Visited Institutions.

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He liked to see conditions for himself in all state institutions and. instead of sending for a report or dispatching an aide when an emergency arose, he went himself.

His driving energy and capacity for work in Herculean quantities were the despair of office attaches.

He found Michigan's good roads program under way, launched in PUBL previous administrations, but he adopted it as of primary benefit to a state of such wide vacation allure, and devoted full attention to it.

It was he who inaugurated the plan of utilizing convict labor on the concrete trunkline highways, for the dual purpose of keeping prisoners engaged in productive work and reducing the cost of road construction.

He also established a precedent by opening a state-operated ce-ment plant at Chelsea to provide this road material at lower prices than, he believed, it could be obtained from private companies.

Criticized President.

His theory of government as a business led him to attempt, in the coal mine strike of 1922, to take over for the state one or more of the mines in the Saginaw district. Originally, his plan was to lease mines and operate them to avert a fuel famine. Later, he sought to purchase a mine to be operated by the state only for supplying state institutions.

He was intensely interested in the strike and made constant efforts to bring about a conciliation between miners and operators within the state. He publicly criticized President Harding in that period for what he asserted was failure to lend full powers of his office to a settlement.

In 1924, in his second term as governor, he was prominently id mentioned for the post of attorney general in the Coolidge cabinet, then organizing. ne..

A year later, on the elevation of Attorney General Harlan Stone to the supreme bench, he was an active candidate for the post, with the support of Sen. James Couz-Farm ens (Mich) and virtually the full Michigan delegation in the house.

Dominated Legislature.

In the 1924 presidential campaign Groesbeck, as a progressive Republican, was invited to make a series of speeches in behalf of Coolidge through Iowa. He accepted the invitation, then with-drew that acceptance because of a press of state business.

In most of his three administrations, Groesbeck was able to dominate the legislature. His reorganization plan for administration of state affairs went through without substantial alteration, in itself a noteworthy achievement.

He advocated and s hrough to oonus bill, enactment the soldie .000 bond providing for a \$30 followed in the ition als. bling act, iments of ch outlawed all i At the outlet of his administra-MI

tion, he engaged Prof. David Friday. University of Michigan economist, to pare the first budget.

That was in line with his insistence upon economy in government alication and he was proud almost to the hays. point of jealousy of the financial record of his three terms. He crit-icized the United States depart-ZBement of commerce sharply on one Srsday. Benefit of connected since is set as a start of Nia serious error in figuring the ex-

st.penditures for governmental oper-Thations in Michigan. Subordinate only to efficiency in

government and perfection of the highway system, if to them, was

Bhis interest in state institutions. (He demanded that they be made Whit places for staff wards forced to ursday reside in them and put through a

program of new building and re-habilitation to that end. Through frequent visits of inspection, he $_{ednesday}$, made certain that managements t. Bewere doing the best they could the Bewith the facilities at hand for the inmates.

He sacrificed his desire for a re-ursday. Uduction in taxes at the opening of hursday. his first administration in order T to carry through needed improve-iday.

ments in the institutions, but in the second year cut general taxes

from \$20,000,000 to \$17,430,000, pursday. lower by several hundred thou-sands of dollars than before he ursday. went into office. iday

At his best, he was a marvelous vote-getter. In his third successful primary campaign for gover-nor in 1924, he was given a plural-ity of 219,711, the greatest plural-ity ever given a candidate in iday. Michigan under the primary system. His second primary cam-paign had resulted in a plurality jursday. of 138,000 while he was originally nominated for governor in 1920 by a plurality of 29,000. He had once before sought the

gubernatorial nomination, but un-successfully. That was in 1914, ednesday. successfully: while he was chairman of the Republican state central committee and he was defeated in the pri- iday. mary by Chase S. Osborne, who iday. came back to Michigan in 1926 to assist Gov. Fred W. Green in defeating him for what would have been his fourth nomination.

Was Attorney General.

Two years after his first defeat for the gubernatoriol nomination, he was elected attorney general. He succeeded himself in 1919, then stepped from that office into the governorship two years later.

firsday ursday.

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