

Nat'l Assn. of Manufacturers

1945-NAM OFFICIALS

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NAM NEWS

SECTION THREE

APRIL 7, 1945



GOLDEN

ANNIVERSARY

YEAR • 1945

OFFICERS • DIRECTORS • COMMITTEES

NATIONAL ASSOCIATION
OF MANUFACTURERS

INSTITUTE OF
INDUSTRIAL RELATIONS

NEW OFFICERS AND DIRECTORS FOR 1946

Robert R. Wason , President
President, Manning, Maxwell and Moore, Inc.
Ira Mosher, Chairman of the Board,
President, Russell, Harrington Cutlery Co.
Robert Gaylerd, Chairman, Executive Committee
President, Ingersoll Milling Machine Co.
F.C. Crawford, Chairman, Finance Committee
President, Thompson Products, Inc.
Howard Coonley, Honorary Vice President
Chairman of Board, Walworth Co., Inc.
Walter B. Weisenburger, Executive Vice President
Noel Sargent, Secretary
Kenneth R. Miller, Treasurer

NATIONAL VICE PRESIDENTS

Ward M. Canaday, Chairman of Board,
Willys-Overland Motors, Inc.
C.M. Chester, Chairman, Executive Committee,
General Foods Corporation
Hugh Comer, President and Treasurer,
Avondale Mills
Charles S. Davis, President,
Berg-Warner Corp
J.A. Hartley, President, Braun Corp.
B.E. Hutchinson, Chairman Finance Committee, Chrysler Corp.
James H. McGraw, Jr., President, McGraw-Hill Publishing Co.
Clarence Randall, Vice president, Inland Steel Company
Arthur Walsh, Executive Vice President, Thomas A. Edison, Incorporated.
Cloud Wampler, President, Carrier Corporation

REGIONAL VICE PRESIDENTS

Arthur Batts, President, The Carborundum Company
Noah Dietrich, Executive Vice President, Hughes Tool Company
Walter Geist, President, Allis-Chalmers Manufacturing Company
John Holmes, President, Swift and Company
E.H. Lane, President, The Lane Company, Incorporated.
Paul B. McKee, President, Portland Gas and Coke Company
William M. Rand, President, Monsanto Chemical Company
Theodore F. Smith, President, Oliver Iron and Steel Company
J.P. Spang, Jr., President, Gillette Safety Razor Company
Lothair Teeter , President, Perfect Circle Company
E.J. Thomas, President, Goodyear Tire and Rubber Company.

NATIONAL ASSOCIATION OF MANUFACTURERS



General Offices

14 WEST 49TH STREET NEW YORK 20, N. Y.

•

Washington Office

INVESTMENT BUILDING

•

San Francisco Office

RUSS BUILDING

•

Los Angeles Office

PACIFIC MUTUAL BUILDING

WALTER B. WEISENBURGER *Executive Vice President*
NOEL SARGENT *Secretary*
JAMES A. EMERY *General Counsel*
RAYMOND S. SMETHURST *Counsel*

GOLDEN ANNIVERSARY

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NAM—ITS FIFTIETH YEAR

American Industry today is confronted with greater challenges and more serious problems than ever before. To serve in this need, the National Association of Manufacturers is fully equipped by a half-century of organizational experience by an outstanding staff of industrial and economic experts, and by the most able body of industrial statesmen assembled year by year from the top management of manufacturing enterprise.

In the fifty years since the NAM was launched at Cincinnati, Ohio, in 1895, as the first national association of manufacturers, it has advanced steadily in numbers and national importance and in the extent and effectiveness of its service to industry and the nation.

During those fifty years, NAM has made many historic and significant contributions to the national progress. It was *first* to organize for foreign trade development, *first* to advocate creation of the Department of Commerce, *first* to urge the building of the Panama Canal, and it was *first* for a strong Merchant Marine, *first* for strong patent legislation, *first* for compensation laws, *first* for vocational education, *first* in promoting industrial safety, *first* to back pure food statutes, *first* to urge a Federal Reserve system.

NAM might well be called the Mother of Associations, for it was instrumental in the organization of the Chamber of Commerce of the United States, the National Industrial Conference Board, and the National Safety Council.

With every other patriotic element in the country, NAM is primarily concerned with winning the war. But preoccupation with the demands of war has not lessened its activities in those fields which hold the keys to a better peacetime future.

The Association can point to an ever-growing record of leadership in developing and promoting constructive industrial policies essential to the national welfare; in aiding government by providing experience and mature business judgment on legislative and administrative problems; in continually improving the private enterprise system to justify continued public confidence in it, and in encouraging wider public understanding of the private enterprise system as an integral part of the daily life and well-being of every American.

Since Pearl Harbor, various NAM committees have been concentrating on the vital problems of war production while other committees have concentrated on the problems involved in the return to full peacetime operation by both war and non-war industries and achievement of a postwar expanding economy that will provide maximum employment and opportunity for all through the free function of private enterprise.

To remove the obstacles that block the road to high peacetime production, the NAM has developed a five-point legislative program in the public interest. To obtain public support, management must leave no doubt of its good intentions in the desire for proper legislation to:

1. Fix rights and responsibilities of both management and labor
2. Establish an equitable tax structure
3. Encourage the free flow of new investment capital
4. Establish Social Security on a sound basis
5. Curb bureaucratic control of production

Assisting in the development of this program is a headquarters staff, each department of which is under the direction of an executive of broad training and experience. These executives are in constant touch with developments in their respective spheres and, throughout the year, are occupied in study and research for NAM's committees.

To bridge the difficulties of distance between NAM's West Coast members and the New York headquarters, branch offices are maintained in San Francisco and Los Angeles.

With Washington the center of industrial interest, members of the NAM Washington office staff are in daily contact with congressional leaders, department heads, and bureau chiefs, obtaining first-hand information for the membership or presenting industry's views on current questions. This office arranges for the appearance of manufacturers or NAM officers before committees of Congress when legislation affecting industry is pending. The advice of the staff is available to members with individual problems in Washington.

Of great importance and value to the general membership are NAM's efforts to equip it, by up-to-the-minute information, to deal with current problems effectively and promptly. Members are kept posted on trends and developments in every field of mutual industrial and public concern through the weekly "NAM News", its regular or special supplements and other NAM publications.

Indicating the value of this service, a typical example was the demand last year for more than 20,000 copies of the NAM Law Department's review of Wagner Act decisions on management's right of free speech and analysis of W.L.B. decisions restricting or protecting management functions. Among other informative material issued, over a half-million copies of eighteen booklets and pamphlets were distributed in 1944 to NAM members and to NIC affiliate associations, as well as to libraries, chief editorial writers, columnists, and radio commentators.

Throughout the year, the Association holds up before the membership the ideal of a truly competitive system, free from monopoly in any guise, and one in which individual industrial managers constantly review their policies and practices to assure fair treatment of workers, suppliers, customers, and stockholders.

In all its service to industry and the nation, NAM lays continued emphasis on the fact that public confidence in the enterprise system will be maintained only by industrial management's demonstrations, not its professions. The Association's greatly expanded activities in 1945 are all keyed to helping American industry retain the high confidence and trust it has rightly won in the public mind through its inspiring war performance in producing for victory the free-enterprise way.

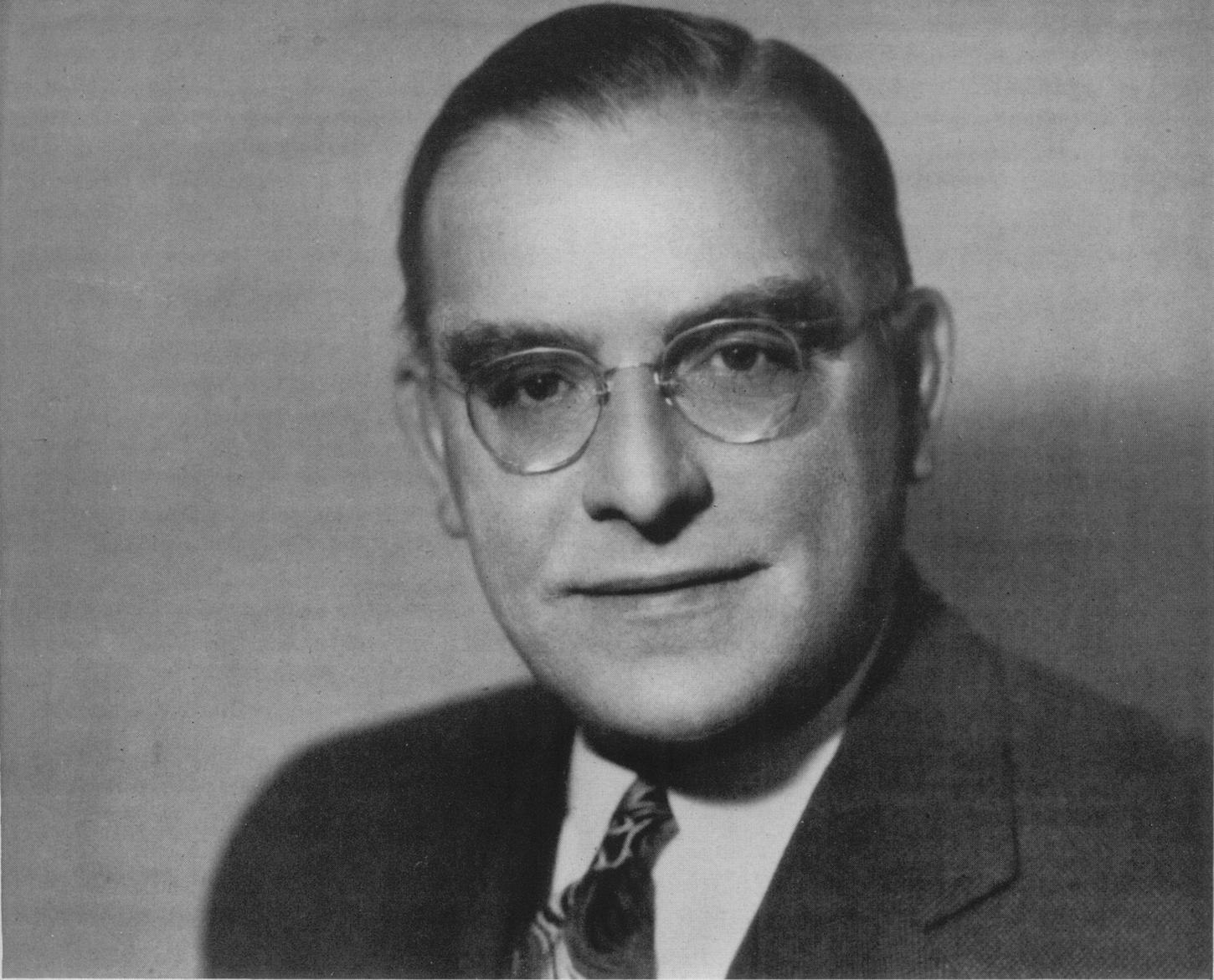
INTRODUCING YOUR 1945 OFFICERS AND BOARD OF DIRECTORS

RECOGNIZED in America's business, government, and civic circles, and by the public generally, as the foremost representative body of industrial statesmanship each year, the NAM Officers and Directors fulfill responsibilities of prime moment to industry and the nation.

As exponents and executors of all-industry thinking, they combine, in a degree consistent with the high calibre of leadership that has become a hallmark of NAM "official families," those qualities which are rooted in broad business experience, sound knowledge, and a full sense of the obligations of industrial citizenship.

Officers and Board members for 1945 have a manifold duty. They jointly and individually provide an ever-alert guardianship of free enterprise principles and practice. They are responsible for approving the policy recommendations of NAM's standing committees and they direct the coordination of such policies into a unified whole known as the "Association program." They have as a principal function the task of activating and effectuating those policies and recommendations.

The American public, looking confidently to industrial management for a continued demonstration of free enterprise resourcefulness and capacity for progress, can find assurance in the high quality of NAM's leadership for 1945. No problem within the scope of its responsibility will want for sound industry policy or proper action in the positive program of industry to bring the war to a speedy end and to point the way to a better future of jobs, freedom, and opportunity for all.



IRA MOSHER

President, NATIONAL ASSOCIATION OF MANUFACTURERS

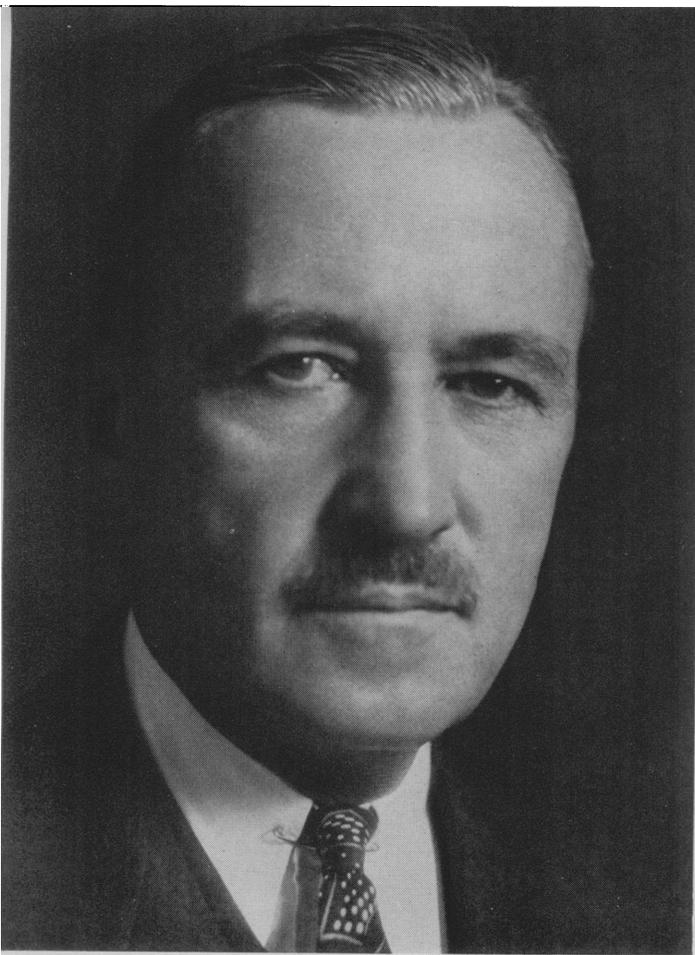
President, Russell Harrington Cutlery Co., Southbridge, Mass.

ROBERT M. GAYLORD
Chairman of the Board
President, The Ingersoll Milling Machine Company,
Rockford, Ill.

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overlapping with NIC



F. C. CRAWFORD,
Chairman, Executive Committee
President, Thompson Products, Inc.,
Cleveland, Ohio



WILLIAM P. WITHEROW
Chairman, Finance Committee
President, Blaw-Knox Company,
Pittsburgh, Pa.

*The year 1900
W. P. Witherow*

THEODORE G. MONTAGUE
Treasurer
President, The Borden Company,
New York, N. Y.



ALFRED W. EAMES
National Vice President
President, California Packing Corporation,
San Francisco, Cal.



B. E. HUTCHINSON
National Vice President
Chairman—Finance Committee,
Chrysler Corporation, Detroit, Mich.

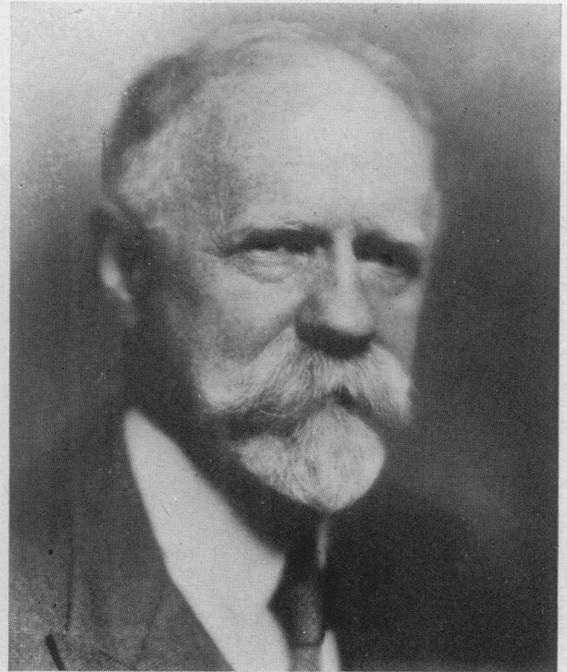
CLOUD WAMPLER
National Vice President
President, Carrier Corporation,
Syracuse, N. Y.



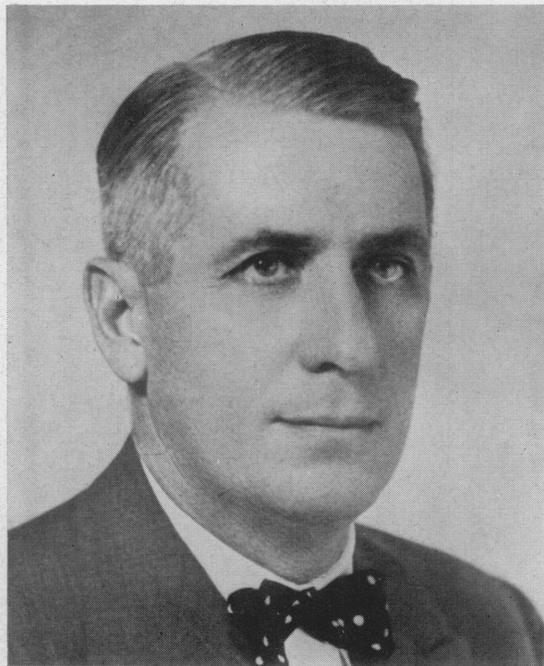
REGIONAL VICE PRESIDENTS



MELVIN H. BAKER
*President, National Gypsum Company,
Buffalo, N. Y.*



W. B. BELL
*President, American Cyanamid Company,
New York, N. Y.*



HUGH M. COMER
*Executive Vice President, Avondale Mills,
Sylacauga, Ala.*



NOAH DIETRICH
*Executive Vice President, Hughes Tool Company,
Houston, Texas*

REGIONAL VICE PRESIDENTS



LAMMOT DUPONT
Chairman of the Board,
E. I. duPont de Nemours & Company Incorporated,
Wilmington, Del.



J. A. HARTLEY
President, Braun Corporation,
Los Angeles, Cal.



JOHN HOLMES
President, Swift & Company,
Chicago, Ill.

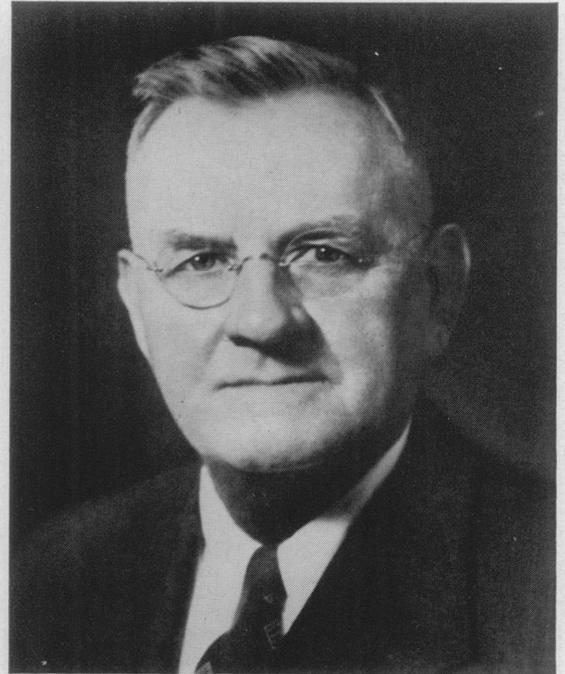


COLA G. PARKER
President, Kimberly-Clark Corporation,
Neenah, Wis.

REGIONAL
VICE PRESIDENTS



WILLIAM M. RAND
*Vice President, Monsanto Chemical Company,
St. Louis, Mo.*



JAMES C. SELF
*President and Treasurer, Mathews Cotton Mill,
Greenwood, S. C.*



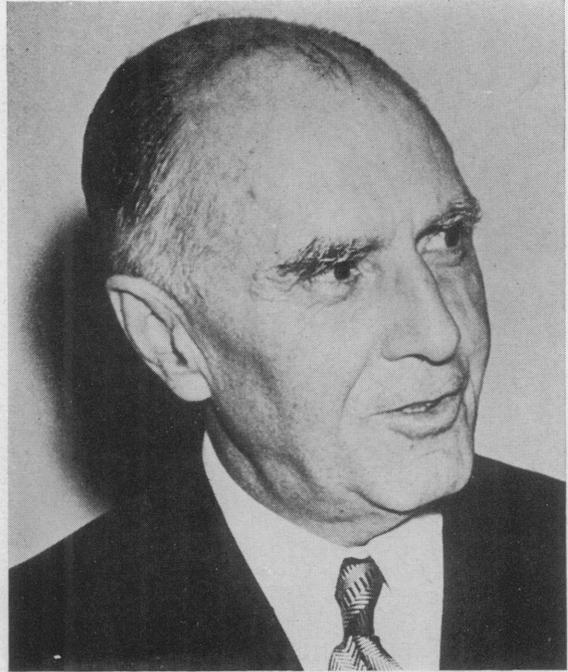
SINCLAIR WEEKS
*Chairman of Board, Reed and Barton,
Taunton, Mass.*

HONORARY
VICE PRESIDENTS



C. M. CHESTER

Chairman of Executive Committee, General Foods Corporation, New York, N. Y.



H. L. DERBY

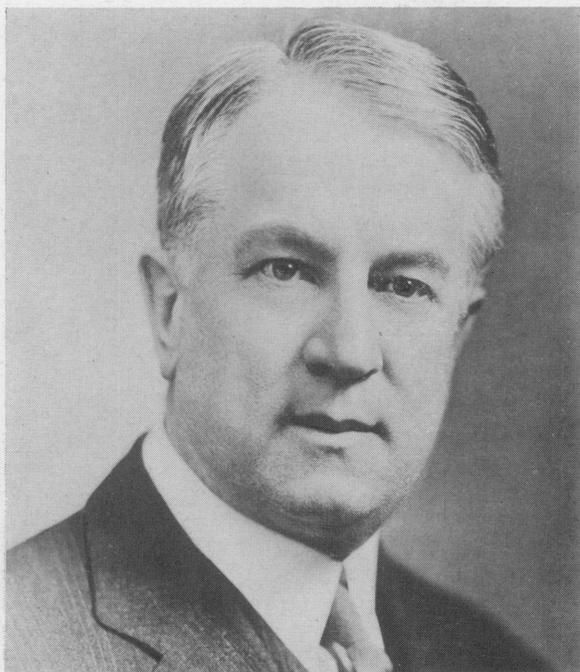
President, American Cyanamid & Chemical Corporation, New York, N. Y.



CHARLES R. HOOK

President, The American Rolling Mill Company, Middletown, Ohio

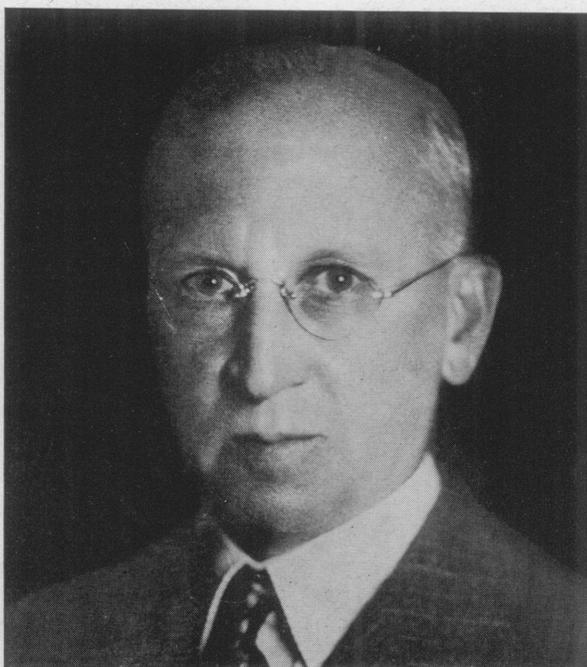
HONORARY VICE PRESIDENTS



FRANK W. LOVEJOY
*Chairman of the Board, Eastman Kodak Company,
Rochester, N. Y.*



ROBERT L. LUND
*Director, Lambert Pharmacal Company,
St. Louis, Mo.*



WILLIAM B. WARNER
*President, McCall Corporation,
New York, N. Y.*

BOARD OF DIRECTORS



FRANK H. ADAMS
Vice President & Gen. Mgr. Surface Combustion, Division of Gen. Properties Co., Inc., Toledo, Ohio



E. R. AILES
Secretary-Treasurer, Detroit Steel Products Company, Detroit, Mich.



JOHN AIREY
President, King-Seeley Corporation, Ann Arbor, Mich.



E. S. AITKIN
President, The Trenton Potteries Co., Trenton, N. J.



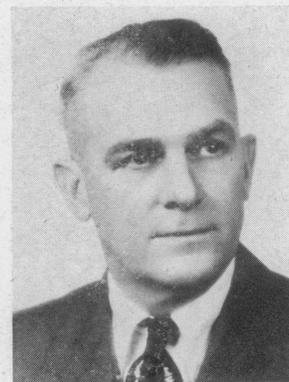
S. C. ALLYN
President, The National Cash Register Company, Dayton, Ohio



M. M. ANDERSON
Vice President, Aluminum Company of America, Pittsburgh, Pa.



WILLIAM A. ATKINS
Vice President, E. C. Atkins and Company, Indianapolis, Ind.



CLARENCE R. AVERY
President, Chattanooga Glass Company, Chattanooga, Tenn.



JOHN BALLANTYNE
President, Philco Corporation, Philadelphia, Pa.



JOHN U. BARR
General Manager, Federal Fibre Mills, New Orleans, La.



ARTHUR BATTS
President, The Carborundum Company, Niagara Falls, N. Y.



WALLACE F. BENNETT
President, Bennett Glass & Paint Company, Salt Lake City, Utah

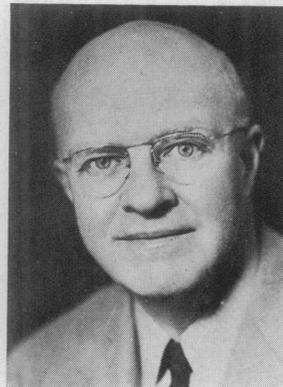
BOARD OF DIRECTORS



E. F. BRITTEN, JR.
*President, Monroe Calculating
Machine Company, Orange, N. J.*



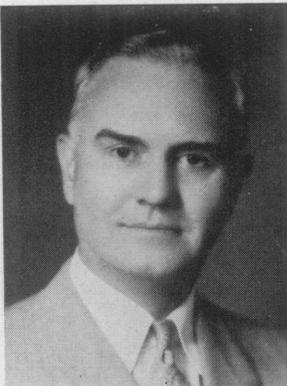
DONALDSON BROWN
*Vice Chairman, General Motors
Corporation, New York, N. Y.*



J. HARRISON BROWN
*Vice President, A. P. Green Fire-
brick Co., Mexico, Mo.*



REX I. BROWN
*President, Mississippi Power &
Light Company, Jackson, Miss.*



HARRY A. BULLIS
*President, General Mills, Incor-
porated, Minneapolis, Minn.*



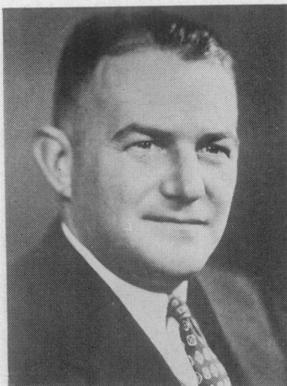
CLAYTON R. BURT
*Chairman of the Board, Pratt &
Whitney Division of Niles-Bem-
ent-Pond Company, West Hart-
ford, Conn.*



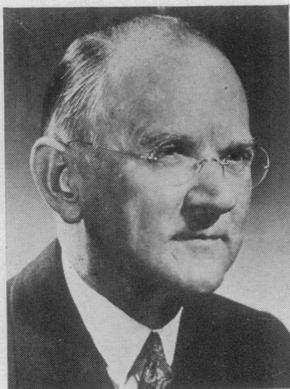
WALLACE L. CALDWELL
*President, Alabama Asphaltic
Limestone Company, Birming-
ham, Ala.*



FULLER E. CALLAWAY, JR.
*President, Callaway Mills,
La Grange, Ga.*



LAWRENCE CALVERT
*President, San Juan Fishing &
Packing Co., Seattle, Wash.*



WARD M. CANADAY
*Chairman of the Board, Willys-
Overland Motors, Inc., Toledo,
Ohio*



JAMES L. COKER
*President, Sonoco Products Com-
pany, Hartsville, S. C.*



S. BAYARD COLGATE
*Chairman of the Board, Colgate-
Palmolive-Peet Company, Jersey
City, N. J.*

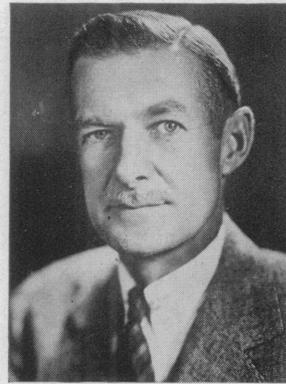
BOARD OF DIRECTORS



HERMAN CONE
President, Proximity Manufacturing Company, Greensboro, N. C.



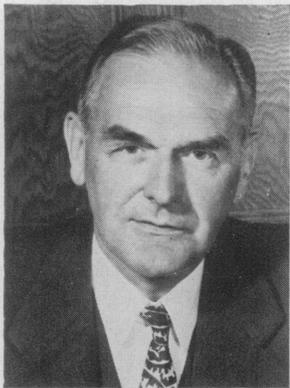
HOWARD COONLEY
Chairman of the Board, Walworth Company, Inc., New York, N. Y.



STUART W. CRAMER, JR.
President, Cramerton Mills Incorporated, Cramerton, N. C.



CHARLES S. DAVIS
President, Borg-Warner Corporation, Chicago, Ill.



LEWIS A. DIBBLE
President, The Eastern Malleable Iron Company, Naugatuck, Conn.



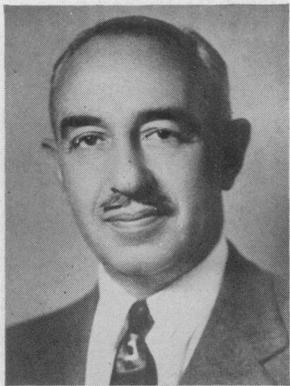
WM. A. DICKEY, JR.
President, W. J. Dickey & Sons, Incorporated, Baltimore, Md.



GEORGE W. DOLAN
President, The Mathieson Alkali Works, Inc., New York, N. Y.



ARTHUR G. DREFS
Vice President & Treas., McQuay-Norris Manufacturing Co., St. Louis, Mo.



NORMAN E. ELSAS
President, Fulton Bag & Cotton Mills, Atlanta, Ga.



HARVEY S. FIRESTONE, JR.
President, The Firestone Tire & Rubber Company, Akron, Ohio



WALTER D. FULLER
President, The Curtis Publishing Company, Philadelphia, Pa.

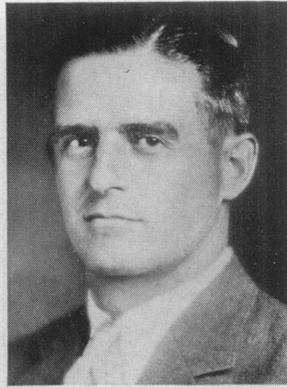


A. A. GARTHWAITE
President, Lee Rubber & Tire Corporation, Conshohocken, Pa.

BOARD OF DIRECTORS



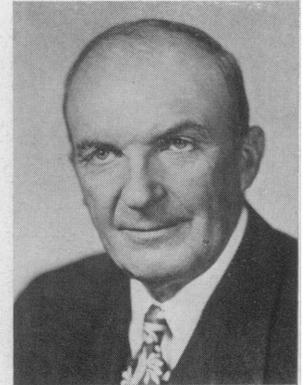
JOHN P. GATY
Vice President & Gen. Mgr.
 Beech Aircraft Corporation,
 Wichita, Kans.



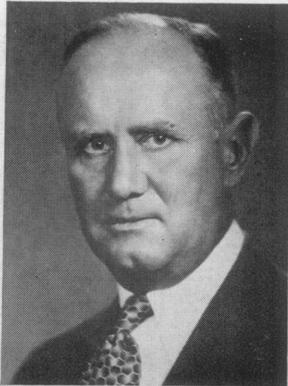
RICHARD N. GREENWOOD
President, Heywood - Wakefield
 Company, Gardner, Mass.



ERLE P. HALLIBURTON
President, Halliburton Oil Well
 Cementing Company, Duncan,
 Okla.



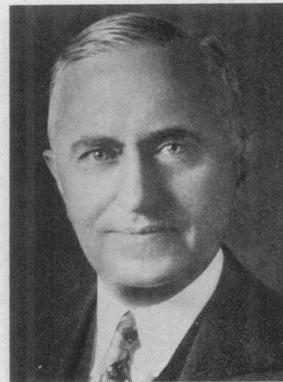
JAMES G. HANES
Chairman, Hanes Hosiery Mills
 Co., Winston-Salem, N. C.



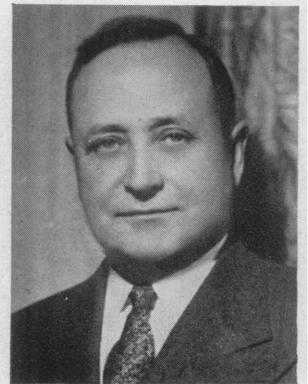
T. J. HARGRAVE
President, Eastman Kodak Com-
 pany, Rochester, N. Y.



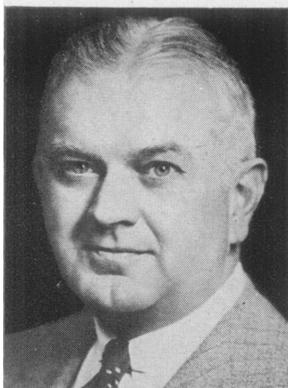
JOSEPH F. HEIL
Executive Vice President, The Heil
 Co., Milwaukee, Wis.



G. A. HEUSER
President, Henry Vogt Machine
 Co., Incorporated, Louisville, Ky.



RALEIGH HORTENSTINE
President, Wyatt Metal & Boiler
 Works, Dallas, Texas



E. C. HUMMEL
Vice President & General Manager,
 Utility Electric Steel Foundry,
 Los Angeles, Cal.



MAXWELL HUNTOON
President, Providence Braid
 Company, Providence, R. I.

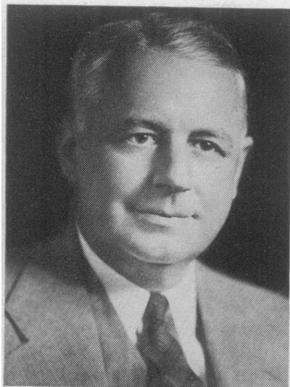


L. E. HURTZ
President, The Fairmont Cream-
 ery Company, Omaha, Nebr.

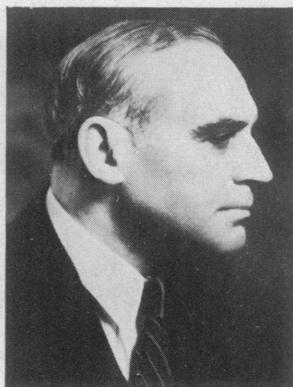


D. M. KELLY
Vice President, Anaconda Cop-
 per Mining Co., Butte, Mont.

BOARD OF DIRECTORS



JAMES S. KNOWLSON
*President and Chairman of Board,
 Stewart - Warner Corporation,
 Chicago, Ill.*



HERBERT V. KOHLER
*President, Kohler Co., Kohler,
 Wis.*



D. L. KROEHLER
*President, Kroehler Mfg. Co.,
 Naperville, Ill.*



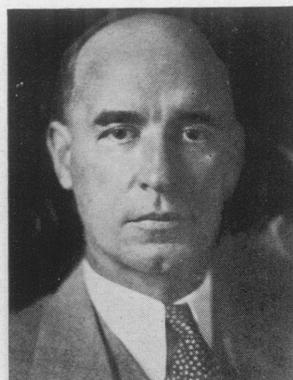
E. H. LANE
*President, The Lane Company,
 Inc., Altavista, Va.*



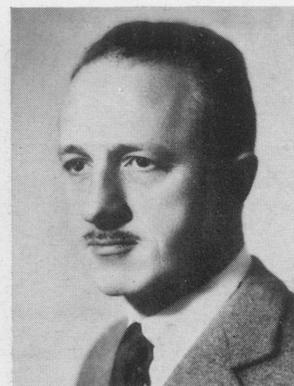
R. KIRBY LONGINO
*President, Longino & Collins
 Incorporated, New Orleans, La.*



J. WARREN MARSHALL
*President, National Vulcanized
 Fibre Co., Wilmington, Del.*



J. H. McCORMACK
*President, Newport Industries,
 Inc., Pensacola, Fla.*



FOWLER McCORMICK
*President, International Harvester
 Company, Chicago, Ill.*



JAMES H. MCGRAW, JR.
*President, McGraw-Hill Publish-
 ing Company, Inc., New York,
 N. Y.*



PAUL B. MCKEE
*President, Portland Gas & Coke
 Company, Portland, Ore.*



E. J. McMILLAN
*President, Standard Knitting Mills,
 Inc., Knoxville, Tenn.*

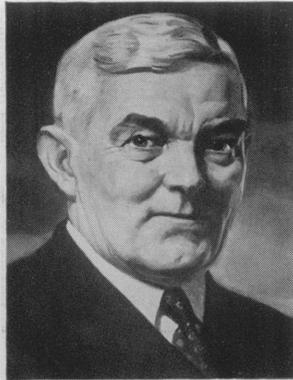


HENRY E. MCWANE
*President, Lynchburg Foundry
 Company, Lynchburg, Va.*

BOARD OF DIRECTORS



J. T. MENZIES
*President, The Crosse & Blackwell
 Company, Baltimore, Md.*



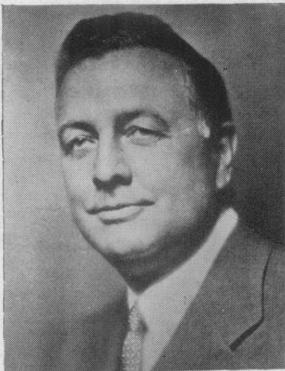
J. E. MILLIS
*President, Adams-Millis Cor-
 poration, High Point, N. C.*



T. E. MILLSOP
*President, Weirton Steel Com-
 pany, Weirton, W. Va.*



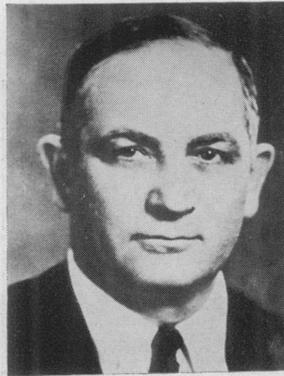
CHARLES E. MOORE
*President, Joshua Hendy Iron
 Works, San Francisco, Cal.*



CLYDE B. MORGAN
*President, Eastern Corporation,
 Bangor, Maine*



W. B. MORTON
*President, The Store Kraft Manu-
 facturing Company, Beatrice,
 Nebr.*



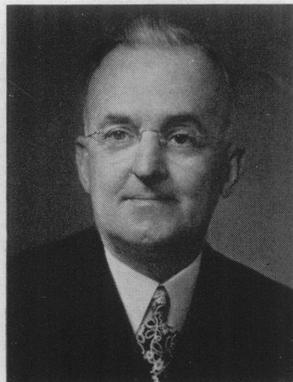
L. T. MURRAY
*President, West Fork Timber
 Co., Tacoma, Wash.*



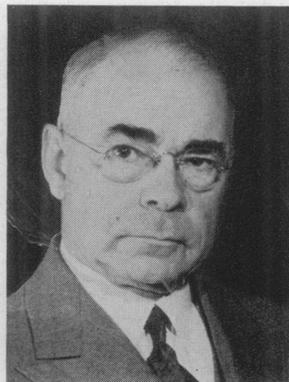
L. B. NEUMILLER
*President, Caterpillar Tractor
 Co., Peoria, Ill.*



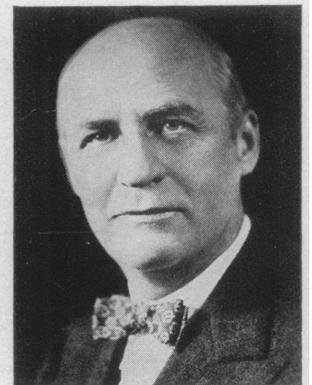
Q. G. NOBLITT
*President, Noblitt-Sparks Indus-
 tries, Inc., Columbus, Ind.*



C. I. PACKER
*President, The Packer Machine
 Company, Meriden, Conn.*



J. HOWARD PEW
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REDFIELD PROCTOR
President, Vermont Marble Company, Proctor, Vt.



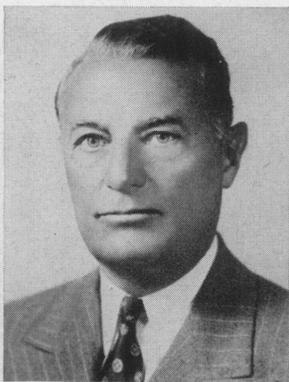
C. A. PUTNAM
President, Markem Machine Company, Keene, N. H.



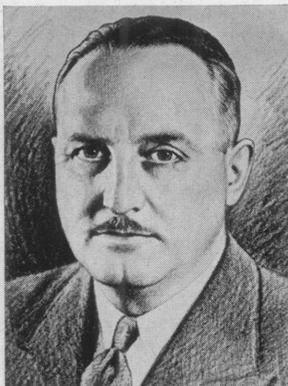
REUBEN RATH
President, The Rath Packing Company, Waterloo, Iowa



A. W. ROBERTSON
Chairman of the Board, Westinghouse Electric & Manufacturing Company, Pittsburgh, Pa.



HERBERT E. SMITH
President, United States Rubber Company, New York, N. Y.



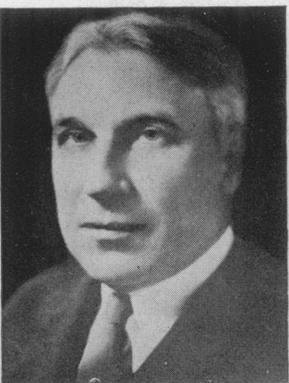
THEODORE F. SMITH
President, Oliver Iron and Steel Corporation, Pittsburgh, Pa.



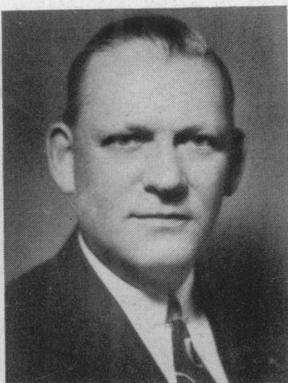
J. P. SPANG, JR.
President, Gillette Safety Razor Company, South Boston, Mass.



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pany, Milwaukee, Wis.*



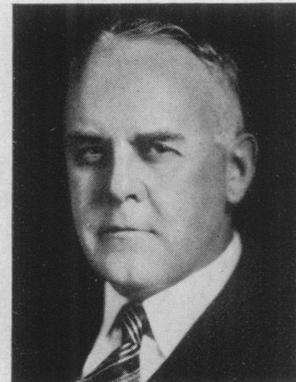
LOTHAIR TEETOR
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Angeles Steel Casting Co., Los
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W. C. TROUT
*President, Lufkin Foundry & Ma-
chine Company, Lufkin, Texas*



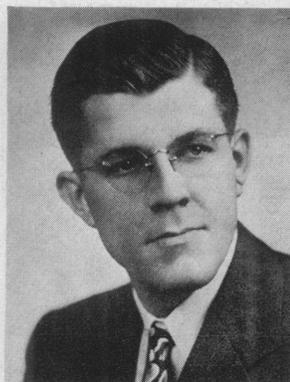
S. W. UTLEY
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troit Steel Casting Company,
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ARTHUR WALSH
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Orange, N. J.*

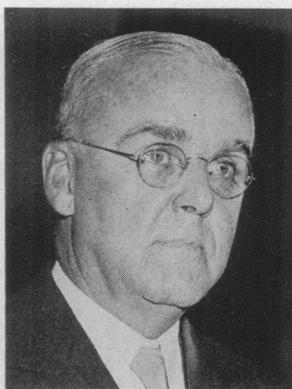


P. F. WATZEK
*Vice President & General Man-
ager, Crossett Lumber Company,
Crossett, Ark.*

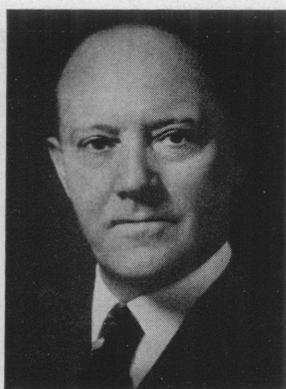


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INTRODUCING YOUR 1945 COMMITTEES

POLICY COMMITTEES OF NAM signally typify industrial democracy in action and reflect the public-spirited character of the Association's membership. In their make-up, function, and objectives, they fairly represent the interests and the thinking of all industry. Deliberations and policy recommendations of each committee are motivated and directed not by narrow, selfish considerations, but by a proper regard for the public interest.

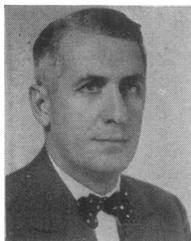
This concept of industry responsibility for the common good arises naturally out of the community of interests between manufacturing enterprise and the general public. To serve those interests and the national welfare in what may well be one of the most crucial and significant years since the founding of the republic, more than 2000 top management industrialists are devoting valuable time and effort as members of NAM committees.

Special experience or interest in specific problems of wartime, transition, and postwar concern to industry has guided their appointment to one or more of the standing committees listed in the following pages. The aggregate committee membership, drawn from large and small companies in every geographical area, is a cross-section of industrial America. Specifically it represents NAM's steadily growing membership of 12,500 companies employing 75 per cent of the nation's manufacturing workers and turning out 85 per cent of its tremendous war production.

NAM committees embody the best in industrial thinking that is constructive and forward-looking. They crystallize it into a concentrate of sound, practical policies which, upon approval by the Board, become official Association policy, recognized as the authoritative expression of American industrial opinion.

Policies formulated by the individual committees are so designed and coordinated as to provide a fully integrated over-all program that will be a realistic pattern for national progress. Thus, NAM committees not only demonstrate the good faith and high motives of management but give concrete testimony to the ability of industrial leadership to shape a free enterprise future that will satisfy the highest aspirations of the American public.

ADMINISTRATIVE LAW COMMITTEE



Hugh M. Comer

WITH ACTION AS THE KEYNOTE OF its program to effectuate the studies and conclusions of last year's committee, the prime objective for 1945 is the passage of laws to restore the full legislative function of Congress and the judicial function of the courts, thus disengaging government administrative bureaus from activities not proper to them. One aim of its vigorous program is to secure for members of Congress who sponsor such legislation the support of their constituents.

Development of wide popular support for the passage of necessary legislation will be sought through organizations of industrial and civic leaders set up by the committee in the several states and through cooperation with the American Bar Association, the affiliates of the National Industrial Council, and local chambers of commerce and other civic groups. Public information activities are designed to publicize abuses of administrative authority and the dangers inherent in over-development of the administrative process.

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PIERCE LONERGAN, *Manager*
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 Cyclonic Mfg. Company, Inc., Union City, N. J.

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Secretary of Executive Committee
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 Elgin National Watch Company, Elgin, Ill.

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 Pontiac Appliance Co., Inc., Pontiac, Mich.

ROSS NICHOLS, *Secretary*
 Weston Electrical Instrument Corporation, Newark, N. J.

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C. A. PUTNAM, *President*
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R. W. ROWLAND, *President*
 New Castle Refractories Co., New Castle, Pa.

G. A. SHALLBERG, *Executive Vice President*
 Borg-Warner Corporation, Chicago, Ill.

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HAROLD C. SMITH, *President*
 The Colonial Press Inc., Clinton, Mass.

J. CRAIG SMITH, *Vice President and Treasurer*
 Avondale Mills, Sylacauga, Ala.

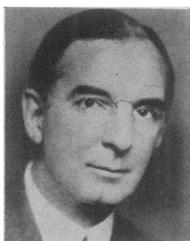
WALTER E. SMITH, *Vice President and Treasurer*
 Kingsport Press, Inc., Kingsport, Tenn.

E. P. STEINMETZ, *Vice President*
 Muscatine Pearl Works, Muscatine, Iowa

H. W. STORY, *Vice President—General Attorney*
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General Foods Corporation, New York, N. Y.
PAUL R. WATKINS
Latham & Watkins, Los Angeles, Cal.
A. J. WILSON, *President*
General Time Instruments Corp., New York, N. Y.

AGRICULTURAL POLICY COMMITTEE



Morris Sayre

FORMATION OF THIS COMMITTEE IN 1944 was motivated by the community of interests between agriculture and manufacturing as basic elements in our national economy. Comprising industrial executives especially interested in agricultural problems and industrial economists well versed in agricultural matters, the committee represents a

positive effort by industry to study farm problems and help the agricultural community find satisfactory solutions.

The agenda includes joint meetings with farm leaders, farm economists, and others particularly concerned and informed. The committee will maintain a continued study of factors which, in their beneficial or detrimental effect on agriculture, must be reflected in the welfare of manufacturing industry.

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Vice Chairman: L. S. RIFORD, *President*, Beacon Milling Co. Inc., Cayuga, N. Y.

Committee Executive: NOEL SARGENT

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C. M. BISHOP, *President*
Pendleton Woolen Mills, Portland, Ore.
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D. K. BROWN, *President*
Neenah Paper Company, Neenah, Wis.
DANIEL G. BURKERT, *President and General Manager*
The Eastern Foundry Company, Boyerstown, Pa.
H. M. CLARK, *President*
Dr. Hess & Clark Inc., Ashland, Ohio
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CIVILIAN PRODUCTION RESUMPTION COMMITTEE



Nathaniel Leverone

FOR EVERY MANUFACTURING COMPANY, the return to partial and full-scale peacetime operations is closely tied in with the matters which fall within the scope of this committee. As one of the committees in NAM's Transition Period Problems Group, it has the responsibility to make recommendations concerning the manner in which materials no longer needed for war production shall

be released for civilian production, and with regard to other developments and situations affecting the speed with which civilian production may be resumed as war production diminishes. It will also make recommendations directly to industry for meeting special problems of resumption which will occur in many plants and industries. This committee was a subcommittee of last year's War Control Termination Committee but has been set up as a full standing committee because of the urgency of expanded activity and the increasing importance of its responsibilities.

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- FRED G. WACKER**, *President*
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Minneapolis Electric Steel Castings Company,
Minneapolis, Minn.
- LUCIEN WULSIN**, *President and Treasurer*
The Baldwin Company, Cincinnati, Ohio

CONTRACT TERMINATION COMMITTEE



Clarence L. Collens

PROBLEMS OF WAR CONTRACT TERMINATION are of particular importance to those member companies of the Association which in the aggregate are credited with 85 per cent of this country's war production. Consideration of the multiple problems arising out of termination of war contracts as a result of changing phases of the war

and closing of hostilities in any theatre is a major function of this committee. On the agenda for its studies and recommendations are problems of contract termination relationship between prime contractors and subcontractors; the extent to which group settlements may be made, and the basis of financial settlement by the government. The committee has the assistance of an expert advisory group of industrial representatives who deal with termination problems every day.

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Subcommittee of the Board of Directors



Charles S. Davis

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Subcommittee of the Board of Directors



Alfred W. Eames

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COMMITTEE ON DISPOSAL OF GOVERNMENT-OWNED PLANTS AND MATERIALS



C. W. Loos

RECOGNIZING THE SERIOUS AND DIFFICULT problems involved in disposal of government-owned war goods and facilities as the close of the war draws nearer, this committee was established as a full standing committee of the Association to carry on and expand the work done last year in the field when this committee was combined with

the Contract Termination Committee. The Disposal Committee is dealing with the nature of legislation affecting its field of interest and will handle practical problems arising in connection with such legislation. Another task of the committee is to study and make recommendations upon disposal methods to be used in connection with alien property held by the government. Its work will be of vital importance to solution of one of the major problems of the transition period.

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DISPOSAL OF GOVERNMENT-OWNED PLANTS AND MATERIALS Continued

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DISTRIBUTION COMMITTEE



Howard E. Blood

RECOGNIZING DISTRIBUTION AND PRODUCTION as equally important functions of manufacturing enterprise, this committee is carrying forward the program developed in 1944 to focus top-management attention on the importance of distribution and industrial marketing. It will sponsor local Distribution Clinics in manufacturing centers and issues a series of reports for management on such subjects as market research, distribution cost reduction, dealer relations, sales organizations and training, advertising and

sales promotion, and transportation, traffic management and warehousing.

A total of over sixty meetings this year is scheduled for the committee's specialized working groups, and a bulletin offering a digest of advance thinking in distribution will be issued. The committee is also continuing its analyses and reports on legislative barriers to effective distribution and on proposed new legislation. The comprehensive efforts of this committee are required by the fact that the entire distribution process has been disrupted by war and must be improved to meet new conditions.

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EMPLOYMENT PROBLEMS COMMITTEE



R. C. Cosgrove

OF IMMEDIATE CONCERN TO THIS committee are the topical problems inherent in and arising out of the war manpower situation. On the other hand, as wartime manpower controls are relaxed and eliminated, management will face the necessity of reviewing and revising nearly all current employment practice and policy. Many new problems will be raised, old ones revived and intensified. To help management deal with them, the committee

will keep it currently informed through frequent bulletins, reports, and a series of forums on developments and generally accepted procedures.

It is also conducting continued studies into such difficult questions as seniority, order of temporary and permanent layoffs, work-week reduction, multiple-shift elimination, women and over-age workers, minority groups, and a host of other problems, including those of pre-selling the community on necessary transitional employment changes and maintaining employee morale during them.

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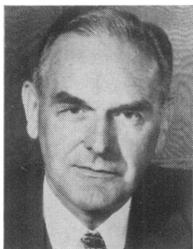
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Lewis A. Dibble

ECONOMICAL USE OF THE TAXPAYER'S money and the elimination of waste and extravagance in government agencies are the objectives of this committee. It is motivated by the recognition that control of government expenditures is the first essential of sound fiscal policy. To achieve its objectives,

the committee is engaged in an exhaustive study of federal appropriation methods, budget control, and the whole range of government expenditures, obtaining facts on the relative growth in various categories and taking every opportunity to indicate possibilities for elimination of wastefulness. The results will be crystallized in authoritative reports and an industry program for economy in government.

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Alexander Calder

GENERAL OBJECTIVE OF THIS COMMITTEE is to formulate specific recommendations regarding changes in tax policy, government controls in issuance of securities, and in banking practices and other factors affecting the flow of funds into productive enterprise. It is undertaking the necessary studies and giving special attention to the financial needs of manufacturing industry and the formulation

of policies whereby private investment can meet those needs and thus obviate any necessity for governmental financing of business.

All proposed legislation that would affect the prospects for meeting industry's financial needs on a private basis or that would substitute public for private funds will be the subject of special study and report. The committee is giving thorough attention to the conditions necessary for the financing of new and small enterprises without resort to government credit.

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The Atlantic Steel Castings Co., Chester, Pa.

INDUSTRIAL HEALTH COMMITTEE



R. E. Gillmor

SO WELL DEMONSTRATED BY WAR-time industrial experience, the importance of health programs in even the smallest industries has justified substantial expansion of this committee's activities for 1945. To give management first-hand contact with practical case-experience and tested methods in

handling the industrial health problem, the committee is relying heavily on forums and "clinics," bringing to the platform outstanding specialists in the field. It is continuing its valuable publication work, and will issue booklet and pamphlet outline-guides on better in-plant feeding, proper nutrition, measures against controllable diseases among workers, and other challenging health problems.

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Standard Hosiery Mills, Inc., Alamance, N. C.

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The Randall Company, Cincinnati, Ohio

INDUSTRIAL PROBLEMS COMMITTEE

Subcommittee of the Executive Committee



William B. Warner

Emergency problems which are outside the jurisdiction of a standing committee, and which require prompt attention, come before this committee for its recommendation of specific action by the Board of Directors.

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Committee Executive: NOEL SARGENT

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The National Cash Register Company, Dayton, Ohio

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Eastman Kodak Company, Rochester, N. Y.

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Swift & Company, Chicago, Ill.

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The Warner & Swasey Co., Cleveland, Ohio

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TelAutograph Corporation, New York, N. Y.

CLOUD WAMPLER, *President*
Carrier Corporation, Syracuse, N. Y.

WILLIAM P. WITHEROW, *President*
Blaw-Knox Company, Pittsburgh, Pa.

INDUSTRIAL RELATIONS PROGRAM COMMITTEE



M. M. Anderson

IN NO FIELD CAN MANAGEMENT better demonstrate its good faith and high motives than in industrial relations. With industrial peace as the objective, policies developed in 1945 may well set the tone for our whole economy for the next twenty-five years.

Principal responsibilities of this over-all committee of NAM's Industrial Relations Group are (a) development of a fully integrated program that will meet current and anticipate postwar employment relationships; (b) coordination within that program of the policies recommended by the seven committees dealing with specific phases of industrial relations, and (c) execution of the program by NAM's Industrial Relations Department.

trial Relations Department.

As the character of labor relations shifts with the transition to peacetime production, this committee will guide NAM's other industrial relations committees in developing the permanent remedial legislation needed and recommendations for replacing wartime controls by sound peacetime policies. Also under the committee's direction, the Industrial Relations Department activities and its research and information services for members are being greatly expanded. This expansion is designed to develop sound policies and procedures in the light of the best practical experience and includes full utilization of specialized "clinics," forums, and other educational field techniques to stress the importance of sound labor policies and practices on the in-plant company level.

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Vice Chairmen: R. S. LIVINGSTONE, *Vice President*, Thompson Products, Inc., Cleveland, Ohio
MORRIS B. PENDLETON, *President*, Plomb Tool Company, Los Angeles, Cal.

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INDUSTRIAL RELATIONS PROGRAM Continued

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Republic Steel Corporation, Cleveland, Ohio
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Crown Zellerbach Corporation, Portland, Ore.

INDUSTRIAL STATISTICS COMMITTEE

THE VITAL IMPORTANCE TO BUSINESS, IN RECONVERSION and the postwar, of reliable statistical data and, at the same time, the urgent need for reducing the ever-increasing calls on business for reports of doubtful value prompted the creation of this committee. It is undertaking a thorough

study of all government reporting services. Working closely with the Bureau of the Budget and with other agencies, it seeks to develop a practical federal postwar reporting program that will provide business, as well as the Government, with statistics of maximum value to both.

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 Westinghouse Electric & Manufacturing Company, Pittsburgh, Pa.

INFLATION CONTROL COMMITTEE



Charles S. Davis

THIS COMMITTEE WILL CONTINUE ITS efforts to assure realistic and constructive policies for transition price control. Its work is of utmost importance because of its bearing on the national welfare and the danger of an inflationary boom when large-scale civilian production is resumed. It will recommend to the proper congressional committees

such legislation as may be necessary to the effective administration and orderly relaxation of inflation controls.

To safeguard against unsound government policies and contribute to an early restoration of competitive pricing, the committee will pursue a vigorous program of public education. This will be aimed at bringing about a sound general understanding of the basic nature and remedies of inflation.

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LABOR LEGISLATION COMMITTEE



R. J. Wysor

ADOPTION OF A SOUND NATIONAL labor policy as a cardinal "must" in any program for transition and postwar prosperity is the key objective of this committee. Believing that the public generally recognizes the urgency of achieving such a policy, the committee's active program is to concentrate on mustering not only maximum managerial support but also the active cooperation of other

groups for early enactment of the Association's five-point legislative program to protect the public interest.

To crystallize the public demand for a national policy-fixing, in the law, of labor's responsibilities as well as its rights, the program includes utilization of books, pamphlets, the radio, press, and platform. Development of a formula for peaceful adjustment of industrial disputes on a voluntary basis between employer and employees stands high on the agenda as the basis for abolishing War Labor Board controls in the field at the earliest practical moment.

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E. JOHN LOWNES, JR., *President and General Manager*
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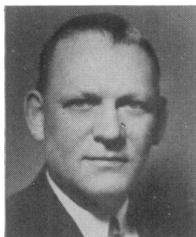
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LABOR NEGOTIATIONS COMMITTEE



Herman W. Steinkraus

PROMOTION, THROUGH THIS COMMITTEE, of sound principles and techniques in collective bargaining negotiations may well be one of the most important services of the Association to its members and industry this year. The committee program, in part, is to supplement over-all studies with numerous

Collective Bargaining Forums and round-table discussions. Results will be crystallized in a series of booklet guides to a clearer understanding by management of sound bargaining procedures. Particular emphasis is placed on analyses of union contract clauses, and management will be kept currently informed on developments by means of case-history reporting.

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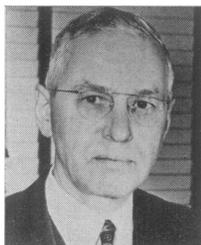
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PATENTS COMMITTEE



R. J. Dearborn

A MAJOR PURPOSE OF THIS COMMITTEE in 1945 is to focus attention on the role of the American Patent System in stimulating industrial progress. Through committee-sponsored activities and the efforts of committee members themselves an expanded public relations program will emphasize the relation of patents and inventions to industrial employees, stockholders, and the general public.

The committee will continue to keep abreast of important

legislative proposals and other developments affecting patents and research. For its guidance in this field it has the services of George E. Folk, widely recognized as one of the greatest authorities on the patent system.

As a result of its outstanding work and forward-looking policies, this committee is looked to for leadership in the field. Its recommendations on national policy command attention in both the legislative and administrative branches of government, and in the Patent Bar as well as among industrialists.

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REPRICING AND RENEGOTIATION COMMITTEE



Clarence E. Searle

THE MAJOR OBJECTIVES OF THIS COMMITTEE FOR 1945 are twofold. The first is to formulate policy on changes, limitations, and possible extension of the renegotiation statute, with a view towards presenting to Congress a unified business front. Also, the committee will develop throughout the year sound policy on forward pricing and submit its recommendations to Congress.

High on the agenda are studies of the administration of the renegotiation and repricing programs. Meetings with officials of the repricing, procurement, and renegotiation services of the Army, Navy, and other government agencies, aim towards alleviation of administrative difficulties. With regard to renegotiation, particular effort is being made by this committee in the first half of the year to determine if industry wants the pertinent governmental powers continued beyond the expiration date in June 1945 by means of legislative extension.

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SOCIAL SECURITY COMMITTEE



W. B. McIntosh

STUDY OF THE HUMAN AND TECHNICAL problems of social security and assistance programs under the Social Security Act is a major function of this committee. Its activities extend to the development of recommendations for effective and sound state and federal programs; comprehensive analysis of related payroll taxes and reserves;

presentation of recommendations and suggestions to government agencies and the Congress, and to promotion of a public and industrial understanding of social insurance by distribution of analyses and studies.

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SUPERVISORY MANAGEMENT COMMITTEE



C. L. Huston, Jr.

FULL-THROTTLE WAR PRODUCTION has emphasized old and created many new problems in the field of supervisory management. The proper handling of them will have significant effect on the successful transition of industry from a war to a peacetime basis. The task of this committee is to provide management with sound guides,

based on practical experience, for dealing with supervisory personnel—a vital factor in all employer-employee relationships.

Included in the committee's activities are intensive studies of all aspects of foremen problems, among them the causes underlying foremen unionization drives. The results, in terms of successful techniques, will reach management generally through committee-sponsored procedural manuals and Foremanship Forums.

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TAX ADMINISTRATION COMMITTEE



William H. Mooney

EXAMINATION OF FEDERAL TAX STATUTES to determine whether they are interpreted and administered fairly and in accord with the intent of Congress is being continued by this committee. The problem of delay as an element of most tax administration difficulties is receiving closer study, while considerable attention is being devoted to problems of depreciation, expense of tax compliance and

frequent changes in tax-law interpretation, and to excess profits relief sections and pension plans.

Recognizing that proper interpretations of revenue bills and appropriation measures are requisites for sound federal fiscal policies, this committee is designed to provide the intelligent consideration and diligent action necessary to assure it. Special attention is being given to administrative practices which act as deterrents to business planning and might adversely affect aggressive postwar business activity.

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TAXATION COMMITTEE



H. E. Humphreys, Jr.

AS VICTORY AND THE TRANSITION TO a peacetime economy approach, the activities of this committee in 1945 are of utmost importance to the entire business community. It is concerned particularly with the new revenue bill to be enacted this year and with the groundwork undoubtedly to be laid

for the country's postwar tax structure. The committee's prime objective is that the measures adopted shall be such as to stimulate rather than throttle the private enterprise system. To that end, it is conducting basic studies on all aspects of taxation problems. By sponsoring meetings of manufacturers over the country, this committee seeks to develop an industry tax program based on realistic conclusions.

Chairman: H. E. HUMPHREYS, JR., *Chairman Finance Committee*, United States Rubber Company, New York, N. Y.

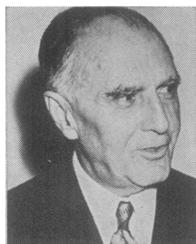
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Wasatch Oil Refining Company, Salt Lake City, Utah

VETERAN RE-EMPLOYMENT COMMITTEE



H. L. Derby

BOTH INDUSTRY AND PUBLIC ATTENTION center upon the activities of this committee to deal with the many complex problems involved in the placement and adjustment of veterans in industrial jobs. Immediate objectives include action to have confusing interpretations of the Selective Service Law and veterans' legislation officially clarified

and to eliminate overlapping jurisdictions of government agencies concerned in veterans' problems.

Through research and field studies, the committee will develop practical recommendations to guide management in such technical matters as medical problems, hiring, interviewing and placement methods, and problems arising when veterans are "back on the job." Its recommendations will go to management not only through periodical bulletins, special reports and procedural outlines, but also through forums in key industry cities over the country.

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- JOHN H. HARLAND, *President*
John H. Harland Company, Atlanta, Ga.
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- ARTHUR W. HILL, *President*
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- R. H. ILLINGWORTH, *Treasurer and General Manager*
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- A. E. JOHNSON, *President*
Hastings Manufacturing Company, Hastings, Mich.
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- FRANK M. WHITFIELD, *President*
Emulsified Asphalt Products Company, Knoxville, Tenn.

WAGE AND SALARY ADMINISTRATION COMMITTEE



Harvey G. Ellerd

DEVELOPMENT OF A SOUND NATIONAL postwar wage policy is the major objective of this committee. Without relaxing its efforts for solution of the vexing problems involved in the wage stabilization program, it will seek to determine how and when, in the light of management experience, W.L.B. control over wages and salaries should

be eliminated.

Through every practical channel and available medium, it will urge as sound national postwar policy a return to the normal play of economic forces in place of Government action to boost wages to uneconomically high levels. The committee is also devoted to serving management directly by providing periodical reports of its studies of profit sharing, pension, sick benefits, wage incentive plans, and other elements and problems of employee income.

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Vice Chairman: ALBERT S. REGULA, *Vice President and Director of Industrial Relations*, General Time Instruments Corporation, New York, N. Y.

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American Cabinet Hardware Corp., Rockford, Ill.

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American Viscose Corporation, Wilmington, Del.

H. W. ANDERSON, *Vice President*
General Motors Corporation, Detroit, Mich.

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C. E. Bradley Corporation, Brattleboro, Vt.

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The Pfaudler Co., Rochester, N. Y.

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Pittsburgh Plate Glass Company, Pittsburgh, Pa.

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Crompton & Knowles Loom Works, Worcester, Mass.

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Cushman Motor Works, Lincoln, Nebr.

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Freeport, Ill.

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J. F. LANE, *Comptroller*
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J. E. WALTERS, *Partner*
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DR. J. A. WEBB, *Vice President*
Abbotts Dairies, Inc., Philadelphia, Pa.

JOSEPH C. WILSON, *Vice President*
The Haloid Company, Rochester, N. Y.

WAR CONTROL TERMINATION COMMITTEE



John Airey

EVERY MANUFACTURING COMPANY, regardless whether or not it has been engaged in war production, has a major stake in the safe and orderly "winding up" of war production activities and the resumption of civilian production. This committee will consider during 1945 the general principles underlying all wartime control legislation. With a basis of study and thorough understanding of the com-

plex problems involved, it will make recommendations to government as to the time and manner in which specific controls should be relaxed or terminated. An important phase of the work of last year's committee is now the responsibility of the new Civilian Production Resumption Committee. Where one over-all committee operated last year, the two full committees are now required because of the increasing need for expanded activity in both fields.

Chairman: JOHN AIREY, *President*, King-Seeley Corporation, Ann Arbor, Mich.

Vice Chairmen: WARD M. CANADAY, *Chairman of Board*, Willys-Overland Motors, Inc., Toledo, Ohio
HAROLD F. SILVER, *President*, Silver Engineering Works, Inc., Denver, Colo.

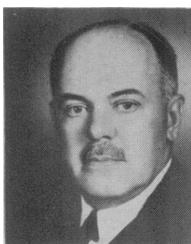
Committee Executive: NOEL SARGENT

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Philco Corporation, Philadelphia, Pa.
E. B. BORDEN, 3rd, *President*
The Borden Manufacturing Co., Goldsboro, N. C.
PHILIP M. BROWN, *Treasurer*
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MARTIN W. CLEMENT, *President*
The Pennsylvania Railroad Company, Philadelphia, Pa.
GEORGE W. CONNORS, JR., *President*
Connors Steel Company, Birmingham, Ala.
D. ANGUS CURRIE, *President and Treasurer*
Erie Foundry Company, Erie, Pa.
H. J. DEFOE, *Managing Partner*
Defoe Shipbuilding Company, Bay City, Mich.
HOWARD DINGLE, *President*
The Cleveland Worm & Gear Company, Cleveland, Ohio
GEORGE S. DIVELY, *Vice President and General Manager*
Harris-Seybold-Potter Co., Cleveland, Ohio
A. D. R. FRASER, *President*
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Halliburton Oil Well Cementing Co., Duncan, Okla.
JOSEPH F. HEIL, *Executive Vice President*
The Heil Co., Milwaukee, Wis.
J. GORDON HUSSEY, *President*
Aero Services Inc., Van Nuys, Cal.

PAUL J. ISAACSON, *President*
Young Iron Works, Seattle, Wash.
ERNEST G. JARVIS, *President*
Niagara Falls Smelting & Refining Corp., Buffalo, N. Y.
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S. J. MENZEL, *President*
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LOUIS A. METZ, *Vice President*
Ceco Steel Products Corporation, Omaha, Nebr.
H. B. NEWTON, *President and Chairman of Board*
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REUBEN RATH, *President*
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A. W. STEUDEL, *President*
The Sherwin-Williams Co., Cleveland, Ohio
J. H. YOUNG, *President*
Centre Foundry & Machine Co., Wheeling, W. Va.

WAR PRODUCTION COMMITTEE

Subcommittee of the Executive Committee



B. E. Hutchinson

This committee deals with over-all war production problems, guarding against all factors which might impede the maintenance of industry's fine war production record, and seeking to insure industry's maximum contribution to victory.

Chairman: B. E. HUTCHINSON, *Chairman—Finance Committee*, Chrysler Corporation, Detroit, Mich.

Committee Executive: NOEL SARGENT

W. B. BELL, *President*
American Cyanamid Company, New York, N. Y.
ROBERT M. GAYLORD, *President*
The Ingersoll Milling Machine Company, Rockford, Ill.
JAMES S. KNOWLSON, *President and Chairman of Board*
Stewart-Warner Corporation, Chicago, Ill.

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Sun Oil Company, Philadelphia, Pa.
H. W. PRENTIS, JR., *President*
Armstrong Cork Company, Lancaster, Pa.
R. J. WYSOR, *President*
Republic Steel Corporation, Cleveland, Ohio

WASHINGTON CONTACTS COMMITTEE

Subcommittee of the Executive Committee



Robert M. Gaylord

Organized in 1944, this committee assists the NAM President in representing industry's viewpoint to government administrative agencies and legislative bodies.

Chairman: **ROBERT M. GAYLORD**, *President*, The Ingersoll Milling Machine Company, Rockford, Ill.

Committee Executive: **WALTER CHAMBLIN, JR.**

MAJOR STUART W. CRAMER, JR., *President*
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F. C. CRAWFORD, *President*
Thompson Products, Inc., Cleveland, Ohio

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Chrysler Corporation, Detroit, Mich.
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Standard Oil Company of Indiana, Chicago, Ill.
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Commonwealth Edison Company, Chicago, Ill.
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Public Service Company of Northern Illinois, Chicago, Ill.

WESTERN EMPLOYMENT ADVISORY Continued

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Caterpillar Tractor Co., Peoria, Ill.

CHARLES H. MURRAY, *Assistant to President*
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H. O. ROBERTS, *Personnel Director*
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Wheeling Steel Corporation, Portsmouth, Ohio

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General Motors Corporation, Detroit, Mich.

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RAY WARREN, *Director, Industrial and Public Relations*
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R. M. WELCH, *Assistant to President*
The Youngstown Sheet & Tube Co., Youngstown, Ohio

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Wilson & Co. Chicago, Ill.

C. C. WINEGARDNER, *Vice President*
Diamond Chain & Manufacturing Co., Indianapolis, Ind.

J. HANDLY WRIGHT, *Director of Industrial and Public Relations*
Monsanto Chemical Company, St. Louis, Mo.

WORLD TRADE POLICY COMMITTEE



Earle W. Webb

QUESTIONS RELATING TO THE CONDUCT of world trade, both import and export, and the basic and varied factors involved will be given thorough consideration by this committee. It will extend and develop the foreign trade studies previously carried on by NAM's Postwar Committee and will generate

and project in its sphere of interests both sound theory and realistic economic thinking. Most important, it will be an "action" committee. A major part of its activity will be to follow foreign trade developments in Washington as they affect industry and to provide in specific matters and situations the advice of practical industrialists and business experts.

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Vice Chairmen: CHARLES E. MOORE, *President*, Joshua Hendy Iron Works, San Francisco, Cal.
HERBERT H. SCHELL, *President*, Sidney Blumenthal & Co., Inc., New York, N. Y.

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General Mills, Inc., Minneapolis, Minn.

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"Business Week," New York, N. Y.

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- HERBERT GREENE, *President*
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- JOHN HOLMES, *President*
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General Machinery Corp., Hamilton, Ohio
- GEORGE B. HOWELL, *President*
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- GILES C. HOYT, *Vice President*
International Harvester Company, Chicago, Ill.
- R. A. HUMMEL, *President*
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- D. C. HUNGERFORD, *President*
Aircraft Parts Development Corporation, Summit, N. J.
- GEORGE H. JOHNSON, *President*
Gisholt Machine Company, Madison, Wis.
- JOHN W. KENNY, *President*
Columbia Aircraft Corporation, Valley Stream, N. Y.
- H. DONN KERESSEY, *President*
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Landis Machine Company, Waynesboro, Pa.
- C. F. LARSON, *President*
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- R. H. PATCH, *Vice President in Charge of Operations*
E. F. Houghton & Co., Philadelphia, Pa.
- R. V. PIERCE, *Vice President*
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- GEO. W. RAY, JR., *General Attorney*
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- STANLEY H. RENTON, *President*
The Vulcanized Rubber Co., New York, N. Y.
- H. M. RIDDLE, *President*
The Asbury Graphite Mills, Inc., Asbury, N. J.
- EDWARD RILEY, *General Manager*
General Motors Overseas Operations, New York, N. Y.
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THE NATIONAL INDUSTRIAL COUNCIL, affiliated with the National Association of Manufacturers, embraces 321 industrial associations, with representation from every industrial section of the country. The manufacturing membership of these associations probably exceeds 40,000 industrial companies. Through the New York and Washington offices of the National Industrial Council, these associations secure up-to-the-minute information on federal legislation, war agency directives and orders, and other information of importance to industry and industrial association operation. This is supplemented by frequent conference sessions working toward the Council objective of seeking greater coordination of industrial thinking.

Associations affiliated with the Council are classified in three groups: the State Associations Group, representing the 35 industrial states; the Manufacturing Trade Associations Group, with representation from 167 of the country's leading trade associations; and the Industrial Relations Associations Group, with representation from 119 associations whose activities in their respective industrial communities are devoted largely to the establishment and the maintenance of sound industrial relations policies.

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Industrial Conference Board of Tacoma, Inc., Tacoma, Wash.

L. E. ROARK, *Commissioner*
The National Founders Association, Chicago, Ill.

A. M. TORREY, *Secretary*
Employers Association of North Jersey, Newark, N. J.

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EXPLANATION OF SYMBOLS

(Symbols refer to groups with which the individual is listed.)

For page references refer to CONTENTS on page 2.)

<p><i>Dir.</i>..... Board of Directors <i>Executive</i>..... Executive Committee <i>Finance</i>..... Finance Committee <i>Adm. Law</i>..... Administrative Law Committee <i>Agric. Pol.</i>..... Agricultural Policy Committee <i>Civ. Prod. Res.</i>..... Civilian Production Resumption Committee <i>Contr. Term.</i>..... Contract Termination Committee <i>Adv. Group</i> <i>Contr. Term.</i>..... Advisory Group on Contract Termination <i>Coop. NIC</i>..... Committee on Cooperation with NIC <i>Develop.</i>..... Development Committee <i>Govt. Pl. & Mat.</i>..... Committee on Disposal of Government-Owned Plants and Materials <i>Adv. Group</i> <i>Govt. Pl. & Mat.</i>..... Advisory Group on Disposal of Government-Owned Plants and Materials <i>Dist.</i>..... Distribution Committee <i>Adv. Group</i> <i>Dist.</i>..... Advisory Group on Distribution <i>East Empl.</i>..... Eastern Employment Advisory Group <i>Eco. Adv.</i>..... Economic Advisory Group <i>Adv.—Eco. Pol.</i>..... Advisory Committee on Economic Policy <i>Empl. Prob.</i>..... Employment Problems Committee <i>Gold. Anniv.</i>..... Golden Anniversary Committee <i>Govt. Spend.</i>..... Government Spending Committee <i>Ind. Fin.</i>..... Industrial Financing Committee</p>	<p><i>Ind. Hlth.</i>..... Industrial Health Committee <i>Ind. Prob.</i>..... Industrial Problems Committee <i>Ind. Rel. Prog.</i>..... Industrial Relations Program Committee <i>Ind. Stat.</i>..... Industrial Statistics Committee <i>Inf. Cont.</i>..... Inflation Control Committee <i>Lbr. Leg.</i>..... Labor Legislation Committee <i>Lbr. Neg.</i>..... Labor Negotiations Committee <i>Med. Adv.</i>..... Medical Advisory Committee <i>Off.</i>..... Officer of NAM <i>Patents</i>..... Patents Committee <i>Pub. Rel.</i>..... Public Relations Committee <i>Ren.</i>..... Repricing and Renegotiation Committee <i>Soc. Sec.</i>..... Social Security Committee <i>Sup. Mgnt.</i>..... Supervisory Management Committee <i>Tax Adm.</i>..... Tax Administration Committee <i>Taxation</i>..... Taxation Committee <i>Vet. Empl.</i>..... Veteran Re-employment Committee <i>Wg. & Sal. Adm.</i>..... Wage and Salary Administration Committee <i>War Cont. Term.</i>..... War Control Termination Committee <i>War Prod.</i>..... War Production Committee <i>Wash. Cont.</i>..... Washington Contacts Committee <i>West. Empl.</i>..... Western Employment Advisory Group <i>World Tr. Pol.</i>..... World Trade Policy Committee <i>Adv. Group</i> <i>World Tr. Pol.</i>..... Advisory Group on World Trade Policy</p>
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<p style="text-align: center;">A</p> <p>Ackerman, A. C. <i>Govt. Spend.</i> <i>World Tr. Pol.</i> Ackerman, E. W. <i>Adv. Group</i> <i>Contr. Term.</i> Adams, C. E. <i>World Tr. Pol.</i> Adams, Frank H. <i>Dir.</i> Adkins, L. W. <i>Civ. Prod. Res.</i> <i>Adv. Group</i> <i>Contr. Term.</i> Agnew, G. D. <i>Empl. Prob.</i> Ahern, John J. <i>Empl. Prob.</i> Ailes, E. R. <i>Dir.</i> <i>Civ. Prod. Res.</i> Airey, John <i>Dir.</i> <i>War Cont. Term.</i> Aitkin, E. S. <i>Dir.</i> Albright, Horace M. <i>World Tr. Pol.</i> Albright, Raymond W. <i>Ind. Hlth.</i> Aldeen, G. W. <i>Agric. Pol.</i> Aldeen, R. A. <i>Wg. & Sal. Adm.</i> Allen, Arthur E. <i>Dist.</i> <i>Inf. Cont.</i> Allen, George M. <i>Wg. & Sal. Adm.</i> Allen, Wyeth <i>Sup. Mgnt.</i> Allina, Joseph O. <i>World Tr. Pol.</i> Allyn, S. C. <i>Dir.</i> <i>Executive</i> <i>Ind. Prob.</i> <i>Ind. Rel. Prog.</i> Althaus, Norman R. <i>Adv. Group</i> <i>Contr. Term.</i> Ammerman, K. J. <i>Govt. Pl. & Mat.</i> Amsler, Alfred E. <i>Ind. Fin.</i> Ancell, Nathan S. <i>Ind. Stat.</i> Anderson, A. B. <i>Civ. Prod. Res.</i> Anderson, Benj. <i>Govt. Spend.</i> Anderson, C. <i>West. Empl.</i></p>	<p>Anderson, C. S. <i>Lbr. Neg.</i> Anderson, Edwin J. <i>Inf. Cont.</i> Anderson, F. A. <i>Ind. Hlth.</i> Anderson, H. W. <i>Wg. & Sal. Adm.</i> <i>West. Empl.</i> Anderson, John W. <i>Patents</i> Anderson, M. M. <i>Dir.</i> <i>Ind. Rel. Prog.</i> Angel, W. M. <i>Contr. Term.</i> Anthony, Wm. C. <i>Patents</i> Armstrong, G. W., Jr. <i>Tax Adm.</i> Armstrong, H. W. <i>Vet. Empl.</i> Armstrong, Horace <i>East. Empl.</i> <i>Govt. Pl. & Mat.</i> Armstrong, T. O. <i>Sup. Mgnt.</i> Arsht, S. Samuel <i>Wg. & Sal. Adm.</i> Arthur, Guy B. <i>East. Empl.</i> Arthur, H. B. <i>Eco. Adv.</i> <i>Adv. Group</i> <i>World Tr. Pol.</i> Ashbaugh, J. H. <i>Civ. Prod. Res.</i> Ashley, Merwin F. <i>Patents</i> Atherholt, Robert C. <i>Taxation</i> Atkins, H. C., Jr. <i>Soc. Sec.</i> Atkins, William A. <i>Develop.</i> <i>Dir.</i> Atkinson, Charles <i>Ind. Hlth.</i> Atwood, Seth B. <i>Taxation</i> Avery, Clarence R. <i>Dir.</i> Avery, R. S. <i>Lbr. Leg.</i> Avery, W. F. <i>Patents</i></p>	<p>Baker, Melvin H. <i>Dir.</i> <i>Eco. Prin.</i> <i>Off.</i> Baldwin, Ralph F. <i>Govt. Spend.</i> Bales, C. E. <i>Sup. Mgnt.</i> Balgooyen, Henry W. <i>Adv. Group</i> <i>World Tr. Pol.</i> Ballagh, Jack C. <i>Patents</i> Ballantyne, John <i>Dir.</i> <i>War Cont. Term.</i> Bannan, Thos. J. <i>Govt. Pl. & Mat.</i> Barber, Joseph H. <i>Eco. Adv.</i> <i>Ind. Stat.</i> <i>Adv. Group</i> <i>World Tr. Pol.</i> Barbour, Frederick K. <i>World Tr. Pol.</i> Barney, C. N. <i>Adm. Law</i> Barnhardt, William H. <i>Taxation</i> Barr, John U. <i>Dir.</i> <i>Vet. Empl.</i> Barry, John L. <i>Soc. Sec.</i> Bartlett, E. R. <i>Empl. Prob.</i> Batts, Arthur <i>Dir.</i> <i>World Tr. Pol.</i> Bauer, P. F. <i>Govt. Pl. & Mat.</i> Beardsley, Emery S. <i>Empl. Prob.</i> Beaver, H. C. <i>Govt. Pl. & Mat.</i> Bechhold, Siegfried <i>World Tr. Pol.</i> Bechtel, S. D. <i>Govt. Pl. & Mat.</i> Becker, Ray F. <i>Govt. Pl. & Mat.</i> Beebe, Alan P. <i>Lbr. Neg.</i> Beesemyer, C. S. <i>World Tr. Pol.</i> Bell, V. C. <i>Ind. Fin.</i> Bell, W. B. <i>Dir.</i> <i>Executive</i> <i>Finance</i> <i>Off.</i> <i>War Prod.</i> <i>World Tr. Pol.</i></p>
<p style="text-align: center;">B</p> <p>Backstrand, C. J. <i>Dist.</i> Bailey, William B. <i>Eco. Adv.</i> Bailey, W. H. <i>East. Empl.</i> Baker, I. F. <i>Adv. Group</i> <i>World Tr. Pol.</i></p>		

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- Chandler, Lee L. *Wg. & Sal. Adm.*
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Off.
- Chevalier, Colonel Willard *World Tr. Pol.*
- Ching, Cyrus S. *East. Empl.*
Lbr. Leg.
- Chisholm, C. B. *Adv. Group*
Contr. Term.
- Christian, J. D. *Civ. Prod. Res.*
- Church, John E. *Soc. Sec.*
- Clark, B. W. *Dist.*
- Clark, H. M. *Agric. Pol.*
- Clark, Morton L. *Govt. Pl. & Mat.*
- Clark, Roe S. *Ren.*
- Clark, Dr. W. Irving *Med. Adv.*
- Clarke, Angus W. *Govt. Spend.*
- Clarke, Brian W. *Wg. & Sal. Adm.*
- Clarke, Carl F. *Empl. Prob.*
- Clarkson, William D. *East. Empl.*
- Clausen, L. R. *Agric. Pol.*
- Cleborne, E. B. *Vet. Empl.*
- Clemens, Frank C. *Vet. Empl.*
- Clement, Martin W. *War Cont. Term.*
- Cliffe, Frank B. *Adv. Group*
Contr. Term.
- Climer, Fred W. *Lbr. Leg.*
West. Empl.
- Clise, J. W. *Civ. Prod. Res.*
- Cobey, Harry *Lbr. Neg.*
- Cohen, Abe. *Vet. Empl.*
- Coker, C. W. *Sup. Mgnt.*
- Coker, James L. *Dir.*
Vet. Empl.
- Colgate, S. Bayard *Dir.*
Inf. Cont.
World Tr. Pol.
- Collens, Clarence L. *Contr. Term.*
- Collins, C. P. *Lbr. Leg.*
- Collins, John T. *Soc. Sec.*
- Comer, Hugh M. *Adm. Law*
Dir.
Off.
- Conable, F. S. *Adv. Group*
Govt. Pl. & Mat.
- Conder, Robert *West. Empl.*
- Cone, Herman *Dir. Empl.*
Prob.
- Connelly, Edward F. *Soc. Sec.*
Wg. & Sal. Adm.
- Connors, George W. *War Cont. Term.*
- Converse, E. A., Jr. *Tax Adm.*
- Converse, W. I. *World Tr. Pol.*
- Conyers, W. P., Jr. *Lbr. Neg.*
- Cook, Lawrence H. *Patents*
- Cook, Warren A. *Med. Adv.*
- Cooley, Warren K. *Agric. Pol.*
- Coombs, E. S. *Ind. Fin.*
- Coon, Owen L. *Ind. Fin.*
- Cooney, James D. *West. Empl.*
- Coonley, Howard *Dir.*
Gold. Anniv.
- Cooper, S. M. *Ind. Rel. Prog.*
Lbr. Neg.
- Cooper, W. L. *Wg. & Sal. Adm.*
- Copeland, Frederick W. *Lbr. Neg.*
- Coppock, Ira *Wg. & Sal. Adm.*
- Cordley, C. M. *Ind. Hlth.*
- Cornell, Charles L. *Ind. Stat.*
- Cosgrove, R. C. *Empl. Prob.*
Ind. Rel. Prog.
- Costello, James F. *Contr. Term.*
- Coulter, W. S. *Inf. Cont.*

Cowan, Dr. D. R. G. *Eco. Adv.*
 Cowdin, J. Cheever *World Tr. Pol.*
 Cowdrick, Edward S. *East Empl.*
 Cox, Chas. G. *Lbr. Neg.*
 Coxhead, Ralph C. *Dist.*
 Coxhead, Stuart P. *Civ. Prod. Res.*
 Coyle, Colonel W. R. *Govt. Spend*
 Cramer,
 Major Stuart W., Jr. *Dir.*
Executive
Wash. Cont.
 Cramer, T. M. *Taxation*
 Cranch, Dr. A. G. *Med. Adv.*
 Crawford, E. Brewster *Lbr. Neg.*
 Crawford, F. C. *Dir.*
Executive
Finance
Gold. Anniv.
Off.
Wash. Cont.
 Creadick, W. R. *East Empl.*
 Creviston, Russell G. *Adv. Group*
Dist.
 Crichley, W. A. *Adv. Group*
Govt. Pl. & Mat.
 Crosby, E. S. *World Tr. Pol.*
 Cross, Harry K. *Govt. Pl. & Mat.*
 Cudebec, Albert B. *Govt. Pl. & Mat.*
 Cumberland, W. W. *Adv.—Eco. Pol.*
Eco. Adv.
Adv. Group
World Tr. Pol.
 Cunningham, James D. *Patents*
 Currie, D. Angus *War Cont. Term.*
 Curry, J. W. *West Empl.*
 Curtis, Harry B. *Govt. Pl. & Mat.*
 Curtiss, George W. *Infl. Cont.*
 Cutter, Dr. Robert K. *Ind. Hlth.*
Ind. Rel. Prog.

D

Daley, Walter E. *Govt. Pl. & Mat.*
 Dameron, Kenneth *Adv. Group*
Dist.
 Dammann, Milton *Soc. Sec.*
 Dana, Luther *Taxation*
 Daniels, F. H. *Ren.*
 Danneman, Fred C. *Civ. Prod. Res.*
 Darling, A. C. *Adv. Group*
Govt. Pl. & Mat.
 Davenport, W. *Taxation*
 Davey, Paul H. *Taxation*
 Davidson, F. H. *Civ. Prod. Res.*
Coop. NIC
Dir.
 Davies, Paul L. *Ren.*
 Davis, Charles S. *Executive*
Inf. Cont.
 Davis, Jack B. *Adv. Group*
World Tr. Pol.
 Davis, Robert J. *Lbr. Neg.*
 Dean, Sam E. *Agric. Pol.*
 Dearborn, R. J. *Patents*
 de Bretteville, Alex. *Agric. Pol.*
 Defoe, H. J. *War Cont. Term.*
 De Laney, Wallace *Taxation*
 Deller, Anthony W. *Patents*
 De Long, J. E. *War Cont. Term.*
 Demaree, Charles E. *Taxation*
 Denneen, F. S. *Patents*
 Dennis, W. M. *Eco. Adv.*
Ind. Stat.
 Derby, H. L. *Coop. NIC*
Dir.
Ind. Rel. Prog.
Lbr. Leg.
Off.
Vet. Empl.
 DeVos, A. R. *Adv. Law*
 Dibble, Lewis A. *Dir.*
Govt. Spend.
 Dickerman, J. A. *Sup. Mgnt.*

Dieters, C. L. *Govt. Spend.*
 Dietrich, Noah *Dir.*
Off.
 Dietz, Carl F. *Lbr. Neg.*
 Dietz, Paul *World Tr. Pol.*
 Dillon, R. E. *Govt. Pl. & Mat.*
 Dingle, Howard *War Cont. Term.*
 Dingman, R. A. *West Empl.*
 Disston, Jacob S., Jr. *Govt. Pl. & Mat.*
 Disston, Wm. D. *Patents*
 Dively, George S. *War Cont. Term.*
 Dirks, Howard M. *West Empl.*
 Dodd, Cecil *Lbr. Leg.*
 Dodson, G. F. *Lbr. Leg.*
 Doiseau, C. Michel *Dist.*
 Dolan, George W. *Dir.*
 Dole, John L. *Empl. Prob.*
 D'Olive, Charles R. *Dist.*
 Donnelley, Thomas E. *Lbr. Leg.*
 Donner, F. G. *Ren.*
 Donohue, D. W. *Lbr. Neg.*
 Doran, Earl D. *Tax Adm.*
 Dorsett, O. A. *Vet. Empl.*
 Doty, Howard R. *Adv. Group*
Dist.
 Doudera, Emil *Infl. Cont.*
 Dougherty, W. P. *Lbr. Leg.*
 Douglas, Henry *East Empl.*
 Dowell, Clifford H. *Ind. Fin.*
 Dowling, James L. *Agric. Pol.*
 Drefs, Arthur G. *Dir.*
 Dresser, Robert B. *Ren.*
Taxation
 Drever, Thomas *Infl. Cont.*
 Druck, Kalman B. *Adv. Group*
Dist.
 DuBrul, S. M. *Soc. Sec.*
 Dudley, H. M. *Taxation*
 Duffield, N. H. *West Empl.*
 Duncan, J. R. *Dist.*
 Dunham, Harry E. *Patents*
 Dunne, Edward F. *Patents*
 duPont, Lamot *Dir.*
Executive
Off.
 Durling, C. R., Jr. *World Tr. Pol.*
Sup. Mgnt.
 Dwinell, S. L. *Infl. Cont.*
 Dyer, Art J. *Taxation*
 Dyer, J. J. *Tax Adm.*
 Dyett, John H. *Contr. Term.*
 Dyke, Herbert H. *Patents*
 Dzus, William *Patents*

E

Eames, Alfred W. *Develop.*
Dir.
Executive
Off.
 Eames, P. V. *Taxation*
 Eastwood, Charles W. *Dist.*
 Eaton, M. W. *Wg. & Sal. Adm.*
 Eddy, C. Manton *Soc. Sec.*
 Edinger, Herbert L. *Lbr. Neg.*
 Edwards, S. S. *Vet. Empl.*
 Eggert, Harry T. *Soc. Sec.*
 Elder, Robert F. *Eco. Adv.*
 Eldredge, Asa A. *Vet. Empl.*
 Ellerbeck, Thomas R. *Patents*
 Ellerd, Harvey G. *Ind. Rel. Prog.*
Wg. & Sal. Adm.
West Empl.
 Elliott, B. W. *Civ. Prod. Res.*
 Ellis, Geo. D. *Ren.*
 Eloesser, Herbert *Infl. Cont.*
 Elsas, Norman E. *Adv. Law*
Coop. NIC
Develop.
Dir.
Executive
 Elsby, J. S. *Empl. Prob.*
 Engman, E. G. *Vet. Empl.*

Englehard, Robert W. *Patents*
 Ervin, T. C. *Lbr. Neg.*
 Etnyre, Horace H. *Empl. Prob.*
 Evans, E. S., Jr. *Lbr. Neg.*
 Evans, F. C. *East Empl.*
Vet. Empl.
 Evans, G. W. *Empl. Prob.*
 Evans, J. J., Jr. *East Empl.*
 Evans, S. J. *Govt. Spend*
 Everest, D. C. *Soc. Sec.*
 Eynon, Howard B. *Ind. Hlth.*

F

Falk, Dr. Alfred T. *Eco. Adv.*
 Faneuf, Leston P. *Empl. Prob.*
 Farley, Edward P. *World Tr. Pol.*
 Farmer, G. E. *Contr. Term.*
 Farrar, John F. P. *Contr. Term.*
 Faubel, Dr. Arthur *Govt. Pl. & Mat.*
 Feigen, James *Tax Adm.*
 Feiner, Mark A. *Lbr. Neg.*
 Fenn, F. H. *Govt. Spend.*
 Fennebresque, G. W. *Adv. Group*
World Tr. Pol.
 Fenner, David C. *Dist.*
 Ferguson, C. E. *Wg. & Sal. Adm.*
 Ferguson, Fred G. *Dist.*
 Ferguson, W. A. *Adm. Law*
 Fernstrom, Fritz O. *Ind. Fin.*
 Ferris, I. L. *Civ. Prod. Res.*
Empl. Prob.
 Ferry, Hugh J. *Ind. Fin.*
 Fetter, C. H. *Tax Adm.*
 Fichtner, C. C. *Ind. Fin.*
 Filler, Victor W. *Adv. Group*
Govt. Pl. & Mat.
 Finley, Albert C. *Dist.*
 Finnan, L. J. *Adv. Group*
Govt. Pl. & Mat.
 Firestone, Harvey S., Jr. *Dir.*
Vet. Empl.
 Fischer, Charles W. *Lbr. Neg.*
 Fischer, F. H. *Ren.*
 Fisher, Avery R. *Dist.*
 Fisher, Jacob C. *Soc. Sec.*
 Fiske, R. B. *Patents*
 Fitch, John K. *Ind. Fin.*
 Fitzgerald, John W. *Dist.*
 Flanders, H. N. *Lbr. Leg.*
 Fleck, Cyrus S. *Ind. Stat.*
 Fleming, Harold *Eco. Adv.*
 Flershem, R. B. *World Tr. Pol.*
 Fletcher, Frank P. *Civ. Prod. Res.*
 Fletcher, J. D. *World Tr. Pol.*
 Fletcher, Maurice C. *Adm. Law*
 Fletcher, Wendell S. *Taxation*
 Flintermann, E. D. *Lbr. Neg.*
 Flossheim, Irving S. *Dist.*
 Fobian, G. H. *Patents*
 Fogg, Philip S. *Govt. Spend.*
 Fogwell, H. H. *Govt. Spend.*
 Fonda, George T. *East Empl.*
Soc. Sec.
 Foot, E. H. *Infl. Cont.*
 Forsberg, Charles E. *Ind. Hlth.*
 Forsberg, D. A. *Govt. Spend.*
 Forse, H. Don *Civ. Prod. Res.*
 Foss, Walter R. *Infl. Cont.*
 Foster, Albert H. *Adv. Group*
Dist.
 Foster, George M. *Vet. Empl.*
West Empl.
 Fountain, Charles R. *Adv. Group*
Contr. Term.
 Fox, Martin *Taxation*
 Frame, G. W. *Lbr. Neg.*
 Francis, James D. *Lbr. Leg.*
 Francke, H. Gilbert *East Empl.*
 Fraser, A. D. R. *War Cont. Term.*
 Freeman, E. B. *Patents*
 Friedlander, J. M. *Soc. Sec.*
Wg. & Sal. Adm.

Frisbie, R. T. *Lbr. Neg.*
 Fuller, Alfred C. *Empl. Prob.*
 Fuller, Walter D. *Dir.*
Executive
Finance
Gold. Anniv.
Pub. Rel.

G

Galvin, E. R. *Govt. Pl. & Mat.*
 Gamse, Herman *Empl. Prob.*
 Garlinghouse, L. H. *Patents*
 Garrett, C. C. *Govt. Spend.*
 Garrison, J. R. *Patents*
 Garthwaite, A. A. *Dir.*
 Gaskin, M. G. *Soc. Sec.*
 Gatherum, James P. *West. Empl.*
 Gaty, John P. *Dir.*
 Gaugler, R. C. *Ind. Fin.*
 Gaunt, Alfred C. *World Tr. Pol.*
 Gay, Roger E. *Contr. Term*
 Gaylord, Robert M. *Coop. NIC*
Dir.
Executive
Finance
Gold. Anniv.
Off.
War Prod.
Wash. Cont.
 Geffine, V. P. *Tax Adm.*
 Geffs, Robert C. *Civ. Prod. Res.*
 Gehrman, George H. *Med. Adv.*
 Geier, Otto P. *West. Empl.*
 Genebach, L. B. *Empl. Prob.*
 Gentry, Cyrus S. *Adm. Law*
 Gerhardy, Edward *Dist.*
 Gibson, C. C. *Tax Adm.*
 Gibson, Charles A. *Sup. Mgnt.*
 Gibson, D. S. *Adv. Group*
Contr. Term.
 Gibson, J. C. *Ind. Hlth.*
 Gifford, K. C. *Civ. Prod. Res.*
 Gifford, Roy W. *World Tr. Pol.*
 Gilbert, A. C. *Vet. Empl.*
 Gilchrist, C. W. *Patents*
 Giles, Vincent A. *Vet. Empl.*
 Gill, John D. *Eco. Adv.*
 Gillen, J. W. *Agric. Pol.*
 Gillespie, T. J., Jr. *Sup. Mgnt.*
 Gillmor, R. E. *Ind. Hlth.*
Ind. Rel. Prog.
 Gillmore, Alan H. *Civ. Prod. Res.*
 Gingerick, F. J. *Civ. Prod. Res.*
 Gipson, J. H. *Taxation*
 Glen, Hugh H. *Govt. Pl. & Mat.*
 Goes, Fred T. *Govt. Pl. & Mat.*
 Goetz, A. B. *East. Empl.*
 Goldberg, Nathan *Govt. Pl. & Mat.*
 Golden, David L. *West. Empl.*
 Good, Grover C. *Govt. Spend.*
 Goode, D. H. *Govt. Pl. & Mat.*
 Goodman, A. R. *Taxation*
 Goodwin, John H., Jr. *Soc. Sec.*
 Gorman, Walter D. *Sup. Mgnt.*
 Gottschalk, Robert *Patents*
 Gould, E. F. *Patents*
 Gould, Norman J. *Ind. Hlth.*
 Gow, J. Steele *Eco. Adv.*
 Goyette, A. Erland *Ind. Hlth.*
 Gramm, Hanns *Soc. Sec.*
 Grant, E. E. *Sup. Mgnt.*
 Grant, Robert J. *Ind. Stat.*
 Graves, Otho M. *World Tr. Pol.*
 Gray, J. Copeland *East. Empl.*
 Grean, A. M., Jr. *Lbr. Neg.*
 Green, Alex C. *Lbr. Leg.*
 Greene, Edward M. *Dist.*
 Greene, Herbert *World Tr. Pol.*
 Greenman, Russell L. *East. Empl.*
 Greensward, J. D. *Adv. Group*
Contr. Term.

Greenwood, Heman *Adv. Group*
World Tr. Pol.
 Greenwood, Richard N. *Dir.*
 Griffin, Winthrop A. *East. Empl.*
 Griggs, David C. *Patents*
 Gritzbaugh, Edward C. *Patents*
 Grogan, J. E. *Lbr. Neg.*
 Grunsky, R. R. *West. Empl.*
 Gunn, George, Jr. *Dist.*
 Gurley, Franklin C. *Soc. Sec.*

H

Haase, G. R. *W g. & Sal. Adm.*
 Hagelberg, N. W. *Taxation*
 Hale, Ezra A. *Adm. Law*
 Hall, C. P. *Patents*
 Hall, H. T. *Taxation*
 Hall, Kent B. *Patents*
 Hall, R. Dave *Soc. Sec.*
 Halle, Milton L. *Inf. Cont.*
 Hallenborg, Charles E. *Dist.*
 Halliburton, Erle P. *Dir.*
War Cont. Term.
 Hamilton, E. P. *Ren.*
 Hammer, G. K. *West. Empl.*
 Hanes, James G. *Coop. NIC*
Develop.
Dir.
Ind. Rel. Prog.
 Hanes, Ralph B. *Adm. Law*
 Haney, Dr. Lewis H. *Eco. Adv.*
 Haney, Lloyd J. *West. Empl.*
 Hanlin, F. A. *Lbr. Leg.*
 Hanna, John *Adv.—Eco. Pol.*
 Hanna, Walker D. *Ind. Fin.*
 Hansen, A. B. *Taxation*
 Hanson, H. H. *Taxation*
Tax Adm.
 Hanson, J. A. *Ind. Hlth.*
 Hardenbrook, Donald J. *Lbr. Neg.*
 Hardler, E. W. *W g. & Sal. Adm.*
 Hargrave, T. J. *Dir.*
Ind. Prob.
 Harland, John H. *Vet. Empl.*
 Harnischfeger, Walter *Taxation*
 Harper, Guy R. *Taxation*
 Harrah, W. F. *Govt. Spend.*
 Harris, T. R. *Ind. Stat.*
 Harrison, Morris *East. Empl.*
 Harrison, W. H. *Patents*
 Harte, Thomas J. *Dist.*
 Hartley, J. A. *Coop. NIC*
Dir.
Off.
 Hayward, R. A. *Vet. Empl.*
 Haseltine, William A. *Civ. Prod. Res.*
 Haskell, Broderick *Contr. Term.*
Adv.—Eco. Pol.
 Hastings, George S. *Patents*
 Hatton, Julian B. *Lbr. Leg.*
 Hawker, C. F. *Sup. Mgnt.*
 Hawkins, H. W. *Adm. Law*
 Hawthorne, Hugh R. *Soc. Sec.*
 Hayner, John L. *Taxation*
 Hazelwood, C. J. A. *Lbr. Neg.*
 Hazlett, Dr. T. Lyle *Med. Adv.*
 Heckethorn, W. R. *Dist.*
 Hedge, W. D. *Sup. Mgnt.*
 Heidelberger, R. J. *Govt. Pl. & Mat.*
 Heil, Joseph F. *Dir.*
War Cont. Term.
 Heinritz, M. W. *Patents*
 Hemple, Charles H. *Sup. Mgnt.*
 Henderson, W. J. *West. Empl.*
 Heppes, J. O. *Taxation*
 Herbert, C. S. *Taxation*
 Heroy, J. H. *Dist.*
 Hess, H. Lloyd *Lbr. Neg.*
Sup. Mgnt.
 Hessberg, Irving K. *Dist.*
 Hesse, C. W. *West. Empl.*

Heuser, G. A. *Adm. Law*
Dir.
Ind. Hlth.
 Hewitt, Frederick W. *Ind. Fin.*
 Hewlett, J. A. *Contr. Term.*
 Hickok, William O. *Patents*
 Hicks, Ernest M. *Govt. Spend.*
 Hicks, Hamilton *Contr. Term.*
Ren.
 Hicks, P. B. *Agric. Pol.*
 Higgins, Edward W. *Eco. Adv.*
 Higgins, Tracy *Taxation*
 Hill, Arthur W. *Vet. Empl.*
 Hill, James, Jr. *Govt. Pl. & Mat.*
 Hill, L. Clayton *Sup. Mgnt.*
 Hill, Lee H. *Ind. Rel Prog.*
Lbr. Neg.
West. Empl.
 Hilleary, William *Agric. Pol.*
 Hirt, Herman *Adv. Group*
World Tr. Pol.
 Hoadley, F. R. *Sup. Mgnt.*
 Hobart, Donald M. *Adv. Group*
Dist.
 Hoben, H. H. *Sup. Mgnt.*
 Hodes, Robert M. *Dist.*
 Hodge, George *Lbr. Neg.*
West. Empl.
 Hodges, Charles E. *Soc. Sec.*
 Hodgkins, T. R. *Taxation*
 Hoffman, J. Clyde *Govt. Pl. & Mat.*
 Hoffman, Frederick J. *Govt. Pl. & Mat.*
 Hoffman, Thomas G. *Ind. Stat.*
 Hokerk, L. D. *Govt. Spend.*
 Holden, Thomas S. *Govt. Spend.*
 Holman, Scott *West. Empl.*
 Holme, Stanley *Eco. Adv.*
 Holmes, John *Dir.*
Executive
Ind. Prob.
Off.
World Tr. Pol.
 Holmes, P. D. *Ind. Stat.*
 Holton, W. B., Jr. *Govt. Pl. & Mat.*
 Holub, David C. *Govt. Pl. & Mat.*
 Holzworth, E. H. *Soc. Sec.*
 Hood, Arthur A. *Adv. Group*
Dist.
 Hook, Charles R. *Dir.*
Gold. Anniv.
Off.
 Hook, James *W g. & Sal. Adm.*
 Hoover, H. W. *Contr. Term.*
 Hopkins, Cecil *W g. & Sal. Adm.*
 Hopkinson, F. L. *World Tr. Pol.*
 Hormel, Jay C. *Dist.*
 Horner, H. M. *Govt. Pl. & Mat.*
 Hortenstine, Raleigh *Develop.*
Dir.
Executive
Taxation
 Hosier, H. M. *East. Empl.*
Ind. Rel. Prog.
Sup. Mgnt.
 Houghton, W. H. *Ren.*
 Houston, George H. *World Tr. Pol.*
 Houston, H. A. *East. Empl.*
 Houston, Livingston W. *Taxation*
 Howe, R. E. *Lbr. Leg.*
 Howell, George B. *World Tr. Pol.*
 Howie, J. L., Jr. *Lbr. Neg.*
 Howland, Lewis S. *Ind. Fin.*
 Howley, W. N. *Taxation*
 Howse, Robert D. *Sup. Mgnt.*
 Hoyt, Giles C. *World Tr. Pol.*
 Hoyt, P. A. *Ind. Fin.*
 Hubbard, W. B. *Ind. Fin.*
 Hudson, Manley O. *Adv. Group*
World Tr. Pol.
 Huebner, William C. *Patents*
 Huffman, H. M. *Sup. Mgnt.*

McCormick, Fowler.....*Develop.*
Dir.
Vet. Empl.
 McDermott, Harold.....*Wg. & Sal. Adm.*
 McDonald, L. D.....*Ren.*
 McGiffin, Roy.....*Dist.*
 McGraw, James H., Jr.....*Dir.*
Executive
 McGraw, Max.....*Patents*
 McIlwain, M. N.....*Lbr. Neg.*
 McIntosh, J. A.....*Tax. Adm.*
 McIntosh, W. B.....*Soc. Sec.*
 McKee, Grosvenor S.....*Sup. Mgnt.*
 McKee, Paul B.....*Dir.*
Executive
 McKee, R. W.....*Ind. Rel. Prog.*
Lbr. Leg.
 McKenna, Philip M.....*Patents*
 McKenna, Roy C.....*World Tr. Policy*
 McKittrick, Percy A.....*Ind. Stat.*
 McKnight, W. L.....*Patents*
 McMenemy, W. S.....*World Tr. Pol.*
 McMillan, E. J.....*Adm. Law*
Dir.
 McWane, A. T.....*Taxation*
 McWane, Henry E.....*Dir.*

M

Maas, William L.....*Adm. Law*
 Mackey, Earle M.....*Vet. Empl.*
 Mackey, Joseph T.....*World Tr. Pol.*
 MacNeille, R. A.....*Civ. Prod. Res.*
 MacPherson, W. J.....*West. Empl.*
 Magee, Wm. J.....*Ren.*
 Mahon, R. J.....*Adv. Group*
World Tr. Pol.
 Mahoney, T. J.....*Soc. Sec.*
 Main, Hanford.....*Ind. Rel. Prog.*
Vet. Empl.
 Mal, I. O.....*East. Empl.*
 Mallon, Alfred E.....*World Tr. Pol.*
 Mammoser, Harold J.....*Govt. Spend.*
 Mann, Walter H.....*Taxation*
 Manny, W. Roy.....*Govt. Pl. & Mat.*
 Mansfield, F. W.....*Ind. Stat.*
 Mares, Joseph R.....*Patents*
 Marion, Clarke.....*West. Empl.*
 Markey, Thomas S.....*Lbr. Neg.*
 Marsh, Harry B.....*Ind. Stat.*
 Marshall, J. Howard.....*Govt. Pl. & Mat.*
Dir.
 Marshall, J. Warren.....*Taxation*
Govt. Spend.
 Martin, R. G.....*Ind. Fin.*
 Martin, S. W.....*Dist.*
 Martindale, E. H.....*World Tr. Pol.*
 Mason, A. F.....*Taxation*
 Mason, Lindsey H.....*Soc. Sec.*
 Mason, R. L.....*East. Empl.*
 Matheson, W. A.....*Dist.*
 Mathewson, E. B.....*Wg. & Sal. Adm.*
 Mattei, A. C.....*Taxation*
 Mattison, Geo. A.....*Taxation*
 Maxant, William H.....*Adm. Law*
 Mayer, Carl F.....*Taxation*
 Mayer, L. Kenneth.....*Adm. Law*
Wg. & Sal. Adm.
 Mellen, Earl R.....*Ind. Fin.*
 Menzel, S. J.....*War Cont. Term.*
 Menzies, J. T.....*Dir.*
 Merriam, W. B.....*Govt. Pl. & Mat.*
 Mertes, Joseph F.....*World Tr. Pol.*
 Merwin, Fred H.....*Empl. Prob.*
 Merz, August.....*Ind. Hlth.*
 Metz, A. F.....*Govt. Spend.*
 Metz, Louis A.....*War Cont. Term.*
 Metzger, R. S.....*Ind. Hlth.*
 Meyer, C. Louis.....*Taxation*
 Meyer, W. A.....*Adv. Group*
Govt. Pl. & Mat.
 Milburn, Moritz.....*Ind. Rel. Prog.*
Vet. Empl.

Millar, Donald G.....*Ren.*
 Millar, J. R.....*Lbr. Leg.*
 Millis, J. E.....*Dir.*
 Mills, C. W.....*Ind. Fin.*
 Millsop, T. E.....*Dir.*
 Miner, Ralph H.....*Soc. Sec.*
 Mises, Dr. Ludwig.....*Adv.—Eco. Pol.*
Eco. Adv.
Adv. Group
World Tr. Pol.
 Mitchell, Don G.....*Dist.*
 Mitchell, R. V.....*Inf. Cont.*
 Mohn, John D.....*World Tr. Pol.*
 Moncrieff, Ernest V.....*Ind. Prob.*
 Monk, Ralph M.....*Vet. Empl.*
West. Empl.
 Monroe, R. O.....*Vet. Empl.*
 Montague, Theodore G.....*Dir.*
Executive
Finance
Off.
 Montgomery, K. D.....*Vet. Empl.*
 Moody, Joseph E.....*East. Empl.*
 Mooney, William H.....*Taxation*
Tax. Adm.
 Moore, A. C.....*Lbr. Leg.*
 Moore, Charles E.....*Dir.*
World Tr. Pol.
 Moore, F. E.....*Patents*
 Moore, Harold T.....*Govt. Spend.*
 Moore, R. E.....*Patents*
 Moore, Wiley L.....*Adm. Law*
 Moorer, Wm. D.....*Taxation*
 Moorhouse, I. H.....*Patents*
 Morgan, Clyde B.....*Dir.*
 Morgan, David B., Jr.....*Sup. Mgnt.*
 Morgan, Philip M.....*Vet. Empl.*
 Morris, Lawrence B.....*Lbr. Leg.*
 Morrison, Donald S.....*Adv. Group*
World Tr. Pol.
 Morrison, R. L.....*Lbr. Neg.*
 Morrison, S.....*Sup. Mgnt.*
 Morrow, L. C.....*Empl. Prob.*
 Morse, Henry H.....*Inf. Cont.*
 Morse, Richard S.....*Patents*
 Morton, Thomas J., Jr.....*Sup. Mgnt.*
 Morton, W. B.....*Dir.*
 Mosher, Ira.....*Dir.*
Executive
Finance
Off.
 Moss, Clarence E.....*Govt. Pl. & Mat.*
 Mote, LeRoy A.....*Adm. Law*
 Moyer, R. F.....*Govt. Pl. & Mat.*
 Muhlbach, Walter F.....*Dist.*
 Munce, M. G.....*Civ. Prod. Res.*
 Munning, A. P.....*Tax. Adm.*
 Munro, J. V.....*Adv. Group*
Govt. Pl. & Mat.
 Munro, John.....*Sup. Mgnt.*
 Munson, W. D.....*Lbr. Neg.*
 Murphy, Edward J.....*Adv. Group-Dist.*
 Murphy, Edward M.....*Wg. & Sal. Adm.*
 Murray, Charles H.....*West. Empl.*
 Murray, L. T.....*Dir.*
Taxation
 Myers, J. W.....*Soc. Sec.*

N

Naramore, H. Burling.....*Taxation*
 Neal, Frank C.....*Ind. Fin.*
 Neal, P. J.....*Govt. Spend.*
 Neff, Grover C.....*Taxation*
 Nelson, Robert F.....*Vet. Empl.*
 Nelson, T. Edward.....*Adm. Law*
 Nemeck, Frank A.....*Contr. Term.*
 Neumiller, L. B.....*Coop. NIC*
Dir.
Govt. Pl. & Mat.
 Newbegin, Wade.....*Agric. Pol.*
 Newbury, I. C.....*Wg. & Sal. Adm.*
 Newcomb, Benj. R.....*Patents*

Newquist, M. N.....*Med. Adv.*
 Newton, H. B.....*War. Cont. Term.*
 Newton, T. G.....*Sup. Mgnt.*
 Nichol, F. J.....*World Tr. Pol.*
 Nichols, Ross.....*Adm. Law*
 Niedt, Anthony E.....*Taxation*
 Nissen, C. R.....*Wg. & Sal. Adm.*
 Noblitt, Q. G.....*Agric. Pol.*
Dir.
 Noe, Edward.....*Taxation*
 Noelte, Albert E.....*Adm. Law*
 Noel, Leon T.....*Ind. Stat.*
 Nord, Alldor M.....*Dist.*
 Nord, Walter G.....*Ind. Hlth.*
 North, Harold.....*West. Empl.*
 Norton, B. L.....*Lbr. Neg.*
 Nourse, Edwin G.....*Eco. Adv.*
 Numero, J. A.....*Vet. Empl.*
 Nunez, Vasco E.....*Ind. Stat.*
 Nutter, William S.....*Patents*
 Nyselius, Gustav.....*Lbr. Leg.*
 Nystrom, Paul H.....*Adv. Group*
Dist.

O

O'Brien, Matthew H.....*Ind. Rel. Prog.*
Lbr. Leg.
 Ochiltree, N. A.....*Wg. & Sal. Adm.*
 Oettinger, E. M.....*Govt. Spend.*
 Olander, M. M.....*West. Empl.*
 Oleson, Wrisley B.....*Dist.*
 Orcutt, Reginald.....*Adv. Group*
World Tr. Pol.
 Osborne, C. N.....*Taxation*
Tax. Adm.
 O'Shaughnessy, Colman.....*Adv. Group*
Dist.
 Ott, Robert A.....*Adm. Law*
 Ottenheimer, Gus.....*Adm. Law*
 Overmyer, C.P.....*World Tr. Pol.*

P

Pach, G. V.....*Ind. Fin.*
 Packard, C. A.....*Ren.*
 Packer, C.I.....*Coop. NIC*
Dir.
Soc. Sec.
 Palm, Max J., Jr.....*Civ. Prod. Res.*
 Palmer, Arthur J.....*Dist.*
 Palmer, Oscar C.....*Govt. Pl. & Mat.*
 Parker, Cola G.....*Adm. Law*
Dir.
Executive
Off.
 Parker, John C.....*Adm. Law*
Adv.—Eco. Pol.
 Parker, Morgan.....*Patents*
 Parks, S. Cooper.....*Lbr. Neg.*
 Parr, Charles McKew.....*Adv. Group*
Dist.
 Parrott, William E.....*Adv. Group*
Dist.
 Partridge, H. R.....*World Tr. Pol.*
 Pascoe, R. A.....*Ind. Fin.*
 Passmore, Charles.....*Ind. Fin.*
 Patch, R. H.....*World Tr. Pol.*
 Patenge, Walter F.....*Govt. Spend.*
 Paterson, A. B.....*Taxation*
 Patterson, D. H., Jr.....*Tax. Adm.*
 Patterson, N. R.....*Empl. Prob.*
 Pattison, C. A.....*Agric. Pol.*
 Pattison, Donald M.....*Adv. Group*
Govt. Pl. & Mat.
 Patton, J. Q.....*Ind. Rel. Prog.*
Lbr. Neg.
 Pattridge, H. J.....*Govt. Spend.*
 Paul, Albert M.....*Adm. Law*
 Paule, J. G.....*Adm. Law*
 Pawsat, E. F.....*Empl. Prob.*
 Pease, H. H.....*Govt. Pl. & Mat.*
 Peck, Arthur K.....*Contr. Term.*

Slaymaker, S. E., Jr. *Ind. Fin.*
 Slifer, Charles A. *Adv. Group*
Govt. Pl. & Mat.
 Smith, Bradford Bixby *Adv.—Eco. Pol.*
Eco. Adv.
 Smith, C. C. *Wg. & Sal. Adm.*
 Smith, C. E. *Contr. Term.*
 Smith, C. H., Jr. *Lbr. Neg.*
 Smith, C. R. *Adv. Group*
Contr. Term.
 Smith, Carlton W. *Govt. Spend.*
 Smith, Edgar W. *Adv. Group*
World Tr. Pol.
 Smith, Everett R. *Adv. Group*
Dist.
 Smith, George P. F. *Lbr. Neg.*
 Smith, H. P., Jr. *Wg. & Sal. Adm.*
 Smith, Harold C. *Adm. Law*
 Smith, Harold Byron *Patents*
 Smith, Herbert E. *Dir.*
 Smith, J. Craig *Adm. Law*
 Smith, Leathem D. *Ind. Fin.*
 Smith, Leonard S., Jr. *Patents*
 Smith, Miles J. *Infl. Cont.*
 Smith, Norman F. *Vet. Empl.*
 Smith, Sumner *Patents*
 Smith, Theodore F. *Dir.*
Ind. Rel. Prog.
 Smith, Walter F. *Adm. Law*
 Smoyer, Lloyd M. *Civ. Prod. Res.*
 Sommers, F. F. *War. Cont. Term.*
 Sowerwine, E. O. *Govt. Pl. & Mat.*
 Spaich, Milo G. *Infl. Cont.*
 Spalding, H. Boardman *Ind. Fin.*
 Spang, J. P., Jr. *Dir.*
Dist.
Ind. Hlth.
Ind. Rel. Prog.
 Spear, W. Edgar *Ind. Fin.*
 Speer, Talbot T. *Govt. Spend.*
 Spencer, H. B. *East. Empl.*
 Spencer, Kenneth A. *Govt. Pl. & Mat.*
 Sperry, Edward G. *Patents*
 Spiegelhalter, A. G. *Dir.*
 Spindler, R. M. *Govt. Spend.*
 Spline, R. E. *Ind. Hlth.*
 Sprague, Phil T. *Vet. Empl.*
 Spruance, F. P. *World Tr. Pol.*
 Stalter, W. T. *Govt. Spend.*
 Stamets, Wm. K. *Govt. Pl. & Mat.*
 Standish, Chas. H. *Civ. Prod. Res.*
 Standish, M. L. *Contr. Term.*
 Stanley, Charles F. *Dist.*
 Stanley, William Henry *Patents*
 Starch, Daniel *Adv. Group*
Dist.
 Starr, Walter A. *Infl. Cont.*
World Tr. Pol.
 Staude, Edwin G. *Patents*
 Stearns, George D. *Vet. Empl.*
 Steen, Fred E. *Coop. NIC*
Dir.
 Stein, F. W. *Sup. Mgnt.*
 Steinhorst, Theodore F. *Wg. & Sal. Adm.*
 Steinkraus, Herman W. *Dir.*
Dist.
Ind. Rel. Prog.
Lbr. Neg.
 Steinmetz, E. P. *Adm. Law*
 Stephenson, W. B. *Taxation*
 Sternbergh, J. H. *Soc. Sec.*
 Steudel, A. W. *War. Cont. Term.*
 Stevens, D. R. *Wg. & Sal. Adm.*
 Stevens, F. E. *Civ. Prod. Res.*
 Stevenson, Frederick A. *Sup. Mgnt.*
 Stewart, E. W. *Wg. & Sal. Adm.*
 Stewart, Paul W. *Adv. Group*
Dist.
 Stiefel, I. B. *East. Empl.*
 Stieh, Wm. M. *World Tr. Pol.*

Stilwell, Chas. J. *Develop.*
Dir.
Executive
Govt. Pl. & Mat.
Ind. Prob.
Pub. Rel.
 Stone, J. L. *Vet. Empl.*
 Stone, J. McWilliams *Patents*
 Stone, Millard E. *West. Empl.*
 Stonebraker, B. W. *Contr. Term.*
 Story, H. W. *Adm. Law*
 Stover, Russell *Taxation*
Tax. Adm.
 Stranahan, R. A. *Adm. Law*
 Straus, Abe *Ind. Hlth.*
 Strecker, Edward A. *Med. Adv.*
 Strickland, C. Kenneth *War. Cont. Term.*
 Stryker, C. E. *Ren.*
 Stuart, G. Gordon *Govt. Spend.*
 Stuber, A. *Dist.*
 Stuhr, William S. *Civ. Prod. Res.*
 Sullivan, P. H. *Patents*
 Sutcliffe, Wm. G. *Eco. Adv.*
 Sutton, O. A. *War. Cont. Term.*
 Swanton, Harold R. *Civ. Prod. Res.*
 Sweatt, Harold W. *Infl. Cont.*
 Sweeney, J. H. *Agric. Pol.*
 Swift, Lewis B. *Govt. Pl. & Mat.*
 Swift, Nathan B. *Empl. Prob.*
 Swigert, Ernest G. *Contr. Term.*
Develop.
Dir.
 Swinson, H. P. *Ind. Hlth.*
 Swisher, Carl S. *Taxation*
 Switlik, Stanley *Ren.*
 Sykes, Wilfred *Dir.*
World Tr. Pol.
 Syme, John P. *East. Empl.*
 Szantay, Elmer *Sup. Mgnt.*

T

Tanner, Earl A. *Dir.*
 Tanner, F. C. *Sup. Mgnt.*
 Tanner, Floyd O. *West. Empl.*
 Tanner, W. R. *Adm. Law*
 Taylor, Alonzo E. *Eco. Adv.*
 Taylor, Edward P. *Contr. Term.*
Ren.
 Taylor, O. A. *Taxation*
 Teetor, Donald *Dist.*
 Teetor, Lothair *Civ. Prod. Res.*
Develop.
Dir.
 Terrell, E. A. *Patents*
 Test, Robert C. *Soc. Sec.*
 Thomas, C. A. *Ind. Hlth.*
 Thomas, George C., Jr. *Lbr. Leg.*
 Thomas, Herbert N. *Sup. Mgnt.*
 Thomas, J. B. *Empl. Prob.*
 Thomas, P. W. *Adm. Law*
 Thomas, W. P. *Patents*
 Thompson, Earl L. *Agric. Pol.*
 Thompson, Jos. S. *Taxation*
 Thompson, M. W. *World Tr. Pol.*
 Thompson, Mason L. *Lbr. Neg.*
 Thornton, George A. *Tax. Adm.*
 Tibbetts, C. B. *Dir.*
 Tibbetts, Milton *Patents*
 Tilley, William J. *Govt. Pl. & Mat.*
 Tillman, P. E. *Taxation*
 Timmerman, A. H. *Empl. Prob.*
 Tippetts, Chas. E. *Eco. Adv.*
 Tisdale, George M. *Adv. Group*
Contr. Term.
 Todd, H. A. *World Tr. Pol.*
 Tolan, Clarence, Jr. *Empl. Prob.*
Ind. Rel. Prog.
 Towe, K. C. *Contr. Term.*
 Tower, Edwin B. H., Jr. *Patents*
 Tower, Walter S. *Adv.—Eco. Pol.*
Eco. Adv.
 Towers, D. D. *Agric. Pol.*

Towne, Richard P. *Ind. Stat.*
 Towsen, James W. *East. Empl.*
 Trainor, Joseph X. *Ind. Stat.*
 Treuhart, Wm. C. *Soc. Sec.*
 Troup, F. S. *Patents*
 Trout, W. C. *Dir.*
 Trowbridge, L. E. *West. Empl.*
 Tucker, M. D. *Soc. Sec.*
 Tucker, Rufus S. *Adv.—Eco. Pol.*
Eco. Adv.
 Turcotte, L. *World Tr. Pol.*
 Turk, Richard H. *Vet. Empl.*
 Turnbull, Ray W. *Dist.*
 Turner, Walter C. *Taxation*
 Tyrrell, D. W. *Sup. Mgnt.*

U

Ulmer, F. A. *Tax. Adm.*
 Upson, Maxwell M. *Adv.—Eco. Pol.*
 Upton, Herbert H. *Lbr. Leg.*
 Upton, Louis C. *Empl. Prob.*
 Utley, S. W. *Dir.*

V

Vail, M. D. *Lbr. Leg.*
 Van Arsdale, H. *Ind. Stat.*
 Van Delden, E. H. *West. Empl.*
 Van Deusen, D. E. *Ren.*
 Van Duyne, Philip R. *Infl. Cont.*
 Van Valkenburg, Samuel *Adv. Group*
World Tr. Pol.
 van Walsem, H. F. *World Tr. Pol.*
 Veltman, S. A. *Taxation*
 Vencill, A. L. *Patents*
 Vieh, Walter F. *Ind. Prob.*
 Virtue, P. M. *Soc. Sec.*
 Voight, Charles O. *Dir.*
 Voorhees, Enders M. *Ind. Fin.*

W

Wacker, Fred G. *Civ. Prod. Res.*
 Wade, Herbert W. *Ind. Hlth.*
 Wagner, John A. *Lbr. Neg.*
 Waite, George *World Tr. Pol.*
 Waldron, R. G. *West. Empl.*
 Wales, George F. *Patents*
 Walker, E. H. *East. Empl.*
 Walker, Q. Forrest *Eco. Adv.*
 Wall, Howard M. *Adm. Law*
 Wallace, Dwight S. *Civ. Prod. Res.*
 Walsh, Arthur *Dir.*
Ind. Rel. Prog.
Vet. Empl.
 Wallner, Waldemar *Govt. Spend.*
 Walters, J. E. *East. Empl.*
Wg. & Sal. Adm.
 Waltz, R. S. *Agric. Pol.*
 Wampler, Cloud *Dir.*
Executive
Ind. Prob.
Off.
Pub. Rel.
 Ward, John L. *Govt. Pl. & Mat.*
 Ward, Wilbert *Adv. Group*
World Tr. Pol.
 Warner, Charles *Sup. Mgnt.*
 Warner, Wm. B. *Coop. NIC*
Dir.
Executive
Finance
Golden Anniv.
Ind. Prob.
Off.
 Warnock, M. J. *Ind. Fin.*
 Warren, D. D. *Ind. Stat.*
 Warren, Ray *West. Empl.*
 Warriner, L. L. *Sup. Mgnt.*
 Washburn, Henry S. *Adm. Law*
 Wason, R. R. *Adv.—Eco. Pol.*
 Waterbury, Lester E. *Adm. Law*

Waters, Glen M.....	<i>Ind. Fin.</i>	Whitlock, Theodore, Jr.	<i>Lbr. Neg.</i>	Wittmer, J. J.....	<i>East. Empl.</i>
Watkins, E. A.....	<i>Adm. Law</i>	Whitman, Ray P.....	<i>World Tr. Pol.</i>	Wolcott, Frank, Jr.....	<i>Dist.</i>
Watkins, Paul R.....	<i>Adm. Law</i>	Whitney, N. R.....	<i>Eco. Adv.</i>	Wollner, Carl.....	<i>Soc. Sec.</i>
Watrous, Winston S.....	<i>Civ. Prod. Res.</i>		<i>Govt. Pl. & Mat.</i>	Wood, J. A.....	<i>Taxation</i>
Watson, Cassius.....	<i>Med. Adv.</i>	Widdoes, W. Roy.....	<i>East. Empl.</i>	Wood, S. V.....	<i>Civ. Prod. Res.</i>
Watzek, P. F.....	<i>Dir.</i>	Wikle, Hugh H.....	<i>Lbr. Neg.</i>	Woodruff, Graham C.....	<i>Adv. Group</i>
Wean, R. J.....	<i>Patents</i>	Wilde, Frazer B.....	<i>Ind. Fin.</i>		<i>Dist.</i>
Wear, Wilbert.....	<i>Govt. Pl. & Mat.</i>	Wiley, Robert L.....	<i>Govt. Spend.</i>	Woods, Frank H., Jr.....	<i>Taxation</i>
Weaver, Maxwell C.....	<i>Ind. Hlth.</i>	Willcox, H. K.....	<i>Infl. Cont.</i>	Wright, Frederick W.....	<i>Ind. Fin.</i>
Weaver, William A.....	<i>Govt. Spend.</i>	Willer, H. E.....	<i>Taxation</i>	Wright, J. Handly.....	<i>West. Empl.</i>
Webb, Earle W.....	<i>Dir.</i>	Williams, A. N.....	<i>Ind. Fin.</i>	Wright, W. E.....	<i>Eco. Adv.</i>
	<i>World Tr. Pol.</i>	Williams, B. B.....	<i>Ind. Fin.</i>	Wulsin, Lucien.....	<i>Civ. Prod. Res.</i>
Webb, J. A.....	<i>Wg. & Sal. Adm.</i>	Williams, Benjamin.....	<i>Lbr. Leg.</i>	Wurtele, Valentine.....	<i>Dir.</i>
Webber, Lane D.....	<i>Govt. Spend.</i>	Williams, Chas. J.....	<i>Empl. Prob.</i>	Wyman, Philips.....	<i>Dist.</i>
Weber, Paul J.....	<i>Eco. Adv.</i>	Williams, Forest L.....	<i>Taxation</i>	Wysor, R. J.....	<i>Dir.</i>
Weber, H. E.....	<i>Govt. Spend.</i>	Williams, Harry J.....	<i>West. Empl.</i>		<i>Executive</i>
Wechler, Herman.....	<i>West. Empl.</i>	Williams, Keith.....	<i>Empl. Prob.</i>		<i>Ind. Rel. Prog.</i>
Wedin, I. T.....	<i>World Tr. Pol.</i>	Williams, LeRoi J.....	<i>Patents</i>		<i>Lbr. Leg.</i>
Weeks, Charles.....	<i>Lbr. Neg.</i>	Williams, P. C.....	<i>Taxation</i>		<i>War Prod.</i>
Weeks, F. D.....	<i>Ren.</i>	Williams, S. Riley.....	<i>Adv. Group</i>		
Weeks, Sinclair.....	<i>Dir.</i>		<i>World Tr. Pol.</i>		
	<i>Off.</i>	Williamson, George E.....	<i>Dir.</i>		Y
Wehe, Herbert W.....	<i>Govt. Spend.</i>	Willis, George C.....	<i>East. Empl.</i>	Yant, William P.....	<i>Med. Adv.</i>
Weir, E. T.....	<i>Dir.</i>	Willson, James C.....	<i>Taxation</i>	Yeates, K. W.....	<i>Taxation</i>
Welch, F. E.....	<i>Taxation</i>	Wilson, A. J.....	<i>Adm. Law</i>	Young, Charles E.....	<i>Eco. Adv.</i>
Welch, R. M.....	<i>West. Empl.</i>	Wilson, Eugene E.....	<i>World Tr. Pol.</i>		<i>Ind. Stat.</i>
Wells, George B.....	<i>Infl. Cont.</i>	Wilson, John M.....	<i>Dist.</i>	Young, Howard I.....	<i>Dir.</i>
Wells, J. M.....	<i>Lbr. Neg.</i>	Wilson, Joseph C.....	<i>Wg. & Sal. Adm.</i>	Young, J. H.....	<i>War Cont. Term.</i>
Wells, S. G.....	<i>Vet. Empl.</i>	Wilson, L. E.....	<i>Agric. Pol.</i>	Young, John.....	<i>East. Empl.</i>
Wensink, D. D.....	<i>Lbr. Neg.</i>	Wilson, Norman W.....	<i>Dir.</i>		
Wentworth, Philip C.....	<i>Patents</i>		<i>Govt. Spend.</i>		Z
West, H. O.....	<i>Govt. Spend.</i>	Wilson, R. S.....	<i>Dist.</i>	Zabriskie, Edwin G.....	<i>Med. Adv.</i>
Westerfield, R. B.....	<i>Adv.—Eco. Pol.</i>	Wilson, Steven B.....	<i>Dir.</i>	Zabriskie, W. H.....	<i>East. Empl.</i>
	<i>Eco. Adv.</i>	Wilson, W. R.....	<i>Ren.</i>	Zaug, Harold M.....	<i>Infl. Cont.</i>
Westerman, Albert J.....	<i>Vet. Empl.</i>	Winans, W. H.....	<i>East. Empl.</i>	Zehrlaut, H. A. R.....	<i>World Tr. Pol.</i>
Weston, Edward F.....	<i>Dir.</i>	Windle, Winfred W.....	<i>Govt. Pl. & Mat.</i>	Zellerbach, J. D.....	<i>Dir.</i>
	<i>Patents</i>	Winegardner, C. C.....	<i>West. Empl.</i>	Zellers, John A.....	<i>World Tr. Pol.</i>
	<i>Vet. Empl.</i>	Winner, H. T.....	<i>World Tr. Pol.</i>	Ziebell, A. C.....	<i>World Tr. Pol.</i>
Wheaton, G. S.....	<i>Govt. Spend.</i>	Wirth, Charles L.....	<i>Sup. Mgmt.</i>	Ziesing, Henry H.....	<i>Dist.</i>
Wheeler, Charles L.....	<i>Develop</i>	Witherow, William P.....	<i>Coop. NIC</i>	Zimmerman, A. J.....	<i>East. Empl.</i>
	<i>Dir.</i>		<i>Dir.</i>	Zink, John D.....	<i>Dist.</i>
	<i>Ind. Stat.</i>		<i>Executive</i>	Zinn, Roland H.....	<i>Ren.</i>
White, C. M.....	<i>Govt. Pl. & Mat.</i>		<i>Finance</i>	Zinsser, John S.....	<i>World Tr. Pol.</i>
White, G. W. Blunt.....	<i>Lbr. Neg.</i>		<i>Golden Anniv.</i>		
White, John W.....	<i>World Tr. Pol.</i>		<i>Ind. Prob.</i>		
White, J. Reese.....	<i>Ind. Fin.</i>		<i>Off.</i>		
Whiteman, C. H.....	<i>Soc. Sec.</i>		<i>Wash. Cont.</i>		
Whitfield, Frank M.....	<i>Vet. Empl.</i>				

NIC REPRESENTATIVES

The groups with which these individuals are listed will be found on pages 62 and 63.

Ahearn, V. P.	Edlund, Roscoe C.	Louthan, Frank G.
Aldrich, Henry E.	Freeman, Tanner H.	Lovett, John L.
Beale, L. S.	Fri, James L.	MacMahon, W. H.
Berckes, H. C.	Gaylord, Robert M.	McGuire, Forrest E.
Boyd, J. R.	Hardenbergh, Wesley	Mason, R. J.
Brand, Charles J.	Hibben, Robert C.	Muckey, M. J.
Constantine, Earl	Hickey, M. J.	O'Connor, E. J.
Cornelius, Sidney	Hoagland, King	Roark, L. E.
Donald, W. J.	Kimball, Edward A.	Romney, George
Donnelly, James L.	Knerr, Walter A.	Torrey, A. M.
Dryer, R. P.	Kull, George F.	Tower, Walter S.
Dunbar, Sam B.	Lind, Herman H.	Watson, Merrill A.
Dunn, Stephen F.	Lloyd, Kenneth M.	Whittier, Carl S.
Earl, George J.	Logan, James P.	Williams, Roy F.