

and nothing more. I think for eleven months as president of this association I have periodically listened to requests from our members for an educational meeting, and very much as my friend Ellerd has tried to inject, I have turned away the demand on the ground that probably college professors and educators and doctors did not have a sufficient grasp of industrial relations to come down here and talk about it. I am very glad to say that the interest of this meeting, the sustained interest and the discussion in some of the left wing questions and answers, we have had tonight, indicate I have had a wrong slant on my membership, that there has been a decided interest on behalf of the educational movement in industry.

I am sorry tonight we could not have with us Mr. Hawkins, who is a member of this association and who, incidentally, is developing an industrial educational plan among hotels. I believe they call themselves the United Hotel Men's Association of America, and they are developing a very comprehensive educational plan among employes of hotels, and it is more than likely at our next meeting Mr. Hawkins will be with us.

I want at the same time to thank these gentlemen for their very fine remarks, to apologize to the membership for not having given them this treat before.

It is now nine o'clock, and we will adjourn.

-----ooOoo-----



and nothing more. I think for eleven months as president of this association I have periodically listened to requests from our members for an educational meeting, and very much as my friend Elford has tried to inject, I have turned away the demand on the ground that probably college professors and educators and doctors did not have a sufficient grasp of industrial relations to come down here and talk about it. I am very glad to say that the interest of this meeting, the sustained interest and the discussion in some of the left wing questions and answers, we have had tonight, indicate I have had a wrong slant on my membership, that there has been a decided interest on behalf of the educational movement in industry.

I am sorry tonight we could not have with us Mr. Hawkins, who is a member of this association and who incidentally is developing an industrial educational plan among hotels. I believe they call themselves the United Hotel Men's Association of America, and they are developing a very comprehensive educational plan among employees of hotels, and it is more than likely at our next meeting Mr. Hawkins will be with us.

I want at the same time to thank these gentlemen for their very fine remarks, to apologize to the membership for not having given them this treat before. It is now nine o'clock, and we will adjourn.

-----00000-----











MEMORANDUM

to

PRESIDENT ERNEST DEWITT BURTON

June 6, 1923

Subject: Proposed Cooperation with the Institute of American Meat Packers

1. I have received a communication from the Institute of American Meat Packers asking whether the University of Chicago would find it possible to cooperate with the Institute in the development of the so-called Institute plan which provides ultimately for a Trade Association, an Industrial Museum, a Research Institute and an Educational Institution. The cooperation of the University is sought on certain aspects of that plan.
2. Since the document submitted is quite lengthy I give below the essence of the proposition as it effects the University of Chicago.
3. They propose that we cooperate with them on the following matters:
  - a. The establishment of evening work of collegiate extension grade beginning with the autumn quarter of 1923.
  - b. The establishment of correspondence study work beginning at approximately the same date or a little later.
  - c. The establishment of day collegiate work beginning somewhat later still.
  - d. The establishment of cooperative research, presumably working gradually into that matter at an early date.
4. While the adjustment of details is left open for conference, it is obvious that the general conditions of cooperation which are in their minds are as follows:
  - a. A plan of joint management. They do not contemplate simply turning this matter over to us to run it.
  - b. A plan by which the University would handle all routine administrative details such as registrations, collection of fees, etc.
  - c. The Institute would expect to cover the added cost of the enterprise and would expect to make donations for cooperative research.
  - d. They contemplate joint certification with respect to the completion of courses and of certain groups of courses.
  - e. They contemplate having the matter handled so as to not draw men away from their university work unduly.
5. The following issues quite obviously stand out:
  - a. Is it desirable for the University to enter into formal cooperation with such an agency? The fact of this cooperation would appear in our publications. They would desire that the cooperative work be treated as something of an entity.
  - b. Is it wise for us to engage in evening work as a means of opening up the possibilities of cooperative research which are involved?
  - c. Is it wise for us to expand our work by correspondence?
  - d. Under what auspices should the evening work be given? The obvious answer is University College, but the matter is not quite as simple as that.



to

June 8, 1933

PRESIDENT ERNEST HUNTER BURTON

Subject: Proposed Cooperation with the Institute of American Meat Packers

1. I have received a communication from the Institute of American Meat Packers asking whether the University of Chicago would find it possible to cooperate with the Institute in the development of the so-called Institute plan which provides ultimately for a Trade Association, an Educational Institute, a Research Institute and an Educational Institute. The cooperation of the University is sought on certain aspects of that plan.
2. Since the document submitted is quite lengthy I give below the essence of the proposition as it affects the University of Chicago.
3. They propose that we cooperate with them on the following matters:
  - a. The establishment of evening work of collegiate extension grade beginning with the autumn quarter of 1933.
  - b. The establishment of correspondence study work beginning at approximately the same date or a little later.
  - c. The establishment of day collegiate work beginning somewhat later still.
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  - a. A plan of joint management. They do not contemplate simply turning this matter over to us to run it.
  - b. A plan by which the University would handle all routine administrative details such as registrations, collection of fees, etc.
  - c. The Institute would expect to cover the added cost of the enterprises and would expect to make donations for cooperative research.
  - d. They contemplate joint certification with respect to the completion of courses and of certain groups of courses.
  - e. They contemplate having the matter handled so as to not draw men away from their University work unduly.
5. The following issues quite obviously stand out:
  - a. Is it desirable for the University to enter into formal cooperation with such an agency? The fact of this cooperation would appear in our publications. They would desire that the cooperative work be treated as something of an entity.
  - b. Is it wise for us to engage in evening work as a means of opening up the possibilities of cooperative research which are involved?
  - c. Is it wise for us to expand our work by correspondence?
  - d. Under what auspices should the evening work be given? The obvious answer is University College, but the matter is not quite as simple as that.



- e. Under whose auspices should the correspondence study work be given? This issue is raised merely to indicate that the appropriate answer seems to be quite clearly our Correspondence Study Division.
6. Perhaps it should be added that this is one of the projects which I have watched in the process of ripening for several months, and was one of the matters in mind in making budgetary recommendations that looked toward the building up of a strong research staff. This project was also in mind when Mr. Daines was added to our staff. He has had considerable successful experience in dealing with evening work in an administrative way.
7. I quite appreciate the fact that there is little point in discussing the details of this matter until the committee on instruction has passed upon the proposal of the school which is now before it. But it seemed best to present the facts and to give added copies of this memorandum for use with other interested persons. It ought to be said that the time remaining before October 1 is a very short period in which to get this work going properly in case we enter upon the work.

Yours very sincerely,

L P Marshall

LCM:EL



- e. Under whose auspices should the correspondence study work be given? This issue is raised merely to indicate that the appropriate answer seems to be quite clearly our Correspondence Study Division.
- f. Perhaps it should be added that this is one of the projects which I have watched in the process of ripening for several months, and was one of the matters in mind in making budgetary recommendations that looked toward the building up of a strong research staff. This project was also in mind when Mr. Jaines was added to our staff. He has had considerable successful experience in dealing with evening work in an administrative way.
- g. I quite appreciate the fact that there is little point in discussing the details of this matter until the committee on instruction has passed upon the proposal of the school which is now before it. But it seemed best to present the facts and to give added copies of this memorandum for use with other interested persons. It ought to be said that the time remaining before October 1 is a very short period in which to get this work going properly in case we enter upon the work.

Yours very sincerely,

L. C. Marshall

LOM:HE



Copy

Nov. 16, 1923

Dean Filboy:

I am pleased to quote as follows mimeographing on Smooth Beek Paper and binding with Press Board cover title printed on cover, material to be copied to be straight typewriting with not more than one page in ten a page of tabulation, single space, 50 lines to page (about 500 words)

|               |                   |                           |
|---------------|-------------------|---------------------------|
| 100 page book | 100 copies bound, | \$1.20 per book           |
| 200 " "       | 100 " "           | 2.40, more pages pro rata |
| 100 " "       | 200 " "           | .75, more pages pro rata  |
| 100 " "       | 300 " "           | .65, " " " "              |

Figures and drawings will be duplicated by stencils if not too intricate for tracing on to stencil at no extra cost if not more than one page in ten.

For figures which we must photograph and print by photo-offset process each sheet will cost as follows:

|                    |              |
|--------------------|--------------|
| 100 copies at rate | 4¢ per sheet |
| 200 " " "          | 2 1/2¢ " "   |
| 300 " " "          | 2¢ " "       |

For photographing copy must be printed already or traced in black ink. Reductions to 1/4 size and enlargements to 4 times no extra cost as long as reduced copy is 8 1/2 x 11 or less. 200 copies reduction from 22x28 to 11x14 Photo-offset process will cost 6¢ per sheet - \$3.00 for 50 sheets.  
300 copies of above 5¢ per sheet - \$2.50 for 50 sheets.

Edwards Bros.  
J.W. Edwards



0001 01 0000

I am pleased to quote as follows: "The cover of the book is made of a heavy, textured material, and the binding is of a similar material. The title is printed in a large, bold, serif typeface, and the author's name is printed in a smaller, serif typeface. The book is bound in a hard cover, and the pages are of a cream color. The book is a good example of a well-made, hardcover book." (about 200 words)

[illegible]

Figures and drawings will be duplicated by stencil if not too intricate for tracing on to stencil at no extra cost if not more than one page in length.

photo-ghost process each sheet will cost as follows:

|     | 100 copies at rate | \$ per sheet |
|-----|--------------------|--------------|
| 100 | " "                | "            |
| 200 | " "                | "            |
| 300 | " "                | "            |

300 copies of above \$4 per sheet - \$2.50 for 50 sheets.  
for 50 sheets.  
to 11x14 Photo-Offset process will cost \$4 per sheet - \$3.00  
copy is 6 1/2 x 11 or less. 300 copies reduction from 32x40  
largements to 5 times no extra cost as long as reduced  
traced in black ink. Reductions to 1/4 size and on-  
for photographing copy must be obtained already or

L. W. Edwards  
Edwards Bros.



INSTITUTE OF MEAT PACKING

Estimated Budget for Year Ending  
September 30, 1924

No. II.

1. For evening courses

Expenditures

|                      |            |         |
|----------------------|------------|---------|
| Instruction          | \$5,000    |         |
| Rent                 | 450        |         |
| Stenographic reports | 1,100      |         |
| Bulletin No. 1       | <u>190</u> |         |
| Total Expenditures   |            | \$6,740 |

Receipts

|                        |            |       |
|------------------------|------------|-------|
| Tuition                | 3,500      |       |
| 50% Matriculation fees | <u>750</u> |       |
| Total Receipts         |            | 4,250 |

Total Deficit for evening instruction \$2,490

2. For correspondence study courses

Expenditures

|  |            |         |
|--|------------|---------|
| Research, writing lesson sheets<br>and reading papers for first year | 3,000      |         |
| Accountancy  | 2,000      |         |
| Economics  | 500        |         |
| Superintendency and operating  | 2,000      |         |
| Science  | 500        |         |
| Marketing  | 500        |         |
| Finance  | 500        |         |
| Stenographic and clerical  | 1,000      |         |
| Editorial service  | 1,000      |         |
| Bulletin No. 2   | <u>200</u> |         |
| Total Expenditures   |            | \$8,200 |

Receipts

|                        |            |       |
|------------------------|------------|-------|
| Tuition                | 1,500      |       |
| 50% Matriculation fees | <u>500</u> | 2,000 |

Total Deficit for correspondence -  
study instruction \$6,200



# INSTITUTE OF MEAT PACKING

Estimated Budget for Year Ending  
September 30, 1934

No. 11.

## I. For evening courses

### Expenditures

|                      |         |
|----------------------|---------|
| Instruction          | \$2,000 |
| Rent                 | 450     |
| Stenographic reports | 1,100   |
| Bulletin No. 1       | 150     |
| 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 | \$2,000 |
| Accountancy   | 500     |
| Economics   | 500     |
| Superintendency and operating                                     | 2,000   |
| Science   | 500     |
| Marketing   | 500     |
| Finance   | 500     |
| Stenographic and clerical   | 1,000   |
| Editorial services  | 1,000   |
| Bulletin No. 2  | 200     |
| Total Expenditures  | \$8,200 |

### Receipts

|  |         |
|--|---------|
| Tuition  | 1,500   |
| 50% Matriculation fees                             | 500     |
| Total Receipts                                     | 2,000   |
| Total Deficit for correspondence study instruction | \$6,200 |



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

Total deficit for year ending September 30 \$20,590



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 18 titles  
with approximately 150 pages each - \$3,600

Receipts  
Sales during year  
100

Credit (to 1934-35) \$2,500

2. For organization and administration

Expenditures  
Stenographic service 1,500  
Office supplies 500  
Miscellaneous expenses 1,000  
Salary of Director 2,000

Total for direct administration 5,000

Total deficit for year ending September 30 \$20,500



3

The University of Chicago

University College

OFFICE OF THE DEAN

Copy

December 7, 1923

Dean James H. Tufts,  
Faculty Exchange.

My dear Dean Tufts:

Attached is a copy of the budget which I am proposing for the Institute of Meat Packing for the current year ending September 30, 1924. It is understood that the Institute of American Meat Packers is to reimburse the University for the full amount of the deficit.

It was recommended that for the initial three-year period 50 per cent of the matriculation fees paid by evening and correspondence study students be accredited to the Institute to offset budget expenditures. This is especially urged because of the fact that many of the students desire only or a few minor courses. In such cases the matriculation fee appears to represent an excessive fraction of the total charge for general administration. This arrangement should be looked upon as a tentative one for the three-year period.

The correspondence study budget items have been computed on the basis of cost for the preparation of instructional materials, plus the cost of reading papers necessary to return to the Institute the indicated income. Additional students would necessitate corresponding increase in expenditure, but the deficit would not be increased.

Item 4 provides for the publication in mimeographed form of supplementary materials necessary for correspondence study. The proposed expenditure is for service at the rate indicated on the attached sheet. The amount carried forward as deficit for the current year is in effect a credit transfer to 1924-25.



December 7, 1933

Dear James H. Tupper,  
Faculty Exchange

My dear Dean Tupper:

Attached is a copy of the budget which I am proposing for the Institute of East Asiatic Studies for the current year ending September 30, 1934. It is understood that the Institute of American East Asiatic Studies is to reimburse the University for the full amount of the deficit.

It was recommended that for the initial three-year period 30 per cent of the matriculation fees paid by evening and correspondence study students be allocated to the Institute to offset budget expenditures. This is especially urged because of the fact that many of the students desire only or a few minor courses. In such cases the matriculation fee appears to represent an excessive fraction of the total charge for general administration. This arrangement should be looked upon as a tentative one for the three-year period.

The correspondence study budget items have been computed on the basis of cost for the preparation of instructional materials, plus the cost of printing papers necessary to return to the Institute the indicated income. Additional students would necessitate corresponding increase in expenditures, but the deficit would not be increased.

Item 4 provided for the publication in mimeographed form of supplementary materials necessary for correspondence study. The proposed expenditure is for service at the rate indicated on the attached sheet. The amount carried forward as deficit for the current year is in effect a credit transfer to 1934-35.



3

In my estimation the budget proposed represents the minimum expenditure for the amount of service expected by the Institute conducted on a quality basis which would be acceptable to the University.

A more generous budget which would make possible closer coordination of correspondence study instruction and proposed day courses for 1924-25, is proposed under "II" which is also attached.

While this program is very desirable, the minimum proposed will be effective. Final decision in this matter should in my opinion rest with the representatives of the Institute of American Meat Packers, since they carry responsibility for meeting the prospective deficit.

Respectfully submitted,

EF/H







INSTITUTE OF MEAT PACKING

Estimated Budget for Year Ending  
September 30, 1924

No. II.

1. For evening courses

Expenditures

|                      |            |         |
|----------------------|------------|---------|
| Instruction          | \$5,000    |         |
| Rent                 | 450        |         |
| Stenographic reports | 1,100      |         |
| Bulletin No. 1       | <u>190</u> |         |
| Total Expenditures   |            | \$6,740 |

Receipts

|                        |            |       |
|------------------------|------------|-------|
| Tuition                | 3,500      |       |
| 50% Matriculation fees | <u>750</u> |       |
| Total Receipts         |            | 4,250 |

Total Deficit for evening instruction                      \$2,490

2. For correspondence study courses

Expenditures

|  |            |         |
|--|------------|---------|
| Research, writing lesson sheets<br>and reading papers for first year | 2,000      |         |
| Accountancy  | 2,000      |         |
| Economics  | 500        |         |
| Superintendency and operating  | 2,000      |         |
| Science  | 500        |         |
| Marketing  | 500        |         |
| Finance  | 500        |         |
| Stenographic and clerical  | 1,000      |         |
| Editorial service  | 1,000      |         |
| Bulletin No. 2   | <u>200</u> |         |
| Total Expenditures   |            | \$8,200 |

Receipts

|                        |            |       |
|------------------------|------------|-------|
| Tuition                | 1,500      |       |
| 50% Matriculation fees | <u>500</u> | 2,000 |

Total Deficit for correspondence -  
study instruction    \$6,200







No. II

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

---

Total deficit for year ending September 30 \$20,590







3

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       | <u>190</u> |         |
| Total Expenditures   |            | \$6,740 |

Receipts

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

Total Deficit for evening instruction      \$2,490

2. For correspondence-study courses

Expenditures

|   |            |         |
|---|------------|---------|
| Research, writing lesson sheets,<br>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   | 1,000      |         |
| Editorial service   | 600        |         |
| Bulletin No. II   | <u>200</u> |         |
| Total Expenditures  |            | \$5,250 |

Receipts

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

Total Deficit for correspondence-  
study instruction.      \$3,250



# INSTITUTE OF NIGHT PACKING

Estimated Budget for Year Ending  
September 30, 1934

I.

1. For evening courses

## Expenditures

|                      |         |
|----------------------|---------|
| Instruction          | \$2,000 |
| Rent                 | 450     |
| Stenographic Reports | 1,100   |
| Bulletin No. I       | 150     |
| Total Expenditures   | \$4,700 |

## Receipts

|                       |         |
|-----------------------|---------|
| Tuition               | 3,500   |
| 50% Matriculation Fee | 750     |
| Total Receipts        | \$4,250 |

Total Deficit for evening instruction \$2,450

2. For correspondence-study courses

## Expenditures

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

## Receipts

|                       |         |
|-----------------------|---------|
| Tuition               | \$1,500 |
| 50% Matriculation Fee | 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 the 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 6,000

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 - \$2,800

Receipts  
 Sales during the year 199

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

5. For organization and administration

Expenditures  
 Salary of Director 6,000  
 Miscellaneous expenses 1,000  
 Office supplies 500  
 Stenographic service 1,500

Total for direct administration \$9,000

\$9,000

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



3

335747  
335740

**The University of Chicago**  
Department of Hygiene and Bacteriology

December 10th, 1923

President E. D. Burton  
Faculty Exchange

My dear President Burton:

Referring to telephonic request by Mr. Butler,  
I wish to submit the following statement:

The work to be conducted under the Lowenstein Fellowship under the auspices of the Institute of American Meat Packers, and under the direction of Professor E. O. Jordan, comprises a general study of meat spoilage and its prevention. It is the intention to begin the work with a bacteriologic study of souring of hams in continuation of some work already begun on this subject at the Wilson and Company Bacteriological Laboratory.

The general subject of meat spoilage consists of a number of problems of which the following seem most important:

1. Prevention of joint souring
2. Study of slime bacteria and their prevention
3. Causes of moldy meat and its prevention
4. Sterilization of canned foods
5. Effect of sanitation on keeping qualities of meat products.

Respectfully,

*Allan F. Reith*  
Allan F. Reith

AFR:LA







*Meat Packers*

The University of Chicago

University College

OFFICE OF THE DEAN

December 21, 1923

Mr. James H. Tufts,  
Faculty Exchange.

My dear Dean Tufts:

Attached is a proposal from Mr. Woods, Vice-President of the Institute of American Meat Packers, presenting a program of research which in my estimation deserves our consideration. The Institute has already expended several thousand dollars on basic investigations, the results of which make possible the proposed study.

In addition to furthering this particular piece of research our cooperation would indicate willingness to work with our neighbor institution. The secondary return to Chicago might in the end be almost as significant as the direct return to the Institute of American Meat Packers.

Personally I am very much in favor of this cooperative study. Will you be good enough to express your opinion as to the advisability of going forward with this enterprise?

Very sincerely yours,

EF/C

*Emory Tufts*  
Dean



The University of Chicago

University College

December 21, 1953

Mr. James H. Tully

Faculty Exchange

My Dear Dean Tully:

Attached is a proposal from Mr. Woods, Vice-

President of the Institute of International Health Research,

presenting a program of research which in my estimation

deserves our consideration. The Institute has already

expended several thousand dollars on basic investigations,

the results of which make possible the proposed study.

In addition to furthering this particular

phase of research our cooperation would indicate willing-

ness to work with our neighbor institution. The second-

ary return to Chicago might in the end be almost as sig-

nificant as the direct return to the Institute of American

Health Research.


Personally I am very much in favor of this

cooperative study. Will you be good enough to express

your opinion as to the advisability of going forward with

this enterprise?

Very sincerely yours,



RHT