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## How Much Does It Cost?

Business can give one answer to that question. Last year alone, American businesses spent an estimated \$1,300,000,000 on development and research.

Every penny of the money went to improve the things and services you will buy tomorrow.

That's good for customers, of course. And it's good for businesses, because a business moves ahead fastest when it looks ahead farthest. But America itself is the greatest gainer when business bets on the future in a big way.

You see proof of it today in this country's power to produce for defense. When emergency came there was little time to plan—yet plans were ready. Research had been done. Expansion was possible in every vital field.

So America could confidently ask for more from our communications, power and transportation systems . . . from the petroleum, chemical and drug products industries . . . from food processors, and from every other business that has a part in keeping the country strong and secure.

Even while yesterday's foresight is paying off, business and its managers fix eyes ahead once more. It's a responsibility of grave weight.

But it is a responsibility that most of the men who make the decisions for business in time of emergency have had to shoulder twice in little more than a decade.

You can depend on them to show the same courage in the future.

### ★ IT'S WORTH REPEATING . . .

Speak kind words and you will hear kind echoes.  
—Franklin.

The first great gift we can bestow on others is a good example. —Morell.

A cynic is a man who knows the price of everything but the value of nothing.  
—Old Scrap Book.

The way to succeed is to keep your head up and your overhead down.

A man who is good for making excuses isn't very good for anything else.

When we quit grumbling about everything that's wrong, we'll have more time to put things right.

## Patrick Henry's Choice

In 1775, an American patriot stood before his neighbors in a small church in Virginia and challenged the tyranny of government — his own government — in a ringing statement on liberty and death.

While I subscribe wholeheartedly to Patrick Henry's choice of death in lieu of slavery to government, I would like to call your attention to another thought in the same sentence wherein he defied governmental encroachment upon the natural rights of man. Here are the familiar words with which he concluded that memorable address: "I know not what course others may take, but as for me, give me liberty or give me death!"

It is important to note that Patrick Henry did not say that he wanted a law to force everyone else to do as he wished. Nor was he trying to stampede a mob into following him. When he said, "I know not what course others may take," he was stating the very essence of liberty; for he was respecting the right of each person to be free to follow the dictates of his own conscience.

And when he added, "but as for me," he was declaring for himself the same freedom of choice that he acknowledged for all others. Thus, having indicated that everyone should be free to decide for himself, he announced his own decision: "Give me liberty or give me death." And let us remember that when he spoke of liberty, he meant freedom from the injustices imposed by his own legally constituted government which he had previously supported.

This philosophy of Patrick Henry—his belief that individual liberty is more sacred than life itself—seems to be forgotten in America today. Now our leaders seem to direct their energies primarily to acquiring power over their fellowmen through government office.

And once such political power has been obtained, the possessors of it seem to say to the rest of us: "We do not know what course you would follow if government were to leave you free to pursue it, but we strongly suspect that you would act in ignorance of your own best interests. Therefore, we will take no chances—we will pass a law that will force you to follow the course that we have decided is best for you. But as for us—give us more power to impose controls, rules, and regulations upon you for your benefit, and for our glory."

That philosophy is a far cry from the ideas that prevailed when Americans were demanding freedom from governmental dictation over their daily lives and business. And I believe that if we do not return to our original concept of a government of strictly limited functions, freedom in America will eventually be as dead as it now is in Russia and other totalitarian countries.

Extracted from an address by Admiral Ben Moreell,  
Chairman of the Board of Jones & Laughlin Steel Corporation,  
before the Illinois Manufacturers' Association  
Chicago, December 11, 1951

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