

A Memorandum on Vocational Guidance

For:

Mr. D.H. Stevens  
Associate Dean of Faculties

July 6, 1929.







# The University of Chicago

## The Board of Vocational Guidance and Placement

OFFICE OF  
THE EXECUTIVE SECRETARY

July 6, 1929.

Dear Mr. Stevens,

I am submitting herewith a program for vocational guidance at the University of Chicago. I planned to submit this outline at the last meeting of the Executive Committee of the Board, but as you will recall a quorum was not present and we had no formal discussion.

### The Vocational Guidance Program As It Now Stands

The Board of Vocational Guidance and Placement of the University of Chicago came into existence as an administrative office of the University on September 1, 1927. During the almost two years that we have been working we have concentrated entirely upon our placement function. We have organized and attempted to perfect techniques in the three fields of placement which the University undertakes: educational placement, business placement, and part time placement. This limitation of activities has been necessary for two reasons - first, because it has seemed unwise to begin a vocational guidance program until the Board has under it a solid foundation of placement activity; and second, because even were our placement work well established a vocational guidance program would not have been possible because of insufficient funds to undertake both activities at once.

When this year's final report is rendered to the President it will very likely be agreed that we have been doing, and are doing, an acceptable job of placement. I confidently expect to bring to the President's office statistics to demonstrate that we have increased the quantity of our business in all directions by at least twenty per cent. I likewise expect to bring evidence of an increased good will toward our office on the part of the University community and also upon the part of school and college administrators throughout the country because of the improved quality of the service we are rendering.



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### A Program For The Future

When the organization of the Board of Vocational Guidance was originally discussed, it was proposed that it supplement the educational guidance program that Dean Boucher had devised. The plan was for Dean Boucher's educational guidance organization to work with all underclassmen in the colleges who had definitely decided upon their vocations. Those who did not know what occupations they would choose were to be directed to the office of the Board of Vocational Guidance and Placement for assistance in choosing their careers. This cooperative scheme has not as yet gone into effect for the reasons pointed out above. In the immediate future, however, it is Dean Boucher's hope, and mine also, that the complete program may begin to function.

Under such a plan the staff of this Board would each year be counseling from two hundred to three hundred sophomores, helping them to make up their minds concerning their careers. This would involve an average of about eight interviews per student. It would also mean the development of techniques which would bring together the best of psychological methods now available, the gathering together of occupational information to be put at the disposal of these students, and the building up of a group of alumni counselors who would be willing to advise with students after they had carefully canvassed their abilities and interests.

This program for the future is built upon the assumption that vocational guidance is valuable, desirable, and necessary. Perhaps this point need hardly be stressed. President Angell in a recent speech has pointed out the social and educational waste of training large numbers of students who come to graduation without having faced the problem of their life's work. As I talk with alumni of the University I find widespread agreement with President Angell's point of view. Almost everyone agrees that vocational guidance is a desirable and necessary function of the University.

More than being desirable and necessary vocational guidance may be viewed as a most significant public relations activity. At this moment the University is discussing ways and means of increasing the number of applicants for its freshman class. It need but briefly be pointed out that no greater selling point for the University could exist than giving publicity to the fact that at the University of Chicago a careful, scientific effort is being made to help every student find his proper work in the world. Vocational guidance is being undertaken in no university in the country in any complete fashion. The University of Chicago has an opportunity to build up a program which will at



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once be a valuable piece of scientific work and a practical social activity of utmost importance to all its students.

What We Shall Need For This Enhanced Program

The present staff of the Board of Vocational Guidance and Placement is unfortunately inadequate to undertake this enlarged program. All the time and effort of the present members of the staff are taken up with placement activities. Until more people can be added to the organization vocational guidance will be a hope but cannot be a reality. At least four new people are needed before vocational guidance can be undertaken.

1. A Research Assistant. It needs to be emphasized that vocational guidance is very much a pioneer field. Few established techniques exist; little correlated information is available; a great deal of research needs to be undertaken. I have summarized below four different points about which research must be undertaken if our work is ever to amount to anything really valuable. Briefly they are these:

A. The accumulation of occupational information: We need to have available for students descriptions of careers into which college people go. Such discussions need to include every available fact about all major businesses and professional specialties. Students thinking about becoming accountants should be able to compare their notions of the career with a clear picture of what accountants actually do and earn. Likewise, students who plan careers in banking, or insurance, or medicine need similar data. But three such careful discussions of careers now exist. I have recently written one of these for the American Council on Education. This is a first attempt but it suggests what might be done in this field had we the money with which to go ahead.

B. The accumulation of information about what college graduates actually do: Nobody knows the actual facts of the vocational distribution and orientation of college people. I should like to know, for example, how many, comparatively, are in the insurance business, how many are in law, how many are in medicine, how many are undertakers. I am quite certain that with these facts at our disposal we could much more intelligently discuss vocations with students, since we would almost certainly find gaps and groupings which would throw considerable light upon the disposition of the college product.



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B. The accumulation of information about what college graduates actually do. Nobody knows the actual facts of the vocational distribution and orientation of college people. I should like to know, for example, how many, comparatively, are in the insurance business, how many are in law, how many are in medicine, how many are in other fields. I am quite certain that with these facts at our disposal we could make more intelligently decisions about students, since we would almost certainly find gaps and groupings which would show considerable light upon the disposition of the college product.



We should not only find out where students go, but we should also discover the facts about their promotion, their salary scales, and perhaps most important of all the history of their turbulent adjustment period just after graduation. I know of one college graduate who has had eighteen jobs in the five years since he has graduated. I know few who have not had at least two or three. What are the facts about this adjustment period taking college graduates as a group? How many settle down permanently into their first jobs? Why? How many bat about from job to job for one year or two - or five? Why? I consider the answers to these questions of utmost importance. We have few facts at hand now. We very much need them if we are ever to do a real job of helping students find their places easily and quickly in the economic structure.

C. The development of techniques for helping students discover the fundamental facts about themselves:  
We need to bring together all applicable psychological techniques which have been developed so that when the vocational counselor sits down opposite a student, he will have at his disposal devices which will help him speedily discover the student's centers of intellectual and emotional energy. I know of no concentrated effort being made anywhere to evaluate and to apply such psychological techniques. If the vocational guidance job is ever to be done well, this piece of work must be done first.

D. The development of techniques of testing:  
I have suggested above the need of developing devices for discovering individual bents by means of the informal method of interview, but we need also to exploit psychological testing. At our disposal we must eventually have instruments of precision comparable to the instruments of precision developed in the natural sciences. This will require considerable original investigation with the data that we gather ourselves and a constant lookout for developments elsewhere.

To undertake this research we need on the staff of the Board at least one well trained research worker who will work with the Secretary of the Board in careful scientific investigations.

2. An Assistant in Teacher's Placement. Under the present organization the Secretary of the Board and his assistant, Mr. Reece, devote all of their time to placement. To undertake voca-



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tional guidance they need to be relieved for half time activity in this new direction. This would require an assistant in teacher's placement who would take from their hands a good portion of the detail work they now do. A workable reorganization could easily be achieved by means of which both could give a sufficient amount of time to vocational counseling and to vocational guidance research.

3. A Business Placement Counselor For Women. During the past year we have been doing a large amount of business and part time placement. We have, in fact, developed a business placement service for men which is working most effectively and by means of which we have to date placed in the neighborhood of one hundred and fifty graduating seniors in business positions. We are, however, doing very little for women because we have not the staff to undertake a similar program for our women students. We have now on our staff a woman, Miss Wood, who devotes half her time to business and part time placement for women and half her time in assisting in teacher's placement. The plan would be to put Miss Wood over into the teacher's placement work entirely with an assistant and to hire a new woman to take over the business placement program for women.

4. A stenographer. To take care of the clerical work involved in the vocational guidance work of the Board as distinct from the placement work we should need at least one stenographer.

About \$8000.00 is necessary annually for this expanded program. It would take \$2400.00 a year for a research assistant; \$1500.00 a year for an assistant in teacher's placement; \$2400.00 for a business placement counselor for women; \$1200.00 for a stenographer; and \$500.00 for printing, stationery, and miscellaneous expense. This would total \$8000.00.

For two years I have been living with this program. I see before the University a remarkable opportunity to lead the way in vocational guidance for the entire country and at the same time to achieve for its students a service which would be a source of keen satisfaction throughout their careers.

May I emphasize, moreover, the interest that a number of prominent alumni have evinced in our program. Six weeks ago one of our alumni, Mr. B. M. Pettit, called together a group of graduates of the University to discuss vocational guidance. All year Mr. Pettit and I have been meeting students on Tuesday evenings to discuss their vocational problems. We have discovered that approximately sixty per cent of the undergraduates of the University have no definite idea of what they want to do when they graduate. Mr. Woodward and Mr. Swift were both present at this meeting, and I feel sure that they came away with a conviction that here is a



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problem that should be attacked immediately. I feel sure, furthermore, that the alumni present, all prominent and successful business men in Chicago, would be a source of support to the venture should no other funds be immediately available.

\* \* \* \* \*

As you know, I am presenting the above program for discussion at this time because of an offer that I have had from Ohio State University. Professor Charters, formerly of the University of Chicago, has known of my work for a number of years, and he has proposed that I join him in a research program to be begun next fall on the problems of higher education. Should I accept Professor Charters' offer I should rank as associate professor and be compensated at the rate of \$5000.00 for nine months. He has at his disposal, moreover, sufficient funds to ensure a well financed research program.

It goes without saying that I am much interested in the proposal. It holds out promising problems for investigation under conditions that are not likely to be duplicated in the near future. Yet I prefer to remain at Chicago if there is any surety that the work I have begun here will develop as President Mason assured me it would. I am not raising the question of personal compensation. I should hope that that factor could be adjusted in time. But two other factors do, it seems to me, require discussion. The first of these has to do with the possibility of funds being made available for the enlarged vocational guidance program outlined above. The second has to do with my attainment of faculty standing. This latter consideration I have discussed with Dr. Carr, Chairman of the Psychology Department, under whom, as you know, I have done my graduate work. Dr. Carr has pointed out that I need to finish my work for the doctorate which I have had to suspend because of the demands of my job. He has expressed his willingness, however, to back me immediately for an instructorship in the Psychology Department beginning next fall and for an assistant professorship when I attain my degree.

I am sorry to precipitate this discussion at a time that may seem to you to be inopportune. I should gladly postpone it were postponement possible, but unfortunately I must give Dr. Charters an answer early this next week. I should not, of course, bring up the question at all were I not seriously interested in Dr. Charters' proposal. During my two years on the staff of the



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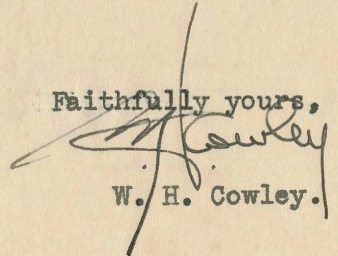
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- 7 -

University I have had several other offers, but I have not seriously considered them despite their attractiveness because I have wanted to finish the job I have begun here. The present opportunity is so unusual, however, that I feel sure you will agree with me that I cannot dismiss it lightly.

Faithfully yours,

A handwritten signature in dark ink, appearing to read "W. H. Cowley", is written over the typed name. The signature is fluid and cursive, with a long horizontal stroke extending to the left.

W. H. Cowley.

(See Appended Charts).



THE BOARD OF ADVISORS OF THE UNIVERSITY OF CALIFORNIA

MEMORANDUM FOR THE BOARD OF ADVISORS

TO THE BOARD OF ADVISORS

FROM THE BOARD OF ADVISORS

RE: THE BOARD OF ADVISORS

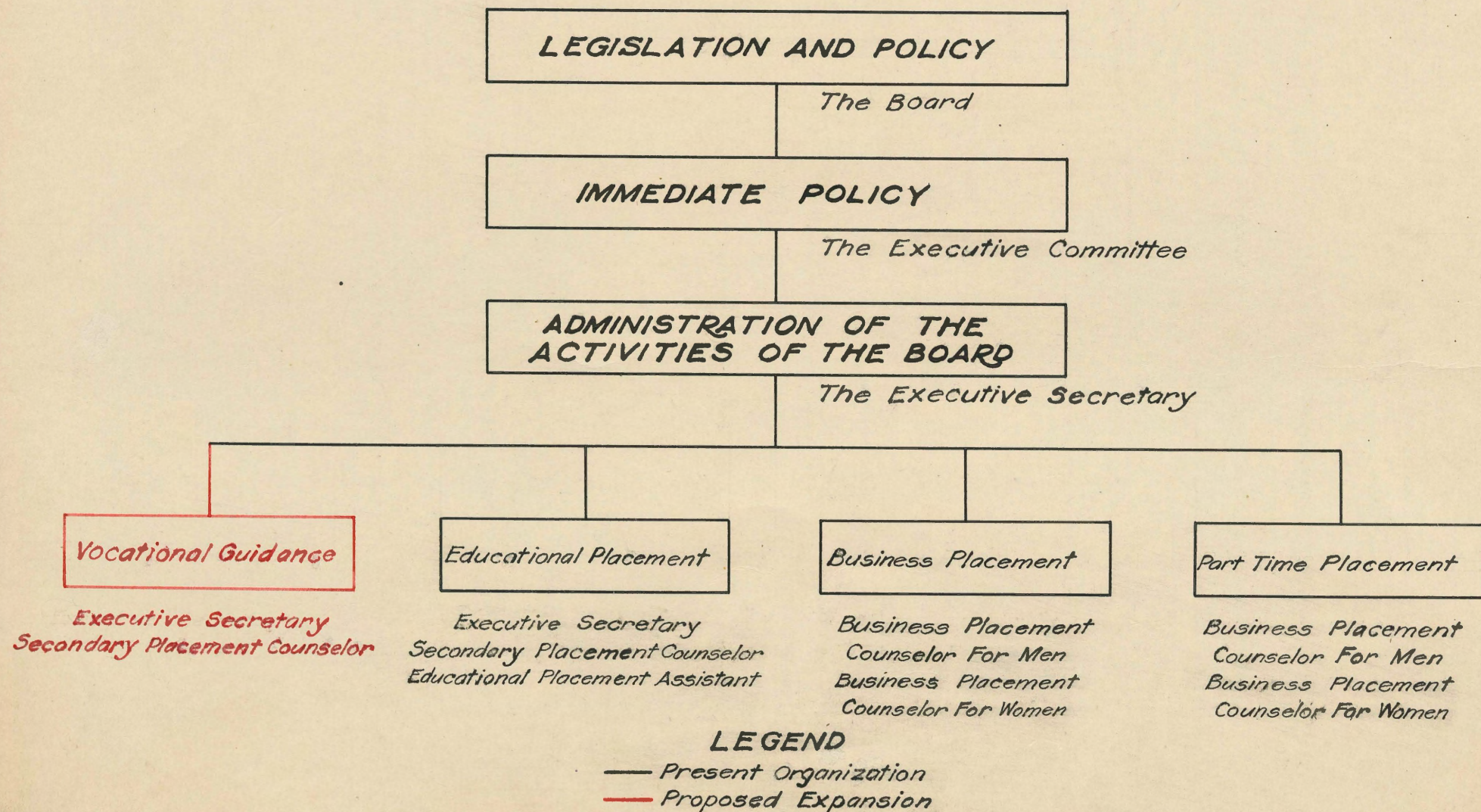
W. H. Cowley  
Respectfully,  
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# FUNCTIONAL ORGANIZATION

## THE BOARD OF VOCATIONAL GUIDANCE & PLACEMENT





THE BOARD OF TRADE, MANUFACTURES, AGRICULTURE,  
MINING & COMMERCIAL EDUCATION AND PLACEMENT

FUNCTIONAL ORGANIZATION

LEGISLATIVE POLICY

The Board

ADMINISTRATIVE AND

IMMEDIATE POLICY

The Executive Committee

ADMINISTRATION OF THE

ADMINISTRATION OF THE BOARD

The Executive Secretary

VOCATIONAL GUIDANCE

EDUCATIONAL PLACEMENT

BUSINESS PLACEMENT

EXECUTIVE SECRETARY

EXECUTIVE SECRETARY

Business Placement

Business Placement

SECONDARY PLACEMENT COUNSELOR

Secondary Placement Counselor

Counselor For Men

Business Placement

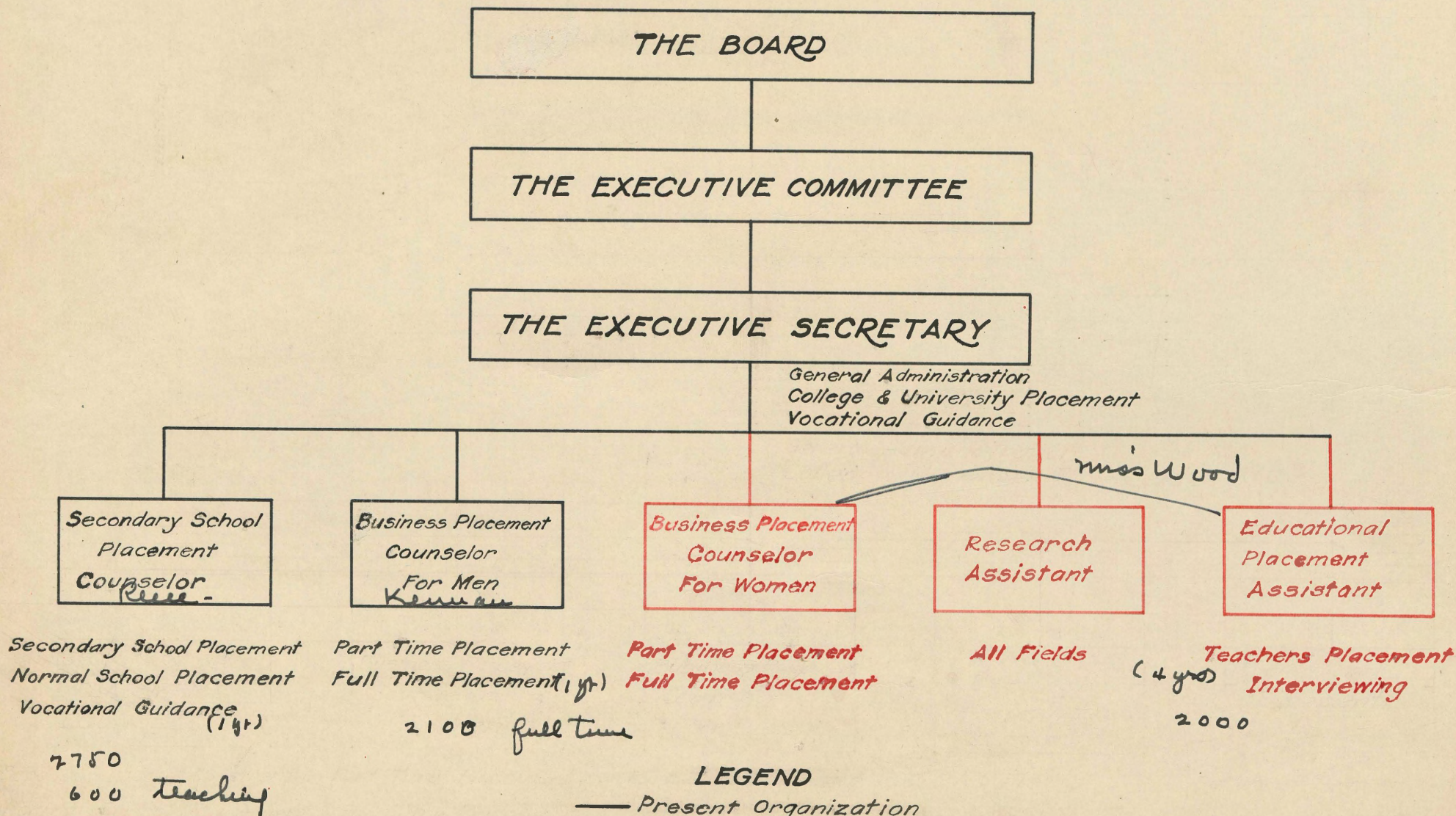
Educational Placement Assistant

Counselor For Women

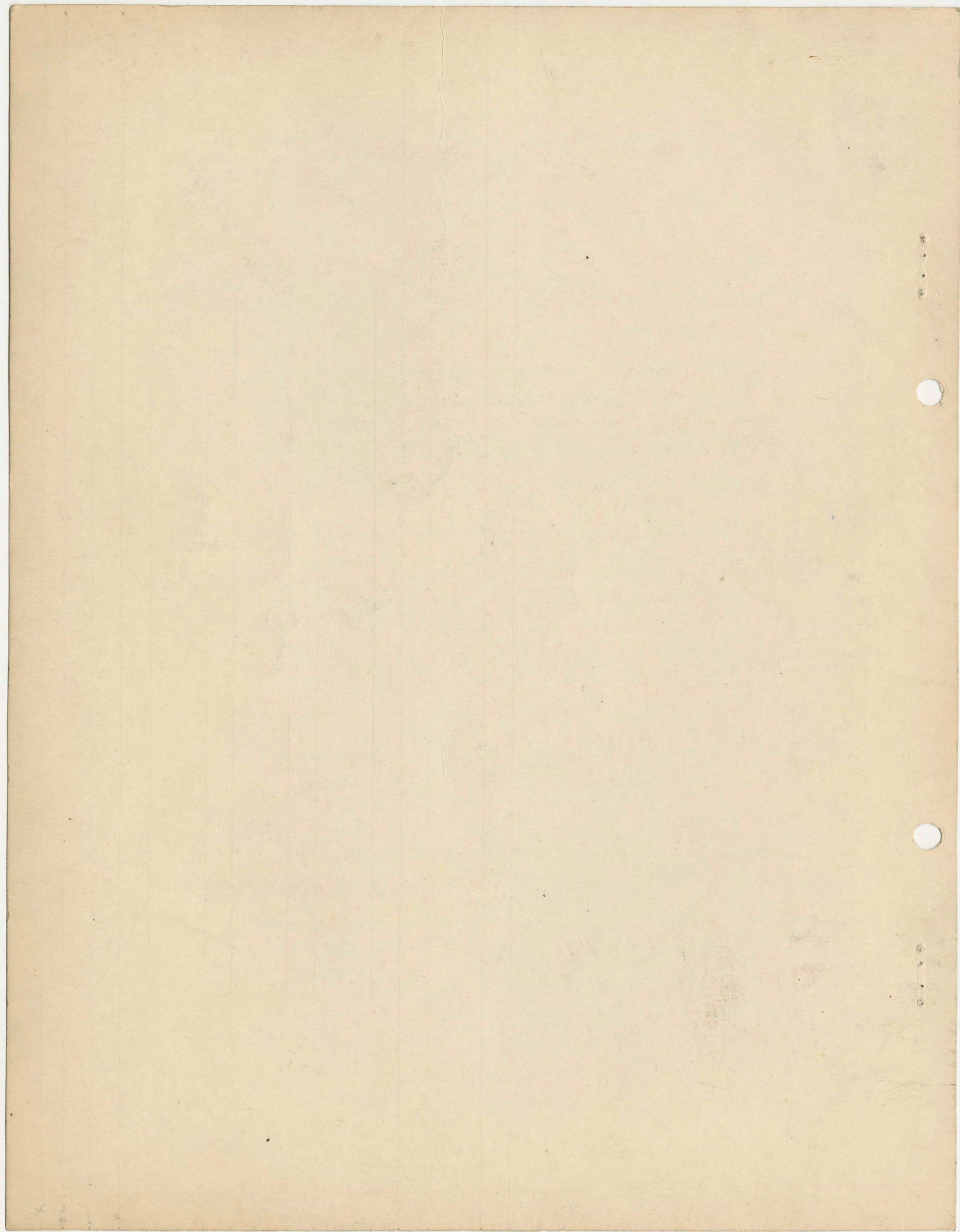
Counselor For Women



# STRUCTURAL ORGANIZATION CHART THE BOARD OF VOCATIONAL GUIDANCE & PLACEMENT









413

October 26, 1928

My dear Mr. Cowley:

I have your letter of October 24 enclosing a draft of a letter which you propose to send to the members of the faculty. I think it is a good idea, but I venture to make one minor suggestion. Would it not be well to state specifically that the Board of Vocational Guidance and Placement takes the place of the old Bureau of Recommendations?

I should like to see you for a moment about another matter, and wish you would make an appointment with my secretary at your early convenience.

*Mrs. Jackson*  
*Ins at 9.*

Yours cordially,

Frederic Woodward

Acting President.

Mr. W. H. Cowley,  
Executive Secretary,  
The Board of Vocational Guidance and Placement,  
Faculty Exchange.



413

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Faculty Exchange.

Mrs. Johnson  
June 27 p.



# The University of Chicago

The Board of Vocational Guidance  
and Placement

OFFICE OF  
THE EXECUTIVE SECRETARY

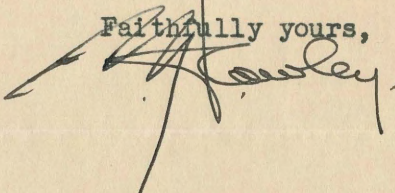
October 24, 1928

Dear Mr. Woodward:

At the meeting of the board on Saturday morning it was thought desirable that all members of the University faculty should be informed of the work of the board. A great many people do not know what its functions and activities are.

To bring our work to their attention I have written the attached letter. Before I send it out may I have your approval of it?

Faithfully yours,



WHC\*K  
Encl.

Mr. F. C. Woodward  
Faculty Exchange



The University of Chicago

The Board of Vocational Guidance  
and Placement

OFFICE OF  
THE EXECUTIVE SECRETARY

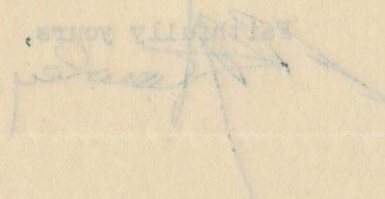
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W. T. C. Woodward  
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Dear Colleague:

At the suggestion of Acting President Woodward I am calling your attention to the work of the Board of Vocational Guidance and Placement which on October 1, 1928 began its second year as an administrative unit of the University of Chicago.

This board is charged with the following four functions:

1. The placement of University of Chicago graduates in educational positions.
2. The placement of University of Chicago graduates in business and industrial positions.
3. The placement of students in part time positions while in residence at the University of Chicago.
4. The vocational guidance of students who have not determined upon their careers. This fourth function will not be undertaken until after July 1, 1930.

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Sincerely yours,

WICK



# The University of Chicago

Office of the Vice-President and  
Dean of Faculties

al 3

November 8th, 1927

To Deans of Schools and Chairmen of Departments:

A new Board has recently been created--the Board of Vocational Guidance and Placement, which takes the place of the Board of Recommendations but has a wider scope. The work of the Bureau of Recommendations will hereafter be carried on under the direction of the Board of Vocational Guidance and Placement. Mr. W. H. Cowley has been appointed Secretary of the new Board, and the office is in 212 Cobb Hall.

It is Mr. Cowley's intention to confer with Chairmen of Departments as soon as practicable and to inform them of the plans of the Board.

FREDERIC C. WOODWARD



OL 3

The University of Chicago

Office of the Vice-President and  
Dean of Faculties

November 28th, 1927

To Deans of Schools and Chairmen of Departments:

A new Board has recently been created--the Board of Vocational Guidance and Placement, which takes the place of the Board of Recommendations but has a wider scope. The work of the Bureau of Recommendations will hereafter be carried on under the direction of the Board of Vocational Guidance and Placement. Mr. W. H. Cowley has been appointed Secretary of the new Board, and his office is in 212 Cobb Hall.

It is Mr. Cowley's intention to confer with Chairmen of Departments as soon as practicable and to inform them of the plans of the Board.

FREDERIC C. WOODWARD



The University of Chicago

Mr. Mason 43  
Before filing

September 22,

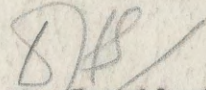
1927.

My dear Mr. Cowley:

I have the first bulletin of your organization for Vocational Guidance and Placement and am writing to say that it has the general plan as President Mason intended from the beginning. I believe that you have the prospect of full cooperation from everyone in the group. I talked with Dr. Hoyt several weeks ago, and I was very much pleased to find her ready to do everything that can be done in making the teacher placement a working part of the new plan. I suppose that you have followed her suggestion in making Miss Wood head of the office staff. Dr. Hoyt had a good deal to say about the efficiency of Miss Wood ~~and~~ the old organization.

I think that you have not had any exact statement in writing regarding your program, but your interviews with President Mason have been exactly on the line of your first bulletin. I know that he expects you to be responsible for all the interviews and correspondence sent out for any part of the work. He will hope to see some rapid development of vocational advice to junior undergraduates and a rapid development of contacts with alumni and business men generally in the city. If the emphasis hitherto put on the placing of teachers can be maintained at the present level without breaking into plans for the new branches of the Bureau, it will be so much to the good. The first aim, in any case, is to make a uniform routine for all divisions and to put the responsibility for policies upon the Board in charge of its work. As Executive Secretary of the Board, I think you will find Mr. Woodward your chief adviser.

Very truly yours,



Assistant to the President.

Mr. W. H. Cowley,  
Executive Secretary,  
Board of Vocational Guidance and Placement,  
Faculty Exchange.

DHS W



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WHS W



# The University of Chicago

Board of Vocational Guidance  
and Placement

OFFICE OF  
THE EXECUTIVE SECRETARY

September 20, 1927.

Mr. D. H. Stevens,  
Faculty Exchange.

Dear Mr. Stevens:

Yesterday Mr. Filby and I went over the Gilchrist matter and also the question of hiring someone in Miss Millard's place. Because Gilchrist is involved in general employment work for the University in addition to undergraduate part-time placement, it is impractical to transfer him over until a new budget is set up to provide for a division of his present duties. It has also seemed best to delay the hiring of anyone to take care of the women's vocational guidance until the organization has been under way for a couple of months. If we run across the right individual, we shall very likely take her on for part time, but that remains to be discovered.

These considerations disrupt the organization chart that I had in mind and discussed with you yesterday. In place of such a chart, I am addressing the attached organization bulletin to all members of our staff to inform them of the reorganization. The chief purpose of this, of course, is to manage as smoothly as possible Dr. Hoyt's adjustment in the new organization. Since she is likely to express her chagrin at the necessity of relinquishing her personal identity in the matter of interviewing and correspondence, I should like to be able to have backing for the bulletin's announcement. Thus I am attaching herewith a copy of a suggested letter to me to be dated September first, which would be my authority for proceeding as I have. With such a letter I wouldn't find it difficult, I think, to manage the situation without her taking up arms and coming to someone in your office to complain about being injured. I think the enclosed letter would tide us over. Of course, I shan't bring the letter into the discussion unless it becomes necessary to meet her objections. It has seemed to me that a commission such as this would be a better way to manage than to have her besieging you, Mr. Woodward, or the President. Moreover, I'd like to handle it myself; and I could easily with a letter such as this attached.

Faithfully yours,

W. H. Cowley

WHC:RS Enc







Board of Vocational Guidance and Placement

Organization Bulletin No. 1

To the staff of the Board of Vocational Guidance and Placement:

For some time all the members of the former Board of Recommendation staff have known of the impending reorganization which would incorporate the Board of Recommendations under a new board to be called the Board of Vocational Guidance and Placement. This is an announcement of that reorganization and is addressed to all members of the staff so that each individual may understand the broad purposes of the new organization and also her place in the new set-up.

Functions of the Board of Vocational Guidance and Placement: The name of the new board indicates in general the functions of the organization. We shall attempt to offer vocational counsel to students of the University, more particularly to undergraduates in the colleges. This year, as you very likely know, there has been organized a new educational guidance system under Dean Boucher, and our work shall supplement the work done there. While their emphasis will be upon educational guidance, our emphasis shall be upon helping the individual to choose a career.

That is the first function of our organization. The second is placement. We shall continue the teachers' placement work conducted formerly by the Board of Recommendations, and we shall add five or six other types of placement. We shall attempt to place, for example, undergraduates of the colleges at the time of their graduation; graduate students of the University who do not enter teaching; alumni of the



Board of Vocational Guidance and Placement

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colleges and graduate schools who seek new placements; we shall also cooperate with the professional schools in placing their students and likewise in the replacement of their alumni. In a similar fashion we shall cooperate with the Cashier's Department in the placement of undergraduates in part-time positions. (Within a few months this work very likely will be transferred from the Cashier's office and become a part of our organization.)

Organization: Since the staff of the new board is to be made up of the staff of the old board plus the Executive Secretary and his stenographer, it becomes necessary for a reorganization of work so that the new duties may be managed along with the old. This may eventually require the addition of other members to our staff, but that will not be undertaken until our needs become more thoroughly canvassed. Thus each member of the staff will continue to carry out the same activities as heretofore, and these will be developed and augmented as our work spreads out. In order that our work from now on may be assigned in clear-cut divisions, Miss Wood will be in charge of all the clerical work, reporting directly to the Executive Secretary. All other members of the clerical staff except the Executive Secretary's stenographer will, therefore, report to Miss Wood.

With the beginning of the fall quarter the organization will have its offices in Rooms 212-214 Cobb Hall, into which rooms we shall move during the early days of the quarter. The removal is delayed because of the occupancy of these rooms now by the German Department. As soon as Wieboldt Hall is finished the change will be made. Beginning with the winter quarter we shall also take over Room 215 which will give us ample space for all our requirements. In the meantime we will be



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somewhat crowded in the space at present available, but we can manage.

This announcement is made to all members of the staff so that they may know of our new duties and so that they may understand the added significance of our work. Immediately after the Board's offices are established in Cobb Hall, the Executive Secretary will want to talk with each member of the staff to discuss her relationship to the organization. For the present the duties of each individual will continue much in the same fashion as they have heretofore, but this announcement is made so that, as the work develops, we may have the understanding and intelligent cooperation of everyone in the organization. The only change in procedure to be made now involves the change of letter-heads and the negotiation of all the Board's activities in the name of the Executive Secretary. This includes the signing of all correspondence in his name and for the present his personal signature on all letters leaving the office.

The Bureau of Vocational Guidance and Placement

W. H. Cowley

Executive Secretary

September 22, 1927



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The Bureau of Vocational Guidance and Placement

W. H. Cowley

Executive Secretary

September 22, 1927



Copy (Cowley)

September 1, 1927.

My dear Mr. Cowley:

In taking over the management of the organization of the Board of Vocational Guidance and Placement it is the wish and hope of the Administration that you will organize your work with the following objectives in mind:

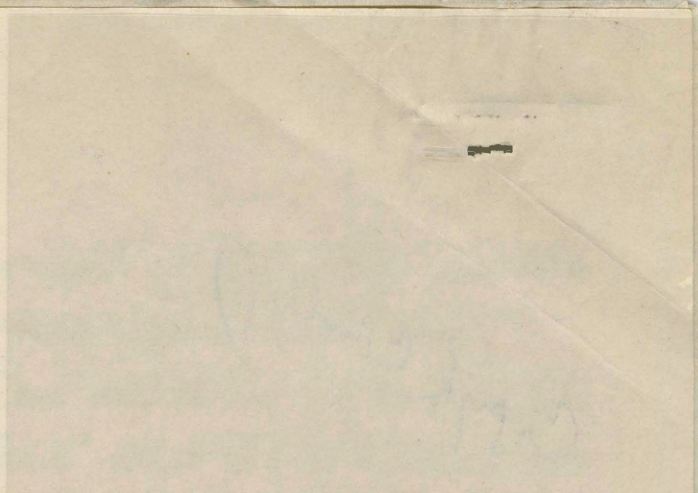
1. You are to develop and administer a vocational guidance and placement service for all students of the University of Chicago. Your emphasis will be placed upon vocational guidance in the colleges, but you will set up an organization which will be flexible enough to give counsel to any student of the University who may desire it.
2. You will take over the placement work now being done by the Bureau of Recommendations and you will develop routines, techniques, and cooperative plans for all types of placement work now done or which should be done by the University.
3. In all of your work you should assume personal responsibility for all interviewing of students and of the educational and industrial executives who may have dealings with your organization. This will mean that you will very likely want to do most of the interviewing yourself and that you carefully supervise any interviewing delegated to other members of the staff. In a like fashion all correspondence leaving your office should be signed in your name, and you should be actively informed of all such correspondence even if some of it is written by other members of your staff.
4. It need hardly be said, of course, that all members of the staff shall be directly under your personal supervision.

Yours truly,

D. H. Stevens



September 1, 1937



Dear Mr. Cowley:

In regard to the management of the organization, the Board of Trustees has decided to place the management of the organization in the hands of a committee of three members of the Board of Trustees, who will be responsible for the management of the organization.

1. You are to develop and administer a vocational program and place it under the management of the University of California. Your program will be placed under the management of the University of California, and you will be responsible for the management of the organization.

2. You will take over the management of the organization, and you will be responsible for the management of the organization. You will be responsible for the management of the organization, and you will be responsible for the management of the organization.

3. In all of your work you should have personal responsibility for all the work of the organization, and you should be responsible for the management of the organization. You will be responsible for the management of the organization, and you will be responsible for the management of the organization.

4. It is my hope that you will be able to do this, and I am sure that you will be able to do this. I am sure that you will be able to do this, and I am sure that you will be able to do this.

Yours truly,  
H. E. Brown



AL3

October 6, 1926

My dear Dr. Hoyt:

As a result of a careful consideration of the needs of the whole University for vocational guidance and placement ~~of~~ students and graduates, President Mason has decided to recommend to the Board of Trustees that a Board of Vocational Guidance and Placement be substituted for the Board of Recommendations. President Mason will be ex officio the Chairman of the Board, but he will appoint Professor Filbey Vice-Chairman and will entrust him with the organization and administration of the work. I hope that Mr. Filbey will be able to make satisfactory arrangements for a continuance of your services in the office, or bureau, of the Board, and he will undoubtedly make an appointment to talk the matter over with you.

Yours sincerely,

Frederic C. Woodward

Dr. Mary C. Hoyt  
Faculty Exchange

FCW\*L



AL 3

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