

September 18, 1924

Mr. Harlan P. Stone,
Department of Justice,
Washington, D. C.

My dear Mr. Stone:

The University of Chicago, in connection with the American Institute of Meat Packers, is holding a public conference on Education and Industry on October 22.

It is our hope that this conference will contribute to more effective cooperation and a better understanding between industry and the public.

The Conference will mark the opening for collegiate instruction leading to a degree of a new unit of the University, The Institute of Meat Packing, which is conducted under the guidance of a joint administrative committee representing the University and the American Institute of Meat Packers. It provides a favorable opportunity for consideration of the broader aspects of industry in its relation to society, and for presentation by major industries of fundamental problems of outstanding trends in the industrial situation.

In the interval between the morning and afternoon sessions the University plans to entertain the Conference at luncheon, and it believes that it would be very desirable to have as the feature of the luncheon an address which would represent the state as the supreme organization of social life, and would feel highly honored if you could present this theme. I can imagine that you may be unusually occupied this Autumn, but it was the desire of all concerned with the program that the invitation should go to you.

That you may know the plans which are being developed and know what speakers are being invited to appear on the program, I am enclosing a tentative outline of program indicating the names of the speakers who are being invited and the subjects which they have been asked to discuss.

Inasmuch as there will be changes it is hoped that this tentative outline of the program will be held in strict confidence.

The University, as well as those with whom it is cooperating, hopes that it may receive your acceptance. The subject which you are asked to present is important in the program. For that reason an early reply will be appreciated.

Yours very sincerely,

The University of Chicago
Vice President

T:W

UNIVERSITY OF KENTUCKY



LEXINGTON

PRESIDENT'S OFFICE

September 22, 1924

Dr. J. H. Tufts
The University of Chicago,
Chicago, Illinois

Dear Dr. Tufts:

I have your letter indicating that the date for the program of the conference has been changed to October 22. I note the subject you have given me, and should like very much for you to indicate in a memorandum just what you have in mind. It is my purpose to be present on the occasion. Will you please let me know the changes in the program, and please send me the final statement of it as soon as possible?

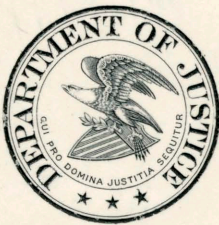
With best wishes, I am,

Sincerely yours,

Frank L. McVey

President

FLM/N



Office of the Attorney General
Washington, D.C.

September 24, 1924.

J. H. Tufts, Esq., Vice President,
The University of Chicago,
Chicago, Illinois.

Dear Professor Tufts:

I am very glad indeed to have your letter of the 18th.
I would like much to attend the meeting at Chicago on October 22nd.
If I can possibly arrange it, I shall plan to come out, but it will
be some days before I can settle the matter.

With best regards,

Sincerely yours,

Office of the Attorney General
Washington, D. C.



September 24, 1924.

Mr. James H. H. H. H.
The University of Chicago,
Chicago, Illinois.

Dear Professor H. H. H.:

I am very glad indeed to have your letter of the 18th.
I would like much to attend the meeting at Chicago on October 22nd.
If I can possibly arrange it, I shall plan to come out, but it will
be some days before I can settle the matter.

With best regards,

Sincerely yours,

Robert H. H. H.

INSTITUTE OF MEAT PACKING

Estimated Budget for Year Ending
September 30, 1924

I.

1. For Evening Courses:

Expenditures

Instruction	\$5,000	
Rent	450	
Stenographic Reports	1,100	
Bulletin No. I	190	
Total Expenditures		\$6,740

Receipts

Tuition	\$3,500	
50% Matriculation Fees	750	
Total Receipts		<u>4,250</u>

Total Deficit for Evening Instruction \$2,490

2. For Correspondence-Study Courses:

Expenditures

Research, writing lesson sheets, and reading papers for first year		
Accountancy	\$1,100	
Economics	500	
Superintendency and Operating	1,100	
Science	250	
Marketing	250	
Finance	250	
Stenographic and clerical Service	1,000	
Editorial Service	600	
Bulletin No. II	200	
Total Expenditures		5,250

Receipts

Tuition	1,500	
50% Matriculation Fees	500	
Total Receipts		<u>2,000</u>

Total Deficit for Correspondence-Study instruction \$3,250

INSTITUTE OF MEAT PACKING
Estimated Budget for Year Ending
September 30, 1934

I.

For Evening Courses:

Expenditures

Instruction	\$2,000
Rent	450
Stenographic Reports	1,100
Bulletin No. I	180
Total Expenditures	\$6,740

Receipts

Tuition	\$3,500
50% Matriculation Fees	750
Total Receipts	\$4,250
Total Deficit for Evening Instruction	\$2,490

2. For Correspondence-Study Courses:

Expenditures

Research, writing lesson sheets, and reading papers for first year	\$1,100
Accountancy	500
Economics	1,100
Superintendency and Operating	250
Science	250
Marketing	250
Finance	250
Stenographic and clerical Service	1,000
Matriculation	500
Bulletin No. II	200
Total Expenditures	\$5,250

Receipts

Tuition	1,500
50% Matriculation Fees	500
Total Receipts	\$2,000
Total Deficit for Correspondence-Study Instruction	\$3,250

3. For research and service in the preparation of instructional materials
(Distributed under "1" and "2")

4. For the publication of instructional material

Expenditures

300 copies of each of 12 titles
with approximately 150 pages each - \$3,600

Receipts

Sales during year 700

Credit (to 1924- 25) \$2,900

5. For Organization and Administration

Expenditures

Stenographic Service	1,500
Office Supplies	500
Miscellaneous Expenses	1,000
Salary of Director	<u>6,000</u>

Total for direct administration \$9,000

\$9,000

Total deficit for year ending September 30 \$ 17,640

3. For research and service in the preparation of instructional materials (distributed under "1" and "2")

4. For the publication of instructional material

Expenditures
300 copies of each of 12 titles
with approximately 150 pages each - \$3,600

Receipts
Office during year \$1,700

Credit (to 1934-35) \$2,900

5. For Organization and Administration

Expenditures
Stenographic Service 1,500
Office Supplies 500
Miscellaneous Expenses 1,000
Salary of Director 6,000

Total for direct administration \$9,000

\$9,000

Total deficit for year ending September 30 \$ 17,640

A PUBLIC CONFERENCE
on
EDUCATION AND INDUSTRY



MORNING SESSION

ten o'clock to noon

Wednesday, October Twenty-second

Mandel Hall, University of Chicago

Fifty-seventh Street and University Avenue

Guest Ticket

MORNING SESSION

Presiding, Ernest DeWitt Burton
President, The University of Chicago

ADDRESS - - - - - Harold Higgins Swift
President, the Board of Trustees, The University of Chicago

CO-OPERATIVE INDUSTRIAL EDUCATION

Frank Le Rond McVey
President, The University of Kentucky

THE VALUE OF RESEARCH TO INDUSTRY

John J. Carty
Vice President of the American Telephone and Telegraph Company

3

The University of Chicago
and the
Institute of American Meat Packers

request the pleasure of your presence

at a

Public Conference on Education and Industry

arranged by the School of Commerce and Administration and the
Institute Plan Commission in connection
with the opening of the

Institute of Meat Packing

on Wednesday, October Twenty-second

at the University

3

A Public Conference
on
EDUCATION AND INDUSTRY

*held in connection
with the*

OPENING OF THE INSTITUTE
OF MEAT PACKING

and the

Nineteenth Annual Meeting of the
Institute of American Meat Packers

October Twenty-second, Nineteen Hundred Twenty-four



THE UNIVERSITY OF CHICAGO
and the
INSTITUTE OF AMERICAN MEAT PACKERS
in co-operation



*Arranged by the School of Commerce and Administration
and the Institute Plan Commission, on behalf of the
University of Chicago and the Institute of American
Meat Packers, respectively*

PROGRAM

EDUCATION AND RESEARCH

Morning Session—Mandel Hall - - - - - 10:00 a. m. to 12:00 m.

Presiding: ERNEST DEWITT BURTON

President, The University of Chicago

ASSEMBLY

Officers of the University

Guests of the University and the Institute of American Meat Packers

Officers, Members, and Delegates of the Institute of American Meat Packers

Students and Former Students of the Institute of Meat Packing

ADDRESS - - - - - Harold Higgins Swift

President, the Board of Trustees, The University of Chicago

CO-OPERATIVE INDUSTRIAL EDUCATION - - - Frank LeRond McVey

President, The University of Kentucky

THE VALUE OF RESEARCH TO INDUSTRY - - - - - John J. Carty

Vice-President, American Telephone and Telegraph Company

LUNCHEON SESSION

Hutchinson Hall - - - - - 12:30 p. m. to 1:45 p. m.

Delegations attending the Conference from other institutions, members and delegates of the Institute of American Meat Packers, and others specially invited will be the guests of the University of Chicago at a luncheon given by the University in honor of the Conference speakers and chairmen.

Presiding: CHARLES E. HERRICK

President, The Institute of American Meat Packers

THE FUTURE OF THE INSTITUTE OF MEAT PACKING

William Homer Spencer

*Dean of the School of Commerce and Administration and
Director of the Institute of Meat Packing*

THE INDUSTRIAL OUTLOOK

Afternoon Session—Mandel Hall - - - - - 2:00 p. m. to 4:30 p. m.

Presiding: THOMAS EDWARD WILSON

Chairman, Institute Plan Commission, Institute of American Meat Packers

AGRICULTURE AND FORESTRY - - - - - Oscar Edwin Bradfute

President, The American Farm Bureau Federation

MANUFACTURE - - - - - F. Edson White

President, Armour and Company

THE TRANSPORTATION INDUSTRIES - Sir Henry Worth Thornton, K. B. E.

Chairman and President of the Canadian National Railways

THE PACKING INDUSTRIES - - - - - Oscar Gottfried Mayer

*Chairman, Committee on Educational Plans, Institute Plan Commission,
Institute of American Meat Packers*

Meat Packing



CHICAGO

January 8th, 1925.

OFFICE OF THE PRESIDENT

Mr. James H. Tufts,
Chairman of Joint Administrative Committee,
The Institute of Meat Packing,
The University of Chicago, Chicago, Illinois.

My dear Mr. Tufts:

Some months ago, the Institute of American Meat Packers made an oral request to Dean Spencer, through whom most of our joint matters had been cleared, for a meeting of the Joint Administrative Committee.

After a number of weeks had elapsed the Institute of American Meat Packers inquired of Dean Spencer whether something had occurred to prevent a meeting. Dean Spender replied, on November 21, 1924, that he had transmitted our request to you and thought that the meeting would be arranged in the near future.

This status of the request was reported to the Central Administrative Committee of our organization - composed of Mr. Oscar G. Mayer, Mr. F. Edson White, Mr. G. F. Swift and me - in connection with certain important plans which were proposed for approval but which could not be effected until the meeting of the Joint Administrative Committee.

Meanwhile, Mr. Mayer, Mr. Armour, and the rest of us responsibly connected with the educational purposes of the Institute of American Meat Packers, have been awaiting anxiously some word from the University.

Although nearly all of us find it extremely

difficult at this season to make our time cover the needs for it, we shall be glad to try to accommodate our convenience to that of the University representatives. If you care to call a meeting, we shall be glad to come out to the University, preferably late in the afternoon or in the evening. If it would be more convenient I shall be glad to arrange for a dinner at a downtown club for the eleven members of the Committee on your call.

One or two of our representatives will leave the city January 16th to be gone for ten days. Any day prior to that date probably would be an available one. An evening hour would increase the possibility of a full attendance.

Yours very truly,

INSTITUTE PLAN COMMISSION

Thos. E. Wilson
Chairman.

difficult at this season to make our time cover the needs for it.
we shall be glad to try to accommodate our convenience to that of
the University representatives. If you care to call a meeting, we
shall be glad to come out to the University, preferably late in the
afternoon or in the evening. If it would be more convenient I shall
be glad to arrange for a dinner at a downtown club for the eleven

members of the Committee on your call.

One or two of our representatives will leave the
city January 15th to be gone for ten days. Any day prior to that
date probably would be an available one. An evening hour would
increase the possibility of a full attendance.

Yours very truly,

INSTITUTE PLAN COMMISSION

President E. E. Johnson
Chairman

Spencer
Marshall
H. H. H.
Boush
Colby



CHICAGO November 28th, 1924.

Mis - 3

OFFICE OF THE PRESIDENT

Dr. Ernest DeWitt Burton, President,
The University of Chicago,
Chicago, Illinois.

My dear Dr. Burton:

It was pleasant to have your recent letter commenting on the Conference on Education and Industry, which occurred on October 22nd. I share your view that this Conference should be regarded with especial satisfaction as signifying intelligent co-operation between education and industry. In our opinion, such a Conference should be held annually and if so held, should make a real contribution to current thought and clearer understanding concerning education and industry.

Your expressions regarding my gift for founding the research laboratory of the Institute of American Meat Packers are sincerely appreciated. We shall offer to place this laboratory at the University of Chicago, since there seems to be little doubt that it could be utilized to good advantage for educational purposes by the Institute of Meat Packing. We hope to have the details worked out very soon in such a fashion that a proposal can be made that will be entirely agreeable from the viewpoint of the University.

Yours very truly,

Thos. B. Wilson

Mis-3

December 1, 1924.

My dear Mr. Wilson:

I thank you for your letter of
November 28th, and shall await with interest
your communication respecting the details
of the plan of the laboratory in connection
with the Institute of Meat Packing.

Very truly yours,

Mr. Thomas E. Wilson,
Wilson & Company,
Union Stock Yards,
Chicago, Ill.

EDB:CB

M/12-3

December 1, 1924.

My dear Mr. Wilson:

I thank you for your letter of
November 28th, and shall await with interest
your communication respecting the details
of the plan of the laboratory in connection
with the Institute of Heat Treating.
Very truly yours,

Mr. Thomas E. Wilson,
Wilson & Company,
Union Stock Yards,
Chicago, Ill.

HDB:CB

Institute of American Meat Packers

509 So. Wabash Avenue

CHICAGO

January 12, 1925.

Mr. James Hayden Tufts, Chairman,
Joint Administrative Committee,
Institute of Meat Packing,
University of Chicago,
Chicago, Illinois.

Dear Mr. Tufts:

I am instructed to advise you that the personnel
of the Institute's representation on the Joint Administrative
Committee of the Institute of Meat Packing is now as follows:

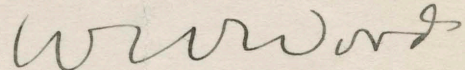
Oscar G. Mayer, President, Institute of American
Meat Packers;

Thomas E. Wilson, Chairman, Institute Plan Commission,
Institute of American Meat Packers;

Philip D. Armour, Chairman, Committee on Educational
Plans, Institute of American Meat
Packers;

William Whitfield Woods, Executive Vice President,
Institute of American Meat Packers.

Very truly yours,



Executive Vice President.

WWW*EE

Institute of American Meat Packers
509 So. Wabash Avenue
CHICAGO

January 12, 1925.

Mr. James Hayden Smith, Chairman,
Joint Administrative Committee,
Institute of Meat Packing,
University of Chicago,
Chicago, Illinois.

Dear Mr. Smith:

I am instructed to advise you that the personnel
of the Institute's representation on the Joint Administrative
Committee of the Institute of Meat Packing is now as follows:

George C. Sawyer, President, Institute of American
Meat Packers;

Thomas A. Wilson, Chairman, Institute of Meat Packers;
Institute of American Meat Packers;

Philip W. Stewart, Chairman, Committee on Educational
Plans, Institute of American Meat
Packers;

William Phillips Woods, Executive Vice President,
Institute of American Meat Packers.

Very truly yours,

W. W. Woods

Executive Vice President.

WVW:AM

Miss 3

January 12, 1925.

My dear Mr. Woods:

I am extremely sorry that the matter referred to in yours of December 27th has not received more prompt attention. The delay has been due to two causes: first, my exceeding engrossment in matters having to do with our financial campaign; and second, the need of considering with care the language of one of the paragraphs of the contract that you were kind enough to submit. I refer to the last sentence of paragraph "four," which reads, as proposed by you; "In such work it is understood that the Institute of American Meat Packers, while co-operating and working in harmony with the University shall have the deciding voice as to the initiation, conduct and termination of such studies." I should like to suggest as alternative language, which I feel sure will be clearly acceptable to your needs in such work, the following: "It is understood that the Institute of American Meat Packers and the University of Chicago will work in harmony, and that the initiation, conduct and termination of such studies will be matter of mutual agreement between them."

My reason for suggesting this language is that

Wm E

January 12, 1935.

My dear Mr. Woods:

I am extremely sorry that the matter referred to in yours of December 27th has not received more prompt attention. The delay has been due to two causes: first, my exceeding engrossment in matters having to do with our financial campaign and second, the need of considering with care the language of one of the paragraphs of the contract that you were kind enough to submit. I refer to the last sentence of paragraph "four," which reads, as proposed by you: "In such work it is understood that the Institute of American Meat Packers, while co-operating and working in harmony with the University shall have the deciding voice as to the initiation, conduct and termination of such studies." I should like to suggest as alternative language, which I feel sure will be clearly acceptable to your needs in such work, the following: "It is understood that the Institute of American Meat Packers and the University of Chicago will work in harmony, and that the initiation, conduct and termination of such studies will be matter of mutual agreement between them."

My reason for suggesting this language is that

the form employed in your draft might be interpreted to mean that the University would be compelled to undertake any piece of work which the Institute of Meat Packers might propose. This of course might be very embarrassing, not to say quite impossible, and I am sure was not intended by you. If the language which I proposed is acceptable to you, I should be glad if you would substitute it for the original language and return the contract to me in that form. With this in view, I am sending you the original contract.

Very truly yours,

President.

Mr. W. W. Woods,
509 S. Wabash Avenue,
Chicago, Illinois.

WES:S
Encl.

the form employed in your draft might be interpreted to mean that the University would be compelled to undertake any piece of work which the Institute of Meat Packers might propose. This of course might be very embarrassing, not to say quite impossible, and I am sure was not intended by you. If the language which I proposed is acceptable to you, I should be glad if you would substitute it for the original language and return the contract to me in that form. With this in view, I am sending you the original contract.

Very truly yours,

President.

Mr. W. W. Woods,
509 S. Wabash Avenue,
Chicago, Illinois.

WES:s
Encl.

The University of Chicago

Department of Chemistry

January 30, 1925

Mr. E. T. Filbey
University of Chicago

Dear Mr. Filbey:

After conferences with Dr. W. Lee Lewis, and Dr. Norton of the Department of Bacteriology the arrangement for space for the research work of the Institute of American Meat Packers were made as indicated in the inclosed letter. I hope the arrangement made is not premature, and that it meets with your approval and that of other University authorities concerned. Dr. Lewis is very anxious to begin work within a very few days.

Yours sincerely,

Julius Heyler

JS/MS

P.S. Since this was dictated, I have received news of the 29th. The proposals as to expense are simply tentative subject to approval by the President. J.H.

...визначити

January 30, 1925

Dr. W. Lee Lewis
Institute of American
Meat Packers
509 S. Wabash Avenue
Chicago, Illinois

Dear Dr. Lewis:

The Department of Bacteriology, through Professor Norton, has agreed to give you a room in the Ricketts Laboratory South in which your three research men can work under your direction on fundamental problems as selected by you.

In such arrangements with outside industrial firms, such as the Sinclair Oil Company and the Standard Oil Company, etc., the University has charged a small special laboratory fee, usually \$15 per quarter for the use of the space, gas, water, janitor service, etc. I would like to ask what you would consider a fair charge in the present case. Would it be right to ask for \$45 per quarter, at the rate of \$15 per man per quarter? In view of the securing of a private room and the fact that the rate is the same as we charge to all industrial firms, it would seem to me a proper charge.

In all such cases there has been no charge for the loan of apparatus, but breakage and perishable supplies have been paid for as by our own students. I imagine that would be entirely in accordance with your own view.

I imagine that affiliation with any given department is not necessary, but if you would prefer it, I am sure that Professor Jordan and I would be perfectly satisfied if you so choose, to have the work considered as being done in the Department of Bacteriology or of Chemistry, as you wish. I am mentioning this because it is possible that in spite of working in Ricketts, you would prefer to have affiliation with the Department of Chemistry.

I need not say that I am delighted that the arrangements are finally consummated.

Yours sincerely,

JS/MS

January 30, 1935

Dr. W. W. Lewis
Institute of American
Rural History
509 S. Dearborn Avenue
Chicago, Illinois

Dear Dr. Lewis:

The Department of Entomology, through Professor Jordan, has agreed to give you a room in the Riddick Laboratory South in which your three research men can work under your direction on fundamental problems as selected by you.

In such arrangements with outside industrial firms, such as the Standard Oil Company and the Standard Oil Company, etc., the University has charged a small special laboratory fee, usually \$10 per quarter for the use of the space, gas, water, fuel, etc. Also, I would like to see what you would charge for the use of the space in the present case. Would it be right to ask for \$10 per quarter, at the rate of \$10 per year per quarter in view of the securing of a private room and the fact that the rate in the same as we charge to all industrial firms, it would seem to be a proper charge.

In all such cases there has been no charge for the loan of apparatus, but postage and portable supplies have been paid for by our students. I imagine that would be entirely so.

I imagine that affiliation with any given department is not necessary, but if you would prefer it, I am sure that Professor Jordan and I would be perfectly satisfied if you so choose, to have the work considered as being done in the Department of Entomology or of Chemistry, as you wish. I am wondering this because it is possible that in spite of working in Riddick, you would prefer to have affiliation with the Department of Chemistry.

I need not say that I am delighted that the arrangements are finally consummated.

Yours sincerely,

February 17, 1925.

My dear Mr. Spencer:

Enclosed are two letters from Mr. Thomas E. Wilson in which he discusses matters bearing upon the Institute of Meat Packing.

If you will be good enough to return them with your recommendations we shall go forward with appropriate action. President Burton will, I am sure, approve your recommendations for Committee membership if you desire appointment during Dean Tufts' period of absence.

Very truly yours,

Dean W. H. Spencer,
The University of Chicago.

ETF:CB

February 17, 1925.

My dear Mr. Spencer:

Enclosed are two letters from Mr. Thomas E.

Wilson in which he discusses matters bearing upon the

Institute of Meat Packing.

If you will be good enough to return them

with your recommendations we shall go forward with

appropriate action. President Burton will, I am sure,

approve your recommendations for Committee member-

ship if you desire appointment during Dean Tutts'

period of absence.

Very truly yours,

Dean W. H. Spencer,
The University of Chicago.

ETP:CB

February 17, 1925.

My dear Professor Stieglitz:

Attached is a letter from Mr. Arnett in which he discusses the matter of laboratory space and materials for use in connection with the work to be done in the Thomas E . Wilson Laboratory.

Will you be good enough to return it to this office with any comment? I am sending the letter on merely for your information.

Very truly yours,

Mr. Julius Stieglitz,
The University of Chicago.

ETF:CB

February 17, 1925.

My dear Professor Stieglitz:

Attached is a letter from Mr. Arnett in which
he discusses the matter of laboratory space and materials
for use in connection with the work to be done in the
Thomas H. Wilson Laboratory.

Will you be good enough to return it to this

office with any comment? I am sending the letter on

merely for your information.

Very truly yours,

Mr. Julius Stieglitz,
The University of Chicago.

ETP:CB

The University of Chicago
The School of Commerce and Administration

OFFICE OF THE DEAN

February 20, 1925

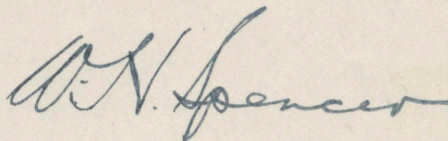
Dean Emery T. Filbey
Faculty Exchange

My dear Mr. Filbey:

I am returning the two letters of Mr. Wilson. I wish to make the following comments on the two letters:

1. I hesitate somewhat to make any recommendation as to the personnel of the committee on the program for the public conference on education and industry. Unless President Burton is now willing to nominate this committee himself I recommend that the matter be held in abeyance until the return of Dean Tufts.
2. I am extremely doubtful about the advisability of recommending an increase in the joint administrative committee on the Institute of Meat Packing. I have never been a great believer in administrative committees and my belief in them decreases as their size increases. I suggest that this matter likewise be held in abeyance pending a discussion of it by the committee as it is at present constituted. In any event, I take it that this could not be done without action by the Board of Trustees of the University.

Yours sincerely,



WHS:EL
Enclosures



CHICAGO

February 4th, 1925.

OFFICE OF THE PRESIDENT

My dear Mr. Tufts:

The Joint Administrative Committee of the Institute of Meat Packing is now constituted of seven men representing the University of Chicago, and four men representing the Institute of American Meat Packers. There are one or two other men associated with this industry who could give us a good deal of support in connection with this project if they were in position to do so. For obvious reasons we should like to identify such men with the work.

With this thought in view, I suggest that the representation of the Institute of American Meat Packers be increased to five men, and that the representation of the University be increased to any number it wishes in order to protect fully its working majority on the Committee. Perhaps the University may welcome an opportunity to broaden its delegation so as to make the Committee representative of additional divisions of the University's activities; but whether this be the case or not, it would be a distinct advantage if the representation of the Institute, and therefore that of the University, may be extended to accommodate the necessities which I have mentioned above. Will you please let me know whether this suggestion is agreeable to you, so that if it is we may appoint an additional representative on the Joint Administrative Committee.

Very truly yours,

INSTITUTE PLAN COMMISSION,

CHAIRMAN.

Thos. C. Wilson