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College Files

Yenching
Corres
Baker, John Earl 1928

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Indiana State Board
OF
Medical Registration and Examination

OFFICE OF A. B. CAINE, D. O.

MARION, IND.

Saturday, January 28

1928.

Dear Dr. Stuart:-

Herewith I am sending you the first draft of a rather voluminous document. I have conceived it in terms of a speech which I might make to one of those groups which had been called together. It must be revised of course; certainly as to diction and probably somewhat as to thought and arrangement.

My idea is that next I shall make a digest of it to serve as that preliminary, prospectus letter of which we spoke. That letter could probably carry five hundred words. This speech has in it about twenty-two hundred words.

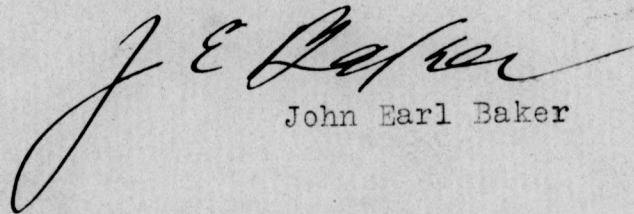
I shall be obliged if you will wade through this and give me your reaction as to whether I have made the right approach and have adequately covered the field or not. Your suggestions as to additions, revisions and omissions will be gratefully received.

If you get this and get through it in time to reply by Monday night, I think you may safely address me % Clark R. Fletcher, 631 Metropolitan National Bank Bldg, Minneapolis, Minn. I shall be there possibly Wednesday night, Feb. 2. From there I am going on to Seattle, and thence to Mill Valley without any particular stop.

It was a very pleasant experience to meet you again, and with Mr. Wannamaker and Mr. Froelick, repeat our customary experience of working out something to help China. It really is no joke that "saving China is the king of indoor sports".

With best wishes, I am

Sincerely yours,


John Earl Baker

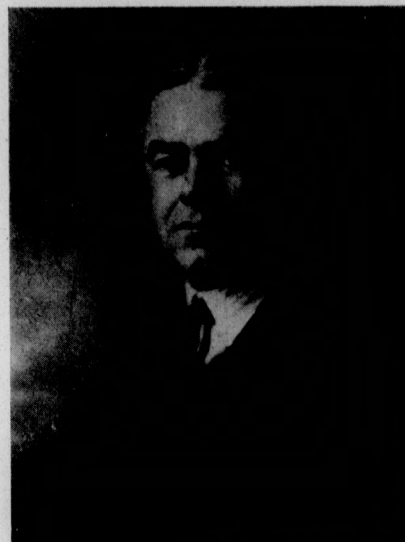
P.S.
Digest enclosed also.
JEB

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A
GOOD-WILL
AMBASSADOR
TO CHINA

JOHN EARL BAKER



JOHN EARL BAKER was Adviser on Railway Administration to the Chinese Ministry of Communications from 1916 to 1926, effecting the consolidation of sixteen separate railroads and compiling the first nine statistical reports of the Chinese Government Railways.

In 1920 Mr. Baker was appointed Controller of Famine Relief Transportation by the Chinese Government and in this capacity carried out delivery of foodstuffs in twice the amount, daily, of Herbert Hoover's estimate. As Director of the American Red Cross China Famine Relief Mr. Baker within a year recruited 160,000 laborers, supervised construction of 850 miles of highway and irrigation of 15,000 acres of land, distributing as wages supplies for the relief of approximately 1,000,000 persons.

For his services as Adviser to the Chinese Delegation at the Limitation of Armaments Conference Mr. Baker was awarded the decoration of Chia-ho Ta-Shu by the Chinese Government, which again sought his counsel when the Shantung Railway was taken over and the status of the Chinese Eastern Railway in Manchuria was re-defined. In 1923 he became treasurer of the China International Relief Commission which carries out famine prevention measures in ten provinces. He was one of two Americans residing in China appointed a trustee of the China Foundation for the Promotion of Educational Culture. His book, "Explaining China," published in London, is receiving high commendation from the critics. From March to June, 1928, Mr. Baker will be available for lectures on China, arrangements for which may be made through Yenching University, 150 Fifth Avenue, New York City.

Taken from discarded file copy
December 6, 1929

*Mr. Baker's Article
sent to L. D. Froelick
2-4-28*

January 30th, 1928

Mr. J. E. Baker, ✓
C/o Clark R. Fletcher,
631 Metropolitan National Bank Building,
Minneapolis, Minn.

Dear Mr. Baker:

Dr. Stuart is so busy today as to find it impossible to read your communication and reply quickly enough to reach you in Minneapolis. He has asked me, therefore to read your letter and sketch and reply -- so far as this is practicable in his place. I shall of course confer with him fully within the next few days. I think however that I may safely say on the basis of my frequent conversations with him that the following represents fairly well his own point of view. Perhaps he will wish to reach you in California with a letter.

I am extremely gratified by the manner in which you have approached the subject of our discussions. I believe that the form of statement you have presented, if given as an address, with sufficient time to elaborate and to go somewhat into details and illustrative material would be very impressive and indeed convincing to open-minded men of affairs -- especially those in positions of influence whom we wish to reach. I find that your written statement acts as a sort of magnet to draw together the many iron filings we have created in the friction of our numerous conversations. I should like to see you indeed work this up into an article for "Asia" or some other publication.

I am anxious to try the thing on the man we have in mind here in New York. Perhaps I shall consult Mr. Froelick and give him an opportunity to react to your first sketch. I do not believe, however, that it is necessary for you to delay further work on your talk since I do not think that there would be any radical change suggested by either Mr. Froelick or Dr. Stuart.

The exact coloring you would give to your address would be somewhat different, of course, if you were speaking to a church group from what it would be if you were speaking to a group of Wall Street financiers. The substance however would not differ .

Just at the moment I do not know how the letter containing the gist of your article can be used. It may come in well at a

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Mr. J. E. Baker- 2.

certain stage in our effort. What I should like to see you do by way of digest would be different from this letter. I should like to see you first put your longer article in a form entirely satisfying to yourself and then following exactly the same order of development, boil it down to a maximum of 400 or 500 words. What I have in mind is to use this either with a group of financiers or with Beardsley Ruml, Executive Secretary of the Laura Spelman Rockefeller Memorial. We had a very interesting conversation with him last Friday. I believe that the kind of digest I am now suggesting would make a strong impression on his mind. We could of course offer to submit your fuller statement if he or any one else in connection with the Memorial should want to read the details.

I shall be glad if you can send us both these forms of statement even before you return to New York. I need scarcely say that we shall be very discreet in showing these to anyone since we wish you to have the opportunity to make an entirely fresh impression on any group to which we can introduce you.

Thanking you for your prompt and very effective help in this matter, I beg to remain,

Cordially yours,

P. S. I am assuming that you keep a carbon of your article. If not telegraph me and I shall mail the original.

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TAKEN FROM DISCARDED FILE COPY
November 23 1929

February 9, 1928

Mr. J. E. Baker, ✓
Mill Valley, Cal.

My dear Mr. Baker:

I have the honor of transmitting formally the following action taken by the Committee on Finance, Property and Investment of the Trustees of Peking University at their meeting on January 27, 1928.

"F-2224 VOTED that Mr. J.E. Baker be invited to take up work in connection with the Peking campaign at a salary of \$500.00 a month until the end of the present campaign."

I am sorry that there has been some delay in transmitting this action to you. Either Mr. Wannamaker or I will tonight send a night letter to you confirming these arrangements.

The Trustees are extending this invitation to you most heartily and we are all sincerely desirous that you may be able to accept.

Very sincerely yours,

BAG-H

CC: Campaign Office

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John Earl Baker

YANKEE BUSINESS ENVOY IN CHINA INVESTS IN GOOD WILL.

John Earl Baker, whose book "Understanding China" will soon be out, proves himself a missionary of friendly relations while acting as Adviser.

By JEAN F. HOBBS.

"Explaining China" has been the favorite indoor sport of foreign trade experts, financiers, travelers, and interested spectators, for some little time. No one, it would seem, appears to have found a satisfactory answer, either from his own, or anyone else's point of view. The how and why of China and her particular problems that reflect themselves in our business and financial life, are, nevertheless, becoming factors of increasing importance. The Pacific Coast has felt the depression of trade in certain lines, due to the unsettled state of the country, and the crowned heads of finance in America are not resting as easy as they once were, over a matter of many American dollars that may not come home to roost ever again, but on the contrary, seem to have grown wings, as fledglings are wont to do, and satisfy that urge to "go places and see things".

One of the best investments this country has made in the protection of her interests in China is the investment of good American sense, brains, and ingenuity, as exemplified in the splendid men that we have loaned to our neighbor. They have helped to guide China with her complex problems; they have given her a measure of business management of her national institutions that has made it possible for her to carry on in trade, finance and education.

And one of these men has come home. He is John Earl Baker.

In 1916, just four years after the creation of the Republic of China, the internal situation of the country, as regards her commercial machinery and business, was something that few American business men can realize as an actuality. Particularly complicated was the system of communication, telephone, telegraph, railroad and internal navigation. Into the chaos stepped John Earl Baker, as Adviser to the Chinese Ministry of Communication. He has left in the Orient a record of accomplishment that will go down in the history of the Celestial Kingdom as a monument to a brilliant man, creditably reflecting the country from which he came. John Earl Baker is a man America can be proud of, for he has built a link in the chain of understanding between the Orient and the Occident, doing for China something that is rare in itself, helping her to help herself. For that he is loved. For the gigantic projects that have been a part of completing a splendid system of rail and water communication, China respects and honors him.

The Chinese Government railways, at the time of Mr. Baker's appointment in 1916, consisted of some sixteen separate lines, that had been built or financed by almost as many foreign interests. Welding these organizations, widely separated in interests and sympathy, into a co-operating system

under one directing group, proved a task in diplomacy requiring a genuine understanding of both the highly complicated problems of the country, its people, and the immediate physical mass of railway equipment and roads.

To Mr. Baker also fell the involved job of making the annual report of the Ministry of Communication. Nine of these were made during his administration. It is interesting to note that following the appearance of the fifth report, the British Parliamentary Committee reporting on the Indian railroads, took occasion to commend these reports as being the most up-to-date and complete records of their kind in existence.

The preparation ^{of a} brief on loan agreements with foreign syndicates, which were then in dispute, played a large part in the work of Mr. Baker, and the results achieved by him, reflected vividly the external and the internal political situation at that time.

Task Calls for Diplomacy.

The diplomatic end of the job was generously interspersed with problems arising from the building of an organization that had to be trained from the ground up. The preliminary routine of such a gigantic project involved such things as working out a basis for the interchange of rolling stock by the various linked units, car service rules, car control, rates, bureau, tariffs, and practically all matters relative to operating and traffic. Operating expenses had to be analyzed and readjusted under the new system; operating revenues redistributed, and a complete audit and booking system installed throughout. These things developed some rather interesting experiences in theory and practice, necessitating no small amount of tact in the process, for though the Ministry of Communications was theoretically in control of the situation, it was not in a position actually to coerce any of the higher officials of the lines affected with a foreign interest, and it was necessarily through these men alone that the larger body of the operating crews must be reached.

An interesting story, one of an uncounted fund of such incidents, was told by Mr. Baker recently. It illustrated the problem of the human element involved in the situation, and those of you who worry about problems of personnel will, when they have read this, count themselves blessed that they didn't pick running a railroad system in China for their life's work.

Mah Jongg Causes Collision.

It was a wreck on the line. Mr. Baker was riding on the train at the time. There had been a collision. The throttle of the express train was found, on investigation, to be wide open, and the brakes not set. The headlights of the passenger train could be seen clearly by the on-coming express and the signal lights should have indicated the danger to the engineer. It was found that the engineer had started his locomotive, then gone back into the baggage car to play Mah Jongg while Fireman No. 1, who was regularly assigned to that run had not shown up for duty the night of the accident, and had sent in his stead, a son or nephew, who, though he was supposed to run the train, knew nothing at all about the locomotive. The boy had run through one signal, and nothing had happened, so he opened the throttle and let the train go on, with tragic results.

"Imagine trying to run 4,000 miles of an up-to-date railroad with train crews like that," said Mr. Baker. "Furthermore, you cannot discipline the men; they stick together, right or wrong."

Perhaps his greatest single accomplishment was his work as Adviser to the Chinese representatives at the Washington Conference. It was the understanding of these men and the confidence the Chinese have for one they love and respect, that was immediately responsible for the successful outcome of this important conference. Following the Washington Conference, a commission was appointed to appraise the improvements made on the line under Japanese administration and to advise the routine for taking over the lines by the Chinese. As Adviser to this commission, Mr. Baker drew up and put into operation a financial and betterment program intended to insure the repayment on notes issued to the Japanese in payment for the line.

During the famine of 1920-1921, John Earl Baker was appointed by the Ministry of Communications to supervise the movement of famine relief supplies. Following this, the various famine relief societies placed him in charge of the purchase of supplies. In this connection he synchronized water and rail transportation, developed new markets at certain river points and maintained a publicity service on performance which resulted in daily deliveries of foodstuffs in the famine regions to an extent double the amount estimated by Mr. Hoover as possible in China. Following this, the American Red Cross, having been attracted by the public proposal of Mr. Baker to turn relief funds into construction funds and give relief through employment rather than the usual dole method, appointed him to the directorship of the China famine relief operation. It was necessary to organize supervisory forces, negotiate for the right of way, recruit 160,000 laborers, construct 860 miles of highway, irrigate 15,000 acres of land, and disband the organization within eleven months and fifteen days after his appointment.

For this splendid service the Chinese Government decorated our distinguished citizen with the highest decoration in the Kingdom. During the last three years, however, he has served as Chairman-Treasurer of the China Internal Famine Relief Commission, and has directed the financing of such projects as reclamation work, and famine relief, river training, dyke building, and irrigation.

Two years ago, Mr. Baker was selected as one of the two Americans resident in China to serve on the Commission, supervising the second remitted portion of the Boxer Indemnity. His knowledge of China and her educational needs was of invaluable assistance to the Commission in carrying on its work. In addition, Mr. Baker devised suitable accounting systems, and practices to safeguard the expenditures of the Commission and to build up its endowment.

New Books Out Soon.

Mr. Baker is the author of two published works on the Orient, "Chinese Railway Accounts" and the "Investment Values of Chinese Railway Bonds", while a third, "Understanding China", will come out this fall.

Commenting on the present war situation in the Orient and its relation to the railroads, Mr. Baker said:

"The Chinese railroads can be run profitably in peace time. In 1920, a normal year, the yield was 10.7 per cent on the cost of the property. The older roads earned more than 20 per cent. To give you an idea of what Chinese war is costing her, I have found that the loss in tonnage in sixteen months, to January 1st, 1926, was \$790,000,000., or more than enough to pay the foreign indebtedness of the Chinese roads twice over.

"The military men run the Chinese trains without caring for them. They burn out grates, fail to lubricate the locomotives and rolling stock. The soldiers tear out the upholstery, the brass, or whatever takes their fancy. The equipment is partly American and partly European. The gauge is standard. With the exception of the United States, China has the largest locomotives in the world."

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THE YENCHING SCHOOL OF APPLIED ECONOMICS

In file of J. E. Baker

A Proposal for Practical American Co-operation in China
(Statement issued by Dr. J. Leighton Stuart
President of Yenching University, Peking, China)

At various conferences held during my present stay in the United States, the question foremost in the minds of friendly inquirers has been, What is the root of China's distressing condition, and what can be done about it? As a warm admirer of the Chinese people, I have sought to explain why a nation of such admirable traits has for many years been in such distress and helplessness, and have sought to stimulate my fellow citizens in America to lend a helping hand in the way that seems to me best calculated to prove effectual. The result of these conferences has been that friends have requested me to formulate a practical proposal and submit this for American well wishers of China. I gratefully comply as follows.

THE BASIC NEED OF CHINA, AND ITS CAUSE

The all-pervading impression received by a stranger travelling through China is that of poverty, the vast masses of the most numerous people in the world living only a little above the minimum of human existence. Together with this impression comes the feeling of a resulting helplessness of the nation as a whole. An excessive amount of the vital energy of the race is being consumed in the struggle merely to exist. If poverty could be ameliorated in China, numerous other difficult problems would begin at once to find their solution.

But what is the cause of this almost universal poverty? It is not a lack of natural resources. China as a geographic entity is a rich country. Early investigators may have exaggerated the extent of the country's resources, but all will agree that these are adequate to place the Chinese people on a comfortable living basis. Nor is the cause of so much poverty a deficiency in the

Chinese race. No people in the world work harder or live more frugally. There is no lack of native ability and intelligence. China as the vastest single racial group in the world lives in ruinous poverty in spite of abundant natural resources and a capable and intelligent population.

This may seem like an impossibility. It becomes intelligible as seen as we visualize the contribution made to human welfare in the Occident by a third factor added to the two already mentioned - the application of scientific methods to the exploitation of natural resources by human labor. The cause of the poverty which is China's basic ill is her failure to employ scientific methods in the application of human labor to natural resources, in production and distribution.

THE MAJOR REMEDY

If the population of China is intelligent, capable, and laborious, and Nature has provided the necessary raw materials for the adequate support of human life, poverty can be removed by modernizing the means employed for the transformation of natural resources by human labor into the materials requisite to a high standard of life. If science can be brought to bear as the mediator between labor and raw materials, the standard of living will be gradually improved. Human life will take a different color. China will be changed from a world problem to a world asset by the same application of science to raw materials which has transformed the West.

This means, of course, that the pure sciences - chemistry, physics, geology, biology, botany and the rest - are needed and must be adequately applied in China as elsewhere. But it means much more fundamentally that a rational science of economics must be applied. The pure sciences will be of value to the Chinese people as a racial unit only when these sciences are applied systematically to the solution of problems clarified by an adequate understanding of the economic deficiencies of the nation and the economic changes needed to over-

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come these deficiencies. In other words, the main remedy for the basic ill of the country must be a sound economics using for its purposes all the other sciences. China must learn to produce the maximum harvests from her soil, the maximum output from her subsoil resources, and the maximum of manufactured products at a minimum cost. She must master the difficulties of transportation, of the distribution of raw and finished materials. She must master the even more difficult problem of the distribution of population, colonizing her sparsely settled areas and relieving the pressure in the excessively congested regions. Such surveys as have been made would seem to indicate that there is sufficient room for a much larger population living on an adequate scale provided these fundamental problems are solved. But this means that to save the situation sound economics must be mastered.

APPLICATION OF THE REMEDY

But this declaration remains a mere truism to anyone at all familiar with China unless we proceed to reduce the definition of the remedy to a description of ways and means of applying it. How can a sound system of economics be developed for the vast extent and multitudinous population of China? Moreover, who knows what constitutes a sound economic system for this huge population, still living in patriarchal ways long out of date and still far removed in its actual desires and needs from the populations of Occidental countries? The first step toward the application of the economic remedy to China's ill must be a frank confession that we do not know just what economic system will prove at the present stage to be the one needed.

In other words, the first step toward removing the basic ill of China must be economic research - an inquiry into the actual economic conditions, a study of all the results of Western economic research and practice, and the experimental application of one element or another from Western experience to the amelioration of conditions in this Eastern land.

THE CONCRETE VERSUS THE ABSTRACT

The inevitable tendency of modern education in China has been toward the wholesale copying of Occidental theory and practice. Western teachers have gone to an Eastern people carrying with them a sense of the great advance made by the Occident in contrast with the Orient. With all possible good-will they have endeavored to bestow upon China in the form of theories and abstract information all the benefits of Western progress. Chinese students have come abroad to learn the secrets of the West and have returned to their homeland with their heads full of theoretical knowledge. In economics especially has this failure to become concrete been fatal to the best results. The picture of existing conditions held before the mind of the student has been taken from the West and not from the East. The theories of principles and methods have been developed out of Western experience and ill adapted to meet the ignored or misunderstood Eastern conditions. Scientific economic methods have not thus far been tested with due attention to Chinese conditions and needs.

THE PASSING ORDER

Eighty per cent of the Chinese people still live in villages - small groups of mud houses surrounded by tilled fields. Although remarkable methods of fertilization have been practiced by these "farmers of forty centuries", modern methods of crop rotation, seed selection and breeding and other elements of scientific agriculture are unknown. Moreover, most farm units are so small as to render their cultivation by families wasteful of human labor. Poor roads and lack of railways prevent relief by means of a better distribution of population.

In like manner the village street shows these farmers exchanging their products with craftsmen who use methods of manufacture practiced at the

time of Confucius. In the mud houses the women still weave the family textiles as these were woven in ancient times. The area of distribution is highly restricted, variety of products limited, production stereotyped.

Credit facilities are unknown. Farmers forced to borrow are already on the road to bankruptcy because of interest rates - as high as 36 per cent a year.

In these country districts, education is still restricted largely to the old classical type of culture and is enjoyed mostly by a few sons of the gentry. Education does not touch the problems of actual life, the conditions of over-population, lack of opportunities for remunerative productive work, consequent low standard of living, absence of elementary comforts, grossly unsanitary physical surroundings. The constant problem of the village - which is China in miniature - is the rice bowl, and a slight change in rainfall means a threat of famine.

If any fundamental improvement is to be effected in China, this actual situation of the whole country as illustrated in the typical village must be made the object of study and experimentation with a view to gradual but positive betterment.

A PROPOSAL FOR ACTION

The natural center for a process of scientific inquiry and experimentation is a university. Here exist the intellectual background and the requisite accessories. If adequate measures are to be taken to investigate China's actual economic conditions, deficiencies, requirements and the appropriate measures for altering her economic status, such an endeavor should be fostered in close connection with an existing university.

Moreover, America is the logical country to give the needed impetus to such an inquiry. America has gone further than any other country in the general application of science to life, and especially the application of

science to business and industry. But American initiative in such an undertaking in China must assure itself of Chinese understanding, approval and acceptance. Hence the logical center for this research would be an American university already established in China, with an American-Chinese faculty, and enjoying the good will of the Chinese people. Initiated in close conjunction with such an institution of higher education, an adequately planned School of Economic Research and practical experimentation would probably prove to be the instrumentality most directly calculated to begin the solution of China's basic problem.

Hence, it is proposed to establish such a School in conjunction with the leading American University in North China - Yenching, at Peking. The School will be identified with the present department of economics of the University but will extend much beyond this. All postgraduate studies and research will be directed from the special very practical point of view presented above - not so much to learn Western economic theory and practice, but rather in the direction of actually uncovering the economic conditions of China and determining appropriate remedial measures. Experimental undertakings will be emphasized. In these, the unit for experimentation will generally be the single village or group of villages, and the objective will be to develop improved methods of production both agricultural and industrial, better roads and means of transport, elementary sanitation, practical village schools, credit facilities, co-operative harvesting, purchasing of supplies and sale of products. Whatever proves advantageous to the village community may be extended to the district and province.

The system of home and craft industry and of the local trade area must yield place to some new type of economic order. At this transition point, a knowledge of the development of the factory system of the West must be associated with an understanding of the earlier Chinese system and

its present disintegration in order to guide the evolution in the right direction and avoid the evils of a too rapid change.

Along with research by trained postgraduate students and specialists, there will be ample opportunities for practical work by undergraduates and also members of the community other than the student class. For those who do not qualify for research work, the School will develop an extensive system of vocational training.

AVAILABLE EXPERT DIRECTION

The initial study of this problem has been made with the counsel of one of the best informed Americans recently returned from China, Mr. John Earl Baker, for ten years adviser to the Ministry of Communications in Peking, author of a striking volume, EXPLAINING CHINA. Mr. Baker is deeply interested from long and intimate experience in such a plan for cooperation as is here outlined. The imperative demand for his service as director of the campaign for \$10,000,000 for famine relief has temporarily forced him to turn his attention to that acute problem, but it is expected that he will direct the initiation of this plan of economic improvement when the funds required are available.

Associated with Mr. Baker will be the present head of the department of economics at Yenching University, Professor J. B. Taylor. Professor Taylor is known throughout China for his economic researches and for the successful credit institutions widely founded and fostered by him, as well as his initiative in the development of the co-operative movement.

The success of the plan would be assured under such leadership and with the available competent Chinese associates in teaching, research, and experimentation.

THE REQUISITE MEANS

At its first stage of full functioning, the School would require an annual budget of approximately \$25,000 to cover the following items:

1 American or British Head of the department of economics	\$ 4,200
1 American director of Field Research and Experimentation	4,200
3 Chinese teachers	6,300
2 Chinese Specialists in Field Research and Experimentation ...	4,200
3 Student assistants	1,800
Library Accessions	500
Publications	1,000
General Expenses of research, including travel	2,000
Stenographic and other office expenses.....	800
	<u>\$25,000</u>

Although such a budget would later be required, it is proposed to initiate actual work in the direction planned as soon as a minimum annual income of \$10,000 is assured for the earlier stages of the program. The plan contemplates an increase of budget after two or three years of the initial stage of operations. Since, however, an adequate demonstration might not prove feasible in the brief period of two or three years, it is proposed that the initial budget be assured for a five-year period.

For the first five years, therefore, the budget proposed (subject to expansion at the beginning of the third or fourth year) is as follows. This is in addition to the present staff of the department of economics - one foreign and two Chinese professors.

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1 American teacher to release present head of department (Professor J. B. Taylor) for preliminary survey, pre- paration of bibliography, and detailed planning of work of School. (The service of Mr. Baker would be sought as soon as available.)	\$ 4,200
1 additional Chinese teacher to co-operate with present staff and Professor Taylor in preliminary research	2,100
1 Student assistant	600
Library accessions	500
Expenses of research and initial experimentation, including travel	1,400
Publications	700
Stenographic and other office expenses	<u>500</u>
	\$10,000

It is the hope of those who have encouraged the University to formulate this proposal that ten American men of affairs interested in China may be willing to pledge each \$1,000 a year for five years to cover the budget of the School at this initial stage. This initial co-operation would, we believe, render possible a sufficient demonstration to enable the School to secure a permanent financial basis in the form of adequate endowment.

J. Leighton Stuart,
President.

In the absence of President Stuart,
who has just returned to Peking, infor-
mation may be obtained from
Olin D. Wamsmaker,
Assistant to the President,
150 Fifth Avenue, New York City