

= Ralph Flanders =

Ralph Edward Flanders (September 28 , 1880 ? February 19 , 1970) was an American mechanical engineer , industrialist and Republican U.S. Senator from the state of Vermont . He grew up on subsistence farms in Vermont and Rhode Island , became an apprentice first as a machinist , then as a draftsman , before training as a mechanical engineer . He spent five years in New York City as an editor for a machine tool magazine . After moving to Vermont , he managed and then became president of a successful machine tool company . Flanders used his experience as an industrialist to advise state and national commissions in Vermont , New England and Washington , D.C. on public economic policy . He was president of the Boston Federal Reserve Bank for two years before being elected U.S. Senator from Vermont .

Flanders was noted for introducing a 1954 motion in the Senate to censure Senator Joseph McCarthy . McCarthy had made sensational claims that there were large numbers of Communists and Soviet spies and sympathizers inside the federal government and elsewhere . He used his Senate committee as a nationally televised forum for attacks on individuals whom he accused . Flanders felt that McCarthy 's attacks distracted the nation from a much greater threat of Communist successes elsewhere in the world and that they had the effect of creating division and confusion within the United States , to the advantage of its enemies . Ultimately , McCarthy 's tactics and his inability to substantiate his claims led to his being discredited and censured by the United States Senate .

= = Biographical = =

Flanders was born oldest of nine children in Barnet , a town in Caledonia County in northeastern Vermont , and spent much of his childhood in Rhode Island . In his autobiography , Senator from Vermont , Flanders described life on his family 's subsistence farms in Vermont and Rhode Island , before he left to work in the machine tool industry for most of his career . In his first years as a machinist and draftsman , he spent his vacations traveling by bicycle over country roads between Rhode Island and Vermont and New Hampshire . Later , he lived for a time in New York City where he edited a machine tool magazine , but after five years decided to move back to Vermont . In 1911 , he married Helen Edith Hartness , daughter of inventor and industrialist James Hartness . They made their home in Springfield , Vermont , where Flanders became president of the Jones & Lamson Machine Company . Flanders and his wife had three children : Elizabeth (born 1912) , Anna (also known as Nancy ? born 1918) , and James (born 1923) .

= = Professional career = =

Flanders 's career began with an apprenticeship , progressed into engineering , journalism , management , policy consulting , banking , finance , and finally politics when he was elected U.S. Senator from Vermont .

= = Education and apprenticeship = = =

Flanders had no formal education beyond the high schools that he attended in Pawtucket and Central Falls , Rhode Island . But even so , he achieved a solid grounding in mathematics , literature , Latin and Classical Greek there . Unable to afford college tuition , his father bought a two @-@ year apprenticeship for him in 1896 at the Brown & Sharpe Manufacturing Company , a leading machine tool builder . There and through the International Correspondence School he learned machinist and drafting skills . Following his apprenticeship , he worked for various machine tool companies in New England . Despite his lack of a formal university education , he was a self @-@ taught scholar , who read extensively in the literatures of science , engineering and the liberal arts .

= = = Technical journalism = = =

Flanders began writing early in his career . His published articles on machine tool technology led to a job as an editor of Machine magazine in New York City . This job , which he held between 1905 and 1910 , required him to cover developments in the machine tool industry . He traveled widely to visit the companies that he wrote about , which provided him many valuable contacts with leaders in the industry . As editor , he wrote articles on gear tooth systems , gear cutting machinery , hobs , the manufacture of cans , and of motor cars , including Machinery ' s reference series on the subject .

In 1909 , while working long hours on his definitive book on gear cutting machinery , his energy gave out and he suffered a ? nervous breakdown . ? He had to take time off to recover . In 1910 , he accepted a job offer to work in a machine tool company in Vermont . He continued to write on technical and other matters throughout his life and would develop a broader philosophy of the role of industry in society . In 1938 , he received a Worcester Reed Warner Medal in recognition for his technical writing .

= = = Engineering = = =

Flanders 's first major experience in machine design came when he helped an entrepreneur in Nashua , New Hampshire develop a box @-@ folding machine . After that , he worked as a draftsman for General Electric until 1905 , when he moved to New York City to work for Machine .

In 1910 , he moved to Springfield , Vermont to work as a mechanical engineer for the Fellows Gear Shaper Company . He was already friendly with James Hartness , the president of the Jones & Lamson Machine Company (J & L) , another company in town . In 1911 , Flanders married Hartness ' daughter , Helen . Shortly afterwards , Hartness hired Flanders as a manager of the department at J & L that built the Fay automatic lathe . Flanders redesigned that lathe to achieve higher productivity and accuracy . He became a director in 1912 and president of the company in 1933 after Hartness retired . As president of J & L , Flanders implemented a continuous production line to manufacture the Hartness Turret Lathe instead of building each machine individually , attempting to bring some of the efficiencies of mass production to machine tool building . By 1923 , he had acquired and assigned more than twenty patents to J & L.

Flanders and his brother , Ernest , were instrumental in developing screw thread grinding machines . These incorporated advances in thread technology (furthered by the Hartness optical comparator) and Flanders ' s engineering calculations for gear @-@ cutting machinery . In 1946 , the two brothers received the Edward Longstreth Medal of the Franklin Institute as recognition for this accomplishment . They had improved the accurate manufacture of die @-@ cut screws in soft metal and solved the problem of thread @-@ grinding on hardened work .

= = = Professional societies = = =

Flanders became president of the National Machine @-@ Tool Builders Association in 1923 . He served as president of the American Society of Mechanical Engineers (ASME) from 1934 to 1936 . He was vice president of the American Engineering Council in 1937 . Throughout the 1930s , Flanders served as chairman of the Screw @-@ Thread Committee of the American Standards Association . In 1942 he was awarded the Edward Longstreth Medal . In 1944 the ASME awarded him the Hoover Medal for his ? public service in the field of social , civic and humanitarian effort [s] . ? The British Institution of Mechanical Engineers made him an honorary member .

= = = Public life = = =

In 1917 , Flanders served in the Machine @-@ Tool Section of the War Industries Board . After World War I , he oversaw the completion of international standards for screw threads through the 1930s , first as a member , then as chairman of the Screw @-@ Thread Committee of the American Standards Association .

During the Great Depression Flanders began to write about social policy . His major concern was

human development in a technological era . He addressed employing spiritual guidance with a ? program of human values ? to achieve a good life . Nevertheless , his underlying goal was to achieve ? full employment . ? So , he kept himself grounded in economic principles , as understood and debated during that era .

In 1933 , Franklin D. Roosevelt ? s Secretary of Commerce , Daniel Roper , appointed Flanders to the Business Advisory Council , which was created to provide input to the administration on matters affecting business . The Council then made Flanders chairman of the Committee on Unemployment . This committee recommended addressing the problem both geographically and by industry . Flanders reported , however , that when the committee made its recommendations President Roosevelt was preoccupied with augmenting the Supreme Court and ultimately chose the undistributed profits tax instead ? a choice that Flanders felt discouraged capital investment .

In 1933 , the National Industrial Recovery Act created the National Recovery Administration (NRA) . The NRA allowed industries to create " codes of fair competition , " intended to reduce destructive competition and to help workers by setting minimum wages and maximum weekly hours . Flanders was appointed to the industrial advisory board of the NRA . In a speech before a 1934 conference of the code authority members , attended by President Roosevelt , Flanders opposed a proposal by the Roosevelt administration to require that businesses cut worker hours by 10 percent and raise wages by 10 percent in order to spread employment more widely . Ultimately , economic policy moved away from the codes system .

In 1937 , Vermont Governor George Aiken appointed Flanders to two commissions : first , the Special Milk Investigative Committee to study ways to modernize dairying in Vermont ; and second , the Flood Control Commission , which chose Flanders as its chairman . This commission was to negotiate with other New England states a means of sharing costs in a system of flood @-@ control dams .

In 1940 , the New England Council elected Flanders president . The governors of the New England states had established this council to study industry and commerce in their states . Flanders ? s role increased his awareness of the labor and business assets in New England . He also tried to alert his peers to the prospect of U.S. involvement in the expanding Second World War .

In 1942 , Flanders became involved in the Committee for Economic Development (CED) , an offshoot of the Business Advisory Council , whose purpose was to help re @-@ align the nation to a peacetime economy after the war . Flanders reported helping to shape the CED ? s recommendations to Congress on roles for the World Bank and International Monetary Fund .

= = = Banking and investment = = =

Starting in the 1930s , Flanders held directorships on the boards of the Shawmut Bank (1938 ? 41) , Federal Reserve Bank of Boston (1941 ? 44) Boston and Maine Railroad , National Life Insurance Company , Massachusetts Institute of Technology , and Norwich University .

In 1944 , he was elected to a two @-@ year term as president of the Federal Reserve Bank in Boston . During this period , the bank helped establish the Boston Port Authority to revitalize the capacity for cargo from New England .

In 1946 , Georges Doriot , Flanders , Karl Compton and others organized American Research & Development (AR & D) . This was the first venture capital company to invest ? according to a set of investment rules and goals ? in a pool of fledgling companies . Flanders served as a director of AR & D.

= = U.S. Senate career = =

In 1940 , Ralph Flanders ran an unsuccessful campaign for the U. S. Senate . His Republican primary opponent was George Aiken , the popular two @-@ term Governor of Vermont . Although Flanders admired and liked Aiken , he felt that Aiken 's " liberal " ideas would not help the nation ? s economic recovery . In 1990 , one of Vermont ? s major newspapers , The Rutland Herald described the 1940 Republican primary campaign as dirty and mean . Aiken ? s side accused Flanders of

selling arms to the Nazis , and Flanders ? s side suggested that " Aiken was unduly influenced by his administrative assistant , a pretty 24 @-@ year @-@ old with a fondness for power . " In retrospect , Flanders felt that he had allowed his campaign advisers to make too many of the decisions . For example , a campaign brochure showed the candidate wearing a three @-@ piece suit and holding a piglet in his arms . Although he had grown up on a subsistence farm and had an active interest in Vermont agriculture ? especially in the type of hog shown in the picture ? this had the effect of making him appear to be a phony . The Rutland Herald observed that , ? In Vermont in 1940 , pigs were common to many households . But so was common sense . There were many people , most in fact , who did not want as their representative someone who would wear his best clothes if he intended to be handling pigs . ? Aiken won by 7 @,@ 000 votes , having spent \$ 3 @,@ 219 @.@ 50 to Flanders ? s \$ 18 @,@ 698 @.@ 45 . This campaign taught Flanders that ? I had to be myself . ?

On November 1 , 1946 , Vermont Governor Mortimer R. Proctor appointed Flanders to the U.S. Senate as a Republican to complete the term of Republican Senator Warren Austin . Austin had just been appointed by U.S. President Harry S. Truman as Ambassador to the United Nations . Flanders 's appointment gave him seniority over the freshman Senators who would be elected four days later on November 5 . Flanders ran for the office then , as well , and was elected to a full term . He was overwhelmingly reelected in 1952 . He declined to seek a third term in 1958 .

= = = Senate record and committee assignments = = =

Flanders 's voting record in the Senate was more conservative than his senior colleague , George Aiken , and reflected Flanders 's business orientation . In his second term , a Republican majority allowed Flanders to obtain seats on the Joint Economic Committee ? this committee acted in an investigatory and advisory capacity to both Houses of the Congress ? the Finance Committee and the Committee on Armed Services . These assignments reflected his interests as a senator .

= = = Political philosophy = = =

Flanders , although himself a conservative , espoused a constructive competition between conservatism and liberalism . He felt that liberalism represented the welfare of individual people , as opposed to organizations ? governments , businesses , etc . ? preserving freedom of thought and action . For him , conservatism was concerned with preserving institutions that serve the interests of people , collectively . Conservatives , according to Flanders , could find themselves offering " reasoned objections to foolish proposals " by emotionally motivated liberals . He observed that , ? Even in the established democracies , ... the voters are easily seduced into leaving politics to skillful politicians who are themselves without a sense of general , social responsibility . ?

= = = = On moral law in policy formulation = = = =

Flanders had a strict Congregationalist religious beginning , which evolved with his experience into a belief in ? moral law . ? He felt that ? recognition of moral law is as much a necessary requirement of social achievement as physical law is of material advancement . ? In Flanders ? s view , moral law required honesty , compassion , responsibility , cooperation , humility , and wisdom ? values that all cultures hold in common . For him it was an absolute standard . He spoke of a ? Presence ? or ? daimon ? that ? renewed his courage ? and ? indicated direction ? in everything he did .

Flanders referred to the Marshall Plan as an important application of moral law to public policy . He said that the plan ? s true purpose was to fend off Communism through the economic restoration of Europe ? not to provide relief to Europe (something beyond the powers of the U.S.) , nor to enhance gratitude towards the U.S. , its prestige or power .

= = = = On labor and business = = = =

In testifying on the Employment Act (of 1946) before the Banking and Currency Committee of the Senate in 1945 , Flanders defined the ? right to a job , ? as implying a responsibility shared among individuals , organized labor , businesses , and governments , as follows :

Each individual should be ? productive , self @-@ reliant and energetically in search of employment , when out of a job . ?

Organized Labor should avoid wage demands that upset costs of production in a manner that decreases the total volume of employment .

Business should operate efficiently to allow for expansion of production and employment .

State and local governments can help preserve human rights and property rights that foster investment , while the Federal Government should ? encourage business to expand and investors to undertake new ventures . ?

Flanders felt that , to quell inflation , wage increases should be tied to productivity increases , rather than the cost of living . He recommended splitting gains in productivity three ways : to the worker for higher wages , to the company for higher profits and to the consumer for lower prices . He felt that with this approach everyone would benefit at the company level and in the national economy . Such an approach would require mutual respect and understanding between labor and management .

Flanders ? s relations with organized labor were amicable . He welcomed the United Electrical Workers Union into Jones & Lamson Machine Company . J & L became the first company in Springfield , Vermont to be unionized .

= = = = On Franklin D. Roosevelt = = = =

Flanders met with President Roosevelt on several occasions . He felt that Roosevelt and his advisors did not heed Secretary of the Navy , Frank Knox ? s warning that it was ? easily possible that hostilities would be initiated by a surprise attack upon the fleet or the Naval Base at Pearl Harbor . ? He further faulted the president for failing to recognize the growing threat of Communism in China . In Flanders ? s opinion , he sold out on Mongolia , Nationalist China and Central Europe to Communist powers at the 1943 Tehran Conference . Flanders recognized the president ? s political genius and leadership skills , but deplored his advocacy of raising taxes . He characterized the Roosevelt philosophy as one where re @-@ employment ? must come from Government ? not private ? action . ? Flanders felt that large social programs were an ineffective approach to solve national problems .

= = = Cold War policies = = =

National policy relating to the Cold War interested Flanders greatly . He was concerned about the world @-@ wide encroachment of Communism even without force of arms . He felt that President Truman was generally a good president , but was hampered by the Roosevelt legacy of appeasing the Soviets . He also felt that Truman 's commitment to bringing the Nationalist and Communist Chinese factions together into an alliance was mistaken . He endorsed the Marshall Plan as a way to avoid Communist influence in Western Europe . However , he was critical of John Foster Dulles , Secretary of State , for mishandling opportunities to create friendly alignment with Egypt and India , countries which instead sided with the Soviet Union .

Flanders felt that spending 62 % of federal income on defense was irrational , when the Soviet government claimed it wished to avoid nuclear conflict . He advocated that the development of ? A [tomic] - and H [ydrogen] -bombs be paralleled with equally intense negotiations towards disarmament . ? For him , ? gaining the co @-@ operation of the Soviet government on an effective armament control , ? was most important .

= = = The censure of Joseph McCarthy = = =

Flanders was an early and strong critic of fellow Republican Senator Joseph McCarthy ? s " misdirection of our efforts at fighting communism ? and his role in ? the loss of respect for us in the

world at large . ? He felt that rather than looking inward for communists within U.S. borders , the nation should look outward at the ? alarming world @-@ wide advance of Communist power ? that would leave the United States and Canada as ? the last remnants of the free world . ? On March 9 , 1954 he addressed Senator McCarthy on the Senate floor , expressing these concerns . (McCarthy had been advised of the speech , but was absent at the time .) Apart from a brief note of encouragement after this speech , Flanders was grateful that President Eisenhower stayed out of the McCarthy controversy . Members of President Eisenhower ? s cabinet passed along the message that Flanders should ? lay off . ?

The Times @-@ Argus newspaper of Randolph , Vermont reported :

" The speech was a sensation , and the next day Vonda Bergman reported to the Herald that Flanders was unable to appear on the Senate floor because of the flood of telephone calls and telegrams , said to run 6 @-@ 1 in his support . One message called his speech ' a fine example of Vermont courage , humor and decency , ' while another told him , ' Your remarks brought a breath of fresh clean air from the Green Mountains.'

" Two Senate colleagues , John Sherman Cooper , R @-@ Kentucky , and Herbert Lehman , D @-@ New York , were among those who heaped praise on the Vermont senator . The editor of a national publication said : ' It was one of the few recent indications that the Republican Party on Capitol Hill is not wholly devoid of courageous moral leadership . ' And an editorial in the Rutland Herald stated , ' The effect of the speech was to hearten that vast majority of Americans who hate communism but who also revere the Constitution . ' "

Other reactions were not so favorable . People who wrote the Rutland Herald ? hinted at retribution for McCarthy ? s foes ? and called McCarthy ? a demigod above the law of the U.S.A. ... If you disagree , you are RED . ? William Loeb , owner of the Burlington Daily News , wrote , ? It would take somebody as stupid as Senator Flanders to finally swallow the Democratic bait on the subject of Senator McCarthy . ? In a speech that Flanders did not mention in his autobiography , the Times @-@ Argus article reported that on June 1 , 1954 Flanders

" ... addressed the Senate on ' the colossal innocence of the junior Senator from Wisconsin . ' Comparing McCarthy to ' Dennis the Menace ' of cartoon fame , the Vermonter delivered a scathing address in which he lambasted the Wisconsin man for dividing the nation . ' In every country in which communism has taken over , ' he reminded the Senate , ' the beginning has been a successful campaign of division and confusion . ' He marveled at the way the Soviet Union was winning military successes in Asia without risking its own resources or men , and said this nation was witnessing ' another example of economy of effort ... in the conquest of this country for communism . ' He added , ' One of the characteristic elements of communist and fascist tyranny is at hand as citizens are set to spy upon each other . ' ' Were the junior Senator from Wisconsin in the pay of the communists , he could not have done a better job for them . ' ' This is a colossal innocence , indeed . ' "

On June 11 , 1954 , Flanders introduced a resolution charging McCarthy ? with unbecoming conduct and calling for his removal from his committee membership . ? Upon the advice of Senators Cooper and Fulbright and legal assistance from the Committee for a More Effective Congress he modified his resolution to ? bring it in line with previous actions of censure . ? The text of the resolution of censure condemns the senator for ? obstructing the constitutional processes of the Senate ? when he ? failed to cooperate with the Subcommittee on Privileges and Elections of the Senate Committee on Rules and Administration and acting ? contrary to senatorial ethics ? when he described the Select Committee to Study Censure Charges and its chairman in slanderous terms . Time reported that a ? group of 23 top businessmen , labor leaders and educators ... wired every U.S. Senator (except McCarthy himself) urging a favorable vote ? to curb the flagrant abuse of power by Senator McCarthy . ? " The Senate censured McCarthy on December 2 , 1954 by a vote of 65 to 22 . The Senate Republicans were split 22 to 22 . For a further treatment of this episode , refer to Joseph McCarthy ? Censure and the Watkins Committee .

A 1990 article in the Rutland Herald characterized the reaction in Vermont to Flanders ? s role in the McCarthy censure as ? sour . ? It concludes that Flanders ? s convictions did not necessarily

reflect the priorities of his constituency , which regarded the issue as ? not our problem . ?

= = Legacy = =

Flanders was the author or coauthor of eight books , including his autobiography , Senator from Vermont . He wrote about many issues : the problems of unemployment , inflation , ways for achieving a cooperative relationship between management and labor , and his belief that ? moral law is natural law ? and should be an integral part of everyone ? s education . His papers are located at the Special Collections Research Center at Syracuse University Library and at the Special Collections of the University of Vermont ? s Bailey @-@ Howe Library .

During his lifetime , Flanders received more than sixteen honorary degrees from institutions that included Dartmouth College , Harvard University (LL.D.) , Middlebury College (D. Sc .) and the University of Vermont (D. Eng .) . His wife , Helen Hartness Flanders , was a folk song collector and author of several books on New England ballads .

Flanders died in 1970 and he is buried in the Summer Hill Cemetery in Springfield , Vermont , alongside his wife , Helen , and members of the Hartness family .

Flanders ? s Senate legacy has continued to inspire Vermont politicians . In his May 24 , 2001 speech announcing his departure from the Republican Party , Vermont Senator James Jeffords cited Flanders three times and spoke of him as one of five Vermont politicians who , ? spoke their minds , often to the dismay of their party leaders , and did their best to guide the party in the direction of those fundamental principles they believed in . ? In speeches to Georgetown University Law Center and Johnson State College , Senator Patrick Leahy cited Flanders as one of three Vermont politicians who showed , ? the importance of standing firm in your beliefs , ? ? that conflict need not be hostile or adversarial ? and who , ? rose up against abuses , against infringements upon Americans ' rights when doing that was not popular . ?

= = = Flanders = = =

Flanders , Ralph E. (February 1909a) , " Interchangeable Involute Gear Tooth Systems " , Journal of the American Society of Mechanical Engineers (2410 F) .

Flanders , Ralph E. (February 1909b) , " Recent developments in gear @-@ cutting machinery " , Machinery (2242 C) .

Flanders , Ralph E. (January 1909c) , " How many gashes should a hob have ? " , Machinery (1550 C) .

Flanders , Ralph E. (1909d) , " Making solderless cans for food products " , Machinery (7500 C) .

Flanders , Ralph E. (October 1909e) , " The design and manufacture of a high @-@ grade motor car ? Illustrated detailed description of the factory , methods and products of the Stevens @-@ Duryea Co . " , Machinery (8279 C) .

Flanders , Ralph E. (1909f) , Gear @-@ cutting machinery , comprising a complete review of contemporary American and European practice , together with a logical classification and explanation of the principles involved , New York : J. Wiley & Sons .

Flanders , Ralph E. (1910) , Construction and Manufacture of Automobiles , Machinery ? s Reference Series . No. 60 , New York : The Industrial Press .

Flanders , Ralph E. (1925) , Design manufacture and production control of a standard machine 46 , New York : ASME Transactions .

Flanders , Ralph E. (1930) , " The new age and the new man " , in Beard , Charles A. , Toward Civilization , New York : Longmans , Green & Co . .

Flanders , Ralph E. (1931) , Taming Our Machines ; The Attainment of Human Values in a Mechanized Society , New York : R.R. Smith , Inc .

Flanders , Ralph E. (1932) , " Limitations and possibilities of economic planning " , Annals of the American Academy of Political and Social Science (July 1932) 162 (16z) , p . 27 , doi : 10 @-@ 1177 / 000271623216200106 .

Flanders , Ralph E. (1935) , New pioneers on a new frontier 46 , New York : ASME Transactions ,

pp . R1 ? 77 .

Flanders , Ralph E. (1936a) , " New pioneers on a new frontier " , Mechanical Engineering Magazine , p . 3 .

Flanders , Ralph E. (1936b) , Platform for America , New York : Whittlesy House , McGraw @-@ Hill Book Company , Inc .

Dennison , Henry S. ; Filene , L. ; Flanders , R. ; Leeds , M. (1938) , Toward full employment , New York : McGraw @-@ Hill Book .

Flanders , Ralph E. (1949a) , The Function of Management in American Life , Palo Alto , California : Graduate School of Business , Stanford University .

Flanders , Ralph E. (1949b) , Limitations of national policy : speech of Hon. Ralph E. Flanders of Vermont in the Senate of the United States August 11 , 1949 , Special Collections , University of Vermont Library .

Flanders , Ralph E. (1954) , " Activities of Senator Mearthy ? The World Crisis " , Congressional Record ? Proceedings and Debates of the 83rd Congress , Second Session (Washington , DC : U.S. Government Printing Office , published March 9 , 1954) .

Flanders , Ralph E. (1956) , Letter to a generation , Boston : Beacon Press .

Flanders , Ralph E. (1961) , Senator from Vermont , Boston : Little , Brown .

Flanders , Ralph E. (1963) , A Search for Meaning , Springfield , Vermont : Hurd ? s Offset Printing .

= = = Others = = =

ASME (1921) , A.S.M.E. mechanical catalog and directory , Volume 11 , American Society of Mechanical Engineers .

ASME (1944) , Hoover Medal awardees , Asme.org , retrieved 2013 @-@ 05 @-@ 04

Crozier , Barney (September 29 , 1979) , " Vermont Senator 's Speech Heralded McCarthy 's End " , Times @-@ Argus (Randolph , Vermont) .

Editors (February 21 , 1970) , " In our opinion ? Sen. Flanders of Vermont " , Burlington Free Press .

Editors (December 17 , 2006) , " Leahy takes lead on Judiciary Committee " , Burlington Free Press , retrieved January 4 , 2010 .

Fortune (August 1945) , " Flanders of New England " , Fortune Magazine , vol . 32 no . 2 .

Herman , Arthur (2012) , Freedom 's Forge : How American Business Produced Victory in World War II , New York , NY : Random House , ISBN 978 @-@ 1 @-@ 4000 @-@ 6964 @-@ 4 .

Hill , Tom (December 3 , 1989) , " Vt . ' s Senator Ralph Flanders took on McCarthy , and won " , Sunday Rutland Herald and Sunday Times Argus (Vermont) , pp . E1 , E4 .

Jeffords , James (May 24 , 2001) , Transcript : Jeffords statement , CNN InsidePolitics , retrieved January 4 , 2010 .

Klingaman , William (1996) , The Encyclopedia of the McCarthy Era , Facts on File , ISBN 0 @-@ 8160 @-@ 3097 @-@ 9 .

Leahy , Patrick (May 17 , 2008) , Senator Patrick Leahy Delivers 2008 Commencement Address , Johnson State College , retrieved January 4 , 2010 .

Massachusetts Institute of Technology (March 6 , 1970) , " Ralph Edward Flanders 1880 @-@ 1970 " , Resolutions of the Corporation of the Massachusetts Institute of Technology on the death of Ralph Edward Flanders Life Member Emeritus .

Porter , Bill ; Terry , Stephen C. (September 9 , 1990) , " Down & Dirty ? The Aiken @-@ Flanders Primary of 1940 " , Vermont Sunday Magazine of the Rutland Herald and the Times Argus of Rutland and Randolph , Vermont .

Roe , Joseph Wickham (1937) , James Hartness : A Representative of the Machine Age at Its Best , New York , New York , USA : American Society of Mechanical Engineers , LCCN 37016470 , OCLC 3456642 , ; . link from HathiTrust .

Senate Historical Office (1995) , United States Senate Historical Office : " The Censure Case of Joseph McCarthy of Wisconsin (1954) " , Senate.gov , retrieved 2013 @-@ 05 @-@ 04 .

The Tech (November 15 , 1949) , " Sen. Flanders to Discuss Welfare " (PDF) , The Tech (MIT newspaper) : 4 .

Time (August 2 , 1954) , " The Dispensable Man " , Time Magazine .

Vermont Encyclopedia , Editors (2003) , " Flanders , Ralph E. " , in Duffy , John J. ; Hand , Samuel B. ; Orth , Ralph H. , The Vermont Encyclopedia , Lebanon , New Hampshire : University Press of New England , ISBN 1 @-@ 58465 @-@ 086 @-@ 9 .

WGBH , Public Broadcasting Service (2004 @-@ 06 @-@ 30) , Who made America ? George Doriot , Pbs.org , retrieved 2013 @-@ 05 @-@ 04 .