

Aylesworth -

Aylesworth is about forty-five - small, definite, able, confident but modest. I asked him when he first came into contact with Young. He said he was in Utah in Utility work. I think Young had something to do with that Company, that is, it is one of the companies with Bond and Share and it was through that connection that A. met him. A few years later he was made President of the National Association of Electric Company and it was here he was thrown much with Young. Says this Company was made up of many antagonistic elements, positive and strong men like Insull; that there was much difference of opinion; that the meetings were sometimes very exciting; that it seemed as if the Association could not live permanently. Young seems in this society to have played his usual part at making things less disagreeable - disagreements ~~of~~ listeners and only giving his judgment after all the returns were in and then when it was asked for.

Although he was not in the chair - not an officer as I understand - ^{A says} though it was said that at these discussions practically every man addressed his remarks to him, that is, he, Aylesworth, felt that it was to Young they were all talking. His opinion was almost invariably accepted without discussion.

A. left the Association to become President, or at least active in the National Broadcasting Company. Says that this Company was Young's suggestion. He thinks he saw better than anybody else in any one of the Electric Companies interested in radio, the future of

broadcasting. Says Young talked much from the start ~~of~~ the possible public service in broadcasting; that programs should be given to be so valuable to people that everybody could have the advantage and of course as A. says, that the Companies ~~would~~ sell their radio sets. While it was a solid business if the country took hold of it, Young believed that people would not use it to any large degree unless the service was of a superior kind. Almost at once at his suggestion a council was formed to advise about the way to handle the programs, what the character of them should be. It was necessary to find some way of supporting the business, so that makers of radio machines get their profit on broadcasting ^{and} unless he could find some commercial avenue could not afford to give the range and quality of programs which was necessary to make the art universal.

A. says that nobody but Young could have brought into their advisory council the character of men that are on it. He speaks of Root and Hughes. He says Root has never missed a meeting - he has known him to get out of bed to attend one. The N.B.C. supports certain programs at its own expense. ~~A grain business~~ ^{is} the noon hour - ^{is} agricultural hour which as A. says is his baby. He was born and raised in Colorado and interested in farming. Says that there was no quick approach ^{of news} to the farmer. He did not get ~~the~~ ^{until} daily paper ^{he} ~~took one at night,~~ or the next morning - weekly papers were too late for news; but ^{radio} ~~this~~ could bring him daily the kind of news that he was interested in - ^{stocks} ~~stocks~~, inventions, etc., etc. It also enabled him

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to hear talks from the men who have *done work* for the science of farming or the trade of farming. Mentions men in the Agricultural Department whose names are known to the farmer and ~~to whom~~ have talked directly to *him*.

He says that this Agricultural hour is very popular to town people who never before had ~~had~~ any first-hand knowledge of farming and that they get hundreds of ~~the usands~~ of letters from cities about the farmer; evidently very proud of this particular hour.

The religious hour of which, and they try to touch all sides, Catholics, Protestants, Jews; the Mormans they represent through their choir and orchestra. I take it that he secured this having lived in Salt Lake City. They also give free the Dandrosch hour. This work he says might be called our Editorial contribution - the commerical programs, correspond in his putting of it, to the advertising in the newspapers. Says they do not censor these programs, except in the matter of time. I take it however that there are certain things that are not allowed, as there would be in advertising; no profane language, etc., etc.

A. is proud of the political programs. ~~These~~ the N.B.C. ~~did of course~~, in order to get time for them, ~~they pay~~ ^{pay} regular subscribers to give up their hour. The political parties ~~paid~~ ^{paid} what the subscriber would pay for the time but the Broadcasting Company paid for what the talent cost. Says that contribution was considerable.

He says the leaders of all of the parties, including Mr. Hoover, wrote him and thanked him for the way that they had been managed. He says he even allowed Foster to speak for the ^{Communists} colonists, though there was some criticism, but he thinks as long as they were on the ticket they ought to be able to go on the air with their argument.

He says that in all their work that he knows he has the constant interest of Young. He said that one of the remarkable things of working with Young is that, while he does not interfere with any operating operations, problems, does not pretend to know details, never interferes, that every man in an organization is constantly asking himself, "What would Young do?"

A. thinks that many men in the electric industry feel that Young is too idealistic, too radical, but they have enormous confidence in him all the same. He said that Young so always friendly holds hard to an opinion. he believes right. He is very fair when it comes to a point where it thinks it necessary. He can be very angry, and he said he had often seen him angry, but never ^{had} known him to lose his head.

I take it that he and other men that have grown up under Young feel as Crocker ^{does} says about him, as a matter of fact they kick themselves by what they have seen and believe about him. A. says the greatest thing he has done for him is to make him think straight in business. To keep your thinking right is one of the things that Young has impressed upon them all. That I take it means that they ^{accept} ~~trade~~ the full facts about things, no ~~abrasions~~ admitted.

He talks at length about the radio city and I take it that here they feel they are getting into a tremendous and not too certain future. He says they have a seventeen^{year}/lease on this building, 711 Fifth Avenue, has a greater building in Chicago; that the Radio Corporation has its serious business difficulties. You sense business difficulty behind all of his talks. They ~~are~~^{were} all opposed going into the Radio City when the thing was first proposed. Young's imagination, his sense of the possibility of it, was from the start engaged and when they raised the difficulties he says, "There is one rule to follow and that is that dollars follow the service. Give the service and the dollars will follow it."

Just what Young's part has been in the aggregation I do not know but evidently considerable and he says that while many of their people would like to have been let alone in their own industries, instead of combining in this way, that Young's opinion had so much weight that they all agreed. He sees two big theatres there - the Metropolitan Opera - television - all combined to give an enormous extension^{of service}/offer the radio. Says the Rockefellers have nothing to do with this, that they do the building, and that they have been very decent and fine about it; but it is not a philanthropy. He pays rent - all of the rest of them pay rent. There ^{the R's} part is to build the building so that these enterprises can be brought together, under one roof so to speak, keep in touch with each other while keeping an independent identity.

Young's sense of the possibilities of this has run so far ahead of the rest of them that in this new undertaking they are the more willing to follow him.

He talks of dropping in in the evening to talk over things with Young. I take it then he puts up his problems to him and gets his reaction. He ~~has learned something that~~ ^{Says} he can't understand - how a man who is not connected with the operation of a business in the way that Swope is to the G. E. or he with the N.B.C. can understand all the details when a serious situation comes up. He does not know these details but he never misses a point. I take it that Young does not trouble himself about the details, that the principle at stake is what he sees; he sees the whole thing in the large while A. will probably be lost in the tangle of conflicting and troublesome details.

Seems to be familiar with Mr. Hoover. Says he spent three hours with him the other day and that they had a talk about Owen and he says that Hoover had great confidence in him.

When I write my chapter on broadcasting I am to take it to him. He asked me to come back again, said he was glad to talk about Young at any time. Thinks it probable that there are not a few things that I should put up to him. -his whole story of the relation of Young to the utilities in the early days, also of the forming and the managing of the Electric Light Association.