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INAUGURAL ADDRESS

of

Governor Orville L. Freeman

To the Legislature of
Minnesota

1-5-55



Wednesday, January 5, 1955

St. Paul, Minnesota

In the 59th Legislature

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① **INAUGURAL ADDRESS OF
GOVERNOR ORVILLE L. FREEMAN,
DELIVERED AT A JOINT SESSION OF THE
MINNESOTA LEGISLATURE AT 12:15 P.M.,
WEDNESDAY, JANUARY 5, 1955.**

① 19 p.

**Mr. Speaker; Mr. President; members of the 59th legislature;
honored guests; and all of my good friends and fellow
citizens of the State of Minnesota.**

Just a few minutes ago, I participated in a ceremony in which I took an oath to uphold the constitution of our state and to serve its people, as the twenty-ninth Governor of Minnesota.

This has been a very moving experience for me, at the same time humbling and stimulating. As I assume the burden of guiding our government through the difficult years ahead, I feel a new sense of the weight of that burden. I realize anew that we can carry it only with divine guidance. And I earnestly beg you to pray that during the coming months God may grant us the courage, the energy, and the wisdom to meet together the great challenge of our times. Working together, with His help, we cannot, and must not, fail.

And it is a stimulating experience, as the first official act of the new administration, to meet here in our beautiful State Capitol in this its 59th anniversary year with the members of our legislature - you men and women with whom it will be my privilege to work during the coming months. Many of you have given long years of devoted service to our people. Your wisdom and experience is one of our state's most valuable assets. To those of you who, like me, are assuming public office for the first time, I would like to extend an especial welcome.

During my college years, I was a member of the University of Minnesota football team. During the war I served with the ground forces of the U. S. Marine Corps. I learned many lessons on the football field and on the field of battle which have been valuable to me since - lessons of good sportsmanship, the lesson of how to lose like a gentleman, and the more difficult lesson of how to win with humility and generosity. But perhaps the most important lesson I learned was that no one man can win the game or

State Government

the battle alone. No matter who happens to be carrying the ball or giving the orders, it is the team as a whole that wins, or the team as a whole that loses. And so, it is heartening to look out over this audience and realize that we are a team, every man and woman solemnly dedicated to the task of building Minnesota's future, of making our state and our country stronger and more prosperous, a better place to live for our children.

And I learned something else from these experiences. It was that the best team in the world can not go far without the support of the community. And so it seems especially appropriate in these critical times that for the first time in Minnesota history all of our people could be brought into personal participation in this important ceremony, through the medium of television. I have met many thousands of you personally, and have felt the warmth of your friendship and interest, in your conversations with me, and in the many letters you have sent me in response to radio and television broadcasts in the past. In a very real sense you are key members of this team, too.

Sometimes, back in the old days on the gridiron and in the Marine Corps, problems and uncertainties would develop when we were faced with a new opponent or a new situation. Sometimes there'd be lively disagreements about defensive and offensive tactics. This would not be Minnesota, or America, if we did not sometimes discover disagreements among ourselves during the coming months. And where honest disagreements develop, I expect that they will be threshed out in lively, and even vigorous, discussion. I would not have it any other way -- for the only alternative would indicate an unhealthy weakness, or an intolerable dictatorship.

I need not tell you that, at the beginning of 1955, our state stands at a point of intense crisis. Looking back over the century-long sweep of our history, Minnesota has experienced many critical periods. But the present challenge we face in Minnesota is, in a real sense, more complex and difficult than our previous periods of crisis. The problems faced by our predecessors were many, but they were for the most part clear, easily defined and easily understood.

But the crisis and the problems of 1955 are only in part immediate, only in part readily definable, and only in part

widely understood. This is true because the State of Minnesota, as a part of the United States, shares the responsibility of leadership in the struggle which rages around the world today. The very future of our civilization depends on the outcome of this struggle between freedom and totalitarianism. First Fascism and Nazism and now their blood cousin, Communism, have infected the world with the spreading disease of totalitarian dictatorship. A tyrannical and ruthless force seeks to blot out the light of freedom, and to reduce mankind everywhere to a life of fear, subservience and hopelessness. The hot shooting war of a decade ago has been followed by the chill of an often bloody, always threatening cold war. It is a war, a struggle, a crisis which will not be resolved in this day, or week, or year, and which may extend for decades or even generations to come. For this reason, it is a struggle, a crisis, more difficult, perhaps, than any we have ever faced. For the sense of urgency, the widespread community understanding of a shooting war or a great depression are absent. Thus the task of today is especially difficult. It requires of us not merely the courage and energy to meet immediate problems as they arise, but also the patience and wisdom and discipline to maintain our purposes, to continue our sacrifices, to sustain our faith and vision day after day, year after year, so that the blessings of peace, security and freedom can be won for ourselves and for our children.

Minnesota Shares in the World Crisis

We are sometimes tempted to forget the part of our state, and our state government, in this struggle. We are tempted to think of the cold war as something remote from ourselves -- as the concern of the national government alone. But the decisions that are made here in the Capitol in St. Paul are of vital importance in this great struggle. It is important to the free world that the United States of America have a growing, prosperous, and expanding economy; and it is important to the free world that the United States demonstrate that a free government can be an efficient, honest, responsible, and prudent government. Likewise, it is important to the United States that we in Minnesota conduct the affairs of our state with the highest standards of efficiency, honesty, and responsibility. It is important to the free world that the United States should secure an increasing measure of justice, an increasing measure of humanity, and an increasing measure of opportunity for all of its people: for old as well as young; for the unfortunate and handicapped, as well as the gifted; for all races and religions. Likewise, it is important to the United States that we here in Minnesota show how a great state can achieve an ever

more humane, ever more just, ever more full and productive life for all of our citizens. In the words of Jesus, we are not as a light hidden under a bushel, but as a great city set on a hill; and all the world will in part judge the products of freedom and democracy by our example."

The Task Before Us

And so it is with full consciousness of the immense importance of our work, and with full consciousness that our tasks are not easy, nor of short duration, that we must now turn to the solution of the problems which face Minnesota today.

These problems are many and complex. They have not sprung up overnight; they have been years in the making. Many of you who sit today in this chamber have seen them developing; and I know that your concern has been as great as mine, as you watched Minnesota move steadily toward a time when major decisions would have to be made.

Some of these decisions concern problems on which we have deferred long-range planning and programming as a result of a very human and understandable illusion which grew up during and after World War II. As the burden of war spending became great, Minnesota, like some of our other states, put off facing up to her problems. "After the war," it was said, "we will see about modernizing and expanding our highway system. After the war we will do something about the inadequate conditions of our schools. When we no longer have to bear the burden of national defense, we will take up the problem of reorganizing our state government so as to make it more efficient." Well, World War II ended, but wars and the cold war went on. The burden of national defense continues into the foreseeable future. And we in Minnesota must accept the reality of taking positive action to meet deferred responsibilities, even as we continue to play our part in the cold war.

Some of the major decisions we must make this year have to do with the financial position of our state government. Here again a crisis has been in the making, a crisis sharpened by an illusion nourished in the years of World War II and the Korean conflict. These wars brought about

"Matthew, 5:14-16. "Ye are the light of the world. A city that is set on a hill cannot be hid. Neither do men light a candle and put it under a bushel, but on a candlestick; and it giveth light unto all that are in the house. Let your light so shine before men, that they may see your good works..."

an unprecedented demand for steel, and stimulated a great expansion of our economy. Minnesota's shipments of iron ore skyrocketed. As the ore boats crowded the docks in Duluth, the taxes based on iron ore production poured into our treasury. As the economy expanded, the state experienced the pleasant glow of balanced budgets and treasury surpluses.

You all know that this pleasant glow was an illusion. Last November, even before I had become familiar with my temporary office in the State Capitol, I learned that for the first time in more than a decade, the State of Minnesota faced an operating deficit. Since November, my staff has conducted a full study of the expected income and the needed expenditures for our state government for the next two years. And I have learned these things: I have learned that even if we held all our governmental services rigidly to their present level -- even if no department improved or expanded its program during the next two years -- existing tax and revenue measures would still leave us some 30 million dollars short of having enough money to pay our bills. This means that if all needs for expanding our welfare services were denied during the next two years; if all needs brought on by a growing and aging population were ignored; if our educational program were held exactly where it is, in the face of increased population; if development in the programs of conservation, and safety, and business promotion were halted -- if all this were allowed to take place, our present revenue measures would not supply the money needed to operate this state government. Truly, we face difficult decisions. But I am confident that we can make those decisions wisely and that we can solve our problems, if we keep clearly in mind the basic goals we seek.

Let me now consider briefly with you the four goals toward which I think we should work in the months ahead. In each case, I want to show you, as clearly as I can, the spirit and purpose which I hope will make our efforts fruitful, and to consider the principles which form the basis of the major recommendations I will make. I will submit to you detailed proposals for specific legislation at a later date. I hope for your counsel and experience in the development of these proposals. But the securing of a common sense of direction, of spirit, and of purpose -- this I hope, we can achieve today.

MAXIMUM DEVELOPMENT OF HUMAN RESOURCES

In exploring our goals together, let us consider first those dealing with human resources, since it is these which most directly and intimately affect the lives of our people.

Our Primary and Secondary Schools

A primary consideration is our educational program.

Here, the growth in population is a factor of overwhelming importance. During the war, the birthrate shot up. This wave of children has now engulfed our grade schools, and with each successive year will move on through our school system, swelling enrollment at every point. In addition, we must remember the normal population growth, which puts a constant pressure for expansion on our school facilities.

The result of these two forces is an increase in our school needs of all kinds. Even if we do not improve the educational opportunities of our children, even if we simply hold the line, we must still build more classrooms, find more teachers, buy more textbooks, hire more janitors. As in so many areas of government, in our school system to stand still is to fall backwards.

This is the minimum--assuming that there were no need for improvement. But there is need for improvement. Instead of keeping pace with our growing needs, our schools have been allowed to fall behind. Some of our children are going to school in well-equipped, modern, newly constructed buildings; but others are still attending school in buildings far below modern standards. Some are going to school in makeshift rented quarters totally unsuited for use as classrooms. Some of our schools are so short of space that they have been put on double-shift schedules, with some of the students attending school in the morning and others in the afternoon.

Maintenance of adequate schools is a continuing task; we cannot hope to correct the neglect of the past decade overnight. But we must take a positive step toward a sound school system immediately; and we must move ahead as quickly

as we can. Educational groups are agreed that the enormous increase in school population requires raising the basic aid from the present \$80 to \$92. I recommend this increase to the legislature as a first step in bringing our schools up to realistic standards.

Our Colleges and Universities

And we must not forget our institutions of higher learning. They face immediate problems. Two forces can be expected to make those problems even more serious in the near future. One of these is the large group of children born during the war, already in our elementary schools; within a few years they will be ready to enter college, and we can expect the enrollment in our colleges and universities to rise to record levels.

In addition, there is a continuing upward pressure on the facilities of our institutions of higher education. As our standard of living has grown, as our society has become more productive, there has been an increased demand for the advanced training and technical skills which our colleges offer. Today our state and our nation badly need more teachers, more engineers, more physicians, more businessmen and labor leaders with administrative training. As a result, a steadily increasing percentage of our young people are entering our colleges and universities. A single dramatic illustration of this trend is the fact that the enrollment at the University of Minnesota this year is 13% higher than last year. And extending this rate of increase into the future, experts tell us that the University enrollment, both in the Twin Cities and in the Duluth branch, may increase by 30% during the next three to four years. Our private colleges make an important contribution to the needs of our people, but they cannot be expected to absorb the increase in the number of students which has been predicted.

These facts emphasize the importance of abandoning the policy of handling our educational program by year-to-year improvisation, and the necessity for long-range plans. Some institutions, among them our State University, have already undertaken studies to define the needs and problems that we may expect to face in the years ahead. It is imperative that our legislature should examine both the immediate needs and the long-range needs of our institutions of higher education, and establish practical and realistic policies to guide us during the coming years.

Such a study should attempt to answer a number of basic questions. One of them is the nature and degree of responsibility we should assume toward those who seek education beyond the secondary schools. What part should our junior colleges play in the program of higher education? At present, our junior colleges receive no assistance from the state. If our junior colleges are to handle more students, then we must decide how they are to be fitted into the total educational pattern. The physical facilities which will be needed during the coming years should be determined, and a long-range construction program developed to take care of them.

It is impossible today to list all of the problems dealing with education which need to be considered. But it is imperative that realistic decisions be made now, so that the increased needs of the future will appear as an increased opportunity, and not as an unforeseen crisis. I think there is no area of governmental activity where we can more truly think of our expenditures as investments rather than expenses, than the field of education. In training the leaders and citizens of tomorrow, in research and in the development of industrial and agricultural improvements, our institutions of higher learning repay the people of the state many times what they invest in them.

The Welfare Program

In preparing the budget for the next biennium, I was made vividly aware of those of our people for whom the state has a special obligation and concern--the physically and mentally handicapped; the unemployed; those of our older folks who need special help; and the people of our state who are unable to adjust to the laws and rules by which society must be governed.

I have always been proud of the special concern that Minnesotans feel for their less fortunate neighbors. Neighborly acts of assistance to the disabled and handicapped have been a tradition in Minnesota since pioneer days.

But as in so many areas of governmental activity, it is essential that systematic, realistic, and basic decisions be made concerning our long-range welfare program. How much can we, and should we, do for these groups of our citizens? What goals should we move toward, and what principles should guide us in defining them?

It is difficult to realize how very recent it is in the history of mankind that society recognized its obligation to help care for its less fortunate citizens. A hundred years ago, the poor, the aged, the mentally disturbed, and those who violated the laws were confined under almost identical conditions, and kept on starvation rations without help or treatment. Then gradually, during the last half of the nineteenth century and the first quarter of the present century, society came to recognize an obligation to treat them somewhat more humanely. But this concept, although it is now generally accepted, has even today been applied only very inadequately in actual practice.

This first step was a great advance along the road toward a better world. But during the last twenty-five years, we have come to recognize that confinement, however humane, is not enough: that it is not only inadequate, but costly. Even with the greatest care and economy, each person who is confined in an institution costs the taxpayers heavily. It has been said that it is more expensive to confine a man in prison than it would be to keep him in an expensive hotel.

Prevention and Rehabilitation

Instead, we have learned that a truly humane and effective program for treating this problem should not emphasize confinement and institutionalization, but prevention and rehabilitation. Experts tell us that if the mentally disturbed could be given treatment soon enough, many of them would never need institutionalization at all. If the young people who are finding it difficult to adjust to the rules of society can be helped in time, many of them will go on to lives of useful productiveness and happiness, instead of lives which lead to prison. If our handicapped can be trained to use the muscles and abilities that remain after a crippling illness or injury, they can take their place again as useful members of society.

Thus it seems clear that the first principle on which a sound welfare program must be based is that its emphasis should be placed on prevention and rehabilitation, both because such a program is less costly and because it is more humane.

A second guiding principle is that it should be the aim of our welfare program to help all of the people whom it

serves to make the greatest contribution of which they are capable, to their own lives and to society as a whole.

In the campaign of 1952, I described a particular group of 55 Minnesota people who had been disabled by accident or disease. At the beginning of the year, all of them were on relief, costing the taxpayers at the rate of \$60,000 a year. But these people did not stay on relief. Instead, each was taught to make the most of the muscles and skills which he had left--at a total cost of \$10,000 for the entire group. But this is the most dramatic fact: during the first year after they were rehabilitated, and began to earn their own living again, they paid back \$11,000 in income tax alone--more than it had cost the state to rehabilitate them.

This is a particularly dramatic illustration of the importance of rehabilitation, but similar results can be achieved with each of the other groups of our unfortunate or underprivileged. Rehabilitation is not only more humane, in the long run it is very much less costly than neglect or institutionalization.

A third principle concerns our special obligation to those who have already made their contribution to society, and who consequently are especially deserving of assistance when they are unable to continue productive activity, because of age or injury.

Our Older Citizens

The largest group of our people to whom we owe a special obligation is made up of our senior citizens. After the preliminary work on the budget for the next biennium had been completed, it was reopened at my special insistence to increase the allotment to our older citizens. Perhaps no group in Minnesota needs increased assistance more than our older people. They have been forced to live in sub-standard conditions for too long. In many cases, they have been unable to afford decent living quarters; many of them have had to go from month to month with too little to eat. The result has been higher medical and hospital expenses. And perhaps worst of all, our assistance program has actually penalized them for helping themselves. When one of our older people was able to earn an extra dollar or two, the state has in effect taken it away from him by reducing his allotment an equal amount.

I am asking the legislature to increase the assistance to our senior citizens by \$5 a month, and to amend the law so that they will have more opportunity to help themselves by earning a little extra money. I wish that we could give them more help than this; I cannot imagine any Minnesota who would not wholeheartedly support this increase in aid to our older people.

Workmen's Compensation and Unemployment Insurance

Others toward whom we have an obligation are the injured workman and the person who is without work through no fault of his own. Minnesota has failed to keep up with the recognized standards in both of these fields as our economy and our industry have moved ahead. Workmen's compensation and unemployment insurance must be modernized and brought up to date with a liberalization of benefits in accordance with the formula which was stated as the objective of these programs when they were created.

Minority Groups

And in speaking of human resources, we must give careful consideration to our minority groups. The words "regardless of race, creed, or color" are often spoken glibly today. Here in Minnesota, these words should be translated into positive legislation which will stand as a testimony to our determination that every Minnesotan shall have equal economic opportunity, based on his ability, without any detriment because of his race, color, creed, or national origin. Such legislation is important, first of all, because it is right. In the words of the Bible, God "has made of one blood all nations of men...on the face of the earth."*

But it is important, too, because any other policy is economically unsound. Our minority groups have much to contribute culturally and economically to the life of our state. To the extent that we make it impossible for a potential physician, engineer, or businessman to make use of the capacity that God has given him, to that extent we deprive ourselves of the benefit of his productivity, and our community suffers.

*Acts 17:26

And equally important is the fact we have already mentioned, that if we are to do our part in the struggle for the minds of men throughout the world, then we must demonstrate to all the world that we practice what we preach--that we hold the principles on which our country was founded to be something to live by, not merely something to which we pay lip service.

II MAXIMUM DEVELOPMENT OF NATURAL RESOURCES

The second great goal of our government is the enhancement and conservation of our natural resources.

A hundred years ago, it seemed that our resources were limitless; forests stretched as far as the eye could see; fish and game filled the streams and the land. But with the growth in our population, and the cultivation of the great share of our land, we became aware that our resources are not inexhaustible; that if our children are to enjoy them, we must guide their utilization by soundly scientific principles.

And from long study and experience, we have learned that the most important of those principles is that we must work with nature, not contrary to nature. In my conversations with our people who are particularly concerned with natural resources, many of them have expressed this principle by saying "Nature's way is best." In spite of the sound and devoted work of many of our conservation officials and experts, our program for handling our natural resources has in the past been too often one of patchwork and piecemeal. We have even had the experience of watching one division carry on a program which was cancelled out by the program of another division.

A truly effective natural resources program must be based on a unified, long-range policy which will consider the effects of each of our natural resources on all the others--land, water, wildlife, forestry, and minerals. That kind of program is essential because it recognizes and cooperates with the balance of natural forces.

Such a program is much easier to generalize about than to plan in detail. But we must reach a clear understanding

of the objectives we seek, and at least the most prominent signposts along the way to those objectives. Once such decisions are made, based on the best expert and scientific advice available, and tested in the crucible of public opinion and practical experience, then we will have a sound and truly effective program. And when such a program has been developed, the officials of your government must have the courage to resist any local pressures which seek to distort it from its goal. Our resources are too important to be manipulated as political plums. They must be managed wisely, and used for the benefit and enjoyment of all of our people alike.

III DEVELOPMENT OF AN EXPANDING ECONOMY

Thus far we have considered the goals of our state government in the conserving and expanding of both human and natural resources. But as we discuss the great needs in these areas, and the great work to be done, we must always face the reality that services to our people, and services in the conserving of our resources, must be paid for through taxes. How is it possible that our state, already confronting a shortage of funds, can ever look forward to meeting the real needs of our welfare and conservation programs?

The key to meeting these needs lies in the development of an expanding economy in the State of Minnesota. Only as we expand the level of business activity in this state, only as we see increasing prosperity on the farm, and expanding payrolls in our factories, can we provide the tax base upon which the State of Minnesota can fulfill the tasks of government. It is for this reason that a major, long-range purpose of this administration will involve attention to the development of resources and the expansion of industry in our state.

Utilizing Our Advantages

Like all other states, Minnesota has its own pattern of assets and disadvantages. Our unused timber and minerals offer a tremendous opportunity for future economic development. Already basic research in the utilization of taconite has begun to develop an industry which will gradually assume more and more importance in the life of our state. And research relating to other Minnesota minerals and plants

will extend our use of these resources. Our geographical position is both advantageous and disadvantageous, since our state is far from the large markets in the East, but located in the heart of the rapidly developing Upper Midwest. Our climate is one of the factors which, along with our unmatched beauties of nature and our resources of lakes and rivers, make Minnesota one of the outstanding vacation and resort areas of the world.

Altogether, our state shows more items on the credit than the debit side of the ledger. But the important consideration in developing our economy, and particularly in encouraging new industries, is to carefully adapt them to the particular pattern of advantages that we have -- to identify and encourage those industries which fit logically into our pattern of resources and opportunities. Here again, further research is badly needed. And in this field, our government should be of invaluable service in planning cooperatively with business, labor and agriculture for the most effective utilization of the resources of the state.

Tax Climate and Business

Ultimately, the services of our government can be paid for only by an expanding economy. A tax climate which discourages business, or which puts us at a disadvantage in competition with other states in attracting new industries, is short-sighted and costly. I, therefore, intend to appoint a committee to study the competitive effect of taxes on industry in the State of Minnesota. Admittedly, the work of such a committee will be difficult but, if it does its work, it can be of the greatest importance. Only as we have production, profits, and dividends can we have better wages, social services, adequate education, and all the other services of our government.

Highways

A third important facet of our work to build Minnesota's economy has to do with the development of an imaginative, long-range highway program. Our highways are not only important to the safety and pleasure of Minnesota motorists, they are also essential to business and agricultural activity in our state. Good roads are an incentive to the location of new industries; they carry our children to school; they in-

crease the efficiency with which farmers move produce to markets; they are basic to the prosperity of our resort and tourist trade, one of the major economic activities of this beautiful and varied state.

As you know, a great deal of study has already been made of Minnesota's highway and road problems. I want to acknowledge in particular the thorough and conscientious work of the Interim Highway Study Commission, established by the last legislature. The recommendations of this group will be invaluable to us as we set about securing needed highway improvements.

I particularly urge this legislature to decide upon a new formula for the distribution of highway funds derived from our highway users taxes. Such a formula, providing for distribution of funds among our counties, cities, and trunk highway system, is an essential first step toward financing the type of highway program needed for our state. Inasmuch as the new formula will have to be submitted to the people of Minnesota as a constitutional amendment, it is important that we reach a sound early decision in this matter.

Safety

Let me also emphasize the importance of highway improvement to our hope for a better safety record in Minnesota. We in government must work with the people of Minnesota in reducing the tragic toll from highway accidents. Good roads, well marked, well engineered, and well surfaced, are essential to highway safety. Additional efforts are needed in the fields of safety education and law enforcement in order to reduce the terrible accident rate.

Duluth and The St. Lawrence Seaway

One of the hopeful prospects for Minnesota's economic future is the development of the St. Lawrence Seaway. This will, in time, bring sea going ships to the very shores of Minnesota. Through the beautiful port of Duluth, Minnesota produce can be shipped directly to ports all over the world.

It is imperative that Minnesota look now toward the development of the Duluth harbor. We must be ready with adequate facilities for the flourishing trade which will follow the opening of the Seaway. If we delay too long in

our own planning, we will find inland ports in other states claiming first priority on the new trade.

For this reason, I recommend that the present legislature undertake study of the implications of the Seaway to Minnesota's economy, and that we develop firm policies concerning the part to be played by our state government in the securing of the economic benefits of an expanding inland port for the State of Minnesota.

Labor-Management Relations

As we consider the various ways in which the economy of our state can expand, we must not forget that the real basis of American economic superiority in the world today is our system of mass production. This system, in turn, depends on mass purchasing power. In other words, if our economy is to expand, our working men and women must share in the rewards of increased productivity, and be able to provide markets for more goods and services by reason of their increased purchasing power. Minnesota labor, perhaps the most productive in the world, can make its best contribution to economic expansion only in a climate of free collective bargaining.

Moreover, the State of Minnesota should make sure that our standards relating to health, safety, and other conditions of employment meet the highest modern requirements.

Developing Farm Income

Increasing farm income is also essential to an expanding economy. Our farms are among the most productive in the nation, and continuing research will make them even more productive in the future. In a very real sense, agriculture is the basic industry of Minnesota, on which the prosperity of the whole state depends.

And for that reason, the long-continued decline in farm prices is of vital importance to all of us. This problem is more than a local one; it is national, and even international, in scope. So long as parity prices in Minnesota are below the national average, our state government must concern itself with the problem of our farmers' income and prices. Our state government can act effectively as a

spokesman for Minnesota agriculture, using its influence with the national government to help secure farm policies that will be fairer for our state, and to help open markets outside Minnesota for the products of our farms.

IV MAXIMUM EFFICIENCY IN GOVERNMENT

The fourth great goal of governmental activity which I would like to propose for your consideration this afternoon is the achievement of maximum efficiency in government. This is an area in which the administrative and legislative branches of our government share almost equal responsibility.

When we ask the people of our state to support expanding services, we have an obligation which I feel very keenly, to see that those services are provided under conditions of maximum efficiency and economy. To meet this obligation, I am going to examine our policies and our organization in great detail, to make sure that we get the greatest possible return for every dollar spent by this government.

Administrative Reorganization

This means we must institute a program of administrative reorganization. At present a great number of overlapping agencies, connected by tangled lines of authority, result in substantial waste of time and money. In planning the reorganization of the executive branch of our government, we have already made a careful review of the report of the "Little Hoover Commission". Further studies are presently under way.

It is clear that improvement in the efficiency of our government will necessarily involve changes in familiar organizational patterns, and long-continued ways of doing things. We cannot hope to make such changes without temporary discomfort and inconvenience. It is only human to cling to a routine which has become familiar over a period of years. And so I ask each member of the government and everyone who deals with this state government to bring to his work during the next two years a fresh point of view, a new alertness to the possibility of finding new ways of doing things that may result in greater economies and improved services for our people. We will need and will be asking for the assistance and support of every one, and

especially you of the legislature, in this important project. I hope that those of you who have had long experience in our government will contribute the results of your thinking and experience, in conferences with the Commissioner of Administration and with me. And I hope that those of you who are new to public service will give us the benefit of your fresh approach to these problems.

Constitutional Revision

Another major step in modernizing our government is the revision of our century-old constitution. Administrative and legislative acts alone are not enough. And so I particularly urge that an amendment be submitted to the people of Minnesota, calling for a constitutional convention to revise and bring up to date the basic machinery of government in the State of Minnesota.

Reapportionment

Reapportionment, as required by the Constitution of Minnesota, is long overdue. Reapportioning the legislative districts so as to realistically reflect the present distribution of population in the state would make the legislature more truly representative, and would immeasurably enhance its dignity and prestige. I cannot urge too strongly that the legislature comply with the provisions of the Constitution which we have sworn to support, and reapportion the legislative districts during the current session.

Party Designation

I urge you to provide further for greater responsibility in government by partisan designation of members of the state legislature.

Employee Morale

The efficiency of the government rests in very large measure on the morale of state employees. To that end, we must provide opportunities for promotion, security under an improved merit system, and an adequate retirement program. The experience and ability of our state employees is one of the most valuable assets of our state. It must not be overlooked.

Honesty and Law Enforcement

There is no activity of government more important than the enforcement of the laws enacted by the legislature. The strength of the entire state rests on consistent and vigorous law enforcement. During this administration, the spirit and the letter of the laws of the State of Minnesota will be enforced fully and conscientiously. Moreover, I pledge you an alert vigil to the end that the people's money will be handled with scrupulous honesty in every respect.

The Road Ahead

The next two years will be a period of hard work for all of us. We cannot hope to solve all of the problems that now confront us by 1957. But I look forward confidently to significant progress toward our goals. Let us hope that in the next two years we can achieve a greater measure of administrative responsibility; that the development of our natural resources and the growth of our economy can move ahead on parallel roads; and that we can extend and deepen our concern for the welfare of our people.

It has been my privilege to participate this week in the ceremonies which have installed many new members of our government. Close association with most of these men in the past has demonstrated that they bring an ability and a devotion to public service which will be invaluable during the difficult days ahead.

And I have been greatly heartened by the friendliness, goodwill, and wholehearted spirit of cooperation that have been already displayed by so many of you and by others in the service of our state. The warmth of your welcome has given me confidence that, working together with the help of God, we can build for Minnesota and her people a great future.

Thank you, and may God bless you all.