~

is your Council

you will make clear

no one will interfere your
internal matters

we offer - our funds
+ support

14) Workers, but Leadership.

Whole committee

joint struggle -

Pro - Ford

As further

dede to of -

provo qualities -

to recruit workers
problems

The world auto Council
GM - Ford - Ch -
Vol 47

the deal - open - practical

day to day people ~~-----~~

~~-----~~
Peter Tom - the Po - 0 36

15)

We should work together

to help each other

improve wages.

improve working conditions

ded. probel -

relief Team -

softy + health cards

Prun - Ducting Png
Hue Day Png

many oth

Princed

day probel

~~DA~~

14)

When a ~~we~~
Ford worker in
Union

had a problem
with ^{set} Ford Map

we support - Ford work

Union GM worker
Palm

tell

work together

move forward together

work together

17

Auto Industry
most Profits Industry

Advance tool / Tech

automat

Fore 1927 - 34% — auto 2 - 14.2%

~~to~~ Wolman best tool

Ac + Tech —

Wolman ⁴ right share

more fully prints)

Gen Tech

~~to~~
~~and~~

18)

Agon solve you

for today best step

settle after ground

in man



Pledge our

country pledge

& solemn

Let us go forward together

now from the man & now, good will enough

from

Typh → Build a nation & keep hold on

Tm → Harmon - the Pur. At. Ac. Trust

Ti. → Trusty 20th Tr. Pur in Pa. Pa.

20th Pur, H. Front -

19)

Long Live the -

freedom & solidarity

~~the~~
} ~~the~~ Memorandum # 215 ~~the~~

Anti workers

Long live the freedom

& solidarity

} All Man Labor

vs Am Labor -

Long live the freedom

} the People & our

Two Notes - the

1) Sub Comm -
Executive Reorganization (Dec 1966)

Amston Ribicoff - member, Comm.

Walter Reuther -
appear - Pres of LOD -
reps - 6 1/2 mil

Pres - UAW { auto - ag bus
1 1/2 mil - { carpenter

with me - Mr Jack Conroy -
in Denver, LOD.

former - Deputy Director - OEO
and form Deputy Director
Housing Agency

Appreciate opportunity -
participate in Dialogue -
on The Problems, Amos Citrus

Express my appreciation - for your Comm
making the possible -

2) → (Paper states must)
Both UAW & 100

have for long period

support efforts to deal
adequately & ~~effectively~~ realistically

with problems, Urban America

W

share Pres dream of

Building Great Society

more concerned

quality goods

quantity, goods

There is general agreement that
~~The~~ American Cities

are in deep crisis.

~~There~~

3) The Great Cities)

Western Civilization

Athens - Rome - others

were the centers -

of culture & Commerce

centers, learning

American cities must play

~~important~~

~~the~~ role - ~~in the world~~

at a time of Revolutionary

Technology Development

which both

compound our Differences

but also multiply

our opportunities

4) The Challenge before
us - is to harness
our scientific
resources from the abundance of
automation - to needs
of Total Community

We need to set Order System
shaper focus

We need to more closely
establish - list of

Not Priorities

We need to put 1st things 1st

need to allocate our resources
firmly, thus Not Priorities

5) We need -
to Commit.

both ourselves
& our resources.

mission equal dimension
Challenge

If we are to save our Cities
from decay - superstition & Straggled

we must act

→ with boldness

→ with bravery

→ with

new creativity

Armed Intervention

and solve Terror Ph

justified Terror

(e) Unless we are
as daring + creative
in our Cities
as we are in Outer Space

We shall fail.

for the tasks we face

in our Cities -

is beyond the

capability)

1/2 way + 1/2 hesitant measures

of politics + programs

) Tom Little
+ Tom Fols

7)

We must:

Rebuild + Rehabilitate

American Cities -

~~We~~ We must ~~rebuild~~ ^{rebuild} the

sovereignty, man in

his urban front environment

American People - more any the Pop

5th Basic Freedom

Freedom, man mobility

mobility to run away Cities

leave problem, desert behind

7a) → People run away

→ Industry runs away

Large land tracts -

single story Bldgs

Combs at

proby for

Expendure - continue

Mr. Vose / Cities -

is wished

From behind -

or dissatisfied

Cost many problems

multiples

could

resurta - decrease

8) Those who -

have or intend to run
away from problem, Cities

need to understand -

they can not escape

for the economic
social & political
fallout -

decaying Cities

will be
~~as~~ just as deadly ~~as~~
and irreversible
~~fall~~

as far out from
numbers, weapons, one kill

9) all agree
There are no

simple - easy solution
to problem, Urban America

would like to discover

some areas, Problem

~~not~~
some suggestions

done with problem

* 1st we must to act knowledge

can't solve problem, Cities

~~missing~~
approach problem

terms solving Problems

People
Priority

Plan

People - live in
Cities

10) 2nd

No pure Mixed solution

is possible -

Must Coordinated

programme

that involves -

every level, Government

plus - active participation

) Private Sector

+ People's Community

Must - plan + programme.

broodest possible scale

Both Area

+ Time

11) ⁱⁿ Programming + Planning

weave together —

~~etc~~

all the essential element,

the problem

→ Industry —

→ Transport

→ land Development + Employment

→ Education — Med
+ social Facilities

→ Culture + Recreation

→ Spread Problems, Other People

→ Air + water Pollution — etc

12) We need to

archive —

man — Coordinator

+ Central planning

+ direction

with man —

participate)

Local Government

+ Private ~~groups~~ groups

run the — shops, Stores

&

and run the implementation

of the over all

programme

13)

These two objectives

Contradictory Planning & Coordinated

are not incompatible

with broad

participation at

the Community Process

The Human, Free Society

Cooperating -

Working Unity

substance + spirit

Human Development

On the field
we must strive

to harmonize
& harmonize
~~the~~ Diversity

14) The problems, our Cities
beyond Gov Capability -
the land
of tax structure

Fed Gov - must, necessarily
play increasingly
important Role

under circumstance

to provide -

max - gov support -

max - tech use -

~~work out~~ - ~~strategy~~

Whole strategy of land initiation
+ strength + thrust + drive
land participation

15) Need to create

Not - Non Profit

Housing + Development

~~Corp~~ Corp - or Authority

Draw in ~~to~~ partners

not Corp

Best people - hardly

Academy Council

labor - other

Draw support from

Government - Funds

+ Private sources

* Prefer this to Consistent approach

more - flexible

more freedom

from - Budget in
Parental Rights

16) Detroit -

Strong redesign

problem / City -

Problem - Total Community

We have established -

Det. Met. Citizen

Jump Anthony

→ 6 County Area

I am proud see Char

→ and -

→ Comm

→ Church - and Rep

→ Total Community participate

Estab - Creative Community Partnership

17) Idrop - quality Dist.

one Democrat Cities

City Dev Auth

~~work with City~~

work with all approach

now agency
every fund

→ Planing & Programming

~~work~~ → Raise fund money

→ Raise Dempt money

→ attract money

money in

to Prog

rehab & Rehabilitate Dist.
+ 6 a am

18) not - Non Profit

Johny & Develp Corp
work Broad area -

→ could - work food stamp

→ Provides Tech Asset.

→ Help - Train tech & Advent
Parents

→ Help - Seed money
& Start money Public

→ Computable
~~parts~~

Key - Public & ~~Plan~~ Plan
for People -

Private Pky for People -

not Best Both worlds

14)

Demonstration Cities

Model Cities ~~Project~~
Program

→ Revised by Pres John

new
~~act~~ - symposium

step forward

Old program - rubbed out
type, plan
back the scale -

of the new approach

~~Program~~

Hundreds, Committee

play steps -

* mult
Congress - provide adequate
funds - to implement

20) There are enough problems
in Cities —

all share responsibility

Congress can not ~~escape~~

escape

its share, Responsible

Legislation — for Defense
for Sprou

with few concepts

worked up with —

approach that

permit — long ~~range~~ range

planning + programming

so essential to ~~get~~ getting it done

21) Unfortunately -

to often feel Housing
Urban Problem

~~Legislation~~

Congress has not
provided financial resources
of financial Tools
to do a credible job

If - Manhattan Project -
same ~~to~~ Complex Conventions
as Army fund

We would never have
spent Atom

→ Space Program - never gets more Space

22) ~~Old~~ better

Road Build

Hi Way Trust Fund

1/2 Bill - 10 yrs

expanded

and - both adequate

+ Long term Commitment

in 1 hour

+ Urban Re Affairs

People plan -

can move ahead

among the funds will

be available as per

enables

23) → No City

→ No Business

→ No Organizing

Can go ahead -

do job -

unless -

programme funded

~~for~~

properly

X
* → Problem, Land Use by
~~_____~~

We can not build

~~_____~~
Cities of future -

Better ~~_____~~

Arise + Community Control

of Land and its use -

24)

Shocking + scandalous

few land speculators

can exploit needs / Community

Their self-interest

dictate public policy

on general character, city

→ how many parks

→ how many recreation centers

→ City can afford - etc

Determine

→ population density

→ location of industry

25)



Fed Government -

assist Cities ~~and~~

+ Local Governments -

to credit + opportunities

Publicly owned Food Banks

Federal Gov -

Stock Pile Materials

help Stock Pile Fund -

→ community controls -

See above

* Recommended - invite -

Britons - Food Commission

& Swedes - Housing Commission

Learn from the Europeans

26)

Fed Gov -

more efficient

(*)

do something -

more adequate

money market -

downy starts -

less $\frac{1}{2}$ needed -

Low ∇ middle down down
cost output

money - money market

Corp

Low money

~~downy starts~~

27) (★) need to reduce the cost, housing construct

by application

most advance Technology

~~to~~
We shall never —


rebuild — & rehouse

America —

by using a technology

that produces Made T

Why — do we apply
above tests —
most every other field

credit — basic ~~for~~ are
7 provide a basic 

28) If we make cars -
with ~~the~~ tools + Technology

of comparable Overage
and in quantity

few workers Auto Industry
Cost can such
market limited ~~few~~

few thousand Millions

~~Some of the~~
~~costs are~~
~~at least 50%~~

The expenses of
atomic tech.

use, new materials

can - & billions

cut cost, it
at least 50%

29)

Must problem)

insecurity -> unpleasant

Long range commitment

assume that the

task, rebuild } assume
+ rebuilding }

so great that

imposed expensive }
opportunities

will result



~~the~~ need -

Apply new technology

Mass Transport Syst

30) Med - Ballma

between

modern

Mosa Troop Syst

+ Private Troop

Vehicle

strong Troop

* support
our Poland

~~How~~

We can

~~rebuild~~ - rebuild & rehabilitated
our cities

create a total

Environment

with, for men

Just

Idony for all

where attacked
substance

Education

forbidden men give
dup

found - only that can to run

31) Basic Problem
Value system, Focus

more Command
Control, Planning
Adm, Activities

Crises - recovery
Practical Education

* Facilities for older People

→ not restricted to
normal country -
some of Policy

→ Fit beneficial to
ment, People
Int Pop - studies, benefit

32) * Identities Fantasy

Sum's Book -

As a Tree, Modern Map

too many who.

no answer to -

mod med

* 11th rd. Dept. Middle

Answer: 45,000.

* Recent & Critical

man love by Paul
above

many fun

opth no structure
conclude

33) Cost —

We can afford to
Rebuild a Public Culture

With

Key ~~Factor~~
Harass free Esse
Potent arm Energy

1944 — mm - Eng
mm - PD
mm - PD

→ Project in APR 200

Have not worked

1946 - Ave - 5?

Work - over - 50 million years

~~to the ...~~

Handwritten scribbles and symbols on the right margin, including vertical lines and various marks.

34)

Commit

free society

compared

comp - & light

work - in part of

not part - wa

Prime work -

Harness - free Poland

am

she can run

a way

a Font

Font

35)

I have written

Four copies

Free men

Free land

But - Eye Chordy

Rebulet - Rebulet

our Cities

where - one eye

next Sunday

now we have by end

Bull - Army

written, Chord /

a Free Paper

1) Social Action Conference Dec-66
(union, Amos Hebrew Congreg) (work DC)

Thx for my very good friend

Rabbi ~~_____~~

Mr. Hollenbrand

Ladies & Gentlemen

Appreciate opportunity -

participate ~~for~~ with you

in your Social Action Conference

Just returned Munich -

participate - Tobon Conference

assigned - ~~my~~ excellent report.

Prof. Dr. Mura

1954 - service, meets

warm - fresh report

Last meet -

explains -

Tom

I said - what should have said

do my best - say what I should say

[Handwritten notes and scribbles on the right side of the page, including the name 'Hollenbrand' written vertically.]

4) 1st time human history -

man capable mosting physical
invention

1st time tools of Art + Tech.

tools of artwork
+ abstraction

adequate satisfy

man not material needs

Historic opportunity -

Build just social order
satisfy - material needs outer man
~~frustrate~~

frustrate man growth

soc - cult - sp being

5) ^{Wrong} Communism

is historically obsolete

Morally Bankrupt

Based false doctrine -

man + nations -

unscripted pressure -

class struggle - send up scenery

Challenge to free man ⁱⁿ free society

create new form of Eco + Soc

Cooperation -

Harmon - Tool of Abundance

at the end

Learn to manage Eco Abundance

Resist needs -

Total Community

8) Basic dilemma —

Culture lag —

unprecedented Progress

Ripe Science

(but) work material work

Each Comparable Prog

How & Are Science

but why & by man

We must — develop

dynamic balance —

expanding — As a Tree Know How

Comparable — mind

How & Are — then why —

★ Know why many & part — Know

9) ~~for~~ when Mr Kushnood
visited - invited Prud Esham

had dinner Mr Kushnood.

bore heart - dinner

called - Chief Fuby Am Capt
as yet
(heart perand G.M.)

Mr K

Crud Cochy - Copied
not own future
in Bury us

Belied Crust Doyma

→ Free Acquity compared
competing - exp - much

Even from your -

accepted - very able from your
please - asking sure, not Prud
over, work -

10)

History records —

always equal Total Effort

met challenge of war

driven common fears & hatreds

We must demonstrate —

~~the will~~ —

the will — sense, not Purpose

make comparable Total effort.

met the infinitely more complex

challenge ~~to~~ Purpose

behave — free people

show common hopes

common aspirations

common faith

10) Believe we can - don't - not paper
~~the future has a better future~~

We can
to join in Build that society

where our more covered
quality, the books
quality, the books

The message of the quality of society

not what have -
rather what it does with it has
- looks

Not - how get our power -
- how develop technology -
- how bring our new conditions -

Sense, social & moral responsibility
- we don't have it - values

Transfer - Trust Program
to Program - to quality - what is the future

12) To ^{Goals?} Archive Great Society

Need - Get Value System
sharpen Focus

Need work out Just,
Not Priorities

Need put 1st - they
need allocate resources
& commitment

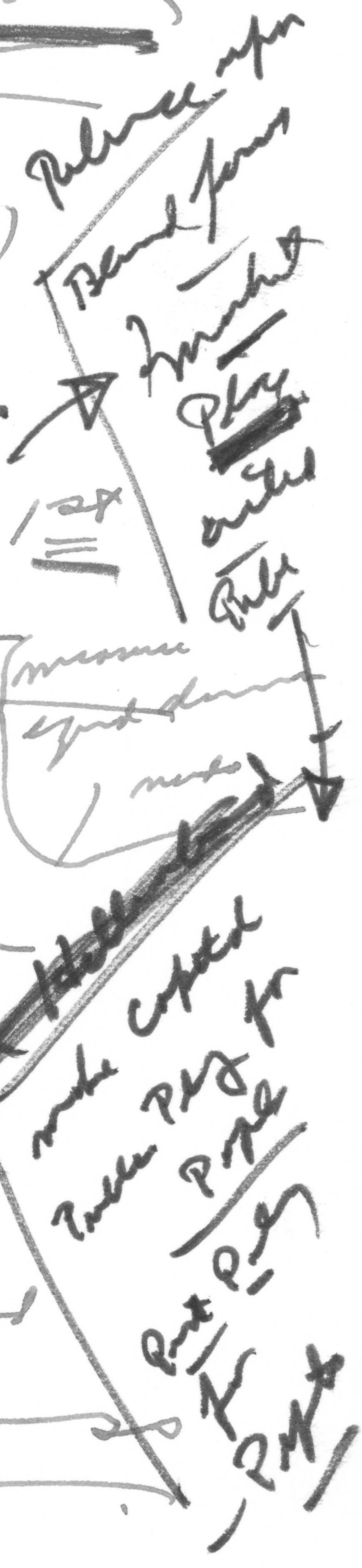
Suggest some?

Priority Items

As Demand

Agency, Proposals

Broad area -
Public Policy
Private industry -



13) #1) Need Bold Adequacy
Action - Fed. Act - In Force

over come

Both Justification & Justification Defect
in
Edge
so that every child entering school
→ mm growth + development - ~~not only~~

As Not

more concerned

condition, Plumbing

adequacy Edus Syst

~~Collect~~
~~...~~
~~...~~
~~...~~

#2) Need Raise sights
full measure
provide - Act a Deputy
18 mil - Dec City

→ Wt. Act Act → Among
→ Mid Con → Com Bureau

14) 3rd

We need to move forward

with Courage + Compassion

to Complete Our Revolution

to give meaning + substance

to equal Us

equal Opportunities to

Every American

~~Have~~ Justice

Men + women , Both will

every race - cast - color

+ pre judgment

work together -

search - retal + republic

answers - fight down

if we fail - you fail

Apple , for - history

black + white

sent Amer dark , light - abolished
Revolution - quest to Justice - Bell support Spit / Pract

and fight the system

15) ^{and important} Freedom is a hard word

I don't —

No man truly free

all men free —

There can be no 1/2 way down

Good Freedom.

We must build —

more strongly —

~~But~~ Not Coexisting, Conscience

move forward together —

~~by~~ hasten day

when Every man

judge Character is not his

Color

16) History judge America

not by its

Tech Capability

~~fact~~ to enable

Armen assist

work Apply Spore

rather - by its

moral Commitment

to enable Am try

work Apply Measure

~~1st Priority
2nd Priority
3rd Priority
4th Priority
5th Priority
6th Priority
7th Priority
8th Priority
9th Priority
10th Priority~~

17) 4th Priority

We must wage
Total War.

against H - P - Party

fund / Party

Request Not word

1966 - RNP = 87% Rep

30 million for Party

They are Not People, amen

They are old - 77 - sick -

They are denied - deprived
disproport - deserted
& deserted against

18)

Seen ugly hooked

Prunty use & after
of an

~~Prunty - America~~

~~more distinctive than value~~

Just - summary & of

JFK - name -

the substance and all things

Typha - lyta

55 =

seven, body - worth
+ digits

Prunty America - more distinctive

than value

rubbed out & spit out

down - some > written down
shot out

summary

19) Principles
Charm

City Council Agt Party

Credit 100 Org - Chick
care - C.P.

Tab

Int - Bus Ed

(*) Public Trust Hinsch
for - details
+ notes - cases

need - commitment

over Public

+ Private Action

~~We need act knowledge~~

(*) We shall not be summed Home
about winner of war against Privity

Budget - War against Privity

equal - Budget

War Outlets

20)

Main Day —

2° per hour —

raise from Party Fund

140 — 160 —

Opponent — 1937

FDR — 25°

Exp
June on at Chgo Mund

(*)

Pd by the — that absolute

who had

Exp raised

does water
to work down

morely ~~un~~ un

disrupt via mobile

the — up

20th Tech Society

21) M me toward

Parental Income

YAW

- Exped de someting

april 1967.

Outing

Many other items
of compulsory
Ann Dec agenda

1) Rebuild Citrus

Costs Total by Enrollment

World Free Men

2) Meet Public, Traffic Congest

Car & Water Pollut

Reserve - Expense
+ Debt

22)

Key to —

Bundy ~~but~~ Avily

Harnas free Ero Potential

American Ero —

free Exp —

free Product

————— *

Joyce — ~~since structure~~

Exp Act 1946

Average man 57 hrs

End Each Dept each yr

Foot 40 man yr 40?

last 14 yrs —

~~2 P us — Est —~~
~~677 ~~reduced~~~~

~~Structure~~

23)

War product

full exp ~~negotiate~~ ^{early} when

GM - now - Wm Corp

Wm

~~first 12~~

How, Id Fab

most per Exp U due
Be Tom
Corn - Steel

use he how due an

Exp - per Exp F so

with 40 mile an y

over F by 4 - ~~Exp~~

over \$ 12000 mile time

lost 12 yr

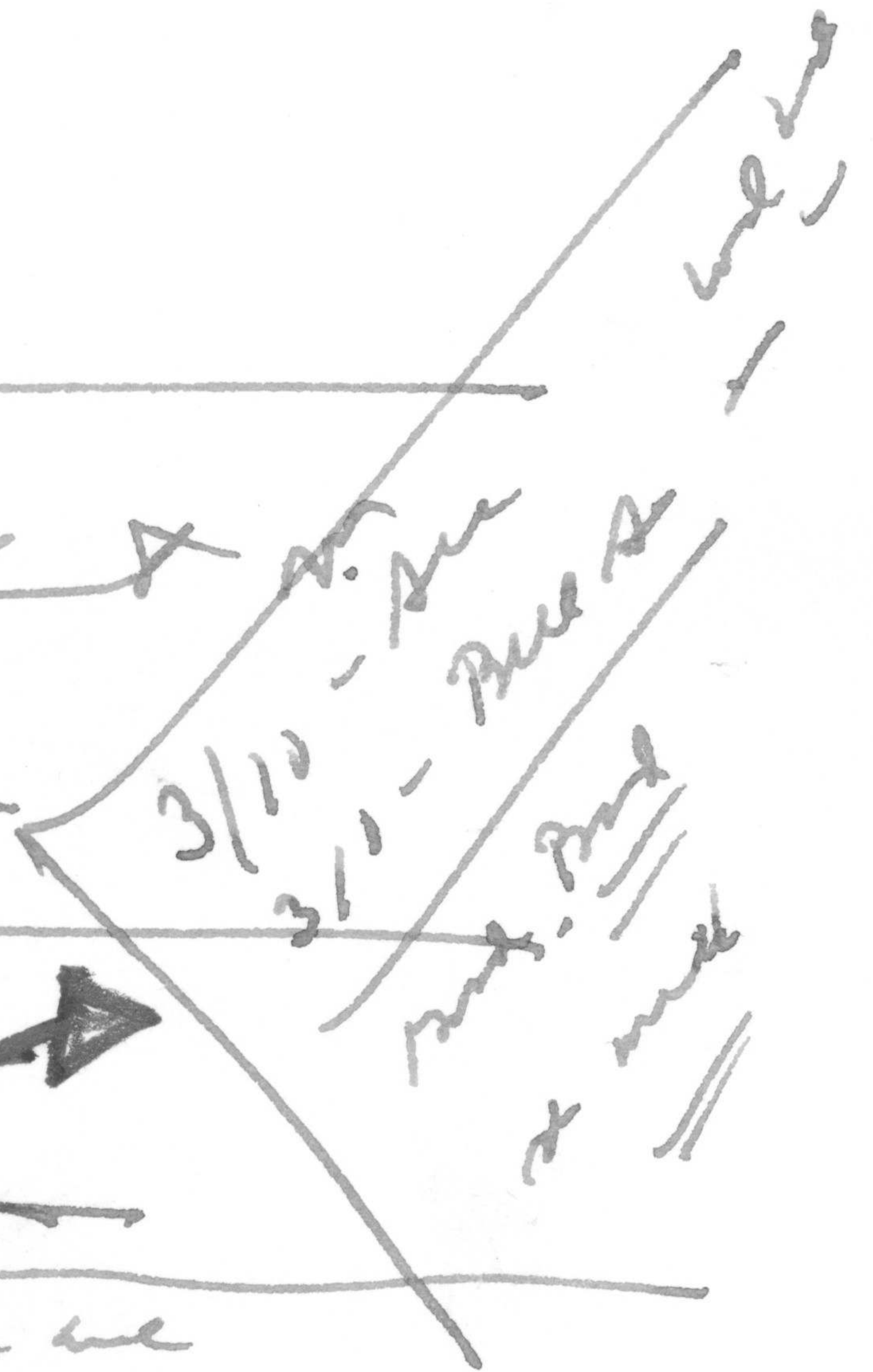
24) Haven't Comprehended.

Dinner Tech Revolut

1927 - Ford - Model T.

3 whe —

1931 - Ford ant PL & 48-14.6



→ See Cary

~~* Don't test that - use any the paper~~

~~Don't test that - use any the paper~~

Basic prob

dy - Buller -

input prod Power

inf P of Power

25)

Great Depression 1929

16m used

not own product

under crisis

57. Top - journal

more 40[?] Bottom

FDR - test sound

Evil Policy - Put + Push

not help - few - of - more

many too for any

~~not a ... further~~

~~Evil ...~~

~~Suppose ... work~~

25a)

Net ~~of~~ market

Equity

Equity -

Dynamic Value -

Production Power -

Pushing Power

Growth & Expansion

1965 - GM Power

99 Time - GM and

Workers asked

~~about~~ power -

What power market & market power

one must go there -

to defend now - Corp Exp - 800,000 - 900,000

the figures - have limited

work - 8100 - 9000 - doing

input courses -

26)

Collect Party -

important Democratic Tool

from Fed & my -

~~that~~ play down

the

Archive - dynamic

recept

input product Power

input pay Power

→ Collect Party - with Historic Resilience

1) st need Raise Collect

Party -

struggle in Power struggle

2) nd Collect Party down

in Force

not in Power

~~Collect Party
with Power
in Force
Power
in Force
Power
in Force~~

26a) 3rd → Free Society
Collect Party ~~stated~~

can not
be based upon.

~~single~~ double

Gen + Moral Acts

Differentials

Purs 1946 -

GM water - 1 5'

some Run down

Ton 20 40

7 20

Comp En - 332 -

20,100

P

26b) 4th

Job & Money -
Self Responsibility

show that Responsible
Whole Community
towards Self Respect

5th ~~Self~~ ~~Respect~~ Free Society -

must develop -
more rational - workable
+ equitable -

procedure - Real Energy Bank

Job - Money relation -
in critical Public Services

Key - work out criteria -
provide equity for workers
in services industries -
complete equity, workers own industries
day wage work

26 (E)

~~rest to work in~~

~~the report~~

be understood

Total Society -

And Peace also, justice

Free Society -

And Peace - War
for my Peace

rest on foundations

) Evil & are justice

27)

Deep Concern —

~~about~~ ^{about} ~~of~~ problem / Application

—————*

~~—————~~

More ~~to~~ best — light —

Ever problem —

respond to propaganda

year — nature & interest →

Ever actions

Look at Facts

Period 1960 - 1965 - ~~—————~~

- Wages & Exp. Prod — up — 41.7.
- Profit . AT — up 75.7.
- Output — 56.7.
- Dist. Inv. — up 81.7.

28) UAW - policy -

not narrow price group

progress Community

→ wage Prices cut — 100 - 15%

Believe — increased productivity

pool — new Tool As Tech

Should — workers

stability

consumers

Believe . Auto Corp .

of keeping a disrupt share

29)

Fantastic Increase

Auto Industry

1946 — 626,100 — 4,700

1965 — 667,000 — 14,140 —

67 — 131? —
by
vs.
auto trust

1965 — GM — over H. Bee

100 cut —

→ 3.6 - BT.

→ 1.9 - BT = 20% - not 6

for 107 — or H. Bee — cap exp
self out, profits

30)

We can not
meet Tomorrow Problem

~~we~~ rely its Bright Promises

with yesterday Tools

yesterday Ideas

+ Concepts

We must rely the

Free Market Place / Ideas

where ~~to~~

on the free ~~market~~
free debate :

we test new ideas

new concepts

new social invention

31)

Albert Funeral

people were

~~and~~ part of my well

" The dogmas, the great
past are not arguments for
the stormy present

Our cause is new

We must think a new

We must act a new.

We must develop

the Pol & Intellectual classes

needed to objectively judge

and new ideas.

by its substance - not its source

32)

The little man, John Dunne Senior

the self appointed Sup Porter

do come a great discovery -

case of Em - comes with last
crisp

+ improve the Potential

+ my Drop, the 2 work

Then great discovery -

that they corrupt police

well known -

+ make a construction

+ external

political dialogues

more difficult

33)

~~They~~ are filled with
fear & frustration

+ they are desperately striving
to Repeal - 20th Century

we must stay alive 20th Century

we must maintain Chilly

we must ~~maintain~~ Principles

Buyer to Freeport
+ Buyer Principles

Basically - those on the

Junior fringe -

have not understood the

spirit) + ~~Democracy~~
Democracy

Justice

I have unlimited faith.

Capability, free men

our free institutions

I believe - system freed

and Chattel

20th Century

I Believe - with men, good will enough

We can - Build

A Reform + Responsible

World Crises

We can Human Progress, Ac

+ Treach

in Prop Prop

We can - Transp

20th Task Reform

20th City Task, the Future

34)

A Totalitarian Society

Archon's Unity.

by Confouty - then Compulsion

The Human Free Society

Capital - Unity

Unity - Sparks } It
Unity - Sparks } Unity

then Covent

out / the substance

⇒ + splendor, the

Devouring we must.

shape our program + policy

and our not Practices -

1) Univ. Texas (Dr-66)

[12/2/66]

Dean Keeton - Mr Branch
Dist member, the Panel
Ladies & Gent.

Plant
Pres.
Feb - my
P.L.C.

I was delighted to accept
~~for~~ Dean Keeton
invitation ~~to be with~~
~~me~~ for 2 reasons

1st ~~offered~~ opportunity once again
visit this great community

2nd - the subject matter

~~from the Free Society~~

the Future, Liberty May Relations

was broad & challenging

Truly

Expense - U.S. Colf - Publicly Carper

overly caution - spelt

on narrow subject matters

2) Ask give concluding Lecture
Evo, Collect Barb

find most interesting subject

concerned if any student
would attend lecture

Told great interest

had approx 85 00 students filled Byron

→ Told - forget - non athletic
rather that name

had - delightful turn -

Returned Detroit - well please

→ yr later - the un
der Mr R at - on your

→ Dr Kinsey - here

- San Behm Pat of Mr Spears

were Printed - 1) unpublished

2) NLRB - unpublished

3)

No prepared texts -
think out loud.

like ~~show~~
with you — show thoughts

Future) Love Way Religion
Free Society

The American Economy is
freedom freedom material
asset

How effectively + intelligently
we harness its full
Gen Potential -

and How rationality + equitability
we share its potential
abundance — can be

deserve - in freedom struggle
over forces) Tyranny -

4) The Future, Labour Market Relations -

is tried closely to
this central question

→ How does a Free Society -
make maximum use of
its economic capabilities

→ How does it - ~~the~~
determine its Nat Priorities
and allocate its Resources

→ How does it create the
the voluntary pro social
instruments - to achieve
the equitable distribution
wealth - on a basis
compatible with a System of Freedom

5) Some yr ago —

man Kersh — not known

invited Pres Eisenhower

Spent 4hr Mr Kersh

~~had~~

had some trouble describing — ~~the~~

and Call me — Chief for Army Capital

expans
(how to get Conrad G.M.)

Mr tried explain basic differences

~~total~~

his Tolstol Society

Free Society

total

Totally — Society — Unity by Cooperation

then Compulsion

Democracy Free Society, spirit Human

Ability to Unity in Devotion

then Consent

6)

Mr. K... -

crude - cork - ~~...~~

Confident - bury us

like like other System Commit
~~...~~ - believe. Commit ...

That - our free society -

composed, compety, conflict

unconsc - Evil Press Groups

irreparable - may done

press group relationship

archive - sense, Comm

not Purpose -

absence, work

I am confident we can
prove Mr. K... whom -

7)

I believe that

John & Mary Relations

can be made more

solid + more responsible

and can contribute —

a decrease new dimension

to working this

sense, not Purpose

~~There is a report of~~

I should like to

suggest a number of Principles

around which we can

Build a more Mature

John & Mary Relationship —

8) 1st

Is - May - must

both art knowledge

Freedom is bounded Value

neither - Is or May shall be free

Is to work together -

pressure - Free Society

Free world -

Free for
Is May ~~to work together~~ ~~sharing~~

We show a Common Commitment -

to value system

Build and believe

with + depth

each the Person

From work values

Is + May - more Common

Conflict

9) 2nd - Need to Pause

Collect Mary -

above status struggle

Computing Ever Power Groups

need
Pause

Collect Mary Group

on Ever Facts

not Ever Power

Rationale + Response - Coll Party

→ joint copying

joint written Ever Facts

so that -

Power of Persuasion

replace Persuasion Power

(*) unfolding -

To offer - written Ever facts

→ write Part Ever then action

10) 3rd Job - May -

~~must~~ art knowledge

whole Both ^{has} separate Responsibilities

show It Responsibility

whole Community

It Responsibility -

towards - sep Responsibilities

Neither - Job - May

progress I can

Both work - facilitate

progress whole Community

show that progress

10a) 4th -

Need to develop
more Patent + Responsible

Procedure to
mut Problems / Emergency Strikes

Protect Public Interest -
in critical + state

Public Sector Industries

(→ mm - alternatives - / not
Partners

Key - fast way to

sub → criteria provide workers involved

equity - comparable to

equity / other workers

doing comparable work

hours capable Responsible

104) In Totalitarian Society
can ^{have} and Peace —
absence, justice

Free Society —
Harmless Lib. My Release

built foundation
? Great Soul Justice

No simple System Solution
try ^{to} System
a little But, Compulsion
Free will

Trying to try
Little But, Progress
it will grow.

11a) 5th

Collect Party free society

based upon
single set

Est +
~~Est~~ + Mord
Standard

most strike -

result applicant

double sets

Person

1946

~~Auto Industry~~

with - too old with

1.50⁹ for no pens

some Party day

Pro Corp

~~Ben + Sel~~ = 332

25,000 pens

12) 6th

Collect Party - must

be made Continuous Process
Continuous Design

→ minimize Crucial Bargain

Jt Study Committee

Auto body =

request Bargain

~~_____~~

and

Man advance -

discussion - have problem

→ John & James
had

printed
version
1967

→ Advance Notice

make essential adjust

major Problem

that
that
may
be

13) 7th - 10th

Lab - May Relations

must reflect - ~~relations~~

~~relations~~ realities

20th Century Tech Society

~~the market~~

Communism is historically obsolete
morally bankrupt

and false doctrine

men + nations - prisoners

of unceasing class struggle

drive up ^{gov} Society

Century - more empty shells

along for scraps

more naked truth - not changing

14)

1st Time history -
tools Ac + Tech.

man master paper Enorm
L Capital

1st Time -

Tools of P.roduction
Adequat material
needs

How
opportunities

Build social order -

fruit - man growth - Ac - enorm
Sp Dem

Challe today -

Feb + May - join in.

Creating new forms

use + spread cooperation

to harness tools Automat
+ Abund -

Relate the Abund -

need of use the People

15)

Basic delima —

growing cultural gap —

unbridled progress

Physical Sciences

→ (art why — work + method)

John } Comparable prog

Hum + Sci Sciences

→ (art — work + try man)

John - May Palston

must help develop — comparable

Hum + Sci — word

know why

master - Ac - Te + P - idea How

idea

know why — you may + purpose

To Take the How

16) Basic Problem — —

we have not fully comprehended

science ————) 20th Cent
Tech Revolut

went work - Ford - Apr 1927

lost ya Mol T.

3 who — ~~them~~

1950 - 1st — fully automated
Eng Plast

cap

68 Eng — — — — —

Auto firm — 14.6 mm

Board in Board — do with it

20th Tech Revolut

has no deducing

has no morality —

17)

Learn + Money ~~Practice~~

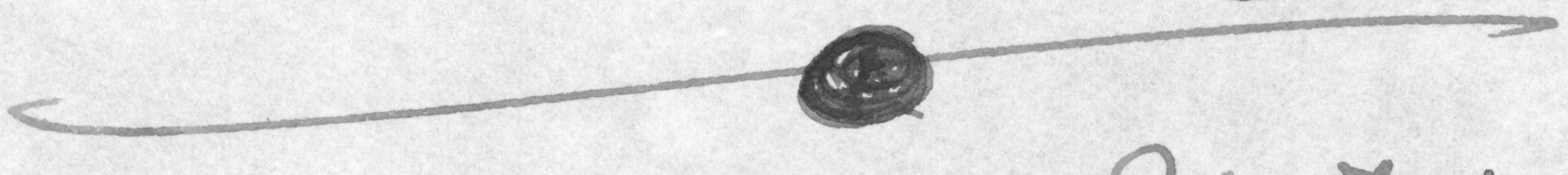
must help -

give ~~now~~ ~~fact~~
20 City Tech Revolt

a sense, idea

word ~~idea~~

Purpose



~~Automat~~ Automat Eng Plant - 1950

very primitive Computer
me - tech not many

→ Model T Computer

Most sophisticated ^{input cycle}
input - 3/10 sec

1000 - 3/10 sec

→ work out world - ext
su - how idea

~~new business, the way to~~

18) These are new Revolutionary
Dimension in which
for - May Relations
must deal new Revolution

Basic problem -
architect ^{and} maintain
market - dynamic - ~~market~~

Balance - between -
Ability to create growth & growth
new wealth

expanded production Power
new tool, Tech

expanded productivity Power
consume - greater wealth

→ balance - the & the Revolution -

19) Went thru Antonio's

Ford Plant - Spent

Apr 1954

any/much - from workers -
my → Collect the dues

All Cars -

Power Probe -

Comm - dep. Pri

Post Depress 1929

Some bubbles - Prod Power
Pushing Power

3 Push Event Asset -

Lock, Supply Demand

bring idle Capacity

idle workers -

into Product

20)

12 yr Period —

wasted — 36 million man yrs

unprofitable

Hour An Hour

most profitable Geo Value

→ ton steel → Per Core

hr, H Hour — stand

not use — reports total return
er — As

wasted — 36 million man yrs

may Geo Prof

may, Annual

Fixed stg Try

21)

To achieve the

dynamics, ^{max} low growth

free Emp - free Product

We must work out

equitable sharing -

fruits, Tech -

between

workers -

stockholders -

consumers -

_____ & _____

UAW - policy

Progress Community

wage increase - increase productivity

not pushed, consumer

22)

Increase Production

Auto Ind - fantastic

1947 - 626,000 - 4,700

1965 - 667,000 - 11,140

67 - 1317. Cost Total vs. 1200

→ We have urged Price Cut

Price
We believe Industry

help disproport

share Prod Increase

1965 - G.M. over 4 Bill Prod

Cost Price - 100 - 150 per
Cost & Total

3.6 - BT

1.9. AT = 257 Per

→ 107 - should not work on 4 Bill
out Price -

22a) Period -

~~1960~~ 1960

~~1966~~ 1966

mp

→ Lab Unit Cost - ~~deducted~~ 1.3?

+ Work + P.M. - up - 41.7?

→ Corp Profit RT = 75.2?

+ Dividends up - 56.7

→ Net Income up - 81.7

→ Salaries) top ^{Executive} ~~100~~

min ~~up~~ 6 terms profit

wages) Lowes 1879

~~Profit - Lab Unit Cost~~
~~deducted 1.3?~~

726) 1945 - Ch. Ord. GM - 99 turns
GM workers - will ask - GM
workers

What kind -

mental + moral

gynostic -

same conclusion -

Cap -

800,000 - 900,000 -

budget cap, budget budget

100 per cent American

+ non budget

workers - 8000 - stems - 9000

reasoned workers -

dangerous subversion -

+ high infighting

23) UAW - merged -

creation -

Public Wage - Price
Review Board

Hold Public Hearings -

60 day advance notice
Price - Wage
~~for~~

~~the~~ Middle Ground

→ don't rely - blind + examples
market place

→ how detect -
distorted Price

Keep Voluntary Process =

use more influence ?

people voluntary public opinion
only Price Dec - more Public Board

24)

Lab - May Relations

can not meet

new + compelly Problems

old concepts -

need new ideas

new concepts -

new sound invention

We ~~can't~~ ^{not} solve Tomorrow's Problems

realize Tomorrow's opportunities

yesterday ~~to~~ Today

need develop

intellectual honesty + objectivity

judge each new ideas

by its substance - not its source

25)

~~Family~~ ~~Family~~
Family ~~Family~~
we must Broaden
the Circle in which

Job + money - develop
new Relationship

→ collect money - don. to restructuring

Job + money -
must join in with other

Community Groups

~~to build~~ a

Creative Community

Partnership

To deal urgent + complex
~~what~~ whole?

Problems) Agency Agency

~~to be of some use to the poor in the world~~
~~to be of some use to the poor in the world~~

252)

Pro Johnson -

can - am People

you - Build Great Society

where men -

more concerned

quality, tools

quantity, tools

We have -

material resources -

we have the ^{tools} know how

we must direct

the will

+ the time ;

not ~~time~~ Purpose

26)

24 + my
They must gain force

to - wipe out the

qualified parenting
dept in Ed or out
with pin
at end

Join
to

fight to abolish

Priority land Priority

Ch - City Council
appt Rules

to - help - rebuild our

cities - toward pollution

Ch
appt
Rules

to Reassess the Society

of man -

in a new & whole

Living Environment -

with the

Citizen in Free Agency

Ch -
out -
met
City
Gov
ambassadors
March 1971

27)

Let a may
~~They~~ must work together

~~with~~ ^{quite} with courage + compromise

hasten day

every arm - judge

Character not color

~~Let a~~ may and two

~~the~~ major Ever frustrated

Group -

show great respect

best opportunities

→ serve - nation

Three front controlled

quite - sum

the republic controlled

28)

I have unlearned faith
in Capitalism

} free men
free institutions

I believe synt, freed
synd Challenge

Confident we

~~the~~ can provide Leadership
& inspiration -

~~to~~ men & women of good will and purpose

move forward -

→ Beard - Pat & Pres World Center

Harmon - Pres Sta Ac & Trust
in Per Pres

To open
Trust

20th City Trust Inc

20th City Trust Inc

Friends