

“was different from other parts of Iowa and the nation” (26–27) and that Collins and other African Americans were more accepted, “loved,” “content and secure” (264; 235) in Fayette would have also benefitted from deeper analysis and evidentiary support—especially where allusions suggest conditions similar to other places (e.g. white residents used racial slurs and barred Black people from cemeteries; Collins fought off an attack by a white man, was consigned to the same low-paying domestic work as Black women elsewhere, and avoided joining the local Methodist church upon returning from Africa because “she didn’t know if they wanted her” [243]).

Though a good deal of information is offered, in the end readers (particularly those without prior background knowledge) are left wondering what Collins’ story tells us about the larger trends and subtler nuances of the time periods, places, and processes she experienced and influenced. Yet, Collins’ life—and the judicious use of some of the information raised by Van Buren’s account of it—holds great potential for future studies that might equally assess how Collins’ example can reveal as much about thornier, more complicated dimensions of the past as it can about wholly progressive, exceptional ones.

The Labor Board Crew: Remaking Worker-Employer Relations from Pearl Harbor to the Reagan Era, by Ronald W. Schatz. The Working Class in American History Series. Urbana, IL: University of Illinois Press, 2021. xiii, 319 pp. Illustrations, notes, index. \$29.95 paperback.

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Historians of the United States have long focused on those middle-class reformers and professionals who wrestled with the competing forces of labor and capital. But while they have devoted considerable attention to the role of such reformers during the rise of industrial capitalism, they have spent much less time on the period during and after World War II, when the US labor movement reached its apex, and when US business interests dominated the globe. Schatz takes up this subject in his collective biography of three generations of industrial relations (IR) professionals between World War II and the end of the Cold War.

The book can be divided into three parts. In part one (chaps. 1–4), Schatz examines the rise of the men and women who staffed the National War Labor Board (NWLB) and its regional affiliates. He focuses particular attention on George Taylor, a University of Pennsylvania professor who served as the board’s vice chairman. According to Schatz, Taylor “deserves more credit than any other person for the creation of

the war and postwar industrial-relations system" (31). Born into a family of textile factory managers, Taylor grew up as a Quaker in an industrial section of Philadelphia, where he came to sympathize with trade unions and to believe "that trade unionists and employers could cooperate" (33).

In Schatz's view, this background made Taylor a particularly effective leader of the NWLB, which was tasked with ensuring wartime production by resolving disputes between labor and management. Together with the board's chairman, William H. Davis, Taylor shepherded two of the board's most important and controversial decisions. In the first, dubbed "maintenance-of-membership," new workers who joined unions "would be obliged to remain dues-paying members" until a contract's expiration. In the second, the so-called "Little Steel Formula," limits on wartime wage increases among steelworkers employed outside giant U.S. Steel became a model for limits in other industries.

While historians have long recognized the importance of the NWLB (even if they disagreed about its significance), Schatz breaks new ground through his emphasis on the board's personnel, particularly the "crew" of young economists, attorneys, and sociologists (including Iowan E. Wight Bakke) who Taylor recruited to run the board's regional affiliates. Seemingly all white and overwhelmingly male, they also had at least two other crucial characteristics in common—middle-class status and cultural roots in various pluralist religious reform traditions stretching from liberal Protestantism to Reform Judaism.

For Schatz, these commonalities positioned the crew in-between the old Anglo-Protestant rich and the new immigrant working-class, and they imparted a distinctive ideology—liberal-humanitarian utopianism—defined by social reform through dispute resolution. Having grown up or worked in conditions that gave them some experience with working-class people and class conflict, they came to see collective bargaining (and by extension mediation and arbitration) as the best means by which to harmonize people, institutions, and interests to the inevitable march of a modern liberal corporatism.

In the remainder of the book, we see Taylor and the crew deploy their wartime experience in the face of resistance from a number of actors and interests over the next half century. In part 2 (chaps. 5–8), they take on postwar strikes in steel, public employee unionism, student radicalism, stagflation, desegregation, and unionism in Major League baseball. In part 3 (chaps. 9–10), we follow the story into the 1980s and 1990s through the career of Republican presidential appointee George Schultz, who Schatz calls the crews' "most influential protégé" (209).

Schatz's book brings new light and coherence to a largely forgotten group of policymakers who shaped the second half of the twentieth century. Likewise, it is a welcome reminder of the benefits of postwar collective bargaining. At the same time, however, Schatz could have done more to engage with the growing body of literature on the role of economists in the rise of neoliberalism. Although Schatz acknowledges the crews' failure to predict or effectively respond to stagflation and its consequences, he does not go far enough in exploring their culpability for the rise of inequality and the New Right. In so doing, he might have helped us better understand how a revived labor movement might move beyond corporatism and neoliberalism to confront the insurgent right-wing authoritarianisms of our own time.

In His Own Words: The Harold Hughes Story, by Russell Wilson and William Hedlund. Bloomington, IN: LifeRich Publishing, 2020. ix, 212 pp. Photographs, notes, appendix. \$16.99 paperback.

Reviewer Kelsey Ensign is a Ph.D. Candidate in History at Vanderbilt University. Her research focuses on the political and social history of alcoholism in the United States, particularly the legal efforts to decriminalize public drunkenness and the public policies created to treat alcoholism as a disease.

Any list covering the most successful politicians to come out of Iowa in the modern era surely would include Harold E. Hughes. From humble roots as a truck driver, Hughes went on to serve three terms as the Governor of Iowa (1962–68), one as a United States Senator (1969–75), and even become a presidential hopeful in the early 1970s. Though his official stint in political office was not as long as some of his colleagues' tenures, Hughes was able to achieve a number of policy successes that had major impacts on the lives of Iowans and others across the country. *In His Own Words: The Harold Hughes Story* seeks to pay homage to Hughes' life and these political accomplishments.

The authors, Russell Wilson and William Hedlund, were close friends and colleagues of Hughes. Their book is not meant to be a biography of Hughes, nor should it be read as a scholarly piece. Instead, the authors aimed to "reveal the many facets" of Hughes' life from those "who knew him best" (xi). Through sources like newspaper articles, personal recollections of the authors, and interviews of family members, the book offers personal and intimate insight into this prominent Iowan. The biggest share of source material comes from recordings that Hughes himself made in preparation for a book that was never published. Hence, the book is aptly titled *In His Own Words*. The book consists of short chap-