NEW OFFICERS AND DIRECTORS FOR 1946

Robert R. Wason, President
President, Manning, Maxwell and Moore, Inc.

Ira Mosher, Chairman of the Board.
Chairman, Russell-Harrington Cutlery Co.

Robert Gaylard, Chairman, Executive Committee
President, Ingersoll Milling Machine Co.

F.C. Crawford, Chairman, Finance Committee
President, Thompson Products, Inc.

Howard Conoley, 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,
Borg-Warner Corp

J.A. Hartley, President, Braun Corp.

B.E. Hutchinson, Chairman Finance Committee, Chrysler Corp.


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
# TABLE OF CONTENTS

NAM—ITS FIFTIETH YEAR .................................................. 3
Introducing Your 1945 Officers and Board of Directors ............... 5
Officers .............................................................................. 6
Directors ............................................................................ 15
Executive Committee .......................................................... 24
Finance Committee ............................................................. 24
Introducing Your 1945 Committees ............................................ 25
  Administrative Law Committee .......................................... 26
  Agricultural Policy Committee ......................................... 27
  Civilian Production Resumption Committee ......................... 28
  Contract Termination Committee ...................................... 29
  Contract Termination, Advisory Group on ......................... 29
  Committee on Cooperation with NIC ................................. 30
  Development Committee .................................................. 30
  Committee on Disposal of Government-Owned Plants and Materials 31
  Disposal of Government-Owned Plants and Materials, Advisory Group on 32
  Distribution Committee ................................................... 32
  Distribution, Advisory Group on ...................................... 34
  Eastern Employment Advisory Group ................................. 34
  Economic Advisory Group ............................................... 35
  Economic Policy, Advisory Committee on .......................... 36
  Employment Problems Committee ..................................... 36
  Golden Anniversary Committee ........................................ 37
  Government Spending Committee ..................................... 38
  Industrial Financing Committee ........................................ 39
  Industrial Health Committee ............................................ 40
  Industrial Problems Committee ........................................ 41
  Industrial Relations Program Committee ............................ 41
  Industrial Statistics Committee ......................................... 42
  Inflation Control Committee ............................................ 43
  Labor Legislation Committee ........................................... 44
  Labor Negotiations Committee ......................................... 45
  Medical Advisory Committee ........................................... 46
  Patents Committee .......................................................... 46
  Public Relations Committee ............................................. 48
  Repricing and Renegotiation Committee ............................... 48
  Social Security Committee ............................................... 49
  Supervisory Management Committee ................................. 50
  Tax Administration Committee ......................................... 51
  Taxation Committee ....................................................... 52
  Veteran Re-employment Committee .................................... 54
  Wage and Salary Administration Committee .......................... 55
  War Control Termination Committee ................................... 56
  War Production Committee ............................................... 56
  Washington Contacts Committee ....................................... 57
  Western Employment Advisory Group .................................. 57
  World Trade Policy Committee ......................................... 58
  World Trade Policy, Advisory Group on ............................. 60
National Industrial Council ................................................ 61-63
Index ................................................................................. 64
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

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

See also p. 62
Overlapping with N.I.C.

F. C. CRAWFORD,
Chairman, Executive Committee
President, Thompson Products, Inc., Cleveland, Ohio
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Chairman, Finance Committee  
President, Blaw-Knox Company,  
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President, California Packing Corporation,
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Chrysler Corporation, Detroit, Mich.

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President, Carrier Corporation,
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President, The National Cash Register Company, Dayton, Ohio

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

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Vice President, E. C. Atkins and Company, Indianapolis, Ind.

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President, Chattanooga Glass Company, Chattanooga, Tenn.

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President, Philco Corporation, Philadelphia, Pa.

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

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

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President, Bennett Glass & Paint Company, Salt Lake City, Utah

GOLDEN ANNIVERSARY
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Vice President, A. P. Green Fire-brick Co., Mexico, Mo.

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President, Mississippi Power & Light Company, Jackson, Miss.

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President, General Mills, Incorporated, Minneapolis, Minn.

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

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

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D. M. KELLY  
Vice President, Anaconda Copper Mining Co., Butte, Mont.
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President, Elgin National Watch Company, Elgin, Ill.
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FRED E. STEEN

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President, Bridgeport Brass Company, Bridgeport, Conn.

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President, The Pusey and Jones Corporation, Wilmington, Del.

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President, The Warner & Swasey Co., Cleveland, Ohio

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Chairman of the Board, Weston Electrical Instrument Corporation, Newark, N. J.

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Executive Vice President, Pope & Talbot, Inc., San Francisco, Cal.

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Vice President & Treasurer, Strathmore Paper Company, West Springfield, Mass.

NORMAN W. WILSON
President, Hammermill Paper Company, Erie, Pa.

STEVEN B. WILSON
Chairman of the Board, Fram Corporation, East Providence, R. I.

VALENTINE WURTELE
President, Minnesota Linseed Oil Paint Co., Minneapolis, Minn.

R. J. WYSOR
President, Republic Steel Corporation, Cleveland, Ohio

HOWARD I. YOUNG
President, American Zinc, Lead and Smelting Company, St. Louis, Mo.

J. D. ZELLERBACH
President, Crown Zellerbach Corporation, San Francisco, Cal.
EXECUTIVE COMMITTEE

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

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

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

MAJOR S. W. CRAMER, Jr., President
Cramerton Mills Incorporated, Cramerton, N. C.

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

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

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

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

WALTER D. FULLER, President

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

JOHN HOLMES, President

RALEIGH HORTENSTINE, President
Swift & Company, Chicago, Ill.

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

JAMES S. KNOWLSON, President
Stewart-Warner Corporation, Chicago, Ill.

JAMES H. McGRAW, Jr., President

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

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

IRA MOSHER, President

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

J. HOWARD PEW, President

FINANCE COMMITTEE

Vice Chairman: W. B. BELL, President, American Cyanamid Company, New York, N. Y.

F. C. CRAWFORD, President
Thompson Products, Inc., Cleveland, Ohio

WALTER D. FULLER, President

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

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

IRA MOSHER, President

J. HOWARD PEW, President

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

R. J. WYSOR, President
Republic Steel Corporation, Cleveland, Ohio

GOLDEN ANNIVERSARY
INTRODUCING YOUR 1945 COMMITTEES

Policy Committees of NAM signalize 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

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.

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

Vice Chairman: W. A. FERGUSON, General Attorney, Loose-Wiles Biscuit Company, Long Island City, N. Y.

ALBERT E. NOELTE, Treasurer, Priscilla Braid Company, Central Falls, R. I.

ALBERT M. PAUL, President and General Manager, California Products Company, Fresno, Cal.


Committee Executive: NORMAN DODD

C. N. BARNEY, Vice President and Secretary
Worthington Pump and Machinery Corporation, New York, N. Y.

JOHN S. BLACK, Jr., Counsel
The Stanley Works, New Britain, Conn.

J. BLECHEISEN, Secretary
The Canister Company, Inc., Phillipsburg, N. J.

A. R. DeVOS, President
Breining Bros. Inc., Hoboken, N. J.

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

MAURICE C. FLETCHER, Secretary-Treasurer
Fletcher Aviation Corp., Pasadena, Cal.

CYRUS S. GENTRY, Vice President and General Counsel
Shell Oil Company Incorporated, New York, N. Y.

EZRA A. HALE, Vice President

RALPH B. HANES, President and Treasurer
Hanes Dye and Finishing Co., Winston-Salem, N. C.

H. W. HAWKINS, Secretary

G. A. HEUSER, President

PAUL F. JAHNCKE, President

McCLURE KELLEY, President
Austin-Western Company, Aurora, Ill.

B. M. KENT, President
Harris Products Co., Cleveland, Ohio

HERBERT H. LEONARD, President
American Machine & Foundry Co., New York, N. Y.

PHILIP LIEBMAN, Vice President
Liebmann Breweries, Inc., Brooklyn, N. Y.

PIERCE LONERGAN, Manager
Wilhite Machine Works, Los Angeles, Cal.

E. NOBLES LOWE
West Virginia Pulp and Paper Company, New York, N. Y.

CYRUS W. LUNN, Counsel
Cyclonic Mfg. Company, Inc., Union City, N. J.

WILLIAM L. MAAS, Partner
Pacific Sound Equipment Company, Los Angeles, Cal.

WILLIAM H. MAXANT, Vice President
Maxant Button & Supply Company, Chicago, Ill.

L. KENNETH MAYER, Comptroller
Manufacturers Machine and Tool Co., Inc., New York, N. Y.

WALTER V. McADOO, Director of Public Relations,
Secretary of Executive Committee
Keystone Steel & Wire Company, Peoria, Ill.

J. E. McMillan, President
Standard Knitting Mills, Inc., Knoxville, Tenn.

WILEY L. MOORE, Chairman of Board
Wofford Oil Company, Atlanta, Ga.

LaROY A. MOTE, Assistant Secretary
Elgin National Watch Company, Elgin, Ill.

T. EDW. NELSON, Vice President and General Manager

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

ROBERT A. OTT, President
Rogers Structural Steel Co., Corry, Pa.

GUS OTTENHEIMER, President
Ottenheimer Bros., Little Rock, Ark.

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

J. C. PARKER, President
Consolidated Edison Company of New York, Inc., New York, N. Y.

J. G. PAUL, Secretary and Treasurer

ALFRED W. PETCHART, Secretary
S. Pfeiffer Manufacturing Co., St. Louis, Mo.

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

R. W. ROWLAND, President

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

GEORGE H. SIBLEY, Vice President and General Attorney
E. R. Squibb and Sons, New York, N. Y.

HAROLD C. SMITH, President

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

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.
H. W. STORY, Vice President—General Attorney
Allis-Chalmers Manufacturing Company, Milwaukee, Wis.

R. A. STRANAHAN, President
Champion Spark Plug Company, Toledo, Ohio

H. WEBSTER STULL, Assistant Secretary
The Mathieson Alkali Works, Inc., New York, N. Y.

W. R. TANNER, President
Zenith Foundry Company, West Allis, Wis.

P. W. THOMAS, President

HOWARD W. WALL, President
Portland Import & Export Co., Portland, Ore.

HENRY S. WASHBURN, President and Treasurer
The Plainville Casting Company, Plainville, Conn.

LESTER E. WATERBURY, General Attorney
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

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.

Chairman: MORRIS SAYRE, President, Corn Products Refining Company, New York, N. Y.

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

Committee Executive: NOEL SARGENT

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American Cabinet Hardware Corp., Rockford, Ill.

C. M. BISHOP, President
Pendleton Woolen Mills, Portland, Ore.

ROYDEN BLUNT, Vice President and General Manager
The Buck Glass Company, Baltimore, Md.

D. K. BROWN, President
Neenah Paper Company, Neenah, Wis.

DANIEL G. BURKERT, President and General Manager
The Eastern Foundry Company, Boyertown, Pa.

H. M. CLARK, President
Dr. Hess & Clark Inc., Ashland, Ohio

L. R. CLAUSEN, President
J. I. Case Company, Racine, Wis.

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Caled Products Company, Inc., Brentwood, Md.

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Dean Milk Company, Chicago, Ill.

ALEX de BRETTEVILLE, Vice President
J. D. & A. B. Spreckels Co., San Francisco, Cal.

JAMES L. DOWLING, Vice President and General Manager
The Southern States Bag Company, Jacksonville, Fla.

J. W. GILLEN, President
John Gillen Company, Cicero, Ill.

P. B. HICKS, Vice President
International Milling Company, Minneapolis, Minn.

WILLIAM HILLEARY, President
Southern Silk Mills, Spring City, Tenn.

L. E. HURTZ, President
The Fairmont Creamery Company, Omaha, Nebr.

ORIN E. M. KELLER, President
Kasco Mills, Inc., Toledo, Ohio

R. L. KING, President and General Manager
Georgia Fertilizer Company, Valdosta, Ga.

C. G. LINDSEY, Jr., Vice President

R. C. McCALL, President
Convenience, Inc., Greenville, S. C.

E. A. MCCARDELL, General Manager
Wind Power Mfg. Company, Newton, Iowa

WADE NEWBEGIN, President

Q. G. NOBLITT, President
Noblitt-Sparks Industries, Inc., Columbus, Ind.

C. A. PATTISON, Vice President and Secretary
Peoria Malleable Castings Co., Peoria, Ill.

FRED A. PLAGG, Owner
Fred A. Plagg Company, Manteca, Cal.

JOHN W. PLANERT, President
Planert Manufacturing Corporation, Chicago, Ill.

PAUL A. REDMOND, President

J. GORDON ROBERTS, President
Roberts Dairy Company, Omaha, Nebr.

W. A. ROBERTS, Vice President
Allis-Chalmers Manufacturing Company, Milwaukee, Wis.

FRED N. ROWE, President

HOMER T. SEALE, Owner
Homer T. Seale, Los Angeles, Cal.

GLEN L. SHADOW, President

J. H. SWEENEY, Vice President and General Manager

EARL L. THOMPSON, President
Reliable Packing Company, Chicago, Ill.

D. D. TOWERS, Vice President and General Manager
Anchor Duck Mills, Rome, Ga.

R. S. WALTZ, President
Consolidated Dairy Products Co., Seattle, Wash.

L. E. WILSON, President
CIVILIAN PRODUCTION RESUMPTION COMMITTEE

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.

Chairman: NATHANIEL LEVERONE, Chairman of Board, Automatic Canteen Company of America, Chicago, Ill.

Vice Chairmen: R. C. BENNETT, Vice President, Sangamo Electric Company, Springfield, Ill.
J. D. CHRISTIAN, Owner, J. D. Christian Engineers, San Francisco, Cal.

Committee Executive: HENRY K. STANFORD

FRANK H. ADAMS, Vice President and General Manager, Surface Combustion, Division of General Properties Company, Inc., Toledo, Ohio
E. R. AILES, Secretary-Treasurer, Detroit Steel Products Co., Detroit, Mich.
J. HARRISON BROWN, Vice President, A. P. Green Firebrick Co., Mexico, Mo.
J. W. CLISE, President, Asbestos Supply Co., Seattle, Wash.
STUART P. COXHEAD, Vice President, Ralph C. Coxhead Corporation, New York, N. Y.
FRED C. DANNEMAN, Owner, Danneman Die-Set Company, New York, N. Y.
F. H. DAVIDSON, President, Summit Industrial Products Co., Akron, Ohio
B. W. ELLIOTT, Vice President-Sales, Elliott Manufacturing Company, Binghamton, N. Y.
ALBERT C. FINLEY, President, Watkins Body Corporation, Buffalo, N. Y.
FRANK P. FLETCHER, Vice President, Fletcher Aviation Corp., Pasadena, Calif.
H. DON FORSE, President, Forse Corporation, Anderson, Ind.
ROBERT C. GEFFS, General Manager, Domestic Manufacturing Co., Inc., Los Angeles, Calif.
K. C. GIFFORD, President, Schick Incorporated, Stamford, Conn.
ALAN H. GILLMORE, President, The Gillmore-Carmichael-Olson Co., Cleveland, Ohio
F. J. GINGERICK, Vice President, The Peabody Company, North Manchester, Ind.
WILLIAM A. HASELTINE, President, J. E. Haseltine & Co., Portland, Ore.
MARSHALL N. JARVIS, President, The Chas. L. Jarvis Company, Middletown, Conn.
JOHN W. JOLLY, President, Dr. Peter Fahmey & Sons Co., Chicago, Ill.
DAVID F. KAHN, President, The Estate Stove Company, Hamilton, Ohio
B. W. KERR, President, Railway and Industrial Engineering Co., Greensburg, Pa.
L. A. KING, Secretary-Treasurer, Operadio Manufacturing Co., St. Charles, Ill.
M. HERBERT KOEPPEL, President, King Refrigerator Corporation, Brooklyn, N. Y.
J. F. LUCAS, Vice President, Breeze Corporation Incorporated, Newark, N. J.
R. A. MACNEILLE, President, St. Charles Manufacturing Company, St. Charles, Ill.
M. G. MUNCE, Assistant to the President, York Corporation, York, Pa.
MAX J. PALM, Jr., President, The Palm Brothers Decalomania Company, Cincinnati, Ohio
ALBERT PENN, President, Penn Electrical Switch Co., Goshen, Ind.
JUSTIN G. SCHNEEMAN, President, X-Ray Products Corporation, Los Angeles, Cal.
A. E. SCHUMACHER, President, Norcor Manufacturing Company, Inc., Green Bay, Wis.
RICHARD J. SIMMONS, Vice President, Penns Electric Company, Chicago, Ill.
CHAS. H. STANDISH, President, Designers for Industry, Inc., Cleveland, Ohio
F. E. STEVENS, Vice President, Armstrong Cork Company, Lancaster, Pa.
WILLIAM S. STUHR, Chairman of Board, United Paperboard Company, Hoboken, N. J.
HAROLD R. SWANTON, President, Precision Bearings, Inc., Los Angeles, Calif.
LOTHAIR TETTOR, President, The Perfect Circle Company, Hagerstown, Ind.
FRED G. WACKER, President, Automotive Maintenance Machinery Company, No. Chicago, Ill.
WINSTON S. WATROUS, President, Whirlwind Lawn Mower Corporation, Milwaukee, Wis.
S. V. WOOD, President, Minneapolis Electric Steel Castings Company, Minneapolis, Minn.
LUCIEN WULSIN, President and Treasurer, The Baldwin Company, Cincinnati, Ohio
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.

Chairman: CLARENCE L. COLLENS, Chairman of the Board, Reliance Electric & Engineering Co., Cleveland, Ohio

Vice Chairmen: ROGER E. GAY, President, The Bristol Brass Corporation, Bristol, Conn.
J. A. HEWLETT, Vice President, Fairchild Camera and Instrument Corporation, Jamaica, N. Y.

Committee Executive: HENRY K. STANFORD

W. M. ANGLE, President Stromberg-Carlson Company, Rochester, N. Y.
SAUL BLICKMAN, President S. Blickman, Inc., Weehawken, N. J.
HENRY E. BODMAN, Partner Bodman, Longley, Bogle, Middleton & Armstrong, Detroit, Mich.
O. W. CARPENTER, Assistant to the President Chain Belt Company, Milwaukee, Wis.
WILLIAM A. CARSON, President Sunbeam Electric Manufacturing Co., Evansville, Ind.
JAMES F. COSTELLO, Treasurer Jacobsen Manufacturing Company, Racine, Wis.
JOHN H. DYETT, Vice President and Secretary Rome Cable Corporation, Rome, N. Y.
G. E. FARMER, Comptroller and General Manager Aero-Coupling Corporation, Burbank, Cal.
JOHN F. P. FARRAR, President Chicago Metal Hose Corporation, Maywood, Ill.
BRODERICK HASKELL, Vice President Guaranty Trust Company of New York, New York, N. Y.
HAMILTON HICKS, Director—Member Finance Committee Elastic Stop Nut Corporation of America, New York, N. Y.
H. W. HOOVER, President The Hoover Company, North Canton, Ohio
A. M. JOHNSON, President Barnes Drill Co., Rockford, Ill.
G. M. KILCARR, Vice President Interstate Equipment Corporation, Elizabeth, N. J.
FRANK A. NEMEC, Vice President The Perkin-Elmer Corporation, Glenbrook, Conn.
ARTHUR K. PECK, Assistant to the President Republic Aviation Corporation, Farmingdale, N. Y.
H. M. ROWLETTE, Termination Director Whiting Corporation, Harvey, Ill.
LUCIEN SHAW, Assistant to President Lockheed Aircraft Corporation, Burbank, Cal.
G. L. SHUMAN, Secretary-Treasurer Twin Disc Clutch Company, Racine, Wis.
L. N. SLATER, President Western Pipe & Steel Company of California, San Francisco, Cal.
C. E. SMITH, Vice President Towmotor Corporation, Cleveland, Ohio
M. L. STANDISH, Assistant General Controller Curtiss-Wright Corporation, New York, N. Y.
ERNEST G. SWIGERT, President Hyster Company, Portland, Ore.
EDWARD P. TAYLOR, Secretary and Treasurer Twin Coach Company, Kent, Ohio
K. C. TOWE, Treasurer American Cyanamid Company, New York, N. Y.

ADVISORY GROUP ON CONTRACT TERMINATION

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E. W. ACKERMAN, Assistant Secretary Thompson Products, Inc., Cleveland, Ohio
L. W. ADKINS, Controller The Crosley Corporation, Cincinnati, Ohio
NORMAN R. ALTHAUSER Aluminum Company of America, Pittsburgh, Pa.
JOHN K. BOYLE Aeronautical Chamber of Commerce of America, Inc., Washington, D. C.
HARMER BRERETON Eastman Kodak Company, Rochester, N. Y.

JOHN S. CARTER, Manager, Contract Termination Division Radio Corporation of America, Camden, N. J.
C. B. CHISHOLM, Assistant to the Vice President Pressed and Welded Steel Products Co., Long Island City, N. Y.
FRANK B. CLIFFE, Assistant Comptroller General Electric Company, Schenectady, N. Y.
CHARLES R. FOUNTAIN Sperry Corporation, New York, N. Y.
D. S. GIBSON, Executive Secretary, Contract Termination Committee Worthington Pump and Machinery Corporation, Harrison, N. J.
CONTRACT TERMINATION ADVISORY  Continued

J. D. GREENSWARD, Assistant to Treasurer
Allis-Chalmers Manufacturing Company, Milwaukee, Wis.
HOWARD E. ISHAM, Assistant Vice President
United States Steel Company of Delaware, Pittsburgh, Pa.
J. M. LAMBERT, Director of Contract Termination
York Corporation, Washington, D. C.
GWILYM A. PRICE, Vice President

FREDERICK B. SCHELL, Jr.
The Firestone Tire & Rubber Company, Akron, Ohio
C. R. SMITH, Manager, Division of Contract Settlement
Western Electric Company Incorporated, New York, N. Y.
GEORGE M. TISDALE, Vice President
United States Rubber Company, New York, N. Y.

COMMITTEE ON COOPERATION WITH NIC
Subcommittee of the Board of Directors

This committee has as its responsibility all matters bearing on the cooperative relations between the Association and the National Industrial Council.

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American Cyanamid & Chemical Corporation, New York, N. Y.
NORMAN E. ELSAS, President
Fulton Bag & Cotton Mills, Atlanta, Ga.
ROBERT M. GAYLORD, President
The Ingersoll Milling Machine Company, Rockford, Ill.
JAMES G. HANES, Chairman
Hanes Hosiery Mills Co., Winston-Salem, N. C.
J. A. HARTLEY, President
Braun Corporation, Los Angeles, Cal.
R. KIRBY LONGINO, President
Longino & Collins Incorporated, New Orleans, La.
L. B. NEUMILLER, President
Caterpillar Tractor Co., Peoria, Ill.
C. I. PACKER, President
The Packer Machine Company, Meriden, Conn.
WILLIAM M. RAND, Vice President
Monsanto Chemical Company, St. Louis, Mo.
FRED E. STEEN, President
WILLIAM B. WARNER, President
McCall Corporation, New York, N. Y.
WILLIAM P. WITHEROW, President

DEVELOPMENT COMMITTEE
Subcommittee of the Board of Directors

Having as its objective the expansion of NAM membership, this committee's function is the direction and development of the Association's membership programs.

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California Packing Corporation, San Francisco, Cal.
CLAYTON R. BURT, Chairman of Board
Pratt & Whitney, Division
Niles-Bement-Pond Company, West Hartford, Conn.

L. B. NEUMILLER, President
Caterpillar Tractor Co., Peoria, Ill.
C. I. PACKER, President
The Packer Machine Company, Meriden, Conn.
WILLIAM M. RAND, Vice President
Monsanto Chemical Company, St. Louis, Mo.
FRED E. STEEN, President
WILLIAM B. WARNER, President
McCall Corporation, New York, N. Y.
WILLIAM P. WITHEROW, President

WARD M. CANADAY, Chairman of Board
Willys-Overland Motors, Inc., Toledo, Ohio
NORMAN E. ELSAS, President
Fulton Bag & Cotton Mills, Atlanta, Ga.
JAMES G. HANES, Chairman
Hanes Hosiery Mills Co., Winston-Salem, N. C.
RALEIGH HORTENSTINE, President
Wyatt Metal & Boiler Works, Dallas, Tex.

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

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

CHAS. J. STILWELL, President
The Warner & Swasey Co., Cleveland, Ohio

ERNEST G. SWIGERT, President
Hyster Company, Portland, Ore.

LOTHAIR TEEOR, President
The Perfect Circle Company, Hagerstown, Ind.

CHARLES L. WHEELER, Executive Vice President
Pope & Talbot, Inc., San Francisco, Cal.

COMMITTEE ON
DISPOSAL OF GOVERNMENT-OWNED PLANTS AND MATERIALS

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.

Chairman: C. W. LOOS, Vice President, Curtiss-Wright Corporation, New York, N. Y.
Vice Chairman: THOS. J. BANNAN, President, Webster-Brinkley Co., Seattle, Wash.
Committee Executive: HENRY K. STANFORD

K. J. AMMERMAN, Assistant to the President
Borg-Warner Corporation, Chicago, Ill.

HORACE ARMSTRONG, Vice President
Armstrong Bros. Tool Co., Chicago, Ill.

P. F. BAUER, Manager Industrial Department
Allis-Chalmers Manufacturing Company, Milwaukee, Wis.

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Worthington Pump and Machinery Corporation, New York, N. Y.

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The W. A. Bechtel Company, San Francisco, Cal.

W. E. BETTENDORF, President
The Bettendorf Company, Bettendorf, Iowa

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The Bonnot Company, Canton, Ohio

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The Airkraft Sign Company, Lima, Ohio

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Marine Fabricators Company, Perth Amboy, N. J.

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R. J. HEIDELBERGER, Manager
Government Facilities Contract Section, Military Contracts Department, Republic Aviation Corporation, Farmingdale, N. Y.

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J. CLYDE HOFFMAN, Legal Counsel
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FREDERICK J. HOFFMAN, President

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DAVID C. HULUB, President
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H. M. HORNER, President
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M. L. JARBOE, Vice President
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Bankers Trust Company, New York, N. Y.

A. R. KERR, Vice President
DISPOSAL OF GOVERNMENT-OWNED PLANTS AND MATERIALS

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W. ROY MANNY, President
Atlantic Zinc Works, Inc., Brooklyn, N. Y.
J. HOWARD MARSHALL, 2nd, President
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W. B. MERRIAM, Executive Vice President
Globe Products Mfg. Co., Los Angeles, Cal.
P. W. MEYERINGH, Vice President
Hercules Powder Company Incorporated, Wilmington, Del.
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R. F. MOYER, President
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L. B. NEUMILLER, President
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OSCAR C. PALMER, President
H. F. POTTER, Secretary
Crane Co., Chicago, Ill.
EDMUND T. PRICE, President
Solar Aircraft Company, Des Moines, Iowa
EDWARD P. SCHINNAN, President
Bogue Electric Company, Paterson, N. J.
WILLIAM H. SEAMAN, President and General Manager

F. S. CONABLE, Purchasing Agent
Corning Glass Works, Corning, N. Y.
W. A. CRICHELEY, Assistant Controller
Diamond Alkali Company, Pittsburgh, Pa.
A. C. DARLING, President
Borg-Warner Service Parts Co., Chicago, Ill.
VICTOR W. FILLER, Director Professional Service Department
J. Sklar Manufacturing Co., Long Island City, N. Y.
L. J. FINNAN, Jr., Assistant Director of Purchases
Hercules Powder Company Incorporated, Wilmington, Del.

F. H. LOOMIS, Assistant General Manager of Sales
Republic Steel Corporation, Cleveland, Ohio
W. A. MEYER, Manager, Dealer Sales
Allis-Chalmers Manufacturing Company, Milwaukee, Wis.
J. V. MUNRO, Vice President
Caterpillar Tractor Co., Peoria, Ill.
DONALD M. PATTISON, Sales Manager
The Warner & Swasey Co., Cleveland, Ohio
CHARLES A. SLIFER, Executive Assistant
Mack Manufacturing Corporation, Plainfield, N. J.

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.

Chairman: HOWARD E. BLOOD, President, Norge Division, Borg-Warner Corporation, Detroit, Mich.
Vice Chairman: EARL BUNTING, President, The O'Sullivan Rubber Co., Inc., Winchester, Va.
CHARLES KENDRICK, President, Schlage Lock Company, San Francisco, Cal.
DON G. MITCHELL, Vice President, Sylvania Electric Products Inc., New York, N. Y.

Committee Executive: D. E. MOSER
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Arthur Kudner, Inc., New York, N. Y.

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Crane Co., Chicago, Ill.

KENNETH DAMERON, Director  
Committee on Consumer Relations in Advertising, Inc., New York, N. Y.

HOWARD R. DOTY, Assistant to President  

KALMAN B. DRUCK, Director of Research & Development  

ALBERT H. FOSTER, Director Route Survey & Market Analysis  
Borden's Farm Products, Division of the Borden Company, New York, N. Y.

DONALD M. HOBART, Manager of Research  

ARTHUR A. HOOD, Director of Dealer Relations  
Johns-Manville Sales Corporation, New York, N. Y.

DR. ROBERT A. LOVE, Director of Branch Session  
School of Business, City College, New York, N. Y.

EDWARD J. MURPHY, Assistant Manager  
The Maritime Association of the Port of New York, New York, N. Y.

DR. PAUL H. NYSTROM, Professor of Marketing  
Columbia University, New York, N. Y.

COLMAN O'SHAUGHNESSY, Director of Postwar Planning  
The Stanley Works, New Britain, Conn.

HARRY S. PACK, Director of Functional Engineering  

CHARLES McKEW PARR  
Parr Electric Co., Inc., Newark, N. J.

WILLIAM E. PARROTT, Director of Sales  
Ebasco Services Inc., New York, N. Y.

H. V. PEILZ, Director of Sales Research  
General Foods Corporation, New York, N. Y.

T. D. PRATT, Managing Director  
New York State Motor Truck Association, Inc., New York, N. Y.

VERGIL D. REED, Associate Director of Research  
J. Walter Thompson Company, New York, N. Y.

RAY ROBINSON, Director of Research  
The Cromwell-Callister Publishing Company, New York, N. Y.

PHILIP SALISBURY, Executive Editor  
Sales Management, New York, N. Y.

EVERETT R. SMITH, Research Director  
Macfadden Publications Inc., New York, N. Y.

DR. DANIEL STARCH, President  
Daniel Starch and Staff, New York, N. Y.

PAUL W. STEWART, Managing Partner  
Stewart, Brown & Associates, New York, N. Y.

GRAHAM C. WOODRUFF, President  
The L. C. L. Corporation, New York, N. Y.

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T. O. ARMSTRONG, Manager, Industrial Relations  

GUY B. ARTHUR, Jr., Personnel Director  
The American Thread Company, New York, N. Y.

W. H. BAILEY, General Personnel Director  
Sonoco Products Company, Hartville, S. C.

EARL F. BLANK, Director, Personnel Relations  
Jones & Laughlin Steel Corp., Pittsburgh, Pa.

WILLIAM J. CAMPBELL, Director, Personnel  
Mohawk Carpet Mills, Inc., Amsterdam, N. Y.

CYRUS S. CHING, Director, Industrial and Public Relations  
United States Rubber Company, New York, N. Y.

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Remington Rand, Inc., Propeller Division, Johnson City, N. Y.

EDWARD S. COWDRICK  
New York, N. Y.

W. R. CREADICK, Manager, Service  
Remington Arms Company, Bridgeport, Conn.

HENRY DOUGLAS, Personnel Manager  
The Black & Decker Mfg. Co., Towson, Ind.

F. C. EVANS, Director, Service Department  
E. I. duPont de Nemours & Company Incorporated, Wilmington, Del.

J. J. EVANS, Jr., General Personnel Manager  

GEORGE FONDA, Assistant to President  

H. GILBERT FRANCKE, Personnel Director  
The Kendall Company, Boston, Mass.

A. B. GOETZE, Personnel Director  
Western Electric Company, New York, N. Y.

J. COPELAND GRAY, Director of Industrial Relations  
Buffalo Arms Corporation, Buffalo, N. Y.

RUSSELL L. GREENMAN, Director of Personnel Relations  
General Cable Corporation, New York, N. Y.

WINTHROP A. GRIFFIN, Assistant Vice President  
American Telephone and Telegraph Company, New York, N. Y.

MORRIS HARRISON, Vice President  
Hammermill Paper Company, Erie, Pa.

H. M. HOSIER, Vice President in Charge of Industrial Relations  
Corning Glass Works, Corning, N. Y.

H. A. HOUSTON, Assistant to General Manager  

GORDON HUTH, Manager, Industrial Relations  
Universal Atlas Cement Company, New York, N. Y.

H. C. JACKSON, Industrial Relations Director  
The Corbin Screw Corporation, New Britain, Conn.

H. W. JONES, Manager, Industrial Relations  

JOSEPH B. KEATING, Personnel Director  
Breeze Corporations Incorporated, Newark, N. J.

FRED KEIGHTLEY, Director, Labor Relations  
Pittsburgh Plate Glass Company, Pittsburgh, Pa.

WILLIAM J. KELLY, Manager, Industrial Relations  

EVERETT F. KING, Personnel Director  

FORREST H. KIRKPATRICK, Manager, Personnel Administration  
RCA Victor Division of Radio Corporation of America, Camden, N. J.

A. L. KRESS, Assistant to the President  
Republic Aviation Corporation, Farmingdale, N. Y.

S. F. LARCHAR, Personnel Manager  
Thomas A. Edison, Incorporated, West Orange, N. J.

W. J. LYNCH, Secretary, Industrial Relations Department  
American Can Company, New York, N. Y.

I. O. MAL, Head Industrial Relations Department  
Ebasco Services, Inc., New York, N. Y.

R. L. MASON, Industrial Relations  
Standard Oil Company of N. J., New York, N. Y.

B. F. MCCLANCY, Manager of Industrial Relations  
John A. Roebling's Sons Co., Trenton, N. J.
JOSEPH E. MOODY, Manager, Industrial Relations
York Corporation, York, Pa.

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Subcommittee of the Board of Directors

Throughout 1945, activities observing the Association's fiftieth year are being conducted under the direction of this committee.

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GOVERNMENT SPENDING COMMITTEE

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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National Engineering Co., Chicago, Ill.

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Gordon Garment Corporation, Bristol, Va.

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The Arbol Manufacturing Co., New York, N. Y.
INDUSTRIAL FINANCING COMMITTEE

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 Armstrong Company, Detroit, Mich.

So well demonstrated by wartime 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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Bound Brook, N. J.

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Director of Claims & Safety
The Toledo Edison Company, Toledo, Ohio

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U. S. Automatic Corporation, Amherst, Ohio

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J. T. RYAN, Jr., General Manager

R. E. SPLINE, Director of Professional Department
Bristol-Myers Company, New York, N. Y.

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H. P. SWINSON, Partner
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C. A. THOMAS, Vice President and Secretary
The S. S. White Dental Manufacturing Company,

ROY E. TOMLINSON, President
National Biscuit Company, New York, N. Y.

HERBERT W. WADE, Vice President
Standard Hosiery Mills, Inc., Alamance, N. C.

MAXWELL C. WEAVER, President
The Randall Company, Cincinnati, Ohio

INDUSTRIAL PROBLEMS COMMITTEE
Subcommittee of the Executive Committee

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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JOHN HOLMES, President
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TelAutograph Corporation, New York, N. Y.

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

WILLIAM P. WITHEROW, President

INDUSTRIAL RELATIONS PROGRAM COMMITTEE

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.

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.

Chairman: M. M. ANDERSON, Vice President, Aluminum Company of America, Pittsburgh, Pa.
Vice Chairman: R. S. LIVINGSTONE, Vice President, Thompson Products, Inc., Cleveland, Ohio

MORRIS B. PENDLETON, President, Plomb Tool Company, Los Angeles, Cal.

Committee Executive: MICHAEL J. KANE
INDUSTRIAL RELATIONS PROGRAM Continued

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H. L. DERBY, President* American Cyanamid & Chemical Corporation, New York, N. Y.
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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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J. F. D. ROHRBACH, Vice President* Raybestos-Manhattan, Inc., Passaic, N. J.
INFLATION CONTROL COMMITTEE

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

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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PATENTS COMMITTEE

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

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.

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T. ALBERT POTTER, President, Elgin National Watch Company, Elgin, Ill.
Committee Executive: ROBERT R. BARRY

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

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**

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**

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

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.

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VETERAN RE-EMPLOYMENT COMMITTEE

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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Advance Paint Company, Indianapolis, Ind.

FRANK M. WHITFIELD, President
Emulsified Asphalt Products Company, Knoxville, Tenn.
WAGE AND SALARY ADMINISTRATION COMMITTEE

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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The Variety Aircraft Corporation, Dayton, Ohio

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Jewel Tea Co., Inc., Barrington, Ill.

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Operadio Manufacturing Company, St. Charles, Ill.

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H. P. SMITH, Jr., Manager

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E. W. STEWART, President
Federal Screw Works, Detroit, Mich.

J. E. WALTERS, Partner
McKinsey & Company, New York, N. Y.

DR. J. A. WEBB, Vice President

JOSEPH C. WILSON, Vice President
The Haloid Company, Rochester, N. Y.
WAR CONTROL TERMINATION COMMITTEE

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 complex 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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The Sherwin-Williams Co., Cleveland, Ohio
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WAR PRODUCTION COMMITTEE

Subcommittee of the Executive Committee

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

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ROBERT M. GAYLORD, President
The Ingersoll Milling Machine Company, Rockford, Ill.
JAMES S. KNOWLSON, President and Chairman of Board
Stewart-Warner Corporation, Chicago, Ill.
J. HOWARD PEW, President
H. W. PRENTIS, Jr., President
R. J. WYSOR, President
Republic Steel Corporation, Cleveland, Ohio
WASHINGTON CONTACTS COMMITTEE
Subcommittee of the Executive Committee

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

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H. W. ANDERSON, Vice President
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WARREN E. BLAZIER, Personnel Director
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A. BRILL, Personnel Director
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Public Service Company of Northern Illinois, Chicago, Ill.
WORLD TRADE POLICY COMMITTEE

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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Werner G. Smith Company, New York, N. Y.

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Carrier Corporation, New York, N. Y.

HERMAN HIRT, Assistant to President
International General Electric Company, New York, N. Y.

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E. I. duPont de Nemours & Company Incorporated, Wilmington, Del.

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Clark University, Worcester, Mass.

WILBERT WARD, Vice President
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S. RILEY WILLIAMS, Assistant to the Vice President
Worthington Pump and Machinery Corporation, Harrison, N. J.
NATIONAL INDUSTRIAL COUNCIL

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.
NATIONAL INDUSTRIAL COUNCIL

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

Executive Director: T. M. BRENNAN, National Industrial Council, New York, N. Y.

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Chairman: M. J. HICKEY, General Manager, Manufacturers Association of New Jersey, Trenton, N. J.

Vice Chairman: SAM B. DUNBAR, Manager, Louisiana Manufacturers Association, New Orleans, La.

MANUFACTURING TRADE ASSOCIATIONS GROUP

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Vice Chairman: CARL S. WHITTIER, Secretary, Last Manufacturers Association, Boston, Mass.

INDUSTRIAL RELATIONS ASSOCIATIONS GROUP

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Vice Chairman: W. H. MACMAHON, Executive Secretary, St. Paul Committee on Industrial Relations, St. Paul, Minn.
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ROY F. WILLIAMS, Executive Vice President
Associated Industries of Massachusetts, Boston, Mass.

M. J. HICKEY, General Manager
Manufacturers Association of New Jersey, Trenton, N. J.

ALTERNATES:
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Iowa Manufacturers Association, Des Moines, Iowa

GEOGE P. KULL, Secretary
Wisconsin Manufacturers Association, Madison, Wis.

FRANK G. LOUTHAN, Secretary
Virginia Manufacturers Association, Richmond, Va.

E. J. O'CONNOR, Executive Vice President
Associated Industries of Oklahoma, Oklahoma City, Okla.

JOHN L. LOVETT, General Manager
Michigan Manufacturers Association, Detroit, Mich.

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National Sand & Gravel Association, Washington, D. C.

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American Meat Institute, Chicago, Ill.

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International Association of Ice Cream Manufacturers, Washington, D. C.

CHARLES J. BRAND, Executive Secretary
National Fertilizer Association, Washington, D. C.

KING HOAGLAND, Secretary
Institute of Carpet Manufacturers, New York, N. Y.

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National Association of Hosiery Manufacturers, New York, N. Y.

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

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L. E. ROARK, Commissioner
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A. M. TORREY, Secretary
Employers Association of North Jersey, Newark, N. J.
INDEX

EXPLANATION OF SYMBOLS
(Symbols represent groups with which the individual is listed.
For page references refer to CONTENTS on page 2.)

A

Ackerman, A. C.          Govt. Spnd.       World Tr. Pol.
Airey, John              Dir.             War Cont. Term.
Aitkin, E. S.            Dir.             World Tr. Pol.
Albright, Horace M.      World Tr. Pol.
Albright, Raymond W.     Ind. Hlth.
Aldeen, G. W.            Agric. Pol.
Aldeen, R. A.            Dir.             Life Ins.
Allen, George M.         Wg. & Sal. Adm.
Allen, Wyeth             Sup. Mgmt.
Allina, Joseph O.        World Tr. Pol.
Ammerman, K. J.          Govt. Pol. & Mat.
Amstler, Alfred E.       Ind. Fin.
Ancell, Nathan S.        Ind. Stat.
Anderson, C.             West Empl.
Anderson, C. S.          Lbr. Neg.
Anderson, F. A.          Ind. Hlth.
Anderson, John W.        Patents
Anderson, M. M.          Dir.             Ind. Rel. Prog.
Angell, W. M.            Contr. Term.
Anthony, W. M.           Patents
Armstrong, Horace         East Empl.
Armstrong, T. O.         Sup. Mgmt.
Arsh, S. Samuel          Wg. & Sal. Adm.
Arthur, Guy B.           East Empl.
Ashley, Merwin F.        Patents
Atherholt, Robert C.     Taxation
Atkins, H. C.            Soc. Sec.
Atkins, William A.       Develop.
Atkinson, Charles        Ind. Hlth.
Atwood, Seth B.          Taxation
Avery, Clarence R.       Dir.
Avery, R. S.             Lbr. Leg.
Avery, W. F.             Patents

B

Backstrand, C. J.        Dist.
Bailey, W. H.            East Empl.
Baldwin, Ralph F.        Govt. Spnd.
Bales, C. E.             Sup. Mgmt.
Ballagh, Jack C.         Patents
Ballantyne, John         Dir.             War Cont. Term.
Bannan, Thos. J.         Govt. Pol. & Mat.
Barber, Joseph H.        Eco. Adv.
Barney, C. N.            Ind. Stat.
Barneyard, William H.    Taxation
Barry, John L.           Soc. Sec.
Batts, Arthur            Dir.             World Tr. Pol.
Bauer, P. F.             Govt. Pol. & Mat.
Beardsley, Emery S.      Empl. Prob.
Beaver, H. C.            Govt. Pol. & Mat.
Bechhold, Siegfried      World Tr. Pol.
Becket, S. D.            Govt. Pol. & Mat.
Becker, Ray F.           Govt. Pol. & Mat.
Beebe, Alan P.           Lbr. Neg.
Beesenmyer, C. S.        World Tr. Pol.
Bell, V. C.              Ind. Fin.
Bell, W. B.              Dir.             Exec. Finance
                                Off.             World Prod.
                                World Tr. Pol.
Greenwood, Heman —— Adv. Group
Greenwood, Richard N. —— Dir.
Green, Winthrop A. —— East. Empl.
Griggs, David C. —— Patents
Gritzbaugh, Edward C. —— Patents
Grogan, J. E. —— Lbr. Neg.
Grusky, R. R. —— West. Empl.
Gunn, George, Jr. —— Dist.
Gurley, Franklin C. —— Soc. Sec.

H

Haase, G. R. —— Wg. & 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.
Hallenberg, Charles F. —— Dist.
Halliburton, Elre P. —— Dir.
Hamilton, E. P. —— Dist.
Hammer, G. K. —— West. Empl.
Hanes, James G. —— Coop. NIC
Hanes, John H. —— Taxation
Hanson, A. B. —— Taxation
Hanson, J. A. —— Dist.
Hardenbrook, Donald J. —— Lbr. Neg.
Harder, E. W. —— Wg. & Sal. Adm.
Haggrave, T. J. —— Dist.
Harmischegger, Walter —— Taxation
Harp, Guy C. —— 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
Hatch, John J. —— Adv.
Hayward, R. A. —— Vat. Tax.
Haskell, Broderick —— Contr. Term.
Hastings, George S. —— Patents
Hatton, Julian B. —— Lbr. Leg.
Hawker, C. F. —— Sup. Mgmt.
Hawthorne, Hugh R. —— Soc. Sec.
Hayner, John L. —— Taxation
Hazlett, Dr. T. Lyle —— Med. Adv.
Hekethorn, W. R. —— Dist.
Hedge, W. D. —— Sup. Mgmt.
Heidelberger, R. J. —— Govt. Pl. & Mat.
Heil, Joseph F. —— Dist.
Heinritz, M. W. —— World Tr. Pol.
Hemple, Charles H. —— Sup. Mgmt.
Henderson, W. J. —— West. Empl.
Heppes, J. O. —— Taxation
Herbert, C. S. —— Dist.
Heroy, J. H. —— Dist.
Hess, H. Lloyd —— Lbr. Neg.
Hessberg, Irving K. —— Sup. Mgmt.
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</table>
NIC REPRESENTATIVES

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

Ahearn, V. P.                          Aldrich, Henry E.                          Whitcomb, Theodore, Jr.  Lbr. Neg.
Brand, Charles J.                      Constantine, Earl                         Wilde, Frazer B.  Ind. Fin.
Constantine, Earl                      Cooper, J.                                 Wiley, I. L.  Govt. Spnd.
Dryer, R. P.                           Dunn, Stephen F.                          Wilmer, J. E.  Taxation
Dunbar, Sam B.                         Dunn, George H.                           Williams, A. N.  Ind. Fin.
Dunston, Stephen F.                    Dunn, George H.                           Williams, B. B.  Ind. Fin.
Earl, George J.                        Dunn, George H.                           Williams, Benjamin  Lbr. Leg.
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