PPF 1365
SEARS & ROEBUCK CO., INC.
CR. E. Wood - Lessing J.
Rosenwald 1934-1937

P.P.F.
1365

October 9, 1934.

My dear Mr. Rosenwald:-

Many thanks for your note of October fourth. I had previously not seen either of the clippings.

I hope that one of these days when you are in Washington you will run in and see me, as I should like to talk with you about a number of matters.

Very sincerely yours,

Lessing J. Rosenwald, Esq.,
Sears, Roebuck and Co.,
Chicago, Illinois.

Sears, Roebuck and Co.

Executive Offices

Lessing J. Rosenwald
Chairman of the Board

October 4, 1934

Hon. Franklin D. Roosevelt,
President of The United States,
Washington, D. C.

My dear Mr. President:

Please pardon my temerity in writing to you on a subject of so little moment.

Fearing that you may have obtained from published reports in the newspapers an erroneous impression of my attitude toward your administration, I am enclosing two clippings, one from the New York Herald Tribune and one from the New York Times, which are at great variance with each other. The statement indicated in the Times is a correct one; that in the Herald Tribune is not.

Please permit me to take this opportunity to extend to you my sincere appreciation for your efforts and an expression of my willingness to be of assistance in whatever small manner I may be able to help.

Very sincerely yours,

Lessing Rosenwald

enc.

Rosenwald Tells Business Heads To Send Criticisms to President

Chicago Leader Advises Boston Conference to Write Rebukes of New Deal; Advertising 'Gag' in Tugwell Bill Assailed

NEW YORK HERALD TRIBUNE Sept. 26, 1934 Special to the Herald Tribune INCORRECT

BOSTON, Sept. 25.—The sharp criticism of "New Deal" policies, which had been voiced so freely by some of the country's business leaders at today's session of the annual Boston conference on distribution should be made known to President Roosevelt, as they reflect "not only the sense of the meeting but of the national business world as well," Lessing J. Rosenwald, chairman of the board of Sears, Roebuck & Co., Chicago, declared in the course of the closing session of the two-day meeting.

New Deal criticism reached its climax this afternoon in an address by Dr. Paul H. Nystrom, professor of marketing, of Columbia University, and president of the Limited Price Variety Stores Association, in which he attacked the N. R. A. codes and "those queer documents that emanated from the code-making bodies of hundreds of the manufacturing industries" as "unsocial and unsound" and as largely responsible for the slowness of industrial recovery.

Mr. Rosenwald, speaking from the floor, approved Dr. Nystrom's address as an accurate reflection of the general tenor of the conference and suggested that President Roosevelt be informed of it, but no formal resolution was presented, and the conference adjourned without taking action.

Retail Freedom Urged

Dr. Nystrom's address traced the retarding element in the codes to selfish planning by code builders in their quest for special advantages and privileges, although he exempted the retail trade code from this blame, held it up as a good example and declared:

"It is about time, in my opinion, for retailers to write their declaration of independence from further servility to the viewpoints of the bankers and industrialists of the country."

Albert D. Lasker, chairman of the board of Lord & Thomas Advertising Agency, also had a bit of New Deal criticism with a sharp attack on the Tugwell bill as tending, whether or no unintentionally, to destroy the freedom of advertising, which is necessary if there is to be freedom for the consumer.

He declared that acceptance of the Tugwell bill "might as well mean the acceptance of a thesis that a bureau of standards is needed to guide the voters to the merits of political candidates" and predicted that "If we adopt the New Deal philosophy and carry it to its ultimate conclusion (as expressed by the Tugwell bill) there would, to my mind, really be no advertising at all, in the true sense of advertising."

Drama in Advertising Upheld

Mr. Lasker asserted that emphasis on cases of misrepresentation in advertising distorted the picture, and that "emotional appeal," as understood by most advertisers, did not mean the invention of fictions, but the dramatization of facts. By this means, he said, the desire for many articles had been created in America, and "this desire has translated itself into increased employment." From the broadest aspect, he adde, multiplicity of advertising has resulted in the increased independence of the press.

"As advertisers multiply, each individual advertiser counts for less and less," he declared. "No advertiser today can influence the editor's fundamental policies."

Wallace Brett Donham, Dean of the Harvard Graduate School of Business Administration, warned the convention that "in the search for security, without the President's intending anything of the sort, we may destroy initiative" and be "stultified by the dead hand of an incompetent bureaucracy." He said that recovery is only possible if the government will assure business that this will not happen.

"The government's ability to continue work relief depends on the attitude it takes toward managers of business," said Mr. Donham. "Unless business starts up, government credit must crack under the cost, which is twice the cost of subsistence relief." He added that, although the forces for recovery are at present "very powerful," business will decline and unemployment decrease without assurance from the Administration:

First, that the government does not intend to force unionization and higher wages in industry;

Second, that the government will not compete with private enterprise in the electric and gas industries, and

Third, that the President does not share the view of "some leading men in the New Deal" who are "unfriendly to profits."

"Government is supreme," he said, "but if government is to do its job it must attain that measure of [illegible] in the use of power which alone justifies the possession of power. It must seek the fewest possible simple, easily enforced limitations on individual initiative and freedom essential to control the antisocial minority."

State Holds Umbrella

E. C. Sams, president of the J. C. Penney Co., declared that "through discriminatory taxes the State holds an umbrella over the less efficient man, and the cost of holding that umbrella comes out of the consuming public to the detriment of our so-called economic balance."

Hirschmann Sees Recovery Growth

I. A. Hirschmann, publicity director of Lord & Taylor, brought to the convention the assurance that in the "long range view of mellowed European expert opinion," the recovery program in the United States is moving toward success. Mr. Hirschmann said business men to whom he had talked on a recent trip to Europe "believe that we are evolving through a reconstruction period, establishing slowly but surely a broader basis for the new era which the world is approaching."

He referred to the toy and dye industries that have been developed in this country to the point of independence from Europe, and said: "All the audacity in the United States has not been coronered in Washington. The restless mind of America is always ready to take a chance."

Showmanship Is Proposed

Ernest C. Hastings, president of "The Dry Goods Economist," urged the use of showmanship in selling today. "We have got to make people dissatisfied with what they have," he said. "Make them want what we have to sell. Part of the depression is due to the fact that everybody has or had an automobile and a radio and the time has not arrived when everybody wanted an airplane."

Irwin D. Wolf, secretary of the Kaufman Department Stores, Pittsburgh, described the effect of modern packaging on distribution. He disclosed that the field of packaging still held a tremendous future.

The "crying need" of the present time is to get more merchandise flowing in trade, declared Paul W. West, managing director of the Association of National Advertisers. Mr. West said that this is "a job for merchandising men, the distribution end of business."

He suggested that "a great job of merchandising through co-operative effort" should be undertaken by some industry as a whole, to market its products with the encouragement of the government. The home building industry would be especially suitable, he said, because it has "lagged so far behind in recovery that it is acting as a brake on general recovery."

Ruth O'Brien, chief of the division of textiles and clothing of the Bureau of Home Economics of the United States Department of Agriculture, spoke on the need for setting up standards for consumers' goods. "It is chiefly because consumers have no measure of quality that they are misled into buying inferior products, often with the result that inferior goods drive superior goods off the market," she said.

RETAILERS URGED TO ASK CODE CURBS

THE NEW YORK TIMES

Sept. 26, 1934

Dr. P. H. Nystrom Tells Distributers Provisions Injurious to Public Must Be Dropped.

CORRECT

TUGWELL BILL ASSAILED

Albert D. Lasker Charges Proposals Would Regiment Producer and Consumer.

By THOMAS F. CONROY.

Special to THE NEW YORK TIMES.

BOSTON, Sept. 26.—Retailers of the country must play a vital rôle in reorganization of the NRA by seeking elimination of code provisions "injurious to the interest of the public as a whole," Dr. Paul H. Nystrom, Professor of Marketing at Columbia University, declared here yesterday at the concluding session of the Boston conference on distribution.

At the end of Dr. Nystrom's address, Lessing Rosenwald, chairman of the board of Sears, Roebuck & Co., recommended that the address, because of its reflection of views of retailers, be sent to President Roosevelt for whatever use he might care to make of it.

Wallace Brett Donham, dean of the Harvard Graduate School of Business Administration, warned the conference that "recovery must not be confused with reform," if disaster is to be avoided.

Attacking the "new deal" philosophy on advertising as represented in the Tugwell bill, Albert D. Lasker, chairman of the board of Lord & Thomas, Inc., said that if the proposed systems of standards and gradings make headway, they will "ultimately result in regimentation of producer and consumer," with advertising "without emotional appeal" reduced to the status of a "dry index."

I. A. Hirschmann, publicity director of Lord & Taylor, declared that Europe's industrial, economic and social conditions today "offer a challenge and opportunity to American manufacturers, advertisers and retailers to go ahead."

Nystrom Warns of Disaster.

Dr. Nystrom gave an exhaustive analysis of NRA codes and asserted that many provisions have created a situation "only a few jumps away from disaster." He labeled as "unsocial and unsound" the attempts of manufacturers to "eliminate competition, to create monopoly by fixing prices" and "to take advantage of the administration and of the public to improve their own position while the country is struggling to find ways of getting out of the depression."

Wage and hour provisions, fair-trade practice rules and provisions aimed at preventing dishonesty should be salvaged in any NRA reorganization, Dr. Nystrom declared. He added:

"It is time, in my opinion, for retailers to write their declaration of independence from further servility to the viewpoints of bankers and industrialists of this country. Retailers have interests of their own, which are very close to those of the consuming public. They need but to awake to their responsibilities to the public to become an effective influence. Perhaps the greatest development of recent months may be this awakening."

In the floor discussion which followed Dr. Nystrom's address, O. Fred Frost, editor of Business Week, questioned whether "retail hands were clean" in their functioning under the retail code. He charged that department and chain stores, in the face of rising profits, had not increased employment in proportion to other industries, had made widespread use of part-time help and had evaded wage and hour provisions by making minor store posts into executive positions.

Part-Time Work Defended.

Dr. Nystrom replied that retail employment in the variety chains had increased 15 per cent since the code became effective and he believed the increase in department stores had been greater. The trend toward the use of part-time employes has been developing for years, he added, owing to the peculiar peak nature of the retail business during a few hours of the day.

E. A. Sams, president of the J. C. Penney Company, also answering Mr. Rost, said there had been a rise of 50 per cent in employment in the Penney chain, the total now being 30,000 employes, against 20,000 prior to the promulgation of the President's recovery agreement.

Dean Donham in his address said: "The danger now is that mistakes will not be recognized and corrected in time and that the vast government organization may hinder rather than help business to start. The principal hope for rehabilitation of our economic and social life lies in assurance to the managers of American industry that political policies will again make business initiative and courage possible.

"Neither capital nor labor can work alone. Each depends upon management, and management is more seriously disturbed now than ever and with more reason.

"The managers of business are in the same state of mind as the whole nation was on March 4, 1933; nor can this continue long without spreading discouragement once more over the nation. They need the same kind of stimulation to their courage which the President then gave to the nation in such a masterly manner.

"We must not rely on government to re-employ our people. Business must expand. Nor should we confuse recovery with reform. The need is critical and recovery our present problem. We can easily lose what we have by impatient efforts reform. Indeed, without recov- there can be no reform."

P.P.F.

1365

October 15, 1934.

Dear General Wood:-

Many thanks for your note. Things depend, of course, a good deal on the actions of foreign nations in the next few months.

x 229

I hope to see you when you next come to Washington.

Very sincerely yours,

R. E. Wood, Esq., President,
Sears, Roebuck and Company,
Chicago, Illinois.

SEARS, ROEBUCK AND CO.
EXECUTIVE OFFICES
CHICAGO

R. E. WOOD
PRESIDENT

October 11, 1934.

The President,
The White House,
Washington, D. C.

My dear Mr. President:

I have never lost my faith in the monetary policy you enunciated at the time of the London Conference. I have felt that the devaluation of the dollar and the rise in the price of gold to $35. have been largely responsible for the progress we have made toward recovery. It has succeeded in raising basic commodity prices.

Whereas I have been in favor of your course in keeping the price at $35. to see what the result would be, I believe the time has now come to go the full limit of the authority granted you by Congress to raise the price of gold to $41. I believe this would result in a further upward movement, not only in this country but all over the world. Coupled with this would be an increase in the price of gold in England to 160 shillings.

To satisfy the fears and cries of those interests who - mistakenly, in my opinion, but nevertheless sincerely - desire stabilization, I would state at the time of announcing the raising of the price of gold to $41. that there would be no further devaluation, that you would not request Congress for any further power in this regard and that you would oppose any attempt by Congress to further devalue the dollar, unless the actions of foreign nations would force you to seeksuch authority.

Very respectfully,

R. E. Wood

STANDARD FORM No. 14 A
APPROVED BY THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

October 20, 1934.

U. S. GOVERNMENT PRINTING OFFICE: 1934

General R. E. Wood,
Sears Roebuck and Co.,
Chicago, Ill.

Suggest tentative engagement eleven-thirty A. M.

Thursday twenty-fifth.

M. H. McIntyre
Assistant Secretary
to the President.

PPF 1365

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

1201-S

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

WESTERN UNION

(37)

SIGNS

DL = Day Letter
NM = Night Message
NL = Night Letter
LC = Deferred Cable
NLT = Cable Night Letter
Ship Radiogram

R. B. WHITE, PRESIDENT — NEWCOMB CARLTON, CHAIRMAN OF THE BOARD — J. C. WILLEVER, FIRST VICE-PRESIDENT

The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

Received at 708 14th St., N. W. Washington, D. C.

SP

MINUTES IN TRANSIT

FULL-RATE	DAY LETTER

CB575 25 SER=OG CHICAGO ILL 20 1222P

M H MCINTYRE, ASST SECY TO THE PRESIDENT=

THE WHITE HOUSE WASHDC=

ACKNOWLEDGING YOUR TELEGRAM WILL ARRANGE TO BE THERE ON THURSDAY OCTOBER 25TH AT ELEVEN THIRTY AM UNLESS ADVISED BY YOU TO THE CONTRARY=

R E WOOD.

P.P.F. 1365

WESTERN UNION GIFT ORDERS SOLVE THE PERPLEXING QUESTION OF WHAT TO GIVE

STANDARD FORM No. 14A
APPROVED BY THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

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M. H. McIntyre
Assistant Secretary
to the President.

ARD FORM No. 14A
APPROVED BY THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

October 22, 1934.

U. S. GOVERNMENT PRINTING OFFICE: 1934

General R. E. Wood,
Sears, Roebuck and Co.,
Chicago, Ill.

Appointment is definite.

M. H. McIntyre
Assistant Secretary
to the President.

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES

CHICAGO

R. E. WOOD
PRESIDENT

October 20, 1934.

Mr. M. H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

Dear Mr. McIntyre:

I received your telegram and wired you in reply.

I note you state "tentative appointment." I would appreciate it very greatly if you could advise me not later than Tuesday evening, the 23rd, whether the appointment for 11:30 A. M. Thursday is definite. I have no particular business in Washington and will not be there unless the appointment is definite. I, of course, desire to meet the convenience of the President.

Very truly yours,

R E Wood

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES
CHICAGO

R. E. WOOD
PRESIDENT

October 19, 1934.

Mr. Stephen Early,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear Mr. Early:

I am in receipt of your kind note of the 17th which has just arrived.

While, naturally, I would cancel all other appointments to meet this one, I have a rather important appointment here in Chicago on Tuesday, the 23rd, which will hold me too late to permit me to arrive in Washington on the 24th. If it meets the convenience of the President I should prefer an appointment on October 25th or October 26th. If either of these dates is satisfactory, will you please wire me collect.

Very truly yours,

R. E. Wood

STANDARD FORM No. 14 A
APPROVED BY THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

October 22, 1934.

U. S. GOVERNMENT PRINTING OFFICE: 1934

3

General R. E. Wood,
Sears, Roebuck and Co.,
Chicago, Ill.

Appointment is definite.

M. H. McIntyre
Assistant Secretary
to the President.

PPF 1365

7 Aug
Aug 23
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SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES
CHICAGO

R. E. WOOD
PRESIDENT

Oct. 24, 1934.

The President,
The White House,
Washington, D. C.

Dear Mr. President:

I had prepared a memorandum for you before I knew I would have the pleasure of seeing you. I am leaving a copy of it, setting forth my views on some of the current problems for what they may be worth.

NRA

I believe, with Mr. Hearst, that the NRA is a social measure rather than an economic measure. The social features of the NRA are admirable and should be continued. In so far as it established minimum wages and maximum hours for labor and put an end to child labor it has done an admirable work which I believe should and will endure. However, the one item in your recent masterly speech over the radio to which I took exception was the statement that the NRA has put many people to work. Your monetary policy of going off gold and devaluing the dollar started a recovery in industry which really put men to work. The NRA did in some places add to employment but it did not create employment.

The codes themselves were seized upon by business men in many industries as an excuse for price-raising and price-fixing. This was a bad economic mistake, because until we are further along on the road to recovery, prices, except of raw materials, will have to be kept as moderate as possible. The provisions of the Sherman Anti-Trust Act should be relaxed to permit the interchange of information among competitive businesses. Business men should be able to get together in regard to export trade, to stop bad business practices such as dishonest advertising and misbranding, but the question of price should be eliminated from the codes. The elimination of price from the codes should be accomplished gradually through the next six

months rather than abruptly, for, while it should be eliminated, to do so all at once would probably cause too great a dislocation in the price structure in certain industries. Six months longer should, however, be the maximum limit of the time for its continued existence.

It was not realized at the beginning how tremendous would be the task of administering the codes. As you very well stated in your address, it is a question whether the NRA or the codes should apply to local industries or to the service trades. If the codes were simplified in this way, the administrative difficulties would be lessened to a large degree.

Section 7-A is another hindrance to the success of the NRA. The liberal and intelligent business man must realize that no obstacles can or should be placed in the way of employees who for one reason or another desire to join unions. Yet if labor in this country does unionize on a large scale, unions and their members must accept, with power, responsibility. There is no such thing today as an equitable contract between an employer and most unions, for the reason that if the employer breaks his part of the agreement, he can be held responsible, but if the union breaks its contract, there is no one to hold responsible. Furthermore, if unions assume a place of power and responsibility, the same safeguards must be thrown around union funds and their administration in the form of publicity as is thrown around the great corporation. Full publicity must be given, and if it is given, the racketeering union will disappear.

Furthermore, an act should be passed such as the English Labor Relations Act, which prohibits the calling of a general strike or of any strike which endangers the welfare of the community, without prior submission to a government tribunal.

If such changes are made as outlined above, the NRA can be continued in workable form after June 1st. If the changes are not adopted, we are going to have continued strife and dissension.

AAA

I am one of the business men who, selfishly perhaps (because my business is greatly dependent on the welfare of the farmer) but nevertheless, consistently, has supported the Agricultural Adjustment Act. I believe it has done a

great deal of good. I believe that if it had not been adopted, we could not have been as far along the road to recovery as we are today. Nevertheless, the AAA, like the NRA, needs a great deal of modification. Agricultural surpluses, partly as a result of the operation of the AAA and partly because of drought, have either disappeared or been largely reduced. With these surpluses out of the way, I believe processing taxes for 1935 can be safely reduced, which will help both the farmer and the consumer. The Bankhead Bill should be repealed. In the case of cotton, we may have to go back to the McNary-Haugen Bill in order to preserve our foreign market. It is true that we have kept our foreign market in cotton for a hundred years at the price of a pauperized farm population in the south. Nevertheless, we are not prepared in one or two years to take care of the adjustments that are necessary so as to get cotton down to a domestic basis. I believe firmly in the long-term plan for buying up marginal land and the elimination of these sub-marginal lands from production. Coupled with this, however, should be a more determined effort by the Department of Agriculture to try to encourage new crops, the products of which may be used in industry, as for example, the soy bean.

Securities Bill and Stock Exchange Act.

I believe the course of the Administration has been wise in every respect and that the safeguards put around speculation for the protection of the investor will, if properly interpreted and executed, react to the lasting benefit of the country.

RFC

I believe that the RFC has been a benefit in every way and that it has been ably and honestly administered.

HOLC

This act was essential and has done much to restore security and protection for the home owner. While it is well administered at the top, the local administration in many offices is affected by policical appointments and is slow and incompetent.

CCC

No finer step was ever taken by an administration, nor one that will have more lasting effects. It should be extended even further, and up to 500,000 of our youth should be given the chance, properly supervised, to serve

six months to a year in this work army. I believe, however, that a greater discipline should be instituted. I also believe that during the six months employment in the CCC, 60 days intensive military training should be given. I am aware that this may meet with insuperable political obstacles, but it would redound to the benefit of the country.

Monetary Policy.

I believe the monetary problem is the most important single element in the road toward recovery. I have been a firm supporter of the monetary policy of the Administration, and I believe that going off gold and devaluing the dollar gave us our initial impetus toward recovery.

The difficulty with the monetary problem is that it is understood but dimly by the masses, by our legislators, by most business men and by most economists; in fact, as Mr. Ford said, "It is little understood by anybody." I do not profess to know the solution, but I do believe in the sincerity, modesty and intelligence of Professor Warren, who, I believe, strikes at the heart of the problem. I believe that the price of gold and our monetary policy have a more profound effect on the welfare of the masses than any other single measure that has been introduced. From my reading and study, I believe that we should and probably will, go to the fifty-cent dollar and that England will go to a price of 164 shillings for gold. Whether it should be done now or in the future is, of course, a matter of judgment. Personally, I believe it would be better for this country, for England and for the whole world to do it now, have it over with and then, after taking the step, announce that except in an extraordinary emergency brought about by other countries no further devaluation would be undertaken.

Respectfully,

PERSONAL

1365

Warm Springs, Ga.,
December 4, 1934.

My dear Mr. Rosenwald:-

Perhaps you have read of the plan initiated by Colonel Henry L. Doherty and approved by the Trustees of the Georgia Warm Springs Foundation, for holding on January 30, 1935, throughout the Nation, in every town and community, a Birthday Ball in honor of my fifty-third birthday.

I am enclosing copies of the letters which fully describe the purpose of this birthday celebration and how the funds so raised will be used. As a part of this plan, thirty per cent of the money is to be presented to me by the National Committee for the Birthday Ball for the President, which money I will in turn give to a special commission for the express purpose of advancing, through financial assistance, the research work now being carried on in the fields of Infantile Paralysis immunization and prevention.

I have designated this special commission "The President's Birthday Ball Commission for Infantile Paralysis Research" and I am asking that you serve as a member of this Commission.

The Commission itself will consist of eleven pepple, the Chairman of which will be Colonel Henry L. Doherty and the Vice-Chairman of which will be Mr. Jeremiah Milbank, both of whom have accepted.

See P.P.F. 310"The President's Birthday Ball Commission for Infantile Paralysis Research" for correspondence.

It is my thought that if you and the other members of this Commission will meet shortly and plan the necessary machinery for the functioning of your Commission, and also the appointment of an Advisory Medical Committee, should you deem it wise, that your plans can be so comprehensively laid that only a second meeting will be necessary after the nation-wide celebration is over and the amount of the money is ascertained. Perhaps at this meeting you could appoint a small executive committee to disburse, if possible, the funds, within a period of twelve months, so that early financial assistance may be given to bring about this vital and far-reaching objective.

I have followed with interest the splendid work which you have done toward the welfare of your fellow citizens, and I can assure you that it will give me great personal pleasure to have you accept this appointment. May I ask that you transmit your immediate answer to me through Mr. Keith Morgan, a Trustee of the Georgia Warm Springs Foundation, at his New York City office, 50 East 42nd Street?

Always sincerely,

Lessing Rosenwald, Esq.,
The Rosenwald Foundation,
Chicago,
Illinois.

(Enclosures)

TELEGRAM

The White House

5WU C 12 NL 6:28AM 10th Washington

Newburgh, N.Y., June 9, 1935 Via

Mr. M.H. McIntyre,
~~The White House.~~

Thanks for your wire. Will not be able to attend meeting tomorrow.

R. E. Wood.

PPF 1365

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES

CHICAGO

R. E. WOOD
PRESIDENT

PP 7
1365

July 12, 1935.

Col. Marvin H. McIntyre,
Assistant Secretary to the
President,
The White House,
Washington, D. C.

My dear Colonel McIntyre:

I am enclosing a letter to the President. I hope you can see to it that he has a chance to look it over.

Very truly yours,

R E Wood

P. P. F.
1365

July 18, 1935

Dear General:

Many thanks for your note. I am inclined to think that we shall get action in some form on Title II of the Banking Act at this session. It is the next order of business in the Senate.

The trouble about letting any of these things go over until January is that no one can by any form of gentlemen's agreement guarantee that they will be taken up at all at the next session!

I do hope to see you back here very soon.

Always sincerely,

Honorable R. E. Wood,
President,
Sears, Roebuck and Company,
Chicago, Illinois.

fdr-wlm

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES

CHICAGO

R. E. WOOD
PRESIDENT

July 12, 1935.

The President,
The White House,
Washington, D. C.

Dear Mr. President:

The Business Advisory Council has appointed a Business Men's Committee to consider the question of a permanent monetary policy for the United States and has appointed me as chairman, with Mr. James H. Rand as vice chairman.

Such recommendations and reports as the committee see fit to make later on will, of course, be submitted to you through the Secretary of Commerce. I hope they may be of a nature that will educate the public, particularly the business public, on monetary matters.

I gathered that there is still heavy weather ahead of Title II of the Banking Act of 1935. I was told that without the Goldsborough Amendment the bill will not satisfy the Farm Organizations or many of the so-called liberals who have supported the monetary objectives announced by you two years ago. There is some question as to the constitutionality of the delegation of power in both Senate and House drafts, because neither bill limits that delegation. Others will oppose the Senate draft on the score of a preponderant banker membership in the Open Market Committee.

In view of the highly controversial nature of Title II of the bill and the fact that the compromise at present arrived at is not satisfactory to either Governor Eccles or to money conservatives or money liberals, and in view of the fact that Congress is all worn out and it is impossible to give proper study to such legislation, why would it not be advisable to let Title II ride over until January and then make it the first order of business in both houses?

Very truly yours,

R. E. Wood

P.P.F.

1365

October 26, 1934.

Dear General Wood:-

It was good to see you and I am also grateful for that very clear letter on various pending matters which you left for me.

Do be sure to let me know when you next come to Washington.

Very sincerely yours,

R. E. Wood, Esq., President,
Sears, Roebuck and Co.,
Chicago,
Illinois.

THE WHITE HOUSE
JUL 22 1935
RECEIVED

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES
CHICAGO

R. E. WOOD
PRESIDENT

P.P.F.
1365

July 18, 1935.

x962
x137

My dear Mr. President:

I want to add my opinion, for what it may be worth, to any comments or letters you have received regarding the proposed tax bill.

To begin with, I personally question the wisdom of passing a tax bill at this session of Congress, except that part relating to inheritance taxes where, of course, there would be opportunity for evasion prior to the passing of the bill.

I question the economies of the proposals pertaining to the gift tax and the income tax, but I am offering no comment as I personally have a selfish interest in the matter and my own mind is not entirely made up.

I do wish, however, to express my opinion on the graduated corporation tax proposed which to me seems silly, unfair, and unjust, has very little revenue producing possibility, and is useless as a matter of social reform.

That a large corporation that may make 10% on the invested capital and five cents per dollar of sales should pay a greater proportionate tax than the small corporation which may make 100% on its investment and fifteen cents per dollar of sales does not appear to me to be in the public interest. The consumer is interested in the sales dollar and where volume reduces the profit per sales dollar, the consumer benefits accordingly.

From the individual standpoint, a few very wealthy men may own a comparatively small company which is making a very large profit, whereas a large corporation may have thousands of small stockholders who are in moderate circumstances; yet these many would be penalized in favor of the few.

My dear Mr. President:- July 18, 1935.

I am familiar with the philosophy of the critics of BIGNESS in business. I have read all of Justice Brandeis' writings on the subject and, giving due credit to a great mind and pure intentions, I am sure no greater fallacy was ever enunciated. If a big business cannot serve the public efficiently and honestly, it dies and decays just as does a small business. Today the capital of the majority of the larger corporations represents the pooled savings of thousands of little people under a management which is really a trusteeship. It is true that many of these trusteeships have been abused, but the laws passed in your administration should go far toward eliminating such abuses.

I am having an analysis prepared of the stockholders of this company. The largest individual stockholder is our Savings and Profit Sharing Fund of 23,000 employes, and this does not represent the holding of the Officers or any wealthy individuals. Besides these 23,000 employe owners, there are 29,000 other small stockholders.

If it becomes necessary to increase the revenue of the government, I see no reason why this corporation and others should not bear their share of the burden. If necessary to increase the present corporation tax of 13-3/4% to 15%, well and good, but to discriminate between the large and the small corporation is not, in my opinion, either wise or fair.

Very truly yours,

The President,
White House,
Washington, D. C.

THE WHITE HOUSE
JUL 25 1935
RECEIVED

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES
CHICAGO

R. E. WOOD
PRESIDENT

P.P.F.
1365

July 23, 1935.

My dear Mr. Roosevelt:

It was very kind of you to write me that note of July 18th and I appreciated it. I am going up to the Canadian Rockies shortly on a hunting trip and will be gone about a month; so will probably not be back in Washington until in the Fall. I need a vacation to get my perspective.

I wrote you recently with reference to the proposed graduated tax on big corporations. I hope you will pardon the liberty I took, but I do think that portion of the tax bill is a mistake.

Sincerely yours,

R E Wood

Honorable Franklin D. Roosevelt,
The President,
The White House,
Washington, D. C.

P. P. 7
1365

August 6, 1935

My dear General:

I haven't replied before to your note of July eighteenth, with its enclosure, because I felt that I would rather talk with you than write to you.

Hope to see you before long.

Sincerely yours,

M. H. McINTYRE
Assistant Secretary
to the President

General R. E. Wood,
President, Sears, Roebuck and Company,
Chicago,
Illinois.

mwd

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES
CHICAGO

R. E. WOOD
PRESIDENT

July 18, 1935.

Colonel Marvin H. McIntyre,
Assistant Secretary to the
President,
The White House,
Washington, D. C.

My dear Colonel McIntyre:

I am enclosing a copy of a letter I have just written to the President.

I have tried loyally to follow him in the past two years, but I must say that I am getting fed up. It seems to me that in the last three months his course has not been a wise one.

Sincerely yours,

July 18, 1935.

My dear Mr. President:

I want to add my opinion, for what it may be worth, to any comments or letters you have received regarding the proposed tax bill.

To begin with, I personally question the wisdom of passing a tax bill at this session of Congress, except that part relating to inheritance taxes where, of course, there would be opportunity for evasion prior to the passing of the bill.

I question the economics of the proposals pertaining to the gift tax and the income tax, but I am offering no comment as I personally have a selfish interest in the matter and my own mind is not entirely made up.

I do wish, however, to express my opinion on the graduated corporation tax proposed which to me seems silly, unfair, and unjust, has very little revenue producing possibility, and is useless as a matter of social reform.

That a large corporation that may make 10% on the invested capital and five cents per dollar of sales should pay a greater proportionate tax than the small corporation which may make 100% on its investment and fifteen cents per dollar of sales does not appear to me to be in the public interest. The consumer is interested in the sales dollar and where volume reduces the profit per sales dollar, the consumer benefits accordingly.

From the individual standpoint, a few very wealthy men may own a comparatively small company which is making a very large profit, whereas a large corporation may have thousands of small stockholders who are in moderate circumstances; yet those many would be penalized in favor of the few.

My dear Mr. President-- July 18, 1935.

I am familiar with the philosophy of the critics of BIGNESS in business. I have read all of Justice Brandeis' writings on the subject and, giving due credit to a great mind and pure intentions, I am sure no greater fallacy was ever enunciated. If a big business cannot serve the public efficiently and honestly, it dies and decays just as does a small business. Today the capital of the majority of the larger corporations represents the pooled savings of thousands of little people under a management which is really a trusteeship. It is true that many of these trusteeships have been abused, but the laws passed in your administration should go far toward eliminating such abuses.

I am having an analysis prepared of the stockholders of this company. The largest individual stockholder is our Savings and Profit Sharing Fund of 25,000 employes, and this does not represent the holding of the Officers or any wealthy individuals. Besides these 25,000 employe owners, there are 20,000 other small stockholders.

If it becomes necessary to increase the revenue of the government, I see no reason why this corporation and others should not bear their share of the burden. If necessary to increase the present corporation tax of 13-3/4% to 15%, well and good, but to discriminate between the large and the small corporation is not, in my opinion, either wise or fair.

Very truly yours,

Original Signed by R. E. Wood

The President,
White House,
Washington, D. C.

SEARS, ROEBUCK AND CO.
EXECUTIVE OFFICES
CHICAGO

R. E. WOOD
PRESIDENT

August 8, 1935.

Colonel M. H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear Colonel McIntyre:

Many thanks for your note of August 6th.

I am leaving next week for a hunting trip in the Canadian Rockies, and will be gone about a month.

On my return, however, I will probably be down in Washington, and will see you about the first of October. I will welcome the opportunity of a long talk with you. Those of us business men who are liberals are very much in the position of the man without a country. We do not want to go back to the old order of things. On the other hand, there are so many factors in the President's course during the past three or four months, that it is hard to go along with him. Perhaps we can have a chance to clarify the atmosphere.

Very truly yours,

R. E. Wood

August 14, 1935

My dear General:

Thanks for your note of August eighth.

I am writing this now to your office but suppose it will be forwarded.

The President wants to talk with you just as soon as you get back. Will you give me a little advance warning?

Have a grand trip. I wish I were with you.

Sincerely yours,

M. H. McINTYRE
Assistant Secretary
to the President

General Robert E. Wood,
President, Sears, Roebuck and Company,
Chicago,
Illinois.

mwd

THE WHITE HOUSE
WASHINGTON

8-12-35

MEMORANDUM FOR THE PRESIDENT:

Don't you think we better have Wood in to see you as soon as he gets back.

M.H.M.

Yes FDR

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES

CHICAGO

R. E. WOOD
PRESIDENT

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Aug. 17, 1935.

(1)

Colonel M. H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear Colonel McIntyre:

Thanks for your nice note.

I am going to be out of touch with civilization for the next month, a hundred miles north of the Canadian National and in the drainage basin of the Arctic; so I cannot give you much advance notice. However, I expect to return around the end of September, and will write you as soon as I am back in Chicago.

With kind regards, I am,

Sincerely yours,

R E Wood

P.P.F.
1365

October 24, 1935

Dear General:

I showed your letter to the President while en route from Charleston. He would like very much to see you the week after his return from Hyde Park, and I have therefore put you down tentatively for an appointment on November twelfth. If this suits you ~~will~~ phone me that morning and I will give you the definite hour.

With kind personal regards,

Sincerely yours,

M. H. McINTYRE
Assistant Secretary
to the President

General R. E. Wood,
President, Sears, Roebuck and Company,
Chicago,
Illinois.

mwd

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES

CHICAGO

R. E. WOOD
PRESIDENT

September 21, 1935.

Colonel M. H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear Colonel McIntyre:

I have just returned from my hunting trip in Canada and feel grand. I got a mountain sheep and a couple of mountain goats, but very much to my disgust missed my one shot at a grizzly bear.

For twenty-five days, we lived in a tent and spent much of the time in the saddle. During the greater part of that time we did not see a newspaper or hear a radio. Being shut off from the world that way gives you a much broader perspective. You decide that the world is going to get out of its difficulties after all, and all the everyday worries are really small affairs.

I read that the President is going to take a trip West some time in the near future. After his return, I hope I may have an opportunity to see him. I know he must be very busy with almost numberless appointments at the present time.

With very kind regards to yourself,

I am

Sincerely yours,

R E Wood

O.O.F.
1365

November 7, 1935

My dear General:

The President gets back here tomorrow, November eighth and we will probably be here until about the nineteenth.

Any time during that period the President said he would be delighted to see you. I hope that the meeting of the Business Advisory Council will come within that time.

With all best wishes.

Sincerely yours,

M. H. McINTYRE
Assistant Secretary
to the President

General R. E. Wood,
President, Sears, Roebuck and Co.,
Executive Offices,
Chicago, Illinois.

All right
before Warm
Springs -

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES

CHICAGO

R. E. WOOD
PRESIDENT

Oct. 31, 1935.

Col. M. H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear Mac:

Referring to your letter of the 24th received during my absence, if it will be just as agreeable to the President, I would prefer to make the date of my appointment with him correspond with the next time of the Business Advisory Council meeting in Washington, which should be during November. I wired Mr. Field to find out the date but understand that it had not been determined although it will be shortly.

Knowing how busy the President is, I do not want him to waste his time on me unless he really wants to see me and can give me more than one of his ten-minute interviews. If he would care to have me write out my views on the present situation for what they are worth, I should be glad to do so and send them on to you or to him.

With kind personal regards, I am,

Sincerely yours,

R. E. Wood

P.P.F.
1365

Warm Springs, Ga.,
November 1, 1935.

My dear General:

The President asks me to drop you a line of acknowledgment for your letter of November 25th. Instead of writing he is looking forward to a talk with you just as soon as it can be arranged.

I was in hopes that the meeting of the Advisory Board, scheduled for the 4th and 5th, would be postponed until after our return. I have not heard as yet whether that was done or not.

Will you advise me as to when it would be convenient after December 10th, for you to come over.

Kindest personal regards,

Sincerely yours,

M. H. McIntyre
Assistant Secretary
to the President.

General R. E. Wood,
President,
Sears Roebuck and Co.,
Chicago, Illinois.

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES

CHICAGO

R. E. WOOD
PRESIDENT

November 25, 1935.

The President,
The White House,
Washington, D. C.

My dear Mr. President:

I read over last night in my study very carefully the address Mr. Roper delivered in New York City on November 13th, and also the address that Dr. Tugwell delivered in Los Angeles on October 28th. The two addresses are so dissimilar in form, substance and thinking, that it is hardly conceivable they could come from members of the same Administration.

I thought Mr. Roper's address was sane and temperate, and that it expressed your personal ideas. You saw abuses in the capitalistic system and you set out to remedy them by a series of reforms and measures, and have remedied a great part of them.

Dr. Tugwell's speech is an appeal to hatred and prejudice and, while a clever address and while there is some truth in it, it is in the main basically unfair. It calls on the liberals to exercise discipline, and then proceeds to violate every principle of organization and of discipline.

The Secretary of the Treasury and the Director of the Budget are charged with the direction of the nation's fiscal system. Dr. Tugwell lightly arranges his system to suit himself and makes a number of calculations which are not borne out by facts. Even if they were borne out by facts, that is not his job. As a loyal member of your Administration it is not up to the Director of Rural Resettlement and a member of the Department of Agriculture to speak for Mr. Morgenthau and Mr. Bell. In the second place, his speech very aptly illustrates one of the great defects of your Administration - towit: administration itself. Here is Dr. Tugwell charged with the gigantic task of - Rural Resettlement - rushing around the country delivering speeches on general subjects.

The President:

If Dr. Tugwell were a real executive, he would be at his job trying to accomplish something. There is, as yet, no evidence to show that he has really accomplished anything for the millions that have been allotted to him.

There is no official connected with the Administration who is more thoroughly distrusted by business men than is Dr. Tugwell and this last speech of his gives plenty of ground for that distrust. Admitting that there are reactionaries and men of bad character in business life, it does not mean that the great bulk of business men are not intelligent and do not desire the welfare of their country. I might also say, as one who is fairly intimate with the leaders of the farm organizations, that these leaders have no particular love for Dr. Tugwell. As one who has been a friend of the Administration, I hate to see it saddled with such a liability and this Los Angeles speech certainly proves him to be a liability.

Respectfully yours,

R E Wood

SEARS, ROEBUCK AND CO.
EXECUTIVE OFFICES
CHICAGO

R. E. WOOD
PRESIDENT

November 11, 1935.

Colonel M. H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear Colonel McIntyre:

The Business Advisory Council meeting has been called for December 4th, and I expect to be in Washington on the 3rd and 4th. Could you arrange to have lunch or dinner with me on the 3rd?

With best regards, I am

Sincerely yours,

Robert

THE WHITE HOUSE
WASHINGTON

11/4/35.

MEMORANDUM FOR THE PRESIDENT:

I think this is highly important.

M. H. M.

that there would be no objection, and I [illegible] the report has now gone forward.

FORM No. 14A
ED BY THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

November 4, 1935

U. S. GOVERNMENT PRINTING OFFICE: 1934

General R. E. Wood,
Sears, Roebuck and Co.,
Chicago, Illinois.

Your letter of November first and enclosures received.

I am sending it up for the President's immediate attention.

Thanks.

M. H. McINTYRE
Assistant Secretary
to the President

MMM

W. L. Stoddard, regarding a proposed plan for extending
the services of the Postal Savings System. For your

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES

CHICAGO

R. E. WOOD
PRESIDENT

November 1, 1935.

wired 11/4/35

Col. Marvin H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear Colonel McIntyre:

I am sorry to take up your time, but would like to ask your assistance on a matter of importance. During the past few months, I have had correspondence with Mr. Filene and his personal associate, Mr. W. L. Stoddard, regarding a proposed plan for extending the services of the Postal Savings System. For your information, I enclose copies of a few of the letters which have passed between us.

Not to burden you unduly, however, I will give you briefly their content. On July 30th, Mr. Filene submitted for my inspection a copy of the plan which he had prepared, and asked whether the idea appealed to me and whether I would support it. I told him I would do so, because I agreed with the matter in principle.

Mr. Filene then wrote that he planned to obtain several sponsors and asked whether I would agree to join them in presenting the proposal to the President. On the assumption that the plan would be considered by other individuals and would reach the President bearing the combined weight of their approval, I again agreed.

During one of my absences, Mr. Stoddard wrote that Mr. Filene planned to submit the report to the President under the sponsorship only of Mr. Filene and myself, and inquired whether there would be any objection on my part. Unfortunately, my Office Assistant advised that there would be no objection, and I understand that the report has now gone forward.

This has placed me in a most embarrassing position for I had no intention of lending my support to as important a proposal as this without having as sponsors several other men of judgment and prominence. I would consider it presumptuous on my part to do so and do not think it fair to Mr. Roosevelt.

I hope you can help me out by making sure that, if the plan should come before the President for consideration, he will have at least the gist of what I have written. I will be grateful for such help as you can give me in this matter.

With kind personal regards,

Very truly yours,

Enc.

Nov. 6, 1935.

MEMO FOR MAC

Will you talk with General Wood about it and I will also talk with him when I see him?

F. D. R.

Dear General Wood:

C
O
P
Y

LINCOLN FILENE
426 Washington Street
Boston, Mass.

October 30, 1935

General R. E. Wood
Sears, Roebuck & Co.
Chicago, Illinois

Dear General Wood:

I am in receipt of your letter of the 29th.

On hearing from Mr. Scherer under date of October 15, we sent the study yesterday to the President with only your name and that of Mr. Filene as sponsors.

I find in looking over the correspondence that I failed to make it clear to you that there would be no other sponsors. We had endeavored to interest such men as Henry Dennison, Morris Leeds, John Fahey, Russell Fessenden (President of the Boston Five Cents Savings Bank) and others, but in every case they were too involved with other matters and too little acquainted with the broad principles involved to wish to undertake sponsorship.

I am entirely to blame for not having informed you that you and Mr. Filene alone would be sponsors. The damage, however, has been done, and all that I can say is that I am very much distressed because I did not thoroughly inform you.

I appreciate fully what you say in your letter about the need for several types of mental reaction on the report to make sure nothing of importance has been overlooked, or which should not be in it, inserted.

I am attaching a memorandum which will describe to you the work which was done in preparing this report, and give you names, confidentially, of people consulted.

In addition to sending a copy to the President with your name on it, we are sending copies from this office without any names attached, to various friends throughout the country who are interested in this problem from one angle or another.

I am sure, from the tone of your letter of the 29th, that you will understand how I feel about this slip on my part. The study is called "A Preliminary Study", which takes some of the curse off it if it should not be found to be thorough. Essentially, it proposes extensions of the present system within the framework of the present law; and in addition a series of studies, all but one of which have been recommended by Postmasters General for many years

C
O
P
Y

October 29, 1935.

Mr. W. L. Stoddard,
Personal Associate, Lincoln Filene,
426 Washington Street,
Boston, Massachusetts.

Dear Mr. Stoddard:

I have just returned to my office and Mr. Scherer has brought to my attention your letter of October 23rd advising that you plan to forward the report on the Postal Savings System to President Roosevelt on October 30th. I note that Mr. Scherer has written you that I would have no objection to your intended action.

Unfortunately, I was not here when the letter arrived, and, therefore, could not convey to you my views. It was my understanding gained from our earlier correspondence that the report would be sponsored by four or five men in addition to Mr. Filene and myself, and I was willing to become a member of that group of sponsors. The treatment of the subject is one with which I agree in principle but because I have not been able to give it the thorough and exhaustive study it deserves, I would be very hesitant to submit a matter of this great importance to the President without consideration by other individuals who can bring to bear upon it the critical scrutiny of several diverse points of view. This is said with greatest respect for the careful thought that has evidently gone into the preparation of the report, but there are sometimes aspects that may escape notice by those most interested in a plan only to be discovered by further study on the part of someone who approaches the problem with a fresh viewpoint.

I do not wish to appear to disavow the report to which I have previously given my support, but that support was given under the impression that there would be other sponsors. While I know that Mr. Filene's recommendation carries great weight with the President, I feel sure that it would facilitate action on the report to enlist the support of other prominent individuals. If it has not yet gone in, I would suggest that efforts be made to obtain additional sponsors.

I trust that this frank statement of my views has not caused you any embarrassment, and hope that the way is still clear to obtain consideration of my recommendation. Will you kindly advise me of the action you wish to take in the matter.

Very truly yours,

Original signed by R. E. Wood

C
O
P
Y

October 25, 1935.

Mr. W. L. Stoddard,
Personal Associate, Lincoln Filene,
426 Washington Street,
Boston, Massachusetts.

Dear Mr. Stoddard:

I have your letter of October 23rd regarding the action that Mr. Filene wishes to take on the report on Postal Savings. I am sure that General Wood would have no objection to your intended action.

Very truly yours,

Original Signed by L. C. Scherer, Jr.

Office Assistant.

C
O
P
Y

LINCOLN FILENE
426 Washington Street
Boston, Mass.

October 23, 1935

Mr. L. C. Scherer, Jr.
Executive Offices,
Sears, Roebuck & Co.
Chicago, Illinois.

Dear Mr. Scherer:

Thank you for your letter of the 21st.

Mr. Filene feels that the report should go forward to the President within the next week, and I would, therefore, suggest the following:

We will send the report with the statement on the front page "Sponsored by Lincoln Filene, R. E. Wood" and transmitted by a letter from Mr. Filene to the President. When General Wood returns perhaps it would be well for him, if he sees fit, to write a letter to the President referring to the report, which by that time will presumably be in the President's hands.

We are now planning to forward the report to Washington on October 30th, but if in the meantime you feel that there might be any objection on General Wood's part, will you please advise me by wire or air mail.

Very truly yours,

(Signed) W. L. Stoddard

W. L. Stoddard
Personal Associate

WLS:K

C
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P
Y

WM. FILENE'S SONS COMPANY
BOSTON

Office of Chairman of the Board

August 20, 1935

General R. E. Wood
Sears, Roebuck and Co.
Chicago, Illinois

My dear General Wood:

I am delighted to have your letter of the 16th, and to know that you will serve as one of the sponsors of our postal service study.

When the next draft is complete, I will have Mr. Stoddard send you a copy of it, and of course will keep you advised as to the four or five other men whom we expect to have serve as sponsors.

Sincerely yours,

(Signed) L. Filene

Lincoln Filene

C
O
P
Y

August 16, 1935.

Mr. Lincoln Filene,
Washington Street,
Boston, Massachusetts.

My dear Mr. Filene:

I have your letter of August 13th.

The general program meets with my approval and you may use my name as one of the sponsors of this report.

Sincerely yours,

Original Signed by R. E. Wood

C
O
P
Y

August 16, 1935.

Mr. Lincoln Filene,
Washington Street,
Boston, Massachusetts.

My dear Mr. Filene:

I have your letter of August 13th.

The general program meets with my approval and you may use my name as one of the sponsors of this report.

Sincerely yours,

Original Signed by R. E. Wood

C
O
P
Y

LINCOLN FILENE
Washington Street
Boston

August 13, 1935

General Robert E. Wood,
c/o Sears, Roebuck & Co.
Chicago, Illinois.

Dear General Wood:

I have been out of town, and hence have not acknowledged your letter of the 5th until today.

I am greatly pleased to know that this work on Postal Savings meets with your approval.

Our plan is to revise the report slightly, in the interests of brevity and clarity, and to add to it a short summary, copy of which I enclose. We want to have four or five men sponsor the report which will then be sent to the President.

After that, we shall, of course, be guided by the President's desires. You will note that the first four steps in the summary can be taken now without legislation. The report calls for certain studies, most of which have been recommended by Postmasters General during the past ten or twelve years. These studies might well be made the subject of a Congressional investigation, but that remains to be determined.

Does this general program meet with your approval, and may I use your name as one of the sponsors of this report?

Very truly yours,

(Signed) L. Filene

Lincoln Filene

C
O
P
Y

August 5, 1935.

Mr. Lincoln Filene,
Washington Street,
Boston, Massachusetts.

My dear Mr. Filene:

I read your paper on the postal savings and it does appeal to me very much. You can count on me for support in this matter.

With kind regards, I am

Sincerely yours,

Original Signed by R. E. Wood

C
O
P
Y

LINCOLN FILENE
Washington Street
Boston

July 30, 1935

General Robert E. Wood
Sears, Roebuck & Co.
Chicago, Illinois.

My dear General:

I am led to write and send the enclosed paper on Postal Savings to you because I feel very sure that with your interest in the farmer and his welfare, what we are doing will appeal to you.

This study is a personal effort on my part to make it possible to give the great mass of citizens and farmers a place where they can deposit their money with the security of the government backing their deposits with some plan worked out for convenient withdrawals for current needs.

I am not going to enlarge here upon the plan, because it is all in the paper I am sending you, and I don't want to burden you with both the paper and a long letter. I just want to say that if the suggestion does not appeal to you, don't hesitate for a minute to send the pamphlet back, and I'll understand that you feel that you cannot devote the time to its study.

Cordially yours,

(Signed) L. Filene

Lincoln Filene

LF:K

STANDARD FORM No. 14A
APPROVED BY THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

November 4, 1935

U. S. GOVERNMENT PRINTING OFFICE: 1934

General R. E. Wood,
Sears, Roebuck and Co.,
Chicago, Illinois.

Your letter of November first and enclosures received.

I am sending it up for the President's immediate attention.

Thanks.

M. H. McINTYRE
Assistant Secretary
to the President

PPF 1365

P.P.F.

1365

November 11, 1935

My dear Mr. Richardson:

Mr. McIntyre has asked me to reply to your letter of November sixth in which you asked to be advised what enclosures we had reference to in the telegram to General Wood of November fourth.

For your information I quote from the first paragraph of General Wood's letter to Mr. McIntyre of November first:

"During the past few months I have had correspondence with Mr. Filene and his Personal Associate, Mr. W. L. Stoddard, regarding a proposed plan for extending the services of the Postal Savings System. For your information I enclose copies of a few of the letters which have passed between us."

x19-W
x230

Mr. Wood enclosed the following letters:

Copy letter to Wood October 30 from W. L. Stoddard,
Copy letter to Stoddard October 29 from Wood,
Copy letter to Stoddard October 25 from L. C. Scherer, Jr., Office Assistant,
Copy letter to L. C. Scherer, Jr., October 23 from W. L. Stoddard,
Copy letter to Wood October 20 from L. Filene,
Copy letter to Lincoln Filene October 16 from Wood,
Copy letter to Wood October 13 from L. Filene,
Copy letter to Lincoln Filene October 5 from Wood,
Copy letter to Wood July 30 from L. Filene.

If I can be of any further service in this matter, please command me.

Sincerely yours,

H. M. KANNEE
Secretary to Mr. McIntyre nm

J. M. Richardson, Esq.,
Secretary to R. E. Wood,
Sears, Roebuck and Co.,
Chicago, Illinois.

November 11, 1925

My dear Mr. Richardson:

Mr. McIntyre has asked me to reply to your letter of November sixth in which you asked to be advised what enclosures we had reference to in the telegram to General Wood of November fourth.

For your information I quote from the first paragraph of General Wood's letter to Mr. McIntyre of November first:

"During the past few months I have had correspondence with Mr. Filene and his Personal Associate, Mr. W. L. Stoddard, regarding a proposed plan for extending the services of the Postal Savings System. For your information I enclose copies of a few of the letters which have passed between us."

Mr. Wood enclosed the following letters:

Copy letter to Wood October 30 from W. L. Stoddard,
Copy letter to Stoddard October 29 from Wood,
Copy letter to Stoddard October 25 from L. C. Scherer, Jr., Office Assistant,
Copy letter to L. C. Scherer, Jr., October 23 from W. L. Stoddard,
Copy letter to Wood October 20 from L. Filene,
Copy letter to Lincoln Filene October 16 from Wood,
Copy letter to Wood October 13 from L. Filene,
Copy letter to Lincoln Filene October 5 from Wood,
Copy letter to Wood July 30 from L. Filene.

If I can be of any further service in this matter, please command me.

Sincerely yours,

H. M. KANNEE
Secretary to Mr. McIntyre mm

J. M. Richardson, Esq.,
Secretary to R. E. Wood,
Sears, Roebuck and Co.,
Chicago, Illinois.

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES

CHICAGO

R. E. WOOD
PRESIDENT

ackd 11/11/35

November 6, 1935.

Mr. M. H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear Mr. McIntyre:

In your telegram to General Wood, under date of November 4th, you say, "Your letter of November 1st and enclosures received."

If there were any enclosures with the letter, it was an error on our part. I wonder if you would be kind enough to let me know just what they were?

Very truly yours,

J. M. Richardson

Secretary to R. E. Wood.

2 C Scherer Jr 4 3

2 → ↑ L C Scherer Jr
from W 2 Stoddard
W 23

2 → ↑ [illegible] W 2
L. Jilens → 20

2 → Lincoln Jilens →
16 2 NE Wood

2 → ↑ NE Wood → 13
from L. Jilens

2 → ↑ Lincoln Jilens
2 Wood → 5

2 — c Wood 4 30
2 — L. Diary

FORM No. 14 A
ED BY THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

November 4, 1935

U. S. GOVERNMENT PRINTING OFFICE: 1934

file

General R. E. Wood,
Sears, Roebuck and Co.,
Chicago, Illinois.

Your letter of November first and enclosures received.

I am sending it up for the President's immediate attention.

Thanks.

M. H. McINTYRE
Assistant Secretary
to the President

mm

between Lincoln Filene, 426 Washington St., Boston, Mass.

11/4/35.

MEMORANDUM FOR THE PRESIDENT:

I think this is highly important.

M. H. M. mm

11/1/35. Gen. R. E. Wood, Sears, Roebuck and Co., Chicago, Ill.
Re proposed plan for extending the services of the Postal Savings System. Encloses copies of correspondence between Lincoln Filene, 426 Washington St., Boston, Mass. W. L. Stoddard, Personal Associate and himself.

THE WHITE HOUSE
WASHINGTON

P.P.F. 1365

11/14/35.

MEMORANDUM FOR MR. McINTYRE:

You know General Wood expects to be down here on December fourth and that the President will be away at that time. Perhaps you may want to get word to Mr. Wood as to an appointment before the President leaves.

K.

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

1201-S

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

WESTERN UNION

R. B. WHITE, PRESIDENT
NEWCOMB CARLTON, CHAIRMAN OF THE BOARD
J. C. WILLEVER, FIRST VICE-PRESIDENT

SIGNS

DL = Day Letter
NM = Night Message
NL = Night Letter
LC = Deferred Cable
NLT = Cable Night Letter
Ship Radiogram

The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

Received at

[1935]

RXQM38 16 SER=WUX CHICAGO ILL DEC 6 1241P

COLONEL M H MCINTYRE=

ASST SECRETARY TO THE PRESIDENT

MINUTES IN TRANSIT

FULL-RATE	DAY LETTER

THANKS FOR YOUR LETTER DECEMBER FIRST HOPE I CAN SEE YOU IN CHICAGO MONDAY BEST REGARDS=

R E WOOD.

1246PM.

WESTERN UNION MESSENGERS ARE AVAILABLE FOR THE DELIVERY OF NOTES AND PACKAGES

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE 1201-S

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

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Received at Campus Branch Office, University of Notre Dame, Notre Dame, Ind.

[1935]

MINUTES IN TRANSIT

FULL-RATE	DAY LETTER

RXSP49 TWS PAID 3=WUX CHICAGO ILL DEC 9 232P

COLONEL MARVIN H MCINTYRE=

ASSISTANT SECRETARY TO THE PRESIDENT

PRESIDENTIAL TRAIN=

RECEIVED YOUR MESSAGE AND THANK YOU FOR IT TRIED TO GET YOU THIS MORNING BUT WAS UNABLE TO DO SO WITH KINDEST REGARDS=

R E WOOD.

244P.

File

WESTERN UNION GIFT ORDERS SOLVE THE PERPLEXING QUESTION OF WHAT TO GIVE

SEARS, ROEBUCK AND CO.
EXECUTIVE OFFICES
CHICAGO

R. E. WOOD
PRESIDENT

P.P.F.
1365

December 10, 1935.

Colonel Marvin H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear Colonel McIntyre:

I received your message from Colonel Lorenzen. It was mighty nice of you to send it.

I was on the platform this morning during the President's speech. I tried to locate you, but was unable to do so. After the speech, I went down to the luncheon, but was shunted off to the checkroom. When I got back, I found the place so full that I didn't even get in. Anyway, at these places it is impossible to talk; so I did not think you would miss me.

If the President really wants to see me, I would be delighted to make a trip to Washington especially for that purpose any time next week. If I do so, I would like to have more than ten minutes with him. On the other hand, I know how pressed he is for time and if he cannot spare me any time or does not think it necessary, do not hesitate to let me know. If I do go, I would like to have a good talk with you, as well as with him. Will you please advise me?

Sincerely yours,

R. E. Wood

FORM NO. 14A
THE PRESIDENT
March 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

December 13, 1935

U. S. GOVERNMENT PRINTING OFFICE: 1935

General R. E. Wood,
President, Sears, Roebuck & Company,
Chicago,
Illinois.

CAN ARRANGE TEN THIRTY TO ELEVEN O'CLOCK APPOINTMENT MOST ANY DAY NEXT WEEK PREFERABLY WEDNESDAY OR THURSDAY STOP WILL YOU ADVISE REGARDS

M. H. McINTYRE
Assistant Secretary
to the President

the appointment. However, I judge that the
President's time is 100% taken up, particularly

FORM No. 14 A
THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

December 16, 1935

U. S. GOVERNMENT PRINTING OFFICE

General R. E. Wood
Sears, Roebuck and Co.,
Chicago, Ill.

Perfectly O. K. Will wait for your letter.

M. H. McIntyre
Assistant Secretary
to the President.

the appointment. However, I judge that the
President's time is 100% taken up, particularly

SEARS, ROEBUCK AND CO.

EXECUTIVE OFFICES

CHICAGO

R. E. WOOD
PRESIDENT

December 14, 1935.

Colonel M. H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear McIntyre:

I received your telegram this morning; it was awfully kind of you to arrange the appointment. However, I judge that the President's time is 100% taken up, particularly just before the holiday season, and if it is perfectly satisfactory to the President and yourself I would like to write out what I have in my mind, and after he or you have read it over, then decide whether he wants to see me and, if so, I can come down sometime between Christmas and New Year.

With best regards.

Sincerely yours,

Robert

STANDARD FORM No. 14A
APPROVED BY THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

December 13, 1935

U. S. GOVERNMENT PRINTING OFFICE: 1933

2 Govt

PPF 1365

General R. E. Wood,
President, Sears, Roebuck & Company,
Chicago,
Illinois.

CAN ARRANGE TEN THIRTY TO ELEVEN O'CLOCK APPOINTMENT MOST ANY DAY NEXT WEEK PREFERABLY WEDNESDAY OR THURSDAY STOP WILL YOU ADVISE REGARDS

M. H. McINTYRE
Assistant Secretary
to the President

9-WLH5-615 P33 Z

STANDARD FORM No. 14A
APPROVED BY THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

December 16, 1935

U. S. GOVERNMENT PRINTING OFFICE

7

General R. E. Wood
Sears, Roebuck and Co.,
Chicago, Ill.

Perfectly O. K. Will wait for your letter.

M. H. McIntyre
Assistant Secretary
to the President.

OK
mtm

PPF 1365

2 DC
Jm = 8
1245 pm

January 17, 1936

P. P. F.
1365

MEMORANDUM FOR LIEUT. COLONEL E. M. WATSON:

Mr. McIntyre asks that you read the attached and acknowledge it for him. Thanks.

H. M. KANNEE
Assistant to Mr. McIntyre

mwd

Letter of 1-10-36 (?) to Mr. McIntyre from R. E. Wood, Chicago, written from The Mayflower, Wash., D.C., expressing profound regret that he "had unwittingly been guilty of disrespect to the President and Mrs. Roosevelt and of a frightful breach of social etiquette" by attending the dinner at the White House the preceding evening attired in tuxedo instead of full dress, having done so without realizing his error until he and Mrs. Wood returned to their hotel.

P.P.F.
1365

Hyde Park, N. Y.
May 23, 1936.

x63

Dear General:-

Many thanks for yours of May thirteenth. I hope much that we can put the Housing Bill through at this session but there are doubts on account of the shortness of time remaining.

I shall hope to see you soon.

Very sincerely yours,

General R. E. Wood, President,
Sears, Roebuck and Co.,
Chicago,
Illinois.

exerted over the speculative values which owners are likely to put on land values.

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
President

May 13, 1936.

Honorable Franklin D. Roosevelt,
The President,
The White House,
Washington, D. C.

My dear Mr. President:

For the past two years, I have been Chairman of the General Advisory Board for PWA in Chicago. I have followed this program in Chicago and in one or two other cities. For some years I have been concerned with the problem of providing housing for the low income group. When I was in England and Holland several years ago, I had an opportunity to see the housing developments in those countries.

There is no doubt in my mind that American cities are far behind what they should be in concerning themselves with the condition of the deteriorated and indecent housing which we tolerate in our slums and blighted areas. Our local communities are indifferent as well to the problems of planning large scale real estate developments both for the higher income group and those who are unable to pay an economic rent. If housing is to be provided within a reasonable period of time for those in the lowest income bracket, it can only be done with a degree of government subsidy. I naturally appreciate the limitations which must be put on grants from the government, but when one realizes the billions of dollars that have already been poured into maintaining the real estate structure in this country, I am convinced that more should be done to provide sound demonstrations of how community housing projects should be developed both for the high as well as the low income group. These demonstrations can only be undertaken at the present time by the government as private capital is unwilling to venture into this field at present. Besides, it is only through the government that any control can be exerted over the speculative values which owners are likely to put on land values.

Honorable Franklin D. Roosevelt:- May 13, 1936.

I am, therefore, interested in seeing the Wagner-Ellenbogen housing bill (S.4424 and H.R.12164) put through this Congress. I have studied the bill and believe the emphasis on decentralization of housing on state and local agencies is essential for administrative as well as financing needs. I wish to emphasize though the great importance of the appointment of a high caliber of personnel to the board of directors of the United States housing authority. It is equally important, in my estimation, that the members of the local housing authorities be of a type that will command the respect of business and banking interest. Otherwise, the sale of the authority's bonds will be handicapped as well as the whole future of this program.

The only suggestion I can make with regard to the Wagner-Ellenbogen Bill is that, instead of creating a special commission, it be put under the supervision of the Department of the Interior. I think if we place these agencies under the executive departments of the Government, it will be better than to have them all semi-independent agencies.

I hope that you will see fit to urge upon Congress the passage of this legislation during the current session.

With high regard, I am

Respectfully yours,

STANDARD FORM No. 14A
APPROVED BY THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

June 3, 1936

U.S. GOVERNMENT PRINTING OFFICE

PPF 365

General R. E. Wood,
President, Sears, Roebuck & Company,
Chicago,
Illinois.

SORRY I MISSED YOUR CALL STOP THANKS YOUR WIRE ALL POINTS BEING CONSIDERED STOP WILL YOU TRY AGAIN?

M. H. McINTYRE

8 Pd-D-NC-730pm

P.P.F.

1365

June 22, 1936

My dear Mr. Rosenwald:

Thank you very much for your thoughtfulness in sending me the interesting booklet which accompanied your note of June nineteenth.

PDF 3131

Very sincerely yours,

Lessing J. Rosenwald, Esq.,
Sears, Roebuck and Company,
4640 Roosevelt Boulevard,
Philadelphia,
Pennsylvania.

June 22, 1936

My dear Mr. Rosenwald:

Thank you very much for your thoughtfulness in sending me the interesting booklet which accompanied your note of June nineteenth.

Very sincerely yours,

Lessing J. Rosenwald, Esq.,
Sears, Roebuck and Company,
4640 Roosevelt Boulevard,
Philadelphia,
Pennsylvania.

Sears, Roebuck and Co.

Executive Offices

Lessing J. Rosenwald
Chairman of the Board

Philadelphia, Pa.,
June 19, 1936

The President,
The White House,
Washington, D. C.

My dear Mr. President:

The attached booklet which has been prepared by our company for visitors to the Democratic National Convention has just been completed. We have spent considerable time and effort to make this book one which will be utilized and enjoyed by its recipients.

Assuming that you would be interested in our effort, I have taken the liberty of having this copy, one of the first off the press, delivered to you by one of our own representatives.

Hoping that this booklet will meet with your approval, I am

Very sincerely yours,

Lessing J. Rosenwald

LJR:MTF

SCHEDULE

for your Pursuit of Happiness

A program of events scheduled for your entertainment during the 1936 National Democratic Convention in Philadelphia. Prepared in this pocket size for convenient reference and presented, as a supplement to the program book, with the compliments and hearty welcome of Sears, Roebuck and Co.

EVERY DAY

Refer to PROGRAM PAGE

All Day—Sight-seeing Tours through the City 16, 28

All Day—Golf Clubs open to Philadelphia's Guests 44

11.00 A.M. } Tours of inspection through the U. S. Mint,
2.00 P.M. } 16th and Spring Garden Sts. 29

All Day—Special Exhibition, "Great Documents of Democratic Presidents," at Free Library of Philadelphia, 19th St. and the Parkway.

2.00–10.00 P.M.—Benjamin Franklin Memorial and the Franklin Institute Exhibits, 20th St. and the Parkway . . . 24

All Day—Exhibition of National Progress at Commercial Museum, 34th and Spruce Sts. 28

3.00 P.M. } Special Programs at the Fels Planetarium,
8.00 P.M. } Franklin Institute, 20th St. and the Parkway 24

All Day—Women's Democratic Club Room on Bellevue-Stratford Roof holds open house to Women Visitors.

SUNDAY, June 21st

Refer to PROGRAM PAGE

3.00 P.M.—Baseball game between Phillies and Pittsburgh Pirates at Baker Bowl, Broad St. and Lehigh Ave..... 44

Afternoon—Reception in honor of Mrs. Woodrow Wilson at Bellevue-Stratford Hotel, Broad and Walnut Sts.

MONDAY, June 22nd

10.00 A.M.—Meeting of Democratic National Committee.

3.15 P.M.—Baseball, Phillies vs. St. Louis Cardinals.... 44

6.30 P.M.—Mayor's Dinner in honor of Visiting Governors at Hotel Benjamin Franklin, 9th and Chestnut Sts... 20

9.00 P.M.—Mayor's Reception in honor of Visiting Governors at Independence Hall, 6th and Chestnut Sts..... 20

8.30 P.M.—Heavyweight Boxing Matches (main bout at 10) 44

Midnight—Supper Party for Visiting Newspaper Men and Women at Kugler's, 15th St. above Chestnut.

TUESDAY, June 23rd

9.00 A.M.—Scrapple Breakfast to Women Delegates and Alternates at Penn Athletic Club, 18th and Locust Sts... 41

10.00 A.M.—Special Exercises at Navy Yard..... 22

11.00 A.M.—Convention Meets for Organization..... 14

3.15 P.M.—Baseball, Phillies vs. St. Louis Cardinals.... 44

4.00–6.00 P.M.—Mayor's Reception in honor of Visiting Mayors at Franklin Institute, 20th St. and the Parkway .. 24

5.30 P.M.—Buffet Supper to Visiting Women by Pennsylvania Federation of Democratic Women at Bellevue-Stratford Hotel.

Evening—Convention Session—Keynote Speech..... 14

8.00 P.M.—Midget Auto Races at Municipal Stadium... 44

8.30 P.M.—Robin Hood Dell Concert—Paul Whiteman and his Band with Members of the Philadelphia Orchestra.... 30

WEDNESDAY, June 24th

Refer to PROGRAM PAGE

8.00–10.00 A.M. — Breakfast Meeting for Women at Bellevue-Stratford, Broad and Walnut Sts.

9.00 A.M.—William Jennings Bryan Memorial Breakfast at Penn Athletic Club, 18th and Locust Sts..... 41

10.00 A.M.—Special Exercises at Navy Yard..... 22

Noon—Luncheon by Women's Democratic Club at Bellevue-Stratford Hotel.

Afternoon—Convention Session at Convention Hall.

3.15 P.M.—Baseball, Phillies vs. St. Louis Cardinals.... 44

4.00–6.00 P.M.—Women's Committee Reception and Tea at the Pennsylvania Museum of Art..... 26

Evening — Convention Session — Speech by Permanent Chairman..... 14

8.30 P.M.—Mardi Gras and Mummers' Parade on the Parkway..... 32

8.30 P.M.—Robin Hood Dell Concert—Paul Whiteman and his Band with Members of the Philadelphia Orchestra.... 30

THURSDAY, June 25th

8.00–10.00 A.M. — Breakfast Meeting for Women at Bellevue-Stratford, Broad and Walnut Sts.

Morning—Convention Session..... 14

Noon—Luncheon of National Committee Women to Postmaster General Farley at Bellevue-Stratford Hotel.

2.00 P.M.—Tour of Colonial Houses in Fairmount Park, with Women's Garden Party at Strawberry Mansion.... 38

3.15 P.M.—Baseball, Phillies vs. St. Louis Cardinals.... 44

6.30 P.M.—Dinner to Mayor Wilson and Visiting Mayors by Philco at Germantown Cricket Club..... 40

Evening — Convention Session — Speech renominating President Roosevelt and Seconding Speeches 14

8.30 P.M.—Parade of Uniformed Organizations, Parkway 33

9.00 P.M.—Frolic at the Penn Athletic Club, 18th and Locust Sts..... 41

FRIDAY, June 26th

Refer to PROGRAM PAGE

8.00–10.00 A.M. — Breakfast Meeting for Women at Bellevue-Stratford, Broad and Walnut Sts.

All Day—Pilgrimage to Valley Forge 36

Afternoon—Convention Session 14

3.15 P.M.—Baseball, Phillies vs. Cincinnati Reds 44

7.30 P.M.—Dinner and Dance of Young Democrats at Penn Athletic Club, 18th and Locust Sts. 41

Evening—Convention Session—Speech renominating Vice-President Garner 14

8.30 P.M. — International Ice-skating Carnival at the Arena, 46th and Market Sts. 44

8.30 P.M.—Philadelphia Orchestra Concert conducted by José Iturbi at Robin Hood Dell 30

SATURDAY, June 27th

8.00–10.00 A.M. — Breakfast Meeting for Women at Bellevue-Stratford, Broad and Walnut Sts.

Noon—Luncheon to Women Delegates and Alternates at the Benjamin Franklin Hotel, 9th and Chestnut Sts.

3.00 P.M.—Baseball, Phillies vs. Cincinnati Reds 44

Evening—Notification Ceremonies at Franklin Field, 33rd and Spruce Sts. (Acceptance speech by nominee at 10 o'clock) 42

SUNDAY, June 28th

Special Church Services for Visitors 49

1.00–6.00 P.M.—Schuylkill Navy on Parade 48

3.00 P.M.—Baseball, Phillies vs. Cincinnati Reds 44

1

PPF 1365

July 10, 1936

My dear General:

Thank you for your letter of July third. I should have written you before this but have been laid up for several days with what the doctor describes as being close to the border of bronchial pneumonia.

I plan to accompany the President to the coast of Maine and on his fishing trip up to the Bay of Fundy and we expect to be back in Washington during the first week of August.

Sometime during August we expect to visit the drought area and return to Washington early in September.

Drop me a line when you have your plans definitely in mind and I shall be glad to arrange an appointment either in Washington or Hyde Park as best suits your convenience.

With all good wishes,

Sincerely yours,

M. H. McINTYRE
Assistant Secretary
to the President

R. E. Wood, Esq.,
President, Sears, Roebuck & Co.,
Executive Offices,
Chicago, Illinois.

k/tmb

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
President

July 3, 1936

My dear Colonel McIntyre:

Is there any chance of your being out in Chicago within the next three weeks? If there is, I wish very much you could take lunch with me.

I know how busy a man the President is, but I would like, if the occasion ever permits, to have a quiet talk with him. On July 23rd I am leaving for a fishing trip in Northern Canada, but will return the latter part of August. If I could see him some time before I go or after I return, I would like to do so.

I am mentally confused as to how I should vote this fall and I imagine this confusion is shared by many business men, working men and farmers. I would like to get my mind clarified only for my own satisfaction as a citizen. I do not have an ax to grind as I have nothing to ask for from this Administration or the next one, whether it is Democratic or Republican, but I am anxious to do my duty as a good citizen.

With kind regards, I am

Sincerely yours,

R. E. Wood

Col. Marvin H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

July 15, 1936

My dear Mr. Wood:

Your letter to Mr. McIntyre of July thirteenth has arrived during his absence from the City. As you know, he accompanied the President on his fishing cruise.

I am forwarding your communication to Mr. McIntyre in the first pouch which will probably leave today or tomorrow and I am sure you will hear from him.

Sincerely yours,

ROBERTA BARROWS
Secretary to Mr. McIntyre

rb
tmb

R. E. Wood, Esq.,
President, Sears, Roebuck & Co.,
Executive Offices,
Chicago, Illinois.

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
President

July 13, 1936.

Colonel M. H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear Colonel McIntyre:

Replying to your letter of July 10th, I expect to leave on my fishing trip on July 23rd to be gone a month. At any time after the first of September which best suits the President's convenience, I would be able to come on East to see him.

With kind regards,

Very truly yours,

Robert

TELEGRAM

WU Rat 2

The White House

Washington

35 Fwds

32WU. RA. 32- 1:26 p.m.

Chicago, Illinois, October 8, 1936 via WDC 8

Marvin H. McIntyre. Pri Pers Cumberland 7105

Tried to phone you this morning as you requested but was unable reach you. Will be in Chicago all next week and can see you any time and place you may designate.

R. E. Wood.

PPF 1365

THE COMPANY WILL APPRECIATE SUGG

WESTERN UNION
PRESS MESSAGE

R. B. WHITE
PRESIDENT

NEWCOMB CARLTON
CHAIRMAN OF THE BOARD

J. C. WILLEVER
FIRST VICE-PRESIDENT

Oct 13, 1936.

P. P. F.
1365

Hon. R. E. Wood,
Sears Roebuck & Co.,
Chicago, Ill.

Think I wired you couple of days ago that we were arriving Chicago Michigan Central Station six forty tomorrow night but want to make sure Stop Thought possibly you might run down and see us for a minute or two Stop If you can, this telegram will pass all police lines

M H McIntyre
Assistant Secretary to the President

Charge White House
Washington, D C

Govt Rates

1201-S

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

WESTERN UNION (42)

R. B. WHITE, PRESIDENT
NEWCOMB CARLTON, CHAIRMAN OF THE BOARD
J. C. WILLEVER, FIRST VICE-PRESIDENT

SYMBOLS
DL = Day Letter
NM = Night Message
NL = Night Letter
LC = Deferred Cable
NLT = Cable Night Letter
Ship Radiogram

The filing time shown in the date line on telegrams and day letters is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination.

Received at 7 N. Liberty St., Cumberland, Md. TELEPHONES 1810 - 1811 - 1812

1936 OCT 8 PM 2 46

RXBRB155 35 3 EXTRA= CHICAGO ILL VIA THE WHITE HOUSE WASHINGTON DC 8

HON MARVIN H MCINTYRE=
CARE PRESIDENTIAL PARTY

TRIED TO PHONE YOU THIS MORNING AS YOU REQUESTED BUT WAS UNABLE REACH YOU WILL BE IN CHICAGO ALL NEXT WEEK AND CAN SEE YOU ANY TIME AND PLACE YOU MAY DESIGNATE=

R E WOOD.

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY IS BY TELEGRAPH OR CABLE

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
President

PPF
1345

Oct. 21, 1936.

Col. Marvin H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

My dear Colonel McIntyre:

Did the President ever have an opportunity to read my memorandum and Clayton's speech? I do not imagine that he did, as he must be rushed to death these days, but I hope at least that you had a chance to read them.

I know that the President is fond of Mr. Tugwell, and I can well imagine that he should be. He is a brilliant man and in many ways a very attractive man. Furthermore, I think he is really sincere in his beliefs. On the other hand, I am just as sincerely convinced that his entire size-up of the situation in the United States is absolutely wrong. It is for that reason that his closeness to the President and the latter's friendship for him make his so dangerous.

With kind regards, I am,

Sincerely yours,

Robert

Poughkeepsie, N. Y.,
November 3, 1936.

My dear General:

We have been moving around so fast for the last two weeks that my correspondence has gotten into a very bad way. That accounts for my failure to reply to your note of October 21st. As a matter of fact, the President did see your memorandum and Clayton's speech, and asked me to thank you for sending it.

Will discuss the "personality" suggestion the first time we get together.

Sincerely yours,

M. H. McIntyre
Assistant Secretary
to the President.

General R. E. Wood,
President,
Sears, Roebuck and Co.,
Chicago, Illinois.

Injured Pol. 1365

December 3, 1936

P.P.F. 1365

The President

The White House

Dear Mr. President: PPF 143

General Wood, who has just returned from England, has written a letter from London, copy of which is enclosed. I thought you might be interested especially in the statement credited to a certain partner of Morgan. And so the conservatives of England would like to have you bite Mr. Baldwin!

x48-A

I am not quite so fearful that the farmers will be overlooked as General Wood seems to be. It is, however, going to be important to develop a sense of statesmanship in the leaders of labor, capital and agriculture and get them all to pulling together for a progressive balance of the general welfare.

It seems to me that neither labor nor capital has concerned itself sufficiently with long time statesmanship and I am wondering if one of your greatest contributions in the next four years will not be in the direction of stimulating this leadership on the part of both labor and capital. If this is done, and you and I are able to make the agricultural adjustments in which both we and the farm leaders are interested, I have no fear for agriculture.

x227

Respectfully yours,

(Signed)

H A Wallace

Secretary

x1

Enclosure

U. S. S. INDIANAPOLIS,
Passage
Montevideo to Port of Spain,
9 December, 1936.

P.P.F. 1365

My dear General:

Many thanks for your note written just after the election. I do hope to see you soon after I get back.

This trip has been a most delightful one and I think it has been productive of real good.

Always sincerely,

General Robert E. Wood,
President,
Sears, Roebuck and Company,
Chicago, Illinois.

See P.P.F. 200 - Reelection Congrats "W"

March 31, 1937

P.P.F. 1365

My dear General:

Thanks a lot for your note of March twenty-seventh. It was mighty good to hear from you again.

You have every reason to be very proud of that annual report. I took the liberty of passing it along to the President and he said to be sure and thank you for your thoughtfulness in letting us see it.

With every good wish, and hoping I may have an opportunity of seeing you before too long,

Sincerely yours,

M. H. McINTYRE
Assistant Secretary
to the President

General R. E. Wood,
President, Sears, Roebuck and Co.,
Chicago,
Illinois.

RB/mwd

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
President

March 27, 1937.

Col. Marvin H. McIntyre,
Asst. Sec'y to the President,
The White House,
Washington, D. C.

My dear McIntyre:

Enclosed, herewith, is a copy of our annual report which I thought you might show to Steve Early, and also to the President, if he ever has a chance to look at such things.

I particularly call your attention to what Sears has done for its employees over a long period of years.

Very truly yours,

HERCULES LIFE INSURANCE COMPANY . . . STATEMENT OF ASSETS AND LIABILITIES

SEARS, ROEBUCK AND CO.

Annual REPORT

TO STOCKHOLDERS

PERIOD
January 30, 1936
to
January 31, 1937

OFFICERS

LESSING J. ROSENWALD · *Chairman of Board*

ROBERT E. WOOD
President

EMIL J. POLLOCK
Vice-President and Comptroller

JAMES M. BARKER
Vice-President and Treasurer

THOMAS J. CARNEY
Vice-President

DONALD M. NELSON
Vice-President

FOWLER B. McCONNELL
Secretary

ELMER J. VOORHIS
Assistant Secretary

HARRY BOYELL
Assistant Secretary

CHARLES L. SCHENK
Assistant Secretary

JOHN J. KERSHNER, JR.
Assistant Secretary

GUY S. WILLIAMS
Assistant Treasurer

●

DIRECTORS

Lessing J. Rosenwald · *Chairman of Board*

Robert E. Wood	Max Adler	James M. Barker
Vernon J. Bert	Arthur S. Barrows	Thomas J. Carney
H. Wendell Endicott	John M. Hancock	Donald M. Nelson
Emil J. Pollock	Charles B. Roberts	William Rosenwald
Edgar B. Stern	Charles A. Walter	Sidney J. Weinberg

●

TRANSFER AGENTS

Chase National Bank
11 Broad Street, New York City

Guaranty Trust Co.
140 Broadway, New York City

First National Bank
38 S. Dearborn Street, Chicago, Illinois

REGISTRARS

Continental Illinois National Bank and Trust Co.
231 S. La Salle St., Chicago, Illinois

To the Stockholders of Sears, Roebuck and Co.:

In 1936 your Company enjoyed the best year in its history.

The Company's net profit for the year 1936 was $30,660,198, or $6.27 per share on the common stock outstanding before the issue of additional shares in January, 1937, as compared with $4.45 per share earned on the outstanding stock in the year previous. $30,484,713 was paid out in dividends. $575,000 was provided as a surtax on undistributed profits, because taxable income is greater than income shown on this report, largely because the depreciation and reserve set up by the Company are greater than the government allows.

The number of regular employes has increased from 41,700 in December, 1935, to 48,200 in December, 1936. The payroll for the fiscal year, which includes compensation of extra employes, increased from $56,735,000 in 1935 to $71,825,000 in 1936. Included in the 1936 payroll is a special jubilee year wage payment of $1,530,000 to regular employes of more than six months' service.

The Company contributed $1,699,647 to the Employes' Savings and Profit Sharing Pension Fund, the largest contribution since 1929. The Employes' Savings and Profit Sharing Pension Fund is the largest single holder of capital stock of the Company. In addition, the Company provided $799,000 for Social Security taxes.

Taxes of the Company were the heaviest in its history. Exclusive of sales taxes and mortgage loan taxes, the tax bill for 1936 was $12,441,707, an increase of $5,020,431 over the previous year. This represents the Company's payment to local, state and federal governments.

Inventories are $19,000,000 higher than a year ago and are well balanced. Increase in inventories is almost exactly proportional to the increase in sales. With continued increase in sales volume and a rising price level, the Company is obliged to carry adequate stocks of goods.

Installment account balances in the past year have increased $22,000,000, or nearly 68%. Installment sales have increased in larger percentage than have cash sales, though cash sales accounted for 80% of the business. Heavy installment reserves have been set up. These reserves are approximately $2,500,000 more than if based on our worst experience during the depression.

Marketable securities representing stocks in companies in which the Company has a part ownership have appreciated greatly, market value being nearly $6,000,000 in excess of book value. Stocks of other companies carried under Investments have also greatly appreciated in value.

In spite of an extensive program of remodeling, relocation and enlargement of existing stores, and the opening of additional new stores, the fixed asset account is lower than at the end of 1935. Depreciation of fixed assets amounted to $8,575,000, and is $4,000,000 in excess of the government depreciation allowance for determination of taxes.

A liberal repair and maintenance policy was followed through the year, expenditures amounting to $1,000,000 more than in 1935.

Total reserves, exclusive of current tax reserves, have been increased from $12,800,000 to $18,200,000. These reserves are well in excess of any present requirements, and such excess can be made available for any future contingencies.

The flood damage sustained by the Company in the New England and Pennsylvania regions in the early part of 1936 and in the Ohio River region in January of 1937 amounted in all to approximately $600,000. This amount has all been taken out of net income for the past fiscal year and charged to current expenses or placed in reserve for flood damage not yet exactly ascertainable.

With a rapidly expanding business, the new tax law made it desirable to bring new capital into the business. 588,689 shares of stock were sold to stockholders and employes at $72 per share, which brought $42,385,000 cash into the business. Expenses aggregating $803,046 incurred this year in connection with the issuance, underwriting and registration of additional shares of capital stock, could not be charged against the proceeds received by the Company for such shares and were therefore, in accordance with approved accounting principles, charged to the surplus account.

In prior years in connection with the issue of capital stock for acquisition of subsidiaries, $25 per share was credited to the capital account and the excess over $25 per share, totalling $5,999,725, was credited to surplus. This excess has now been credited to the capital account and charged to surplus.

$676,902 of the loss and expense incurred during the year in the liquidation and collection of mortgage loans was charged to the reserve for contingencies rather than to the surplus account as in previous years.

With the increased purchasing power in the United States, it is believed that sales and profits will continue to increase in 1937.

* * * *

Sears, Roebuck and Co. has for many years recognized both in principle and in practice its responsibilities to its customers, to the public, to its employes, to its sources of supply, and to its stockholders. Broadly speaking, within these five general relations lie all of its responsibilities as a great retail mercantile institution. In these days of changing social, economic, and political values, it seems worth while in this annual report to the stockholders to render an account of your management's stewardship, not merely from the viewpoint of financial reports but also along the lines of those general broad social responsibilities which cannot be presented mathematically and yet are of prime importance.

Responsibilities to Its Customers.

The development of the mail order business on a large scale has for years made the consumer's dollar larger in purchasing power by giving these consumers in all parts of the country an opportunity to compare a wide assortment of good merchandise as presented in the mail order catalog with local offerings of similar goods. Those enterprising and far-sighted local merchants who have studied this competition have themselves profited by it, and through their own successful competition with it, have been able to serve their customers better. As for customers in the sections of the country where access to retail stores is remote or difficult, one has only to talk with such individuals to understand how great is the service rendered by the mail order catalog. Even in the remotest sections of the country, anyone will bear witness to the willingness of the individual to trust his cash through the postal service to the Company, confident that he will get satisfactory merchandise or his money back. Fifty years of growth and millions of satisfied customers furnish striking and convincing proof of the way your Company is discharging this responsibility. The opening of the 441 retail stores was an extension of service to urban customers in which adequate assortments of sound merchandise were made available in plain though

ANNUAL REPORT TO STOCKHOLDERS

attractive surroundings to over-the-counter customers. Consistent attempt is made to develop better quality goods at the same price or the same quality at lower prices. To increase the purchasing power of the consumer's dollar is a high ideal, especially when it is consistent with the discharge of these other responsibilities. Your management believes that your Company is doing it and that this service will mean even more to the consumer in the next few years. This is a contribution toward raising the standard of living of the American people.

Responsibilities to the Public.

Your directors, executives and employes generally have been free, when called upon, to accept the responsibility of public service. In its many geographical subdivisions, both mail order and retail, employes have been not only allowed but expected to take part in the interests of the communities of which they form a part, by contributing both time and company money to worthy charitable and public enterprises. Your management considers its stores and mail order plants as an integral part of the business and community life of the cities and towns where it is represented. By large scale purchases made of manufacturers during the dull seasons of the year, your Company is discharging a double responsibility to the public. Manufacturers are enabled to level out their production curves and keep employes at work and on the payroll when otherwise the production of this merchandise would heighten seasonal production peaks and deepen production valleys. At the same time that employes are at work in dull periods, they are making possible some cost savings in production over the unbalanced yearly production method and these savings can be passed on to the consumer in the form of lower prices. When it is considered that our sources of supply are spread all over the United States, both in large and small communities, the importance of this stabilization becomes apparent.

Responsibilities to Employes.

Your Company has for years endeavored to promote the well-being of its employes, not by any paternalistic influence over their private lives, but by paying adequate wages and salaries with provision for proper working conditions, vacations, group insurance, recognition of ability and security for old age through its Profit Sharing Fund. You may obtain an idea of the magnitude of this responsibility from the fact that the average total number of regular and extra employes on the payroll of the Company and its subsidiaries during the year ending January 31, 1937, was 56,095.

Now, as always, your management will maintain its policy of keeping wage rates equal to or better than the rates being paid by other industries in the community for comparable work, and of advancing wages ahead of advancing cost of living.

There has been much publicity recently regarding companies which are granting employes vacations and allowances for absences due to sickness. You as stockholders of Sears, Roebuck and Co. will be glad to know that your Company has been giving liberal illness allowances to all regular employes for the last 18 years, and for 14 years has had a vacation policy in effect which provides all regular employes of more than two years of service with two weeks paid vacation each year and those of from one to two years of service a one-week paid vacation.

Provision of proper working conditions has always occupied your management's attention, and the standards are being raised constantly. Compensation standards are considered liberal. After six months of service, the safeguard of a group insurance policy is at the disposition of every employe who wishes to pay the small premium. The Company maintains first aid medical service in all its mail order and many of its smaller units which facilities are available without cost. A central personnel director reporting directly to the president of the Company working through a staff and through field representatives constantly keeps in touch with employe problems and assists in making prompt and considerate adjustment. For some years the Company's expressed policy has been to increase its personnel by taking on beginners and developing its executives from its own men, and to this end the Personnel Department representatives, working with the Company's senior and junior executives watch intently the work of the Company's personnel with a view to promoting from within. It is rare indeed when an individual is selected from outside the Company to fill one of the better positions. Courses of study are provided for such employes as wish to learn more about their specialties, although attendance is voluntary.

From its 1936 profits, the Company has contributed $1,699,647 to the Employes' Savings and Profit Sharing Pension Fund. The benefits to an individual employe vary with length of membership and amount of the employe's annual deposits. (Deposits are limited to 5% of wages or salary, with a maximum of $250 a year in order to limit the portion of the proceeds of the Fund going to higher-salaried employes). Out of this $1,699,647, members of the Fund having ten or more years of service have been credited with, in addition to their own savings, $1.77 per dollar of their 1936 savings, those of five to ten years of service $1.18 per dollar of savings, those under five years 59c per dollar of savings.

This Fund has been in existence in Sears since July, 1916. Its inception was due to Mr. Julius Rosenwald, who had the vision of Social Security for the employes of this Company twenty years before federal laws were enacted. During these twenty years, 65,000 employes, who have died, retired or otherwise left the employ of the Company or who have made partial withdrawals and who had deposited $10,042,304 have drawn out cash and stock valued (at the time of withdrawal) at $45,203,989 or $35,161,685 more than they themselves deposited. There are 19,000 members now in the Fund. They have deposited $8,267,141 in the Fund, and there is to their credit assets amounting to $44,205,568 as of the market of this date. To sum up, employes, past and present, have deposited $18,309,445, the Company has contributed $26,402,000 to the Fund and the assets, drawn out by employes and remaining in the Fund amount to $89,409,557. As previously mentioned, the Fund is the largest single stockholder in the Company and as such received the largest amount of dividends in 1936, a total of $2,891,335.

As an example, a member who earned $1,200 a year for twenty and one-half years would today have credited to his account cash and securities worth $17,819, for which he, himself, would have deposited $1,230. All regular employes of the Company have been eligible to become members after three years of continuous service. Hereafter, employes with one year's continuous service will be eligible to become members.

Responsibilities to Sources of Merchandise Supply.

The best test of your Company's fairness to its merchandise sources is shown by the length of their association with it. This Company is dealing with 6,461 manufacturers. Of this number, 294 manufacturers have been selling to the Company for 25 years or more; 1,292 have been selling to the Company for more than 15 years; 3,045 for more than 10 years; 4,460 for more than 5 years.

Business relations like this with companies not financially connected with Sears, Roebuck and Co. do not endure in this way unless the relationship is a mutually satisfactory one.

Responsibilities to Stockholders.

The Stockholders are the owners of the business. It is interesting to see, as already mentioned, that the Employes' Savings and Profit Sharing Pension Fund is the largest single stockholder with 9.2% of the stock of the Company. In addition to their holdings in the Profit Sharing Fund, there are 6,115 employes (including officers) of the Company who own 359,343 shares of stock. Your management has endeavored to make it possible for employes as well as officers of the Company to become stockholders through the granting of stock purchase contracts to them, the details of which have been presented to you from time to time. In addition, as you already know, 100,000 shares were made available to employes for subscription at the time of the last sale of stock to the stockholders. This was substantially over-subscribed and was allotted to the 5,850 subscribers by filling the smaller subscriptions completely and reducing the larger subscriptions. The largest amount of stock allotted to any individual employe was 150 shares.

Strictly speaking, it is erroneous to talk of the Company's responsibilities to its stockholders, for the stockholders *are* the Company, and the responsibilities to its customers, to the public, to its employes and to its sources of supply are your responsibilities. Your management represents you, acting through authority delegated by your Board of Directors elected by you, the stockholders. Its constant endeavor is to carry out its duties in representation of your Company and in conservation of your interests in the soundest and broadest terms.

President.

March 23, 1937.

ANNUAL REPORT TO STOCKHOLDERS

ASSETS

	January 31, 1937			January 29, 1936		
CURRENT ASSETS:						
Cash			$12,248,700.08			$7,683,266.04
Marketable Securities			4,240,686.75			3,675,168.00
(Market Value $10,015,799.57)						
Accounts and Notes Receivable:						
Customers' Installment Accounts (approximately $3,000,000.00 maturing after one year)	$55,627,736.36			$33,180,915.76		
Employes' Accounts Receivable	541,551.61			511,407.88		
Other Notes and Accounts Receivable	6,051,503.50			4,568,690.37		
Total	62,220,791.47			38,261,014.01		
Less: *Reserve for Collection and Doubtful Accounts*	8,236,899.86		53,983,891.61	4,786,456.07		33,474,557.94
Inventories (*Valued at lower of cost or market*):						
Merchandise, raw materials, work in process, and finished stock at factories.			97,042,374.94			77,906,711.09
Total Current Assets			167,515,653.38			122,739,703.07
MORTGAGES RECEIVABLE AND PROPERTIES HELD FOR RESALE						
Mortgages Receivable	11,789,091.33			16,135,633.96		
Less: *Mortgages Sold under Repurchase Contract*	5,261,282.82			8,870,977.70		
Balance	6,527,808.51			7,264,656.26		
Reacquired Homes held for resale	2,049,019.57			3,760,099.92		
Total	8,576,828.08			11,024,756.18		
Less: *Reserve for Collection and Unrealized Losses*	1,327,074.84		7,249,753.24	1,908,000.88		9,116,755.30
INVESTMENTS AND ADVANCES						
Unconsolidated Insurance Companies						
Hercules Life Insurance Company (100.00% owned)	$1,000,000.00			$1,000,000.00		
Allstate Insurance Company (88.75% owned)	930,199.24			870,000.00		
Allstate Fire Insurance Company (90.16% owned)	138,744.99	2,068,944.23		138,744.99	2,008,744.99	
Securities of Other Companies	7,545,582.61			7,655,042.81		
Notes, Loans, and Advances to Manufacturers	3,217,458.27			3,856,333.90		
Total	10,763,040.88			11,511,376.71		
Less: *Reserve for Possible Losses*	2,308,858.36	8,454,182.52	10,523,126.75	2,072,871.67	9,438,505.04	11,447,250.03
DEFERRED CHARGES TO FUTURE OPERATIONS						
Catalogs in Process and Supplies		3,893,576.34			3,487,024.87	
Insurance, Rents and Other Charges		1,185,473.71	5,079,050.05		1,237,391.33	4,724,416.20
FIXED ASSETS						
Land		10,971,136.85			10,749,815.97	
Buildings	77,090,467.76			75,961,851.85		
Furniture, Fixtures and Equipment	32,246,648.63			29,322,219.31		
Total	109,337,116.39			105,284,071.16		
Less: *Reserve for Depreciation*	46,504,221.98	62,832,894.41	73,804,031.26	40,726,030.46	64,558,040.70	75,307,856.67
EQUITY IN PROPERTIES						
Land and Buildings		19,269,410.70			18,260,558.07	
Less: *Mortgages*		6,093,675.00			6,297,625.00	
Balance		13,175,735.70			11,962,933.07	
Less: *Reserve for Depreciation*		2,908,351.10	10,267,384.60		2,516,132.07	9,446,801.00
PLATES, DRAWINGS, CUTS AND GOODWILL						
Encyclopaedia Britannica			852,946.32			1,240,853.77
GOODWILL			1.00			1.00
			$275,291,946.60			$234,023,637.04

LIABILITIES AND CAPITAL

	January 31, 1937		January 29, 1936	
CURRENT LIABILITIES:				
Accounts Payable—Trade Creditors	$11,718,553.03		$7,045,008.21	
Due Customers—Refunds and Unfilled Orders	3,052,789.02		2,257,532.39	
Notes Payable	—		18,160,000.00	
Reserve for Taxes including Federal Taxes for Current Year	10,534,235.15		5,957,537.38	
Other Accruals	5,396,760.25		3,189,358.39	
Total Current Liabilities		$30,702,337.45		$36,609,436.37
MORTAGE NOTES OF SUBSIDIARIES, PAYABLE MARCH 1, 1938 TO MARCH 1, 1946		881,500.00		—
RESERVES FOR:				
Possible additional assessments—Prior years Taxes	1,610,220.86		615,069.48	
Federal Income Tax applicable to estimated future collections on installment sales	1,500,000.00		750,000.00	
Contingencies	1,419,740.36		1,314,344.46	
Mortgage Loans	500,000.00		500,000.00	
Other Purposes	1,295,700.86	6,325,662.08	867,717.98	4,047,131.92
MINORITY STOCKHOLDERS' INTEREST IN SUBSIDIARY COMPANIES		672,581.51		—
CAPITAL STOCK—WITHOUT PAR VALUE	Shares		Shares	
Authorized	6,000,000		5,000,000	
Issued	5,744,234		4,939,762	
Less:				
Treasury Stock	9,812		9,812	
Stock held by Trustee for Sale Under Employes' Stock Purchase Plans	257,944		97,503	
Issued and Outstanding	5,476,478	170,781,258.65	4,832,447	120,811,175.00
		65,928,606.91		72,555,803.75
EARNED SURPLUS—ANNEXED EXHIBIT		$275,291,946.60		$234,023,637.04

To the Board of Directors
Sears, Roebuck and Co.

We have made an examination of the accounts and records of Sears, Roebuck and Co. and subsidiary companies relating to the consolidated balance sheet as at January 31, 1937, and have reviewed the consolidated income and surplus accounts for the fiscal year ended on that date, but we have not made a detailed audit of all transactions. The companies' accounts have been consistently maintained in accordance with accepted accounting principles and all information and explanations desired were furnished.

The consolidated balance sheet, based upon such examination, fairly presents, in our opinion, the financial condition of Sears, Roebuck and Co. and subsidiary companies as at January 31, 1937, and the related consolidated income account the results of operations for the fiscal year ended on that date.

R. G. RANKIN AND CO.
Certified Public Accountants

Chicago, Illinois
March 23, 1937

SEARS, ROEBUCK AND CO. . . *INCOME AND SURPLUS ACCOUNTS*

Excluding Insurance Companies Not Consolidated

CONSOLIDATED INCOME ACCOUNTS

	January 30, 1936 to January 31, 1937		January 30, 1935 to January 29, 1936	
Net Sales		$494,968,022.14		$392,097,720.10
Deduct:				
Cost of Sales, Advertising, Selling, Administrative and General Expense	$442,873,096.80		$356,020,728.36	
Repairs and Maintenance	2,939,684.00		1,927,065.61	
Depreciation	8,575,970.18	454,388,750.98	6,287,644.02	364,235,437.99
Profit from Operations		40,579,271.16		27,862,282.11
Other Income:				
Dividends	1,495,748.29		698,408.19	
Interest on Investments and Advances	166,866.60	1,662,614.89	178,549.95	876,958.14
Gross Income		42,241,886.05		28,739,240.25
Deductions from Income:				
Interest	399,692.12		467,457.92	
Special Charges and Reserves	1,715,000.00		800,000.00	
Contribution to Employes' Savings and Profit Sharing Pension Fund	1,699,647.16	3,814,339.28	1,291,513.83	2,558,971.75
Net Income, before provision for Federal Income Tax and Surtax		38,427,546.77		26,180,268.50
Provision for Federal Income Tax and Surtax:				
Normal Tax	6,413,300.00		3,911,050.00	
Surtax on Undistributed Profits	575,000.00		—	
Normal Tax applicable to estimated future collections on installment sales	750,000.00	7,738,300.00	750,000.00	4,661,050.00
Net Income including Interest of Minority Stockholders		30,689,246.77		21,519,218.50
Less: *Interest of Minority Stockholders in Consolidated Income*		29,048.17		—
Net Consolidated Income		$30,660,198.60		$21,519,218.50

Note: The foregoing Consolidated Income Account does not include Undistributed Net Profits of Unconsolidated Insurance Companies of $144,063.82 for the year ended December 31, 1936, and of $6,591.88 for the year ended December 31, 1935.

CONSOLIDATED EARNED SURPLUS ACCOUNT

Balance January 29, 1936		$ 72,555,893.75
Add: Net Consolidated Income		30,660,198.60
		$103,216,092.35
Deduct:		
Amount transferred to the Capital Stock Account, pursuant to the provisions of the Certificate of Incorporation, by resolution of the Board of Directors	$ 5,999,725.65	
Expense incurred in the registration and issuance of additional Capital Stock	803,046.79	
Dividends Paid	30,484,713.00	37,287,485.44
Balance January 31, 1937		$65,928,606.91

ALLSTATE INSURANCE COMPANY . . .
ALLSTATE FIRE INSURANCE COMPANY *COMBINED STATEMENTS OF ASSETS AND LIABILITIES*

ASSETS

	December 31, 1936	December 31, 1935
Cash	$ 151,068.10	$ 258,277.50
Marketable Securities (*Eligible bonds amortized. All other bonds and all stocks stated at market values*)	2,343,683.00	1,675,769.41
Premiums in Course of Collection	281,541.54	238,155.80
Mortgage Loans	409,358.66	346,614.09
Other Assets	14,331.65	27,127.70
Total	$3,199,982.35	$2,545,044.50

LIABILITIES

		December 31, 1936		December 31, 1935
Losses in Process of Adjustment		$ 617,456.87		$ 433,609.02
Reserve for Taxes		81,252.09		53,122.36
Reserve for Unearned Premiums		888,431.22		690,036.06
Reserve for Contingencies		100,000.00		–
Other Reserves		79,954.21		11,271.67
Policyholders' Surplus				
Cash Capital	$350,000.00		$350,000.00	
Surplus	1,082,887.96	1,432,887.96	1,007,905.39	1,357,905.39
Total		$3,199,982.35		$2,545,044.50

Note: On January 18, 1937, a dividend of $56,000.00 was declared payable on January 22, 1937, out of the foregoing Surplus.

OFFICERS

CARL L. ODELL • *President*

WILLIAM N. LOWE • *Vice-President and Secretary*

CALVIN FENTRESS, Jr. • *Treasurer*

WALTER E. WEBB • *Vice-President*

FRANK F. FOWLER • *Comptroller*

DANIEL M. BERRY • *Assistant to President*

ASSETS

	December 31, 1936	December 31, 1935
Cash	$ 67,017.25	$ 305,421.62
Marketable Securities (*Eligible bonds amortized. All other bonds and all stocks stated at market values*)	950,556.00	678,497.50
Premiums in Course of Collection	65,769.59	34,251.60
Mortgage Loans	117,711.07	67,226.07
Other Assets	13,090.25	12,474.62
National Life Fund—contra	32,171,060.00	29,086,741.70
Total	$33,385,204.16	$30,184,613.11

LIABILITIES

Legal Reserve required by law under Insurance Contracts	$ 148,303.00	$ 56,505.00
Premiums Paid in Advance	5,066.48	3,282.19
Reserve for Taxes	6,180.41	2,320.26
Other Reserves	41,905.90	25,594.03
Agency Expenses due National Life Fund	17,243.02	2,129.78
National Life Fund—contra	32,171,060.00	29,086,741.70
Capital Stock	500,000.00	500,000.00
Surplus	495,445.35	508,040.15
Total	$33,385,204.16	$30,184,613.11

Note: The Hercules Life Insurance Company on February 8, 1934, entered into a reinsurance agreement with the Receiver for the National Life Insurance Company of the United States of America.

The assets of the National Life Fund shown above are held and administered solely for the benefit of the former National Life Policyholders, who have no claim on any other assets of the Hercules Life Insurance Company.

OFFICERS

CARL L. ODELL • *President*

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WALTER E. WEBB • *Vice-President*

FRANK F. FOWLER • *Comptroller*

DANIEL M. BERRY • *Assistant to President*

EDWIN R. CARTER • *Actuary*

Lib

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
President

April 6, 1937.

Col. Marvin H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

Dear Colonel McIntyre:

Many thanks for your note.

I wish that the President and a great many of the supporters of the New Deal could realize the difference between profits and dividends. Profits which are reinvested in the business, in improvements, in the perfection of processes and in the employment of more labor, are beneficial. When all the profits are paid out in dividends which are squandered by rich men, they are harmful.

Sincerely yours,

R. E. Wood

P. P. F.

1365

June 28, 1937

My dear General:

I received your letter of June eighteenth, with which you enclosed one addressed to the President, and was glad to pass it along to him.

I do want to take this opportunity to assure you that your frankness in writing as you did and giving us your personal reactions to the situation is appreciated. I hope you will always feel free to give us any ideas and suggestions you may have from time to time.

With all good wishes,

Sincerely yours,

M. H. McINTYRE
Assistant Secretary
to the President

General R. E. Wood,
President, Sears, Roebuck and Company,
Chicago,
Illinois.

RB/mwd

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
President

June 18, 1937.

Col. Marvin H. McIntyre,
Ass't Secretary to the President,
The White House,
Washington, D. C.

My dear Colonel McIntyre:

I am enclosing a letter I have written to the President, but if he does not want to read it, just toss it in the wastebasket.

I think the President has been losing ground since his inauguration. He has always been able to gauge the temper of the people, but I think he has made some bad mistakes since the start of his second term. I believe he was all wrong on the Court angle, and I think the public sentiment of the country was against him. I believe he has been wrong in his attitude on the labor situation - at least in the support he has given Lewis and particularly in the appointment of the present labor board which does not even pretend to be impartial or to hear both sides of the question.

x2546

With best regards, I am

Sincerely yours,

R. E. Wood

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
President

June 17, 1937.

The President,
The White House,
Washington, D. C.

My dear Mr. President:

I am exercising my privilege of writing you as a citizen, not as president of Sears, Roebuck and Co.

I have never shared the doubts and fears that most of my fellow industrialists have had over the labor situation, because I felt we were passing through a phase which would correct itself sooner or later. However, the situation is getting to the point where there is an element of danger.

To begin with, I have never had any sympathy with the labor practices and labor tactics followed by some large employers of labor. Long before 1932, I expressed myself by stating that the policies of the steel corporations with regard to labor were all wrong, were reactionary and oppressive, and I felt that Mr. Gary was one of the most over-rated men in the United States. I felt the same way about the Pennsylvania coal operators, and I have been just as outspoken as any labor man in my denunciation of what I felt were unfair tactics. Labor did not get its just dues over a long period of years. Now, however, the pendulum has swung to the other extreme, and the tactics employed by Mr. Lewis - at least by some of his lieutenants - are just as pernicious as any employed by any steel company in the past generation. Working men are being intimidated all over the United States into signing cards and joining unions. Intimidation, threats and physical force are being used.

x407
x407-B

While the Wagner Bill has faults, if properly interpreted and properly executed it might have been a good measure. I know you desire to be fair to all, but your present Labor Board is probably as biased and prejudiced a body of men as was ever appointed. It sees only one side of the question, and it does not give an employer - even a decent employer - a chance.

In your effort to protect the just right of labor to organize, you have gone too far, and the present result is a

state of fear and unrest, not alone among the employers but among the workers themselves. I may be mistaken, but it seems to me there is a growing body of resentment not alone among employers but also among professional men, among the white collar workers and among a great body of the working men themselves. The majority of employers are fair. They have been and are trying to do the right thing by their employees, but the Labor Board, and apparently the Administration, refuses to recognize that fact. You ought to get all the facts on all sides of the question instead of listening to only one side.

I am writing you as a citizen, not as president of Sears, Roebuck and Co. As far as this company is concerned, we have had practically no labor trouble. We had our first strike - at our Minneapolis plant, but it lasted just eight days and was amicably settled. We have never been cited before the Labor Board, we do not employ any spies or use any intimidation; so when I write the above it is simply from my own observation and from reports that come to me from all over the country. I imagine we get as good a cross section of opinion as it is possible to get, as we have stores in every state in the union. In the large industrial centers, most of our customers are working men and their wives, and they do not hesitate to express their real opinions to our local managers. Our manager at Youngstown, Ohio, was in the city yesterday, and I was asking him about the situation there. He said that of the 4,000 pickets about one-half are from the outside, brought in from the mines, that of the 27,000 workers in Youngstown, more than three-quarters desire to return to work. I do not pretend to pass on the merits of the present controversy in the steel companies but am simply stating facts.

I do hope that something tangible can be done on the part of the Administration to remedy the situation.

Most respectfully yours,

R E Wood

P.P.F.

1365

July 20, 1937

My dear General:

Thanks for your frank letter of July seventeenth.

Unless I am a bit conceited, I think that you give me credit for at least a modicum of common sense. It may surprise you to know that I am in entire accord and agreement with the President in his "persistence", as you refer to it, for judicial reform. This is right from the heart to an old friend.

I disagree with you utterly as to the attitude of the general public. Furthermore, I am afraid I cannot agree with you in your statement that he has a liberal majority in the Court.

This, of course, is all confidential and between two old friends but I would like to have an opportunity to sit down and talk with you the first time you are here. Will you let me know when you are coming East?

Best regards always,

Sincerely yours,

M. H. McINTYRE
Secretary to the President

General R. E. Wood, #
President, Sears, Roebuck and Co.,
Chicago, Illinois.

mhm/tmb

x41 Judiciary Protest "N"

For the President's
Approval

R. E. Wood
President

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
President

July 17, 1937.

Col. Marvin H. McIntyre,
Assistant Secretary to the President,
The White House,
Washington, D. C.

Dear Colonel McIntyre:

I must say that I am upset and confused with the President's attitude regarding the Court, and I can not understand his persistence in the matter.

I believe he made a mistake in the first place in proposing the change in the Supreme Court. It is the first time that he has misjudged public sentiment. In all of his previous measures he has been able to interpret the will of the people and the majority of the people were for his measures, but that is not true on the Court Bill.

Now, however, due to the resignation of Mr. Van Devanter, he has a liberal majority in the Court. There is no danger that his program will be upset, and his obstinacy in insisting on having his way in the matter is hurting his party and alienating his friends.

I was talking yesterday with a group of men, most of whom were friendly to him and supported him, and they are bewildered at his attitude and his insistence.

With best regards, I am,

Sincerely yours,

RWood

x41 Judiciary Protest "W"

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
President

July 23, 1937.

My dear McIntyre:

Many thanks for your note of July 20th.

I am leaving on a hunting trip Tuesday, but after I get back in the fall I hope to see you in Washington some time and discuss the matter with you.

Sincerely yours,

Col. M. H. McIntyre,
Secretary to the President,
The White House,
Washington, D. C.

Hyde Park, N. Y.,
October 18, 1937.

1365

My dear General:

Thank you ever so much for that interesting letter you sent me on October thirteenth. I was glad indeed to have your suggestions and do appreciate your thoughtfulness in writing as you did.

With all good wishes,

Very sincerely yours,

General R. E. Wood,
President,
Sears, Roebuck & Co.,
Chicago, Illinois.

Sears, Roebuck and Co.

Executive Offices

Chicago

R. E. Wood
President

Inc
to prepare reply

Oct. 13, 1937.

The President,
The White House,
Washington, D. C.

Dear Mr. President:

When I was in Washington last week, I made an appointment, through Mr. Morgenthau, with Mr. Magill and talked to him about the undistributed profits tax. The Roper Council also sent a committee up to see Mr. Magill with certain recommendations and suggestions regarding this tax.

When the undistributed profits tax law was introduced, I favored its passage. I saw certain reasons for it, and one of the reasons appealed to me as being very sound. In the United States, a very wealthy man could evade taxes by the simple process of letting the earnings of a corporation accumulate instead of paying dividends. That seemed to me unfair and unjust and the new tax law prohibited it. A number of large corporations often unjustly and unfairly withheld dividends from their stockholders, made foolish investments and, in other words, arrogated to themselves the right to invest their stockholders' money.

I still believe these reasons are good ones and that the undistributed profits tax in principle should be continued. However, to remedy one evil, it ran into a worse one. Any live business not only has to keep up with the technology in its own particular line but it has to keep buying improved machinery, improve its processes, modernize its buildings and otherwise spend a good deal of money every year in keeping up to date. To do this, it is essential that some part of its earnings should be retained, not all, not even a half but a certain portion of them. A business must set up some reserve against a rainy day or else place itself at the mercy of the bankers. To that end, a certain amount of the earnings should be plowed back into any business each year. It is for that reason that I think it only fair and just that an exemption

should be made for some portion of the earnings, say anywhere from 20 to 30%. Some allowance should be made for coporations who were heavily in debt when the law was passed and who need their nearnings to refund that debt. Some allowance should be made for money expended in modernizing and in improvements. The principle of the tax could still stand and a very wealthy man who had large interests in a company could not keep that company from paying the largest share of its earnings out in dividends.

Sincerely yours,

R. W. Woods

PPF 1365
SEARS & ROEBUCK CO., INC.
[R. E. Wood - Lessing J.
Rosenwald] 1938-1942 and
Cross-References

PPF 1365

Atlanta, Georgia
January 26, 1938

My dear Mr. President:

In the interview with the members of the Council the other day, you asked me a question with reference to the Wages and Hours Bill. I think I gave you a rather unenthusiastic reply.

I have thought about this question a great deal. I believe in the principle. I would like to see a floor established for wages. At the same time I have been afraid of the effect of a Bill on the South.

My wife is from Georgia; I have owned a couple of plantations in Georgia for twenty-five years, and I have tried to study, as much as a business man could study, conditions in the rural South over the last twenty-five years. The situation is, roughly, as follows:

The increase in population in the South is greater than in any other part of the country, where it is almost static. That means, there is a large body of southern youth every year growing to manhood and womanhood who have to obtain employment. The southern farms are already overcrowded. Because of this, southern youth must go up to the great cities of the North to obtain employment or industry must come to the South and furnish them employment in an environment where they can live, prosper, and lead a normal life. Industry is coming to the South, and it will come in greater numbers.

If a Wages and Hours Bill is not made too rigid, if it can make allowances in wages for the worker for the first year when he is necessarily unskilled, then a Wages and Hours Bill will not put any brake on this desirable move. If a Wages and Hours Bill is passed which is rigid, it will freeze industry and force the southern youth to go North where, like the European peasant, he will be swallowed up in the great cities and die out.

To sum up, I am in favor of the Wages and Hours Bill but I think it must be sufficiently elastic to take into account all these contingencies.

Very truly yours,

Franklin D. Roosevelt, President
United States of America,
The White House,
Washington, D. C.

Atlanta, Georgia
January 26, 1938

My dear Mr. President:

In the interview with the members of the Council the other day, you asked me a question with reference to the Wages and Hours Bill. I think I gave you a rather unenthusiastic reply.

I have thought about this question a great deal. I believe in the principle. I would like to see a floor established for wages. At the same time I have been afraid of the effect of a Bill on the South.

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To sum up, I am in favor of the Wages and Hours Bill but I think it must be sufficiently elastic to take into account all these contingencies.

Very truly yours,

Franklin D. Roosevelt, President
United States of America,
The White House,
Washington, D. C.

F.D.R.
1365

January 31, 1938

MEMORANDUM FOR SENATOR BYRNES

Dear Jimmy:

I think the enclosed from General R. E. Wood to me will interest you.

F. D. R.

Enclosure

fdr/tmb

Copy of letter from R. E. Wood, General Manager, Sears, Roebuck and Co., Atlanta, Ga., 1/26/38 to the President. Original retained in files.

Sears, Roebuck and Co.

Office of the General Manager

Atlanta, Georgia
January 26, 1938

Dear Colonel McIntyre:

I am enclosing two letters to the President, which he may have a chance to read, enclosing two copies to you.

Yours very truly,

Colonel Marvin McIntyre,
Secretary to the President,
White House,
Washington, D. C.

Sears, Roebuck and Co.

Office of the General Manager

Atlanta, Georgia
January 26, 1938

x172

My dear Mr. President:

In my testimony before Senator Byrnes' Committee, I was quoted as favoring a general reduction in prices. As a business man, I find myself in the position to which I imagine all men in public life are subjected, that is, of having my meanings twisted and being entirely misquoted. x327

Senator Byrnes asked me the question that if we reduced prices in our catalog would it result in increased sales. I said that of course it would and that I had reduced prices for this Spring approximately twelve percent.

However, I do not believe in a general reduction in prices; as a matter of fact, I think the reduction in primary products has gone entirely too far, and I believe the best thing that could happen to us over the next six months is for prices in primary products to have a considerable rise and for prices in finished products, particularly in textiles, to advance likewise. If there is no such rise, it will be very hard to maintain the present labor standards.

It seems to me that you have yourself unwittingly given the public the wrong impression of the present price situation. I prepared recently for Mr. Leon Henderson and Governor Eccles a chart showing our catalog prices this Spring and over a period x90 of years of all the common articles of consumption that the masses use. There isn't a single article going into the home that isn't on a very reasonable price level today. Steel, of course, has not come down, and while I think the steel men are x342 probably making a mistake in policy in not making a slight reduction, the price of steel is not exorbitant. Outside of this, the general price level is reasonable today and the masses are not suffering any hardship.

As bearing on this subject, I feel very sure that we ought to make some change in our monetary policy to the extent of de-sterilizing the gold and lowering part of the increased reserves. I imagine Governor Eccles has this in mind, but I

think there is a danger of his waiting too long. Our consumptive power is what holds up the world's purchasing power, and if this recession is allowed to go too far it will put the world in a tailspin.

Very truly yours,

Franklin D. Roosevelt, President
United States of America,
The White House,
Washington, D. C.

Atlanta, Georgia
January 26, 1938

My dear Mr. President:

In my testimony before Senator Byrnes' Committee, I was quoted as favoring a general reduction in prices. As a business man, I find myself in the position to which I imagine all men in public life are subjected, that is, of having my meanings twisted and being entirely misquoted.

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think there is a danger of his waiting too long. Our consumptive power is what holds up the world's purchasing power, and if this recession is allowed to go too far it will put the world in a tailspin.

Very truly yours,

Franklin D. Roosevelt, President
United States of America,
The White House,
Washington, D. C.

Sears, Roebuck and Co.

Office of the General Manager

Atlanta, Georgia
January 26, 1938

My dear Mr. President:

In the interview with the members of the Council the other day, you asked me a question with reference to the Wages and Hours Bill. I think I gave you a rather unenthusiastic reply. x3295 Mis.

I have thought about this question a great deal. I believe in the principle. I would like to see a floor established for wages. At the same time I have been afraid of the effect of a Bill on the South.

My wife is from Georgia; I have owned a couple of plantations in Georgia for twenty-five years, and I have tried to study, as much as a business man could study, conditions in the rural South over the last twenty-five years. The situation is, roughly, as follows:

The increase in population in the South is greater than in any other part of the country, where it is almost static. That means, there is a large body of southern youth every year growing to manhood and womanhood who have to obtain employment. The southern farms are already overcrowded. Because of this, southern youth must go up to the great cities of the North to obtain employment or industry must come to the South and furnish them employment in an environment where they can live, prosper, and lead a normal life. Industry is coming to the South, and it will come in greater numbers.

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To sum up, I am in favor of the Wages and Hours Bill but I think it must be sufficiently elastic to take into account all these contingencies.

Very truly yours,

R. Wood

Franklin D. Roosevelt, President
United States of America,
The White House,
Washington, D. C.

P. P. F.

1365

November 14, 1938

My dear General:

Thank you very much for that nice letter you sent me on November seventh about General Hugh A. Drum.

I am glad to have your high opinion of the General's qualifications and do want you to know that your statements will have every consideration when the problem of appointing a new Chief of Staff is taken up.

With all good wishes,

Very sincerely yours,

RB/mma

General R. E. Wood,
President,
Sears, Roebuck and Co.,
Chicago,
Illinois.

Sent to War Dept
on 11-16-38.

Original Signed by R. E. Wood

Army Asst
to War Dept.
11-16-38
ecw.

November 7, 1938

The President,
The White House,
Washington, D. C.

My dear Mr. President:

I have been wanting to write you with regard to a most important appointment which will undoubtedly have to be made within the next few months. I refer to the appointment of Chief of Staff of the Army.

While I have been out of the Army and in the business world for the last twenty years, I know most of the ranking officers of the Army personally, and my service just before and during the World Ward gave me an opportunity to appraise the ability of many of them.

In the present disturbed state of the world and with the possibility of our being obliged to strengthen our armed forces, the position of Chief of Staff of the Army for the next four years is going to be a vital one. I have had an opportunity in the last year to renew my acquaintance with General Hugh A. Drum, who has been in command of this Corps Area. I knew him when he was at Chaumont during the World War, when I was a member of the General Staff, and I know his record. It has been a fine one. The professional soldier is too apt to get stale and too apt to get hidebound mentally. General Drum has preserved his freshness of mind, his keen intelligence and a comprehensive outlook not only in his own profession but on other matters. I believe that from his record, his character, and above all, his intellectual ability, he would be the ideal man for Chief of Staff, and I hope very much that he will receive the appointment.

I am writing this letter without his knowledge or consent, because he is not a wire-puller.

I am sure you know that I am entirely disinterested in the matter and that I am only anxious to see the best man chosen for the position.

Sincerely yours,

Original Signed by R. E. Wood

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
President

Nov. 7, 1938.

Col. Marvin H. McIntyre,
Secretary to the President,
The White House,
Washington, D. C.

My dear Mac:

Enclosed herewith is copy of a letter I have written to the President. I do hope you can see that it gets to his attention.

With kind regards, I am,

Sincerely yours,

R. E. Wood

COPY

March 25, 1939.

MEMORANDUM FOR

THE SECRETARY OF COMMERCE

Will you be good enough

to reply to the enclosed?

F. D. R.

Letter from Geo. J. Burger, Secy. and General Mgr., National Association of Independent Tire Dealers, Inc., 250 West 57th St., NYC., 3/13/39 to the President. Protests reported action of Secretary of Commerce in appointing General R. E. Wood of Sears, Roebuck and Co., as his business aid and advisor.

SEE 3-for first carbon. (Official File)

P. P. F.

1365

F.D.R.

1365

February 3, 1939

My dear General:

Thank you much for your nice letter of the twenty-seventh. I regret exceedingly that Mr. Nelson is not available because I have great confidence in him. I am sure that you did everything you could to help it along.

Mr. Hopkins tells me you are going on a vacation and have offered to help him when you get back. I shall look forward to seeing you sometime then.

Very sincerely yours,

RB/mma

General R. E. Wood,
General Manager,
Sears, Roebuck and Co.,
Chicago,
Illinois.

February 3, 1939

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Mr. Hopkins tells me you are going on a vacation and have offered to help him when you get back. I shall look forward to seeing you sometime then.

Very sincerely yours,

RB/mme

General R. E. Wood,
General Manager,
Sears, Roebuck and Co.,
Chicago,
Illinois.

DEPARTMENT OF COMMERCE
OFFICE OF THE SECRETARY
WASHINGTON

February 1, 1939

MEMORANDUM FOR

MARVIN H. MCINTYRE

Here is the suggested reply for the President to send to General Wood which I have drafted in accordance with his request.

H.L.H.

THE WHITE HOUSE

WASHINGTON

My Dear General:

Thank you much for your nice letter of the twenty-seventh. I regret exceedingly that Mr. Nelson is not available because I have great confidence in him. I am sure that you did everything you could to help it along.

Mr. Hopkins tells me you are going on a vacation and have offered to help him when you get back. I shall look forward to seeing you sometime then.

Very ~~cordially~~ yours,

Sin.

Mr. R. E. Wood
General Manager
Sears, Roebuck and Company
Chicago, Illinois

THE WHITE HOUSE
WASHINGTON

January 31, 1939.

MEMORANDUM FOR

THE SECRETARY OF COMMERCE x3

FOR PREPARATION OF REPLY

FOR MY SIGNATURE.

F. D. R.

Letter from R. E. Wood, General Manager, Sears, Roebuck and Co., Atlanta, Ga., 1/27/39 to the President. States that Hon. Harry Hopkins called him with reference to Sears, Roebuck and Co. loaning him the service of Mr. D. M. Nelson for the next few months. Regrets that this will be impossible.

I cannot tell you how deeply I regret this, becaus
was only recently that I wrote Mr. Hopkins offerin

WHITE HOUSE
JAN 29 3 24 PM '39
RECEIVED

Sears, Roebuck and Co.

Office of the General Manager

Atlanta, Georgia.
January 27, 1939.

The President of the United States,
Washington, D. C.

acted 2/3/39

Dear Mr. President:

Harry Hopkins, the Secretary of Commerce, called me here this morning with reference to Sears, Roebuck & Company loaning him the services of Mr. D. M. Nelson for the next few months.

I think you know the very high personal regard I have for Harry Hopkins. I think you also know that I would do almost anything in my power to assist him in his administration as Secretary of Commerce. I want him to be successful and I know he will be. I believe he can accomplish much for business.

Unfortunately, this request comes at the worst possible time both for Mr. Nelson and for the company. At our directors' meeting today in Atlanta we put in an entirely new administration, and Mr. Nelson is one of the three men that we have to depend upon to carry on the affairs of the company.

This had all been planned for some months, all arrangements had been made. It is impossible to change them at the present time. Furthermore, between the business and the governmental work under Mr. Andrews that Mr. Nelson has been carrying on for the past few months, he is really in bad shape physically, and he has to go out to Arizona for at least a month to recuperate, so in any case his services would be unavailable.

I cannot tell you how deeply I regret this, because it was only recently that I wrote Mr. Hopkins offering to be of any assistance that lay in my power.

Very sincerely yours,

REW:r

3 Mrs
PPF 2219

P. P. F.

1365

May 19, 1939

My dear General Wood:

Thank you for your letter of May 12, 1939.

Secretary Hopkins had already informed me of the reasons that compelled your return to Chicago. I regret that the pressure of your own work would not allow you to stay longer.

It is always good to hear from you.

Sincerely,

General R. E. Wood #
Chairman of the Board
Sears, Roebuck and Company
Chicago, Illinois

THE WHITE HOUSE
WASHINGTON

May 16, 1939.

MEMORANDUM FOR

THE SECRETARY OF COMMERCE

x3

FOR PREPARATION OF REPLY

FOR MY SIGNATURE.

F. D. R.

Letter from R. E. Wood, Sears, Roebuck and Co., Chicago, 5/12/39 to the President. Telling of his reasons for leaving Dept. of Commerce and suggests a satisfactory tax bill, some amendments to the Wagner Act to encourage business.

x137

THE SECRETARY OF COMMERCE
WASHINGTON

May 18, 1939

The President
The White House

Dear Mr. President:

In accordance with your request I am attaching hereto draft of a suggested reply to General Wood's letter of May 12, 1939.

Sincerely,

Secretary of Commerce.

Enclosure

could well afford to make a similar gamble on the tax question on the supposition that the reduction of some rates and

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
Chairman of the Board

May 12, 1939.

The President,
The White House,
Washington, D. C.

My dear Mr. President:

Mr. Hopkins has undoubtedly informed you of the reasons that prompted me to leave Washington.

I did not feel that I could be of any real assistance to him unless I took a definite position and stayed there for the next six to nine months. That I cannot do under present conditions.

The present state of business is peculiar. We are not going downhill but we are not gaining. We are not making any real impression on the unemployment problem. We may push up a little bit in the course of the next few months (always providing there is no war) but we are not making any real gains. I have felt that two or three things could be done which would give great encouragement to business, which would in no way attack the fundamental principles and policies of the New Deal and which would help unemployment. Among them are the following:

x172

1. A satisfactory tax bill. I believe that the line-up on taxes as drawn up by the Treasury Department would give very great encouragement to business. Leon Henderson has recommended that business men merchandise their goods with lowered prices, thus creating additional volume and more profits. Taxes could be merchandised in the same way. A reduction of some rates and the elimination of some deterrents will not necessarily need any compensating increases in rates because they will in themselves create more volume and additional government revenue. You made a great gamble in your government spending program on the theory that in the long run it would increase the national income. I have always felt that campaign was justified. I think you could well afford to make a similar gamble on the tax question on the supposition that the reduction of some rates and the modification of some restrictions would restore business

confidence, provide a greater volume of business and create more revenue for the government. If the plan does not work, the taxes could be reinstated and the amount of taxes lost would be negligible as compared to the total amount of the budget. At any rate, I believe you are well justified in taking the chance.

Robert F. x

2. Some amendments to the Wagner Act. I agree with Senator Wagner that the great fault has been in the administration of the Act rather than in the Act itself, and that the appointment of Mr. Leiserson and some internal corrections in administration will be beneficial. At the same time, three or four small amendments will give business more confidence and ease the situation.

x716 Mia.

Wm. M.

(chairman, National Mediation Board) x22

I sincerely hope you can go along with the Treasury Department, for I am firmly of the opinion that it will be of benefit to the country.

Sincerely yours,

Henry

PPF
1365

Personal

October 12, 1939.

Dear Bob:-

I really thought that at your age you would have learned to discriminate between newspaper interpretations on the one hand and facts on the other. I do not know anyone in official Washington who, as you say, "feels it inevitable that this country should be drawn into the European conflict." You make all kinds of wild and wholly incorrect statements. "The whole Department of State" is not permeated with this feeling, nor are "some of the Ambadsadors", neither is "notably the Ambassador to France." Neither do I share this feeling. Neither does Mrs. Roosevelt share this feeling.

I think, too, that you are asking the impossible when you suggest that high officials of the Federal Government should be "neutral in thought." What you mean is, of course, that while they cannot humanly be neutral in thought, they ought not to let this affect their neutrality of action in any shape, manner or form.

The point is that all the heads of this Government are doing everything in their power to keep us out of war and expect to be able to do so. Furthermore, they are being neutral in action.

So, my dear friend, stop being disturbed and get both of your feet back on the ground.

Always sincerely,

General R. E. Wood,
Chairman of the Board,
Sears, Roebuck and Co.,
Chicago,
Illinois.

Sears, Roebuck and Co.

Executive Offices

Chicago

R. E. Wood
Chairman of the Board

Oct. 6, 1939.

The President,
The White House,
Washington, D. C.

My dear Mr. President:

In the last three months I have written two or three letters to you and then torn them up. I know your immense correspondence and the great burdens that are upon you in such times as the present. I am, however, now writing a letter which I hope may come to your attention.

I was greatly disturbed this summer, and even more disturbed when I got back from Alaska, at an attitude which prevailed on so many sides in official Washington, a feeling that it was inevitable that this country should be drawn into the European conflect, a feeling that it was desirable that we go in on the side of England and France. The whole Department of State is permeated with this feeling, some of the ambassadors, notably the Ambassador to France, have this feeling, as do many of the officials in the other departments. It has been stated to me by men whom I know to be reliable that you yourself shared this feeling. Your wife's column recently made it apparent that she also shared this feeling.

I believe the overwhelming majority of the people of this country, whether they are business men, working men or farmers, whether they are Republicans or Democrats, whether they are New Dealers or Old Dealers, are against our participation in this war on any terms.

It seems to me that the issue is plain. We went into the war twenty-two years ago to save democracy. We know how it was saved and how a peace was made which really created Hitler and Hitlerism. Today, we are called on to aid in a war to smash Hitler, and if we do aid, just as certainly shall we see another peace made which will in turn create another Hitler. All nations, including our own, are staggering under a load of debts piled up as a result of past wars. An-

other long war would complete the ruin of all. The only possible way of preserving our own institutions is to stay out of the conflict at any cost, to stand firmly on this continent, with the strongest defense possible, both military and naval. If the British Empire should go down in the conflict, Canada would probably annex herself to us. On the other hand, if we go into the war, we may find that we have lost our present and future liberties and have a complete upset in our social system. We shall lose all the social gains that have been made over the last six years, we shall see the money put into the health, recreation and upbuilding of our people dissipated in paying for a war to preserve the British and French empires.

I believe you were correct when you stated that while people should be neutral in deed they could not be expected to be neutral in thought, but I think this should not apply to high officials of the Federal Government. The private citizen can have his sympathies, and certainly from eighty to ninety per cent of our people sympathize with the Allies, but it is highly dangerous to have the head of the nation, our Department of State and other responsible officials of the government be as unneutral in thought and action as they have been.

Most respectfully yours,

Robert Wood

Oct. 6, 1939.

The President,
The White House,
Washington, D. C.

My dear Mr. President:

In the last three months I have written two or three letters to you and then torn them up. I know your immense correspondence and the great burdens that are upon you in such times as the present. I am, however, now writing a letter which I hope may come to your attention.

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Most respectfully yours,

Miss Farrabee is loading in her files original of letter from Gen. Wood. The Pres. ack'd on Oct. 12th. S.R.

Sears, Roebuck and Co.
Executive Offices
Chicago

R. E. Wood
Chairman of the Board

October 7, 1939

PPF
1365

General Edwin M. Watson,
Executive Assistant to the President,
The White House,
Washington, D. C.

My dear Watson:

For your confidential information, I am enclosing herewith copy of a letter I have written to the President.

Very truly yours,

R. E. Wood

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
Chairman of the Board

Oct. 7, 1939.

Mr. Stephen Early,
Secretary to the President,
The White House,
Washington, D. C.

Dear Mr. Early:

For your confidential information, I am enclosing herewith copy of a letter I have written to the President.

Very truly yours,

R E Wood

Oct. 6, 1939.

The President,
The White House,
Washington, D. C.

My dear Mr. President:

In the last three months I have written two or three letters to you and then torn them up. I know your immense correspondence and the great burdens that are upon you in such times as the present. I am, however, now writing a letter which I hope may come to your attention.

I was greatly disturbed this summer, and even more disturbed when I got back from Alaska, at an attitude which prevailed on so many sides in official Washington, a feeling that it was inevitable that this country should be drawn into the European conflict, a feeling that it was desirable that we go in on the side of England and France. The whole Department of State is permeated with this feeling, some of the ambassadors, notably the Ambassador to France, have this feeling, as do many of the officials in the other departments. It has been stated to me by men whom I know to be reliable that you yourself shared this feeling. Your wife's column recently made it apparent that she also shared this feeling.

I believe the overwhelming majority of the people of this country, whether they are business men, working men or farmers, whether they are Republicans or Democrats, whether they are New Dealers or Old Dealers, are against our participation in this war on any terms.

It seems to me that the issue is plain. We went into the war twenty-two years ago to save democracy. We know how it was saved and how a peace was made which really created Hitler and Hitlerism. Today, we are called on to aid in a war to smash Hitler, and if we do aid, just as certainly shall we see another peace made which will in turn create another Hitler. All nations, including our own, are staggering under a load of debts piled up as a result of past wars. Another long war would complete the ruin of all. The only possible way of preserving our own institutions is to stay out of the conflict at any cost, to stand firmly on this continent, with the strongest defense possible, both military and naval.

If the British Empire should go down in the conflict, Canada would probably annex herself to us. On the other hand, if we go into the war, we may find that we have lost our present and future liberties and have a complete upset in our social system. We shall lose all the social gains that have been made over the last six years, we shall see the money put into the health, recreation and upbuilding of our people dissipated in paying for a war to preserve the British and French empires.

I believe you were correct when you stated that while people should be neutral in deed they could not be expected to be neutral in thought, but I think this should not apply to high officials of the Federal Government. The private citizen can have his sympathies, and certainly from eighty to ninety per cent of our people sympathize with the Allies, but it is highly dangerous to have the head of the nation, our Department of State and other responsible officials of the government be as unneutral in thought and action as they have been.

Most respectfully yours,

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
Chairman of the Board

Nov. 6, 1939.

PPF-
1365

The President,
The White House,
Washington, D. C.

My dear Mr. President:

I wish to thank you for your letter of October 28th.

The next time I am in Washington, I hope I may have an opportunity to see you. I expect to be there again early in December, probably the 4th, 5th or 6th, as there is to be another meeting of the Committee on Civil Service Improvement. I shall get in touch with Mr. Early for an appointment.

Sincerely yours,

R E Wood

PPF 1365

Hen 2

October 28, 1939.

Dear Bob:-

I am glad to have your letter and as we lawyers would say "the hearsay evidence which you cite is not admissible in the court".

Neither do I think that you are using anything but hearsay when you state categorically that "the detention of the Bremen was certainly not neutral in action". Actually I fear you know nothing of the facts in that case -- and if you had known them you would have done exactly what I did. Therefore, your statement cannot receive a high credit mark.

When you say that the important part of my letter to you is that I do not share the feeling that this country will be drawn into the war, you did not have to get my letter on this because if you had read my Message to Congress and my further statement to the Press, about a week later, you would see that weeks earlier I had expressed exactly the same thought publicly.

Again, I must insist that you are forming opinions on hearsay nonsense and are not reading the record, as Al Smith would say. If you are a "doubting Thomas" you had better run down to Washington, run in to see me,

reverse the idea of any real neutrality.

and let me in person quiet your troubled mind!

As ever yours,

General R. E. Wood,
Chairman of the Board,
Sears, Roebuck and Co.,
Chicago,
Illinois.

reverse the idea of any real neutrality.

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
Chairman of the Board

Oct. 25, 1939.

The President,
The White House,
Washington, D. C.

My dear Mr. President:

I want to express my great appreciation of your letter.

I sincerely hope that you do not think I am simple enough to take columnists' articles or even newspaper articles at face value. What I wrote was not based on newspaper interpretations. I have had not one, but a number, of officials of the administration state to me that they felt it inevitable that we be drawn into this war and that, furthermore, we should go in to help the Allies. Among these was at least one official of the State Department.

No intelligent person reading Mrs. Roosevelt's column, and the account of a recent press conference that she had, could help but feel that she felt we would have to help the Allies. The only hearsay contained in my letter to you was about the Ambassador to France and about you yourself. I have not had the pleasure of seeing you personally for over a year, but men I know who have seen you have stated to me that they had heard you say you were afraid it was inevitable that we go into the war and that you felt we should help the Allies in every possible way.

I agree that I am asking the impossible in suggesting that officials of the government be neutral in thought, and you state the matter quite correctly when you say that "while they cannot humanly be neutral in thought, they ought not to let this affect their neutrality of action in any shape, manner or form." However, to the outside observer it would seem that the officials of the Federal Government are not being neutral in action. The detention of the Bremen was certainly not neutral in action. Other incidents from time to time seem to reverse the idea of any real neutrality.

The important part of your letter to me is that you state that you do not share the feeling that this country will be drawn into the European conflict. That is really what I wanted to know. If you personally feel that way, the country will not be drawn in.

I feel very deeply about this question, for, even though an economic royalist, I love my country. I have disagreed with certain domestic policies of your administration, but I have never felt any bitterness, nor did I think it particularly important, for mistakes in domestic policy, if they prove to be mistakes, will be rectified sooner or later. On the other hand, if we make the one great mistake of getting ourselves involved in this war, no man can rectify that mistake. In my opinion, it would have disastrous consequences to our country and to our institutions.

Sincerely yours,

R. W. Woolley

Sears, Roebuck and Co.

Executive Offices

Chicago

R. E. Wood
Chairman of the Board

March 8, 1940

P.P.F. 1365

General H. L. Watson,
Executive Assistant to the President,
Executive Offices,
Washington, D. C.

acknd 3/11/40 mma

My dear Watson:

I expect to be in Washington the 20th, 21st and 22nd to attend a meeting of the Civil Service Committee appointed by the President.

It has been some time since I have seen the President. If he is not too pressed for time or too occupied with other matters, I should like very much to have an appointment with him on one of those three days.

With kind regards, I am

Sincerely yours,

R E Wood

March 21

March 12, 1940

My dear General:

I was glad to get your letter of March eighth and have passed it along to the President.

In accordance with the President's wishes, I am arranging a fifteen minute appointment for you at 11.30 March twenty-first and would appreciate it if you would confirm this date as soon as convenient.

With all good wishes,

Sincerely yours,

EDWIN M. WATSON
Secretary to the President

RB/mma

General R. E. Wood,
Chairman of the Board,
Sears, Roebuck and Co.,
Chicago,
Illinois.

Sears, Roebuck and Co.

Executive Offices

Chicago

R. E. Wood
Chairman of the Board

March 15, 1940.

ack 3/18/40 mmca

My dear Watson:

Thanks for your letter of the 12th.

Beggars should not be choosers, particularly when it concerns an appointment with as busy a man as the President of the United States. However, I am taking this trip to Washington to attend a meeting of the Committee on Civil Service Improvement appointed by the President. It will be in session the mornings of the 20th and 21st. I know the President would not want me to shirk my job, and I know that Justice Reed desires to have the committee in session most of the day. Would it be possible to have the appointment late in the afternoon on either of those two days?

With kind regards, I am,

Sincerely yours,

R. E. Wood

General Edwin M. Watson,
Secretary to the President,
The White House,
Washington, D. C.

BOARD FORM No. 14A
APPROVED BY THE PRESIDENT
MARCH 10, 1926

TELEGRAM

OFFICIAL BUSINESS—GOVERNMENT RATES

FROM The White House
Washington

March 19 1940

GPO 16—6481

R. E. Wood
Sears Roebuck and Co.,
Chicago, Ill.

Reference your letter doubt whether can arrange afternoon appointment. Suggest you 'phone me arrival Washington. Regards.

Edwin M. Watson
Secretary to the President.

6.1.44 file

THE WHITE HOUSE

WASHINGTON

December 16, 1940.

MEMORANDUM FOR THE PRESIDENT:

Re: General Wood's speech before the N. A. M.

Various people who were present have told me a story similar to that which I have underlined in the attached clipping.

P.P.F. 1365

Lauch Currie

Lauchlin Currie

x144-A

our great industrial plant within the limits of the neutrality law.

He described as "fallacious," however, argu-

verting to a second rate

"I conceive that neith

Wall Street Journal, December 14, 1940

...eal by Gen. Wood ...hat U. S. Avoid War Applauded by NAM

x394
x463-C

Lewis Douglas Speaks on Possible Dangers to America If Britain Is Defeated

Businessmen demonstrated their aversion to this country's participation in the war by their reaction yesterday to speeches representing two viewpoints of the nation's proper part which were delivered before the NAM convention.

Lewis W. Douglas, former budget director and president of the Mutual Insurance Co. of New York, delivered a remarkably moving address on the dangers which this country faces if Germany and her allies win. While he did not ask for our entry, his point of view might be described as approaching that of the "interventionists." He was listened to attentively and applauded moderately at the close.

Thereafter, General Robert E. Wood, chairman of Sears, Roebuck & Co., presented a closely reasoned analysis in support of the anti-war position. He, too, received the closest attention of his hearers but was interrupted with applause when he said that if this country "cannot defend itself unaided by Britain or anybody else, it does not deserve to survive," and received an ovation at the close.

Drawing particular interest was Gen. Wood's statement that this country would have to make up its mind soon regarding entry into the European war, and that if its decision is "No" there may be a negotiated peace in the spring.

On the other hand, General Wood said, if the answer is "Yes" the war may drag on for from two to five years yet. He said he believed the answer should be "No."

All Agree on Strong Defense

General Wood pointed out that all are in agreement on the necessity for a strong defense, on the belief that no foreign country must obtain possession of any part of the two Americas, that the United States must be prepared to defend the North American continent and at least that portion of South America as far as the equator, and on access by Great Britain to our great industrial plant within the limits of the neutrality law.

He described as "fallacious," however, arguments that this country should enter the war because our protection depends on Britain as our first line of defense and that we must give England all the aid we can even at risk of entering the war, that if Britain is defeated it will be impossible for us to compete with a totalitarian system, or that we should enter the war if necessary to destroy totalitarian ideology repugnant to our ideals.

Mr. Douglas States Problem

Mr. Douglas, in his address, posed the problem as follows:

"The issue for us to decide is whether this nation, conceived of liberty, should run the risk of being left alone to face a brutal revolutionary and vile world, whether we can afford to let the axis powers win, whether it should not be our policy to do whatever may be necessary to insure the defeat of these powers, and if we as Americans really believe in freedom and democracy, difficult enough to preserve in normal times, more difficult to preserve from here on, if we as Americans really believe in freedom and democracy, will we not now make sacrifices in a great cause, our cause, in our interests, to avoid making incomprehensibly greater sacrifices later? Will we not now commit ourselves to the proposition that there can be no agreement with violence, no compromise with oppression, and no covenant with tyranny?"

Mr. Douglas pictured this country, assuming dismemberment of the British Empire and defeat of its fleet, as encircled in the Pacific, restricted in the Atlantic, and circumscribed to the south by the establishment of puppet governments similar to those that have been established in Europe, or by governments openly swearing allegiance to Berlin.

"But the issue for America to decide is not peace or war," he said. "Others will make this decision to suit their pleasure and to serve their purposes, when it suits their pleasure and when it serves their purposes, and this they will do as they always have done, regardless of what others do."

Wood Sees No Invasion Danger

General Wood, on the other hand, argued that there is "absolutely no danger of an invasion of the United States, even if Germany is completely victorious."

"If it is impracticable, or at least exceedingly difficult for an army to cross 25 miles of channel, what valid grounds are there for supposing that a large army can cross 3,000 miles of ocean to invade a continent?" he asked.

Regarding the position of this country economically if Germany should win, General Wood said we can meet "fire with fire" in matters of trade organization and argued that our true mission is in North America and South America, areas which are only partially developed and ready to afford an outlet for our capital and energies for some time to come.

On the third point, General Wood said "you cannot destroy an ideology by waging war on it." He cited the gloomy predictions of 20 years ago as to how Communism would conquer all Europe and possibly spread to the United States, whereas Russia is actually reverting to a second rate Asiatic despotism.

"I conceive that neither Communism, Nazism nor Fascism can take root and endure except under the abnormal conditions created by a great war," General Wood continued. "And the conditions that will be created by another great war are the surest guarantees of this continuance."

"To guard against that happening, and particularly to guard against its getting wholly out of control, the Wages and Hours Act should be revised," he continued. "Costs, prices and profits must be kept within reasonable limits and in economic balance."

appeared so desperate that talk was he
hat Italian navy may be forced to engage
full dress battle with superior British Mediter-
ranean fleet in effort to ease pressure.

Another hint of internal unrest in Italy was revealed last night. Premier Mussolini took stern measures to strengthen the home front against the adversities of war as Fascist quarters demanded a purging of "middle-class enemies" and the execution of food profiteers before firing squads.

There was no let-up in British drive in Egypt. Land forces pressed hard on Italian right wing, preventing Fascist troops from escaping into desert, and forcing them along the coastal road where shells of all calibers from British war vessels standing just off the coast line ripped into the demoralized columns. Belief was growing pursuing English, hard put to keep up with retreating Italians, might not stop at Libyan border but would continue as long as Italians fled, not allowing the foe a chance to re-form along prepared defense lines. Hilly country, however, would be faced, giving opportunity for Italians to stiffen defenses.

In Albania, bad weather and hard fighting slowed down Greeks in some sections but at no sector was there the slightest semblance of Italians being able to make an effective stand. On the coast, Greeks captured Palermo, another Albanian port, and occupied positions further along at Chimara, reportedly seizing coastal positions north of town. Inland, Italians were reported to be evacuating strategic Tepelini and Greeks were threatening important Klisura; Italian captives reportedly stated there was doubt whether Italy could continue if Klisura fell.

Heaviest fighting of the war took place on the northern front where Greeks drove Fascist troops deeper into the snow covered mountains in an attempt to drive on to Elbason, capture of which would open the way to Tirana, Albanian capital. Northern and central operations apparently are designed to push Italians back to sea, while southern drives one by one are cutting off ports of escape.

Berlin revealed Adolf Hitler and Foreign Minister Joachim von Ribbentrop had left Berlin for an undisclosed destination. Unconfirmed rumors had it that Mussolini was to meet with German leaders.

Elsewhere the day was comparatively quiet. England had respite from bombing after heavy attack on Sheffield the previous night. Bad weather kept RAF activities on small scale. New shipping losses were revealed. S. S. Oslofjord, new crack 18,673-ton Norwegian liner, was mined and sunk recently off Newcastle-on-Tyne. British armed merchant cruiser Forfar was torpedoed and sunk, according to the British Admiralty statement giving no further details. British submarine Sunfish torpedoed and sank 4,000-ton German supply ship near Norwegian coast; also hit and damaged a 4,000-ton tanker.

Other developments included announcement by British Food Minister Lord Woolton meat ration will be reduced further "fairly soon" as shortages—attributed to transport difficulties—were reported from some London districts. Germany has failed to starve England out, he said, adding measure was deliberate one because ships which had been bringing food are now moving supplies to Middle East. Food Ministry spokesman indicated transport troubles will be solved in few days. Switzerland tightened border travel restrictions for "urgent" reasons. Rumanian military sources reported some persons were killed and wounded when Soviet frontier guards opened fire on 8,000 Rumanian peasants on Northern Bukovina border seeking to cross into Rumania.

Superior Steel 1940 Net May Top $3 a Capital Share

Earnings of the Superior Steel Corp. have spurted sharply since the beginning of the current quarter. Operations have been near capacity, and products have been shipped out as soon as they have come from the mills.

Results for the quarter to end December 31, next, are likely to be more than double those of the preceding three months when Superior reported net profits of $75,778 after depreciation, interest, federal and other taxes, equivalent to 67 cents a share on the 113,276, shares of capital stock outstanding.

In some circles it is estimated that for the year 1940 the corporation could show a net profit of as much as $350,000 after all deductions. This would be equivalent to better than $3 a share on the capital stock. Much will depend upon year end adjustments.

Such a showing would practically double that of 1939, when Superior recorded net profits after all deductions, of $175,192, equal to $1.54 a share on its stock. For the nine months ended September 30, last, the corporation had a net profit of $191,447 or $1.69 a share.

S. S. White Dental Operate At Above Normal Rate

PHILADELPHIA — S. S. White Dental Manufacturing Co. plants are operating at a rate somewhat above normal to take care of the increasing business from the government in connection with the defense program and

fiscal insolvency and ends in the spiritual disintegration of the people. It is good that "business" has volunteered not only for the work of material defense but likewise to safeguard that common sense of intangible values which binds us together as a nation.

them the fees collectible under the copyright laws. Last year ASCAP received approximately $4,000,000 from this source; this year it is asking

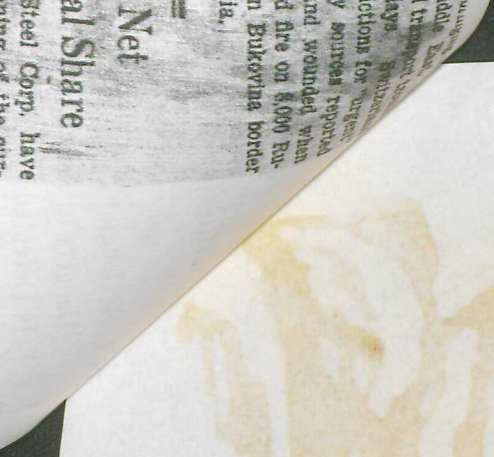
of the interest in radio programs.

PEPPER and Salt

Tsk, Tsk

Wall Street Journal
December 14, 1940

x394
x463-6



file

Sears, Roebuck and Co.

Executive Offices

Chicago

R. E. Wood
Chairman of the Board

February 7, 1941

P.P.F. 1265

The President,
Washington, D. C.

My dear Mr. President:

While in Washington I talked to Mr. Nelson, and he gave me your very kind message. I called up General Watson to see if I could get an appointment to see you, but he was busy in conference with you and though I left my phone number I did not hear from him. I realize, of course, how very busy you must be. It was necessary for me to leave Washington Wednesday evening.

I opposed your reelection for two reasons: (1) I did not believe that any man should have a third term. (2) I felt that your foreign policy was sure to involve us in the war. There was certainly nothing personal about it, and I am sure you will give me credit for being sincere. As you know, I have supported all your domestic reforms, have been in favor of all of them and am still in favor of them.

I am opposed to Bill 1776 because I feel that it is too broad. I am quite sure that the vast majority of the American people will unhesitatingly approve any specific proposal designed for the improvement of our defense or for the expediting of production and of sending aid to England.

I have been afraid that your policy would involve us in the European war. You know I am no pacifist and I am perfectly willing to serve and fight for my country, but I believe its involvement in the war abroad would be disastrous to us and not in our interest. If we do not become involved in the war, I shall be the first to say that I was wrong.

I have the honor to remain,

Yours faithfully,

R E Wood

OK
FDR

FOR THE PRESIDENT'S APPROVAL

February 18, 1941

My dear Bob:

I have your note and copy of your speech, part of which incidentally I heard on the radio. Just between you and me, I still think you are all wet and still wish we could talk things over.

Dumb as I am, I can't get it out of my head that you have the wrong approach. Anyhow, it would be grand to have an old-fashioned argument.

Best personal wishes.

Sincerely yours,

M. H. McINTYRE
Secretary to the President

General R. E. Wood,
Chairman of the Board,
Sears, Roebuck and Co.,
Chicago, Illinois.

mhm/tmb

P.P.F. 1365

Sears, Roebuck and Co.

Executive Offices
Chicago

R. E. Wood
Chairman of the Board

February 12, 1941

Colonel Marvin H. McIntyre,
Secretary to the President,
The White House,
Washington, D. C.

My dear McIntyre:

For your information, I am enclosing herewith an address which I recently gave as part of a debate with Senator E. W. Gibson.

Sincerely yours,

R E Wood

Address by Brig. Gen. R. E. Wood
as part of debate with Senator E. W. Gibson on the subject
"WHAT NOW AMERICA"
before Advertising Men's Post No. 38 of the American Legion
February 3, 1941.

There has not been a great deal of difference in the official platforms of the two Committees represented by Senator Gibson and myself. Both platforms favored aid to Britain, one Committee using the phrase "short of war", the other, "aid within the limits of the Johnson Act and the Neutrality Act." "Short of war" meant aid beyond the limits of the Neutrality Act. On the other hand, some of the measures advocated did not necessarily mean war. There are certain steps which certainly do mean war - convoy of American ships by the United States Navy in the war zone, the dispatch of our navy or air forces to the assistance of any belligerent, the use of our armed forces abroad.

But between the official platform of the Committee to Defend the Allies and the views of some of its most influential members, there has been a wide difference. Mr. Lewis Douglas, Chairman of the Policy Committee, has come out openly in favor of a declaration of war. Mr. William Allen White, former Chairman of the Committee, has stated publicly that he found the real purpose of influential members of the New York and Washington chapters of the Committee was not to aid Britain short of war, but to get us into the war, that he was unable to control those chapters and therefore he resigned. Without throwing any aspersions on the sincerity of many of the members of the Committee, it is difficult not to view the motives of some of them with suspicion, and to feel that an influential part of the Committee is concerned primarily, not with aid to Britain, but to have the United States enter the war as an active belligerent.

That brings us down to the diverging philosophies of the two Committees. One believes that this is our war, that Britain is fighting our battle, that we will be unable to defend ourselves either from a military or economic standpoint if Britain is defeated, that the British fleet is our main protection. Our Committee believes that this is not our war, that it is a European conflict, that Britain is fighting for her own existence and that of her Empire and that this nation is perfectly competent to defend itself even in the face of a victorious Germany. We sympathize with Britain, we hope she will not be defeated, we favor sending her aid. But we do not favor this aid going to the point of stripping ourselves of our own defenses, of putting the entire economic resources of the United States at the disposal of Britain for an indeterminate period, to be paid for by our people, and, above all, of sending our man power to her aid. We supplied her with $5,000,000,000 in the last war, which has never been repaid, which never will be repaid.

For over a year the American people have been fed a propaganda designed to scare the American people to death, to play upon their fears, and to thus gradually work them up to the point where they will be willing to enter the war as an active belligerent. This propaganda has profoundly influenced the people, but it has not yet altered their determination to stay out of the war as evidenced by the Gallup Poll showing that 88% of the people are opposed to our entry into the war. They may yet be tricked into an entry

into the war by the passage of Bill 1776, but if the question is put up to them squarely, there is no doubt as to their stand.

Now let us examine the basis for this fear complex that has apparently gripped part of our 130,000,000 people - more in the East, I might say, than in the West.

I received my education at West Point, I served in the army for a number of years, but I do not pose as a military expert after 22 years in business. I do know the question of supply - for I handled the supply of an industrial army on the Panama Canal, the supply of our armies in the last war during its last six months and the supply of 10,000,000 customers since the war. Most of those in my audience have served in the army; you can understand some of the fundamentals which never change, and you have common sense.

To begin with, it does not make sense that Germany, at the end of a long and exhausting war, will, even if victorious, undertake the perilous and costly adventure of attacking a nation of 130,000,000 people across 3,000 miles of ocean. It is doubtful whether, even if the leaders so decreed, a nation which for seven years has given up butter for guns would not then demand more butter instead of guns. A gigantic task of organization and reconstruction awaits a victorious Germany in Europe - and there is no guarantee that Germany will be victorious.

But assuming the very worst - that Germany has defeated England - how is a modern mechanized army going to be transported to the shores of the United States over 3,000 miles? Where are its bases? How is it going to be supplied? Where is the tonnage to transport and to keep it supplied? What is our own navy going to be doing? Where will our submarines be? There is a mathematical axiom that a force varies inversely as the square of the distance. The German Army, a might military instrument on the Continent, dwindles mightily in force when applied 3,000 miles away. You may say that we did it in 1917 when we took 2,000,000 men to France. But there is a vast difference. To begin with, it took us 18 months to do it, we landed in a friendly country, our bases were prepared and waiting for us, we had every cooperation and assistance from our allies - ports, docks, terminals and rolling stock were ready for our men. Of the 17,000,000 tons of food, ammunition and other supplies that our army used in France, 7,000,000 tons were taken over from the United States, 10,000,000 tons purchased in Europe. I think you will find any competent military expert will tell you that a land invasion of the United States is impossible.

Norway, Denmark, Holland and Belgium are not analagous cases. All were small countries, with no natural defenses, close to a great military power. Neither is the case of France similar to our case, a nation of 40,000,000 people facing one of 85,000,000, also with no natural barrier like the Atlantic Ocean.

We then come to the question of possible air invasion of the United States. Germany has at the present time the

greatest air force in the world. But she has not a single bomber that can carry a load of gas and of bombs to the United States and return. The English airman is now at a serious disadvantage when compared with the German airman, because he has a 1,200 mile round trip to Berlin, the German scarcely a 200 mile round trip to London. The Englishman can hardly carry one-half the bomb load of the German. It is a 6,000 mile round trip to the United States and the bomber coming over here can carry no bomb load at all.

The question comes up of the Nazis securing bases in Iceland and Greenland and launching attacks from those points. First, they have to conquer those points, next they have to establish bases, build air ports, shops, lay in stocks of gasoline, repair parts, etc., all in a barren frigid land. It would take months, if not years, of preparation. And then from Greenland, the nearest point, they would still be 2000 miles from the United States, a round trip for a bomber of 4,000 miles.

The best proof of the utter absurdity of these scare stories is the fact that up to May 10th - when the German air fleet had to operate against England from bases 400 miles away, it was unable to inflict any real damage on England. It was not until after the fall of France, when air bases were established in Holland, Belgium and France - less than 100 miles from the English coast - that real destruction began to be inflicted. That experience shows how impossible it is for any real air attack to be launched against this country under present conditions.

The possibility of attack from South America is frequently mentioned. The famous port of Dakar in Africa is not 1,000 miles from the coast of Brazil. But attack by land, sea or air from Brazil seems entirely visionary. The German army, air force or navy has to first go to Dakar, which is a long way from Germany; it then has to be transported to Brazil, established and supplied there. It is then as far from the United States as Berlin is, with jungles, great rivers, great mountains between Brazil and the United States, and with no highways, railroads or means of communication. The problem of supply would be utterly impossible. An attack launched via that route would be hopeless.

We have heard that within a certain time the combined navies of the Axis will outnumber the United States navy, in battleships, cruisers, destroyers and submarines. I do not pose as a naval expert, but the Italian navy is built for service primarily in the Mediterranean, with thin armour plate, the German navy for service in the North Sea. And again for the navy, as well as for the army, comes the question of supply, lines of communication and distance. I am informed that a battle fleet cannot operate successfully for over 1,000 miles from its base. Europe is 3,000 miles from our shores, Japan over 5,000 miles.

Summing up, I do not believe that Germany, even if victorious, will try to attack the United States, as she well knows the difficulties and obstacles that lie in her path. If she does the improbable: the present war is not over, and it will be several

months at a minimum after this war is concluded before she could prepare for such an attack. It would certainly not come before 1942. It is true we are today unprepared and ill-equipped, but, even so, we have the priceless advantage of a barrier 3,000 miles wide, which greatly diminishes Germany's strength. By the middle of 1942, we will have a trained and equipped army of over 1,500,000 men, a navy, already strong, and materially increased, and an Air Force growing rapidly in numbers - all with the advantage of fighting near their base.

I fail to understand the defeatism of my countrymen. Over 100 years ago, when we were a small struggling nation, we were not afraid to attack the Barbary pirates in their lair, fight England and France at different times, defy the whole European continent by enunciating the Monroe Doctrine. Today, with the greatest natural advantages of any country in the world, with our two great ocean barriers, with the greatest industrial plant in the world, with 130,000,000 population, with 16,000,000 young men between the ages of 21 and 35, we act as if we were in deadly fear of Hitler, as if we must cower behind the skirts of England. And I need not remind you gentlemen that the great nation which depends on others for its protection, which does not trust in itself and itself alone is on the downward path to destruction.

That defeatism extends not alone to military matters, but to economic matters. There is not time to go into that side of the question, but I have full faith in the ability of our manufacturers and managers, in the ingenuity and skill of our workmen, to compete against any system. For 40 years we have competed against European cartels, the low-wage workmen of other countries, but we have held our own and there is no reason why we should not continue to do so.

What the American people need above all else is faith in themselves, not faith in England, not fear of Hitler. This country will never be conquered by outside attack; it will only go under if it loses faith in itself.

We come down to the question "What Now America?"

We should first and last build ourselves an impregnable defense - a strengthening of our army, navy and air forces. That program is under way, the President has the united support of the country for that program. In spite of inevitable delays and temporary discouragements, the program is making substantial progress.

We should continue to aid England in the form of sending her raw materials, planes, tanks, ammunition, explosives and other munitions of war, and we should expedite their production and shipment. There can be no objection to selling her merchant ships to be used under her flag to replace her lost tonnage. Whether we should extend her further credits or gifts, when her own resources are exhausted, I am not prepared to say. I do say that if we do so, if the American people tax themselves for Britain's defense, it is only fair that Britain should turn over all her resources in this country first; in other words, not hold out on us.

At just what point this aid should stop is a difficult question. The two principles that should guide us in that decision are: First - we should not endanger our own defenses. England refused France's frantic appeals for her air force in the Battle of France, because she held that air force on the Island for her own defense. That decision was wise. Second - we should not give the aid that would involve us as an active belligerent in the war. That means we should not use our navy as convoys, we should not send our navy or air forces to Europe. Those steps mean war.

Last and most important of all - we should not become involved as an active belligerent in the war. We must regard the interests of our own country first. If we stay out of this war and properly prepare ourselves, I venture the assertion that even Germany, if victorious, will hesitate to attack a prepared America. If we stay out of the war, we will be in condition to fulfill our own destiny, to improve the lot of our people, to develop our own continent and part, if not all, of South America and help a shattered Europe. Are we going to be foolish enough to involve ourselves again in a European conflict? If we go into this war actively, we must go in with men, money and everything we have. We must be prepared for a struggle lasting two, three or four years longer. And even if eventually victorious, what will be the results? Europe will be in ruins. England itself, will be so weakened that her empire will probably disintegrate. The neutrals like Norway, Denmark, Holland and Belgium will be undergoing martyrdom through the duration of the war. And we ourselves, in fighting totalitarianism, will have to go totalitarian during the war and possibly after the war. Even our economic resources will be impaired by a long-drawn-out war, and we will be exhausted at its close, in no condition to help exhausted Europe.

That is the real question before the American people today. If the question could be put up to them fairly and squarely, there is no doubt as to the answer. But I am afraid that it will not be put up to them fairly, they will be edged or tricked into involvement. If the people will to stay out of this war they can do so, but it is essential they make their decision known soon.

R.E.W.

1365

July 21, 1941

PERSONAL

My dear Bob:

I have your recent note and am glad to note the correction. Just between us, I have a very firm conviction that regardless of all our differences of opinion over events and actions of the recent past, we are facing a situation that leaves only one logical course; there can be no weakening nor turning back. If we are to have the defense that we must have, the time has passed for the bickerings and disagreements over procedure. This requires the submerging of our individual views and a getting together with a unity of purpose. This is particularly true in the case of individual Americans whose reputations and standing carry weight, not only in their own communities but throughout the nation.

In my very humble opinion, we have reached the point where the responsibile leadership of the country cannot further be handicapped and obstructed without the most immediate peril to our own national security.

You appreciate, of course, that I am voicing my own convictions to an old personal friend with whom I would love to sit down and talk at length.

Sincerely yours,

M. H. McINTYRE

General R. E. Wood,
President, Sears, Roebuck & Co.,
Chicago
Illinois

SEARS, ROEBUCK AND CO.

LOS ANGELES

Shop at Sears and Save

July 19, 1941

Colonel Marvin McIntyre
White House
Washington, D. C.

My dear Colonel:

My attention has been called to a clipping reading as follows:

> "President Roosevelt intended to take over Dakar, Cape Verde and the Azores, 'just as he took over Iceland, but Army officials stepped in and prevented the occupation,' General Robert E. Wood, national chairman of the America First Committee, declared today."

x4330

This quotation is entirely misleading and inaccurate. I never made any such statement, nor did I bring in the President's name. This is what I stated to the reporter:

> "I don't see any present intention to take over Dakar, Cape Verde and the Azores."

I made no mention whatever of the Army.

Sincerely yours,

R. E. Wood

REW EC

x Gen.

x463-b

THE WHITE HOUSE
WASHINGTON

7/21/41

MEMORANDUM FOR

THE PRESIDENT

OK ?
yes

Do you think it OK for me to send this letter to Bob?

MAC

THE WHITE HOUSE

WASHINGTON

October 14, 1942

CONFIDENTIAL

MEMORANDUM FOR THE PRESIDENT

Incidentally, there is a lot of gossip about Lessing and his influence.

Thought you might be interested in seeing this letter.

MAC

mortgage loans on a Sears Roebuck house build

File

MHM TO HAVE A HEART*TO-HEART TALK

WITH SIDNEY WEINBERG ABOUT

x

x4735

After listening to Cal Tinney's ' down-to-size
of Lessing Rosenwald this evening in connectio

P.P.F.
1365

PHONE CENTRAL 6126

R. M. TELFER, JR.
INSURANCE
PUBLICITY—STATISTICS—RESEARCH
ONE NORTH LA SALLE
CHICAGO

Los Angeles, Calif.
October 7, 1942

Mr. M. H. McIntyre,
Secretary to the President
The White House
Washington, D.C.

xRsen

After listening to Cal Tinney's ' down-to-size ' measurement of Lessing Rosenwald this evening in connection with scrap conservation et cetera or face saving for the big shots while the little fellows sacrifice, I am sure you will understand the urge to give you the following:

While Lessing Rosenwald has always been not unlike a " military secret " to most Chicagoans (because he operated from a Philadelphia suburb), nevertheless his acts have affected many of them---and not by direct mail methods entirely.

In my files there is a record of a long distance telephone conversation between the late Henry Horner when governor of Illinois, and Lessing Rosenwald (Springfield to Philadelphia) that reveals the passing of more than $ 32,000,000 in life insurance assets and some 200 million dollars of insurance in force (old National Life of the U.S.A.) to the latter for the asking.

Rosenwald handled this gift under the name of the Hercules Life Insurance Company (Illinois corporation created solely for the purpose of acquiring the assets and insurance in force of the defunct National), but only for 4 years when he gave it up as a bad job, selling out to the Washington National and dissolving the Hercules.

Obviously, Rosenwald knew no more about managing a life insurance company than Cal intimates he knows about scrap conservation. He needed the old National assets to absorb mortgage loans on a Sears Roebuck house building venture, then in the hands of the Metropolitan Life but called.

While we are not at all certain that Lessing Rosenwald is the biggest bust in Washington at the present time, we do wonder why Sears Roebuck men are indispensable to World War 11; this country managed to get through World War 1 without them in any great numbers.

x

x463-6 War Executive Folder

PHONE CENTRAL 6126

R. M. TELFER, JR.
INSURANCE
PUBLICITY—STATISTICS—RESEARCH
ONE NORTH LA SALLE
CHICAGO

Tinney says---and many of us believe the same---that our president's recent swing around the country was to check up on the Washington ' yes men ' (We hope he did not miss the many new cargo-passenger boats in the spill at Wilmington that have been there months awaiting engines).

Now if he could find time to test check ' services offered ' by thousands of over-aged Americans anxious to get this war started towards a successful conclusion, he might learn how the little fellows are being pushed around by the so-called big shots who seemingly are intent upon prolonging this war for their own selfish interests.

Getting down to facts in this much talked about fight or work program, I can best illustrate the lip service it is receiving by using my own experiences.

Within days after Pearl Harbor (on December 12, 1941) I offered my services to the Selective Service System. Same acknowledged on December 15. No word since then.

On April 30, 1942, I offered my services to the Army's Services of Supply, when both Somervell and Lear were getting considerable publicity on the need of younger men giving way to older men on adminstration jobs. This letter was acknowledged by Colonel Dalton on May 1, 1942.

On May 11, 1942, Captain Kojassar sent me a questionaire which was completed and returned to him on May 14, 1942.

On July 24, 1942, I wrote Captain Kojassar to learn where I stood. His reply of July 25, 1942, indicated my fate was in the hands of Colonel Williamson, former traffic manager of Sears, Roebuck & Company. Williamson never wrote me which may have been due to professional jealousy or just another sample of Sears management. After all, it has never been a secret in the business world that Swift & Company has always had the best industrial transportation department in this country.

We performed miracles during World War 1 to keep provisions rolling to the Atlantic Seaboard. I recall an order for 50 cars of provisions that was received when no refrigerator cars were available at U.S.Yds. Did we lay down on the job or stand by while some big shots searched for a couple of assistants to figure out an alibi ? Hell no; our men went out in the Chicago terminals in search of box cars in good condition, and wherever found tagged them bad order for

PHONE CENTRAL 6126

R. M. TELFER, JR.
INSURANCE
PUBLICITY—STATISTICS—RESEARCH
ONE NORTH LA SALLE
CHICAGO

repairs on our riptrack. On arrival there we built ice bunkers into them, pre-chilled 24 hours, then loading for third morning arrival at seaboard.

I mention this to point out that we circumvented I.C.C. rules and other red tape to get the job done.

And we never let red tape stop us from clearing hundreds of thousands of tons of provisions from Norfolk, Newport News, Philadelphia, Baltimore and New York.

Well, so much for what was accomplished during World War 1; it may not impress the present crew, but to some of us a little more work and less lip service would not be out of order today.

Since my arrival on the west coast a few weeks ago, and because I got nowhere with the Army, I contacted Paul McNutt, J. Edgar Hoover, Leo Crowley, and Leon Henderson. Having handled work similar to what these men are supervising, and assuming they were hard pressed for help, I was glad to offer them my services. All replied except Leon; and to think I gave him some very useful tips when he was handling SEC's study of life insurance for the T.N.E.C. Perhaps he is too busy boning for " Information Please " between price orders. However, from Beta brother McNutt I got a reply that indicates he knows what his job is all about.

I wrote Crowley because I had been informed that his department had just taken on a very young man---married a year or so ago---who had been a short-time assistant to a life insurance company president; having got that job shortly after he had examined the company for SEC---the company having been acquired on a very weird $ 1850 stock deal; the company having 37½ million dollars of assets.

Naturally, we know politicians and their relatives must be served, but eventually the government may need some workers, and with that thought in mind we made the effort.

Cordially yours,

R. M. Telfer, Jr.
843 Ridgewood Place
Los Angeles, California

Registration

Name: Robert Miller Telfer, Junior.
Place of residence: 2219 Maple Ave., Evanston, Illinois.
Race: White; Height: 5' 10"; Weight: 140 lbs.; Complexion: Light; Eyes; Blue; Hair: Gray.
Date of birth: January 11, 1890.
Place of birth: Shannon, Carroll County, State of Illinois.
Mailing address: One North La Salle Street Chicago, Illinois.
Telephone: Central 6126.
Name and adress of person who will always know your address:
Etta A. Telfer (wife) 843 Ridgewood Place Los Angeles, California.
Employer's name and address: Myself at One North La Salle St.,Chicago,Ill.

Family

Etta A. Telfer, wife; Robert M. Telfer,III, son employed by Consolidated Aircraft Corporation San Diego, California; Grant Douglas Telfer, son, student, aeronautical engineering L.A.C. College; Marilyn Miller Telfer, daughter, student and Pacific Coast amateur figure skating champion.

Brothers: Fred Wallace Telfer, B & M Agt.,Milwaukee Railroad, Milwaukee, Wisconsin; Archibald Donald Telfer, City Manager, Beloit, Wisconsin.
Sisters: Isabel Lutz, widow, Edgerton, Wisconsin; Sara Artlip, Milwaukee, Wisconsin; Jessie Meehan R.N., widow, Beloit, Wisconsin.

Ancestry

Scotch, three-fourths, Dutch one-fourth.
Paternal: Father, Robert Miller Telfer(1850-1935) employed by Milwaukee Railroad 67 years. Grandparents, David Douglas Telfer and Mary Miller Telfer, who came to this country from Scotland in 1850, settling in Wisconsin.
Maternal: Mother, Flora Wallace Telfer(1850-1939) daughter of Alexander Wallace (killed in civil war) and Sarah Van Bibber Wallace, kin of Sarah Boone and George Rogers Clark. Grandfather Alexander Wallace came from Scotland; Grandmother Sarah Van Bibber Wallace from Virginia.

Education

Shannon grammar schools; Beloit high school; Beloit College and Kent College of Law, Chicago. Degree L.L.B.

Employment

Various summer vacation jobs with Fairbanks Morse & Company, Milwaukee Railroad, and newspaper work. One year with Erie Railroad as westbound rate clerk. Ten years with Swift & Company, domestic and foreign transportation, including traffic manager position of plants in East St.Louis and St.Louis; export supervisor Atlantic Seaboard; and special representative Key West and Havana, Cuba.

Also handled demurrage matters and coal shipping while with Swift; and was member of employees efficient committee.

Part owner Barrett and Transmarine Shipping and Export Forwarding business for 2 years.

Represented Chicago law firm as corporate officer for an insurance company 2 years.

Operated an Export Merchandising Business for 2 years.

Export and traffic manager Signode Steel Strapping Company 1 year; export manager Highway Trailer Company 2 years; Cook County Municipal Distributor for Fruehauf Trailer Company 2 years.

Special Insurance Examiner, State of Illinois 3 years; and special examiner for other states on short jobs since then.

Founded The Insurance Examiner monthly trade publication in 1933.

Some of the foregoing jobs included special investigations such as smashing garbage trailer monopoly in Chicago; and putting more than a dozen insurance companies in receivership.

Have assisted the fraud section of federal income tax division and mail department on several big cases.

Also, have and continue to ghost write articles for the press; and do publicity and research work on insurance corporations.

BILLIKOPF, Jacob (Member - Phila. Regional Labor Bd.)
Phila., Pa.
Nov. 26,1934

Writes President re Lessing J. Rosenwald, whom he considers a very keen judge of the problems involving Capital and Labor, and suggests it would be good if President talked with Mr. Rosenwald re matters. Says when he recently visited Syracuse, was thrilled with Louis Marshall Forestry Building, the erection of which is in memory of his wife's father, and which President made possible. President replied Nov. 30, saying he hopes to see Mr. Rosenwald in near future. Sends kind regards.

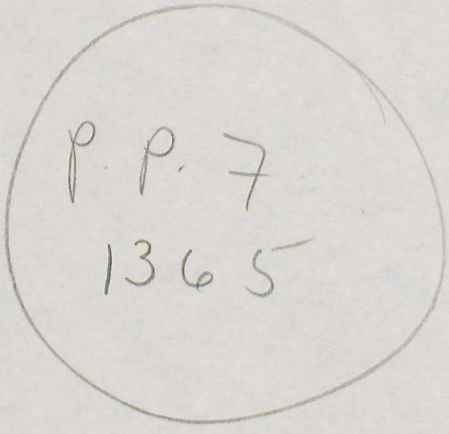
SEE - P.P.F. 2001

P.P.F.
1365

WOOD, GEN. R.E.,
Sears Roebuck & Co.,
Chicago, Ill.
June 25, 1935.

Wire addressed to Mr. McIntyre. Understands that tax bill is to be passed without any hearings, While he sees some justification for speedy action on inheritance taxes, he fails to see why they should apply to graded corporation taxes. Thinks coprorations effected should have the opportunity of presenting their side of the case.

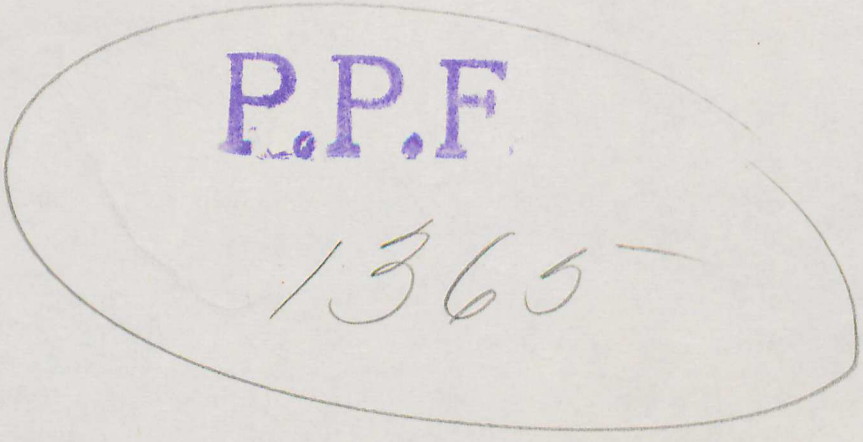
See 137



COMMERCE, The Sec. of
Aug. 21, 1935

Mr. Early referred for draft reply, if in his opinion one should be sent, a letter of Aug. 20 from Sidney J. Weinberg, NYC, who writes Mr. McIntyre asking for a Presidential message for a dinner to be given Henry P. Kendall on Oct. 8 at the Waldorf-Astoria for his splendid service rendered as Chairman of the Business Advisory Council during the last year. - Sec. Roper replied Aug. 28 enclosing draft, which President sent on Sept. 26 to Gen. R.E. Wood, Chairman, Dinner Committee, saying he is glad to join with the friends of Mr. Kendall in thanking for his service rendered as Chairman of the Business Advisory Council, and says the Council's recommendations were very helpful.

SEE - PPF 2912



WOOD, General R. E.
Sears, Roebuck and Company,
Los Angeles, California,
February 6, 1936.

Writer has been travelling over the United States inspecting the stores of Sears, Roebuck and Company. While in Tyler, Texas, he met Gus F. Taylor, President of the leading bank in Tyler, as well as President of the Tyler Chamber of Commerce. Mr. Taylor is retiring Feb. 11th. Says that Mr. Taylor is the most fanatical supporter of President Roosevelt that he has ever seen. Encloses a letter from his (General Wood's) manager in Tyler, * dated Jan. 22nd, addressed to General Wood, requesting that President write to Mr. Taylor commending his services as an outstanding civic leader in Tyler.--Mr. McIntyre wired Mr. Taylor, Feb. 11th (?), conveying President's best wishes to him on the occasion of his retirement from the Presidency of the Tyler Chamber of Commerce and extending President's congratulations to him on his long civic service.--Mr. Taylor, under date of Feb. 11th, wired Mr. McIntyre expressing appreciation for the telegram conveying the President's greetings and saying that he believed with all his heart and soul that the President was the greatest man that had ever filled that exalted office.

*R. L. Tayloe

P. P. F.

1365

SEE P.P.F. 3241

ROBINSON, Hon. Joseph T.
United States Senate
March 7, 1936

Mr. McIntyre referred to him for his confidential information and return, letter to him from Hon. R. E. Wood, President, Sears, Roebuck and Co., Chicago, Ill., dated Feb. 21, 1936, protesting against the Robinson Bill (so-called Chain Store bill) stating it sets the economic clock backward, etc. - President's penciled note: "Mac to show to Senator Robinson." -- Mr. McIntyre wrote Mr. Wood Mar. 7, stating President asked him to thank him for writing as he did, and to let him know when he expects to be in Washington,

SEE - 288 (Official)

P.P.F.
1365

WOOD, General R.E.,
Chicago, Ill.
May 8, 1936

Writes Mr. McIntyre that at the last meeting of the Business Advisory Council, Dept. of Commerce, the Monetary Committee submitted a report to the Executive Committee and then to the Council. Says a copy was given to Secretary Roper. Wishes the President would either read the report himself, or have one of his friends or advisors read it. Attached is an office memo from Miss Barrows to Mr. McIntyre saying he is to call Secretary Roper re release of permanent Monetary Policy, saying the Secretary was asked to hold up this release until Mr. McIntyre could talk with him. -- Another office memo is attached from Mr. Kamee, dated May 15, stating Mr. Morgenthau says he has read a copy of the book called "A Permanent Monetary Policy" and doesn't want it released until he can see the President about it. Considers this report absolutely full of dynamite. -- Mr. McIntyre wrote General Wood on May 18th, thanking for his note of May 8th, saying he is asking Mr. Roper to send a copy of the report over. Hopes to see him soon.

SEE - 229(Official)

P.P.F.
1363

WOOD, Gen. R.E., Pres.,
Sears, Roebuck & Co.,
Chicago, Ill.
June 5, 1936.

(Chain Stores)
Letter addressed to Mr. McIntyre, regarding the Robinson-Patman bill. Encloses copy of an article entitled "The Hidden Purpose of the Robinson-Patman Bill", showing why the wholesalers who wrote the bill in its original form, have fought so desperately for it.

See 288

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PP7.
1365

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Wood, Gen. R. E., Pres.,
Sears, Roebuck & Co.,
Chicago, Ill.
Oct. 17,1936.

Letter in re "I keep getting inquiries from people who tell me that I was quoted over the air with reference to the campaign, but I have been at a loss to know what they were talking about. Finally, I was told that "on October 2nd at 10:30 PM WABC, under the Roosevelt Progress Program a Mr. McIntyre gave a statement by Mr. R. E. Wood, Pres. of Sears, Roebuck & Co." Asks if Mr. McIntyre were the speaker referred to and if so what was the quotation.

Referred by Memorandum to Charlie Michelson.

SEE 300

P.PF 1365

KOUNTZE, De Lancey
New York, N. Y.
January 15, 1937

Writes Mr. McIntyre that Hon. George Mead, Business Advisory Council, has advised him that Mr. McIntyre is arranging Council meeting on January 28, and says he has notified Bob Wood (R. E. Wood ?) and S. Clay Williams to that effect. Mr. Kountze hopes illness will not permit his attendance.

P. P. F.

SEE - 3-Q

1365

WOOD, R. E.
President, Sears, Roebuck and Company,
Chicago, Illinois,
February 10, 1937.

Sends Mr. McIntyre a copy of a letter he has written to Senator Robert F. Wagner. Mr. Wood understands that a Federal Housing Authority will be appointed consisting of five members. Suggests the name of Alfred K. Stern, of Chicago, to be appointed to this board. Mr. Stern is the son-in-law of the late Julius Rosenwald.

P. P. F.

SEE 63 (Official File)

1365

MEANS, Dr. Gardiner C.
Director, Industrial Section,
National Resources Committee
April 20, 1937

Mr. McIntyre, at the President's request, referred to him for his information, letter dated April 12, 1937, addressed to Mr. McIntyre from Gen. R. E. Wood, President of Sears & Roebuck and Company, Chicago, Ill., attaching pamphlets issued by the Machinery and Allied Products Institute to explode theory that machines and machine processes create unemployment. -- Attached is office memo dated April 19, re identity of Dr. Means.

P. P. F.

1365

SEE - 264

LABOR, The Secretary of
June 1, 1937

The President, by memo, referred to her, for draft of reply, letter from R. E. Wood, President, Sears and Roebuck, and Company, Chicago, Ill., dated May 27, re the President's message to Congress regarding the proposed fair labor standards legislation, which legislation writer approves. Comments upon desirability of geographic differentials to take into account local differences in the cost of living. -- In accordance with draft submitted June 5, the President wrote Mr. Wood (reply dated June 1) that it is gratifying to know that they agree on this subject. Says one of the most difficult problems which Congress must consider in drafting legislation of this character is to avoid establishing of such rigid standards that the natural industrial possibilities of certain undeveloped areas will be frustrated. Indicates that the present draft of both the Black and the Connery bills indicate that consideration has been given to preserving economic balance between town and country through administrative performance, rather than by placing of specific figures respecting differentials in the bill, as these bills indicate that consideration has been given so as to permit the Board to take into account occupational differences according to localities and the population of the community in which such employment occurs. Is sure that any specific suggestions Mr. Wood may wish to make will be given exhaustive consideration by the Senate Committee on Education and Labor, and the House Committee on Labor, to which these bills have been referred.

P. P. F.

SEE - 2730

1365

P.P.F.
1365

MORGAN, Hon. Keith
New York, N.Y.
June 17, 1937

Writes Miss LeHand, submitting suggested letters which the President may want to use in writing the members of the President's Birthday Ball Commission for Infantile Paralysis Research and Advisory Medical Committee to the President's Birthday Ball Commission for Infantile Paralysis Research. - Chairman Jeremiah Milbank wrote the President on May 17 sending copies of two reports, one by Dr. Paul deKruif, Sec. of the Commission and second, a letter from Dr. George W. McCoy, Chairman of the Advisory Medical Committee, giving their views and results of this work so far. - On May 17, Henry L. Doherty also sent the President his report re this work. On June 29, the President wrote to the following, thanking them for their services and fine work: These are similar letters but not identical - Chairman Milbank,NYC; Dr. Donald B. Armstrong,NYC; John S. Burke,NYC, Mrs. James Couzens, Birmingham, Mich. (widow of Senator Couzens, who was on this Commission); Dr. DeKruif, Holland, Mich.; Edsel B. Ford, Fordson, Mich.; Rev. Dr. Raymond B. Fosdick,NYC; Edward S. Harkness,NYC, Dr. Geo. W. McCoy, Wash., D.C.; Mrs. Wm. J. B. Macaulay (formerly Mrs. Nicholas Brady), Rome, Italy; Dr. Max M. Peet, Ann Arbor, Mich.; Dr. Thomas M. Rivers, NYC; Lessing J. Rosenwald, Abington, Pa.; Felix Warburg, NYC; -- On June 30, Mr. Morgan wrote Miss LeHand asking re these letters and also suggesting a press release on this subject. - Mr. Early wrote Mr. Morgan on July 12, saying he has condensed this 8-page report to a 4-page digest for a press release. Asks for comments. - Mr. Morgan wrote Miss LeHand on July 13 further re this subject. - Mr. Morgan wrote Mr. Early on July 14, saying press release has the approval of Basil O'Connor and himself. -- On July 16, Mr. Early replied suggesting this be released on or about July 25th. Asks advice. - Mr. Morgan replied July 21st leaving release date up to Mr. Early. - Attached is press release dated Wednesday, July 28th.

SEE - P.P.F. 310 - The President's Birthday Ball Commission For Infantile Paralysis Research.

vmb

FISCHER, J. M.
Assistant Secretary, New York State Mortgage Commission
New York, N. Y.
November 18, 1937

Wrote Mr. McIntyre that Morton S. Hill sent letters to General Robert Wood, President, Sears Roebuck Company; Hon. Marriner S. Eccles, Chairman, Board of Governors of the Federal Reserve System; Mr. Henry C. Turner; Hon. Edward F. Grady, Department of Labor; Mr. Sloan Colt; and Hon. Gerard Swope; professing to have obtained an approbation of his (Mr. Hill's) so called housing plan from Mr. A. N. Gitterman who is connected with the New York State Mortgage Commission. Enclosed letters from Mr. Hill retracting these statements, and Mr. Fischer asks Mr. McIntyre to transmit copies of such letters to each of the gentlemen above mentioned. -- Mr. McIntyre wrote Mr. Fischer November 20th, thanking him for calling this matter to his attention, and he states he will be glad to see that this information is passed along to the proper officials. -- On November 20th, Mr. McIntyre referred to Messrs. Eccles, Wood, Turner, McGrady, Colt and Swope, by joint memorandum, copy of Mr. Fischer's letter of Nov. 18th, and copies of the correspondence referred to therein.

P. P. F.

SER - 63

1365

TREASURY, The Secretary of the
November 24, 1937

Mr. McIntyre referred to him for immediate suggestion as to reply, letter which he received from George J. Burger, Secretary Manager, National Association of Independent Tire Dealers, Incorporated, New York, N. Y., November 23d, re alleged improper use of the name of the Federal Government by Sears, Roebuck and Company in advertising tires in certain parts of the company. ---- Secretary Morgenthau wrote a memo to Mr. McIntyre December 7th, enclosing copy of the Treasury Department's reply to a similar letter from Mr. Burger, dated November 26, in which Mr. Burger was advised that Sears, Roebuck and Company was immediately advised that the practice referred to must be discontinued, and that assurances have been received by the Department that the condition has been corrected. -- Newspaper articles on this subject, sent in by Mr. Burger, are attached to file.

SEE - 526

P.P.F.
1365.

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Correspondence regarding the speeches of Secretary Ickes and Assistant Attorney General, Robert H. Jackson, Dec. 29-31, 1937, wherein they criticise the "60 wealthiest families of the United States" as being a factor in the present business recession, is filed -- 6-Miscel. - Ickes-Jackson Speeches, folders.

SELDEN, E.,
Erie, Pa.
McMASTERS, R. E.,
Cleveland, Ohio
INGERSOLL, R. Sturgis,
Penllyn, Pa.
REIMER, John B.,
Pres., Queencrest Development Corp.,
Jamaica, N.Y.
SHORE, Rufus A.,
Piedmont Publishing Co.,
Winston-Salem, N. C.
WILLARD, Mrs. Charles E.,
Kenmore, N.Y.
FREDERICKTOWN, MO. CHAMBER OF COMMERCE,
Fredericktown, Mo.
BURTON, Willard,
Ft. Worth, Texas
COGGESHALL, Howard E.,
San Marino, Calif.
APRAHAMIAN, K. S.,
Veronica Art Co.,
Saratoga Springs, N.Y.
PIERCE, Alfred,
New York, N.Y.
CORY, R. G. (?)
Newark, N.J.
Werhan, C. E. H.,
South Nyack, N.Y.
KELLER, C. R.,
(No Address Given)
CARPENTER, George B.,
Washington, D. C.
WRIGHT, W. C.,
New Castle, Pa.
O'HEARN, Charles M.,
New York, N.Y.
KNOBEL, Edward D.
Lynn, Mass.

MONTGOMERY, Wm. T.
New York, N.Y.

WALTER VANLANDINGHAM ASSOCIATES
Chicago, Ill.
LEVY, I. Montefiore
New York, N.Y.
WARD, Harold
Detroit, Mich.
PUTNAM, Henry H.,
Jamaica Plain, Mass.
WOOD, Gen. R. E.,
Pres., Sears Roebuck & Co.,
Chicago, Ill.
ALTMAN, Alfred,
New York, N.Y.
WEINBERG, Sidney J.,
New York, N.Y.
POMEROY, Mabel Wadsworth,
Miami, Florida
THE ROOSEVELT CLUB OF BOSTON
Boston, Mass.
JONES, Arthur J.,
Little Rock, Ark.
McGINNES, C. R.,
Reading, Pa.
CUSHMAN, Robert Allerton
Andover, Mass.
GILMORE, Byrd G.,
Chicago, Ill.
CAMPBELL, J. L.,
New Orleans, La.
McCOUCH, Mrs. H. Gordon,
Chestnut Hill, Phila., Pa.
WELCH, John B.,
Indianapolis, Ind.
OHLMAN, Mrs. Marguerite,
Pittsburgh, Pa.
CLARK, W. F.,
Warren, Pa.

P.P.F. 1365

vah.

WOOD, R. E.,
Pres., Sears, Roebuck and Co.,
Chicago, Ill.
February 4, 1938

Writes the President enclosing a clipping from a Chicago newspaper of that date, containing article to the effect that the White House believes trade is on the mend. Mr. Wood expresses his opinion that this belief is a mistake, and that trade is on the downgrade. he says, "With all due respect to Sec'yl Morgenthau, I think a very great mistake was made in the sterilization of gold.""If trade continues to decline, I believe that the gold should be desterilized and the money used as per Mr. Eccles' plan."

See 172

P.P.F.
1365

vah.

WOOD, Mr. R. E.,
Pres., Sears, Roebuck and Co.,
Chicago, Ill.
July 7, 1938

Writes to the President endorsing Mr. Donald Nelson for appointment as Administrator of the Wage and Hour Division of the Department of Labor.

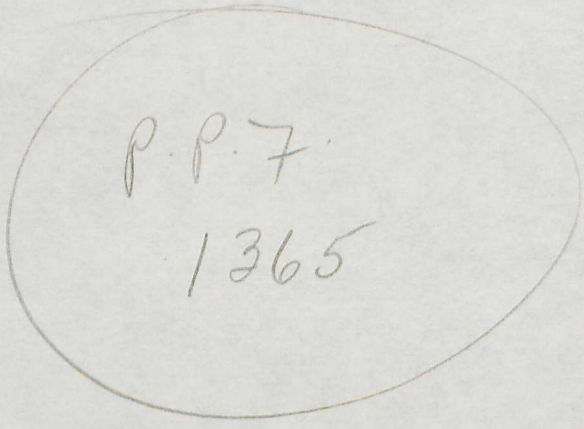
See 3295-A - Nelson

P.P.F.
1365

WOOD, R.E., Pres.,
Sears, Roebuck & Co.,
Chicago, Ill.
Aug. 15, 1938.

Letter to Mr. McIntyre, saying he understands that the economic report on the South compiled by a special committee of Southerners under the auspices of the National Emergency Council is ready. Would appreciate it if he could get a copy of this report.

See 396



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DAVIS, Hon. Norman H.
Chairman, American National Red Cross
December 21, 1938

Mr. McIntyre referred to him copy of a letter which the President on December 21st addressed to Colby Chester, New York City; General R. E. Wood, Highland Park, Illinois; Gerard Lambert, New York City; Mrs. Emmons Blaine, Chicago, Illinois; Mrs. Henry Goddard Leach, New York City; Hon. John D. Biggers, Toledo, Ohio; Mrs. William L. Clayton, Houston Texas; Walter P. Murphy, Chicago, Illinois; Frederic J. Fisher, Detroit, Michigan; Amon Giles Carter, Fort Worth, Texas; Robert Uehlein, Milwaukee, Wisconsin; Marshall Field, New York City; and Hon. Walter Cummings, Chicago, Illinois, asking each to serve as a member of a committee subsequently referred to as the Committee for Relief of Distress in Spain. Mr. McIntyre also referred to Mr. Davis copy of the President's letter of December 19th to Mr. George MacDonald, New York City, requesting the latter to serve as Chairman of the Committee, and stating that Clarence Pickett of the American Friends Service Committee will confer with him (MacDonald) regarding the membership and the work of the proposed Committee. In writing to the proposed members, the President stated that the Committee is to act in cooperation with the American Friends Service Committee in raising necessary funds to be applied to cover the cost of additional flour and other surplus commodities which will be secured and made available through the American Red Cross -- the wheat to be furnished by the Federal Surplus Commodities Corporation and transported to the sufferers in Spain by the United States Maritime Commission. The President stated that Mr. MacDonald has accepted the Chairmanship of the Committee. -- By memoranda of Dec. 28th and 29th Mr. McIntyre referred to Mr. Davis such acceptances as have been received and the declinations of Messrs. Chester and Biggers.

P. P. F.

SEE - 422-D

1365

WATSON, Colonel E. M.
Military Aide to the President
CALLAGHAN, Captain Daniel
Naval Aide to the President
December 28, 1938

The President referred to them, for draft of reply, letter addressed to the President December 21st from General R. E. Wood, President, Sears, Roebuck and Company, Chicago, Illinois, urging that the 1939 Army-Navy football game be held in Chicago. Original letter sent to Col. Watson, copy to Capt. Callaghan. -- On January 3, 1939, Capt. Callaghan and Col. Watson submitted a joint memorandum to the President, listing the reasons why this suggestion by General Wood is opposed by War Department and Navy Department authorities as well as the Superintendents of the Military and Naval Academies. They submitted a draft of reply, and accordingly, January 3rd, the President wrote General Wood that he was glad to hear from him and that he sympathizes with his desire to have the next game in Chicago, but that because a formal contract has already been signed to hold the game in Philadelphia and because of the added loss of time from study by the Cadets and Midshipmen, as well as the additional expense of transportation, the facts are against holding the game in Chicago. -- Attached is memo of Dec. 30, 1938 to Col. Watson from the Adjutant General and memo of Dec. 29th from the office of the Chief of Staff, regarding this matter.

SEE - 787

P. P. F.

1365

REED, Justice Stanley - Supreme Court of the U.S.,
Washington, D.C.,
Feb. 3, 1939

Writes to Mr. McIntyre enclosing draft letter to be sent to Leonard White, Gen. Robert Wood and Gano Dunn, notifying them of their appointment as members of a committee to make a comprehensive study of the methods of handling personnel for professional positions in the Government service. Judge Reed says he talked with Mr. McReynolds in re the notification of these gentlemen and he told him that his only knowledge of it is from a conversation with Thos. G. Corcoran, who is out of town. Judge Reed asks to be advised when these letters go out. -- On Feb. 4, the President wrote to these gentlemen advising them of this appointment. -- Attached is a press release, dated Jan. 31, re the President's announcement re the formation of this committee, and mentions his Executive Order of June 24, 1938, providing additional time in which the Civil Service Commission might reach agreement on scope of certain positions to be affected by such orders. The members of the committee are: Judge Reed, Chairman; Justice Felix Frankfurter, Supreme Court; Attorney General Frank Murphy; William H. McReynolds, Adm. Ass't to Sec. of the Treasury; Mr. White, Gen. Wood and Mr. Dunn. -- On Feb. 8, Judge Reed wrote to Mr. McIntyre that the first meeting will be called on Feb. 18. -- On Feb. 17, Mr. Early sent by memo to Justice Reed a letter of Feb. 9, from J.M. Richardson, Sec. to Gen. Wood, re this appointment.

SEE 3622----(Official File)

P. P. F.

1365

WOOD, Gen. Robert E.

Sears, Roebuck and Company,
Chicago, Illinois,
May 3, 1939.

Writes the President saying he wrote the President a few months ago with reference to getting the Army and Navy Football Game for 1939 in Chicago.----- Attached is memo. for the President from General Watson, dated May 8th, re this matter.---The President, on 5/15/39, sent memo. to General Watson saying he wanted General Watson and "Dan" to speak to him about this matter.---The President, on June 29th, wrote General Wood saying he was sorry that he could not agree to his request re the Army and Navy Game and explained why he did not.

SEE 787 (Official File)

P. P. F.

1365

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PPF 1365

WELLES, Hon. Sumner
Under Secretary of State,
5-20-39

Under Secretary Welles advised the President that Mr. Myron Taylor has telephoned that progress is at last being made in the matter of setting up the International Refugee Foundation. Said the idea is to have on the Board of Directors five or six Jews, with a similar number to serve as alternates, and he submitted the following list from which five nominees and five alternates will be chosen: Dr. (Abba Hillel) Silver, Zionist Organization; Dr. Stephen Wise (alternate); Lewis Straus of Kuhn, Loeb Co.; Louis Kirstein, Boston department store owner; Paul Baerwald; Henry Ittleson; Lessing Rosenwald of Sears, Roebuck Co.; Solomon Stroock; Judge (Joseph M.) Proskauer; James Becker of the A. G. Becker Co., Chicago Banking House; John Schiff of Kuhn, Loeb Co.; Edward Warburg; Arthur Goodhart (American; resident of England. Professor of Law at either Oxford or Cambridge). Mr. Welles said that Mr. Taylor is hoping that the Christian Directors may comprise: Owen Young, John W. Davis, Dave H. Morris, Governor (Leslie A.) Miller and James G. MacDonald. Mr. Taylor is prepared to go to London late in June to complete matters if the President will ask him to do so, and he (Welles) has accordingly prepared and submits for approval a short note to him asking him to make the trip. Mr. Welles said that in a few days he will ask the President's wishes as to the instructions to give Mr. Taylor, as he feels the time as come when we should review the status of the Intergovernmental Committee on Political Refugees and the ways in which we can most effectively help in the matter of Refugees. --- The President wrote to Mr. Taylor, May 22 re progress in setting up Refugee Foundation and saying he would greatly appreciate it if Mr. Taylor could see his way to returning to London some time in June to attend meeting of the Intergovernmental Committee and to help in completing arrangements.

SEE 3186 (Official File)

VMB -

WAR, The Secretary of
July 28, 1939

The President referred for draft of a reply, a letter from R.E. Wood, Chairman of the Board, Sears, Roebuck and Co., Chicago, Ill., July 25, to the President, asking approval of S. 1162, which provides for the recognition of civilian officials and employees engaged in the construction of the Panama Canal. Attached are copies of S. 1162, Report on S. 1162, H.R. 1674, Report on H.R. 1674 and copy of the President's veto message on S. 50. -- On July 31, Sec. Woodring replied, submitting draft. -- On Aug. 1, the President wrote to Gen. Wood stating he calls attention to the act which allowed Army officers engaged in the construction of the Panama Canal, including Gen. Wood, to retire with advanced grade, and recommends that the bill be approved and passed by Congress. The President says he views with sympathetic interest the claims of the civilians who, along with officers of the Army, Navy, and Public Health Service, were engaged in Canal construction, and shall give subject careful consideration should the bill be presented to him for approval.

SEE - 25-I (Official File)

P. P. F.

1365

JOHNSON, Louis - Acting Secretary of War,
EDISON, Charles - Acting Secretary of the Navy,
August 12, 1939.

Writes to the President that in connection with the formation of the War Resources Board, they have prepared for his signature the inclosed letters of appreciation to the members. -- On Aug. 12, the President wrote to the following members: Walter S. Gifford, American Telephone and Telegraph Co., NYC; Edward R. Stettinius,Jr., U.S. Steel Corp., NYC; Gen. Robert E. Wood, Sears, Roebuck and Co., Chicago, Ill.; Mr. John Lee Pratt, Fredericksburg, Va.; Dr. Harold G. Moulton, Pres., The Brookings Institution, Wash., D.C.; and Dr. Karl T. Compton, Mass. Institute of Technology, Cambridge, Mass.

SEE - 3759

P.P.F.
1365

vah.

COLE, Major General W. E.,
The Army and Navy Club,
Washington, D. C.
September 29, 1939

P.P.F.
1365

Writes to Gen. Watson, recommending Robert E. Wood, former army officer, and President of Sears, Roebuck & Co., for appointment as Secretary of War.

See 25-A - Wood

Wood, R.E.
Chicago, Ill.
Oct. 7, 1939

Sent Gen. Watson and Mr. Early copies of a letter which he has written to the President, dated October 6th, in which he comments on the war in Europe and the need for a neutral stand by this country. Pencilled notation: "Mrs. Larrabee is holding in her files original letter from Gen. Wood. The Pres. ack. it on Oct. 12th. E.B.".

See 463-C

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PPF
1365

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P.P.F. 1365-

MEMORANDUM - October 13, 1939

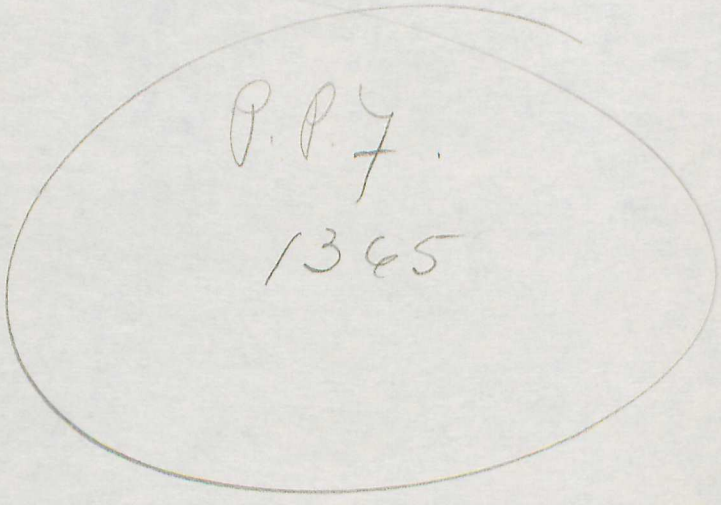
All endorsements of Mr. Robert E. Wood, President, Sears, Roebuck & Co., for appointment as Secretary of War are filed -

25-A - Wood

WOOD, R.E., Chairman of the Board,
Sears, Roebuck & Co.,
Chicago, Ill.
Nov. 6, 1939.

Letter to Mr. Early, saying he thought he might be interested in a poll taken in Chicago, as expressing the opinions of their local business men.

See 1561



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VMB -

STETTINIUS, Mr. E. R.
New York, N.Y.,
Nov. 24, 1939

The President writes that early in August, with his approval the War Resources Board was established to advise with the Army and Navy Munitions Board in reviewing and completing the Industrial Mobilization Plan prepared by that agency, specifically for use only in event of a major war. Acknowledges their report saying he feels certain that it will prove of material assistance in perfecting our plans for the national defense. -- On Nov. 3, Mr. Hassett sent Mr. Early a memo re this, saying Louis Johnson (War Dept.) brought this copy of a letter for the President to send to Mr. Stettinius. Speaks of the press release. - Another memo re this, dated Nov. 22, was sent to the President by Mr. Early. Similar letters sent also to John M. Hancock, John Lee Pratt, Gen. Robert E. Wood, Walter S. Gifford, Dr. Harold G. Moulton, Dr. Karl T. Compton.

OFF - 3759 (Official File)

P. P. F.
1365

WOOD, Gen. R.E.,
Sears, Roebuck & Co.,
Chicago, Ill.
Dec. 27, 1939.

Letter to Mr. Early. Wries with desire to correct erroneous impressions which have been given of Mr. Ira Nelson Morris of Chicago. Believes that he has been confused with his nephew, Nelson Morris. Understands that Mr. Ira Nelson Morris has been considered for a diplomatic post and does not want this misinformation to hurt his record as a very good citizen.

Referred to Secretary of State 1-6-40.

See P.P.F.1479

P.P.F. 1365

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PRESIDENTIAL MEMORANDUM FOR
JIM ROWE
April 17, 1940

The President said: "Will you show the attached to Jerry Frank and Leon Henderson?" The President transmitted to Mr. Rowe (as per brief):-

Letter of April tenth to the President from M. M. Caskie of Reynolds Metals Company, Inc., Richmond, Virginia, suggesting following people who would make creditable members of the Interstate Commerce Commission:

General (R.E.) Wood, of Sears-Roebuck & Co. or Harrison Jones, Vice Pres. of the Coca Cola Co., Atlanta, Ga.; F. C. Hillyer, Jacksonville, Fla.; Hon. Stanley Winborne, Raleigh, N.C., C. E. Childe, Omaha, Nebraska.

P.P.F. 1365

See 5-A - Miscel. (for original of this copy)

NOTE:-

Endorsements of Gen. R. E. Wood for appointment as a member of the Interstate Commerce Commission are filed - 5-A - Wood.

VMB -

WELLES, Hon. Sumner - State Dept.,
Apr. 30,1940

Writes to President that Dr. Paul Van Zeeland called Mpr. 30 re progress made in work of Refugees Committee. Discusses this saying Dr. Van Zeeland suggests a White House meeting with Bernard Baruch,NYC, Lessing Rosenwald, Phila., and Henry Ittleson,NYC, present. -- Miss Barrows sent memo Apr. 6 to Gen. Watson re this, stating Dr. Van Zeeland is of opinion that Jas. N. Rosenberg not be present May 16, but says it would be enormously helpful if President would receive Mr. Rosenberg with specific regard to resettlement of Dominican Republic project. -- May 1 the President sent memo to Mr. Welles re this. -- Sec. Welles replied May 1. -- Mr. Welles wrote May 4.-- May 7, Gen. Watson wrote Dr. Van Zeeland, Mr. Rosenwald and Mr. Ittleson re their appointment for afternoon of May 16 with President. - Office memos attached re further developments. -- May 10. Gen. Watson wired Dr. Paul Van Zeeland regretting in view of present situation appointment for May 16 is indefinitely postponed. Similar wire sent Mr. Baruch, Ittleson andRosenwald.

SEE - 3186

P.P.F.

1365

WOOD, General R.E.
Chicago, Ill.
5-17-40

Wrote to the President congratulating him on his magnificent speech to the Congress on May 16, 1940. - On May 21st, the President wrote to Gen. Wood thanking him for his letter.

See P.P.F. 200-Message to Congress 5-16-40 "W"

P.P.F.
1365

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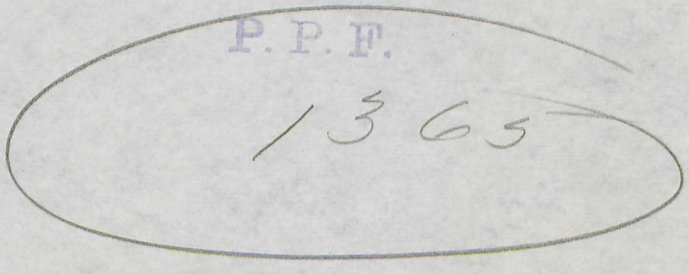
VMB -

WOOD, General R.E. - Chairman of the Board, Sears, Roebuck & Co.,
Chicago, Ill.,
Oct. 12,1940

Writes to the President re Mr. Donald M. Nelson's work with the National defense program. Says the company will give him unlimited leave of absence and he will retain his rights and privileges in the company.

SEE - 813-A Coordinator of Nat. Defense Purchases



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WOOD, General Robert E.
Chicago, Illinois
May 1, 1941

Wrote to Mr. McIntyre attaching a bulletin sent out to all the chapters of the America First Committee. Bulletin is signed by Robert L. Bliss, Director of Organization, and is re a piece of literature mailed out from Chicago. The article referred to is entitled "The Condition of Our Leader." Bulletin asks all chapters to destroy this article if they should receive a copy, and report immediately. Gen. Wood says that they are opposed to the foreign policy of the administration, but they would never stoop to attack the President personally. -- Mr. McIntyre replied on May 3, 1941, asking Gen. Wood to forward confidentially to Mr. McIntyre a copy of the article to which the bulletin refers. Says he would like to put it into the proper hands in case they have not already uncovered it. -- Attached is Mr. McIntyre's memo of May 3, 1941, to Hon. J. Edgar Hoover re this. Pencil notation: "Not Sent". -- Gen. Wood wrote to Mr. McIntyre again on May 5, 1941, advising him that if he can secure a copy of this article from the Committee, he will send it to Mr. McIntyre.

SEE - 4330 (Official File)

P. P. F.
1365

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SEE 4000 for appointment of Lessing J. Rosenwald as Chief, Bureau of Conservation and Substitution, Office of Production Management, at a compensation of $1.00 per annum. -- Approved by the President, Oct. 7, 1941.

Filed: Oct. 14, 1941

P. P. F.

1365

PRESIDENTIAL MEMORANDUM FOR GENERAL WATSON
1-12-42

The President said "I want to see Wayne Coy and Joe Eastman today, if possible; otherwise on Tuesday". Attached is memo for the President 1-3-42 from Wayne Coy with regard to the responsibilities of the Office of Defense Transportation. States that Mr. Joe Eastman has discussed with him the advisability of asking General Robert Wood to head the Storage Division. Would like to bring Mr. Eastman to see the President.

See 4700 (Official File)

P.P.F. 1365

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